

Managing People

LCBB5004

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INTRODUCTION

Managing people refers to a process of handling and maintaining people related tasks within the organisation (Samson, Donnet, and Daft, 2020). It involve several activities which are, career development, employee engagement, and hiring of new talent. Human resource manager deals with all these activities of people management within the firm. This essay will describe about benefits of implementing flexible working strategies within the organisation in the context of a company named VialTech which does diagnostic tests for NHS and private patients. The essay will also explain that, what measures should be implemented by a HR department of the company. Explanation on these measures will include a discussion on reconfiguration of pay structure. Lastly, strategies will be evaluated that are used for employee engagement and for implementation of flexible working.

MAIN BODY

Benefits of implementing flexible working strategies into organisation

Enhanced productivity: Allowing employees to work in their own space increases their productivity and enable them to focus more on goals and objectives of the firm (Shifrin, and Michel, 2022). Flexible working or work from home is less distracting in comparison to on-site work because it enables them to work in their own desired environment and own space. Flexible working also provides improved work life balance to employees which enables them to manage their personal skills and personal life, hence increases employee's productivity. Enhanced productivity of employees also enhances productivity for the firm. Strict rules and regulations considered with on-site working led a person into depression and can decrease its productivity, meanwhile flexible working can lead a person to work freely within its own circumstances without any depression and distraction.

Improved work culture: Flexible working enables employees to have more balanced and better work life in comparison to on-site working, so it encourages employee engagement and boosts their morale across the firm (Chung, and Van der Lippe, 2020). Balanced work life enable more employee satisfaction. More satisfied employees, enable more productivity and efficiency for the organisation. Employee satisfaction also increase employee stability within the firm or company. Improved work culture enables employees to produce better results and to perform better. This working style enables employers and employees to build a positive relations with each-other. On-site working from 9-5 can be injurious to mental health of a person as it can led a person into depression or job dissatisfaction. Meanwhile, flexible or online working reduces depression of employees and workers.

Reduced cost: Flexible or online working save costs of set up that is required for on-site working (Chung, and Van der Horst, 2020). Networking set up cost, office building cost, and real estate cost and other expanses can be saved by online or flexible working. Cost reduction can help the business to invest in other efficient operations and activities that are important for its growth and development.

Diverse teams: Flexible working individuals from all sides of the world and from all backgrounds to work within the firm. Thus, by using flexible working system the firm attracts more diverse and large teams. Largely diverse teams works more effectively and efficiently towards company's goals and objectives and increases firm's efficiency, competitive advantage and productivity. Online working also enables people with physical disabilities to show-case their talent and to contribute within success of the organisation. Diverse teams also reduces workload for all the employees because of proper and balanced work distribution.

Better retention: Work satisfaction among employees increases employee retention rate. As flexible working improves work satisfaction among employees it also improves employee retention rate for the firm. Flexible working also make employee engagement to be remain high and enhances employee retention. Flexible working practices also exert influence on recruitment practices. For an example advertisements of flexible working enables Vial Tech to recruit better talent for the firm. Flexible work hours or online working has an ability to attract all type of talents or workers for the firm. Thus, better recruitment provide better retention.

Strategies required to consider before implementing flexible working

Deciding rationale for flexible working: Before implementing flexible working among employees, it is important for HR department to decide rationale for implementing flexible

working. HR department of Vial Tech needs to define reasons of implementing flexible working policy. HR department identifies problems involved with traditional or on-site working and then decides flexible working arrangements. After identification of problems and solutions, HR department should make flexible working arrangements for employees of the firm.

Deciding the scope of flexible working policy: HR department of the company decides and defines the scope of flexible working policy or arrangements. There are five elements of flexible working that are required to be considered by HR department before implementing that five elements are, remote work, job sharing, part-time work, compressed schedule and flexitime. Considering remote work reduces or mitigate real estate cost required for office space or building. Job sharing is an important element to be considered before implementing flexible working because job sharing enhances problem solving and efficiency of employees.

Thinking about important issues: Implementation of flexibility working goes through several issues but, HR department identifies important issues first or important areas of concern that are to be solved by flexible working and can also be affected by flexible working implementation. HR department identifies that, how flexible working will exert impact on employees, clients and other departments of the organisation. HR department also identifies effort, time and money required for flexible working implementation and also identifies need of training essential for employees and workers.

Providing a unified proposal: A unified written proposal is required to make clear instructions about policies of flexible working across employees and workers. This written proposal consists of, reasons to adapt flexible working policy, an appropriate description of time slots and job roles, and the resources for maintaining effective communication etc. To make a unified proposal HR department of the company identifies needs of employees and workers. HR manager of the firm discuss needs of employees and workers with them and then arrange resources for them and fulfil their requirements.

Different functions of flexible working

Remote work: It is an essential function of flexible working which enables employees and workers of the company to work from home in their own space instead of on-site work. This function exert a positive impact on employees, workers and organisation, by reducing stress level for employees and by enhancing cost reduction for the firm.

Job sharing: Flexible working enables job sharing function across employees and workers. This function allow more flexibility to workers and employees by reducing workload. It enables two employees to share their work or job across each other, sharing job involve responsibilities and tasks. Thus, reduced workload increases efficiency and productivity for both employees and the firm.

Reconfiguration of pay structure

Pay structure consists of following aspects they are, an equitable structure, starting salaries of new joiners, performance related pay, and benefits etc. (Mitsuhashi, and Nakamura, 2022). It is important to consider all these aspects while reconfiguring pay structure for flexible working (Desyllas, Salter, and Alexy, 2022). To reconfigure pay structure a new well-planned structure is necessary that can define all these aspects and can deal with them. Human resources manager of Vial Tech Company needs to exert focus on current pay structure and areas of improvement for pay structure that are required in flexible working (Nienaber, and Martins, 2020). HR manager ensure that an equitable pay structure should be followed to make each and every employee feel valued even in flexible working. Reconfiguration of pay structure also involve current salaries for remote work. Managers need to set pay structure according to global current salary structure of remote jobs. HR managers need to reconfigure pay structure on the basis of employee's position and their current salary. Business rules are also configured for the reconfiguration of pay structure. Salaries are provided to employees on the basis of company's rules that are set for flexible working or remote jobs. Pay scale objects are configured with the help of MDF framework. This framework helps to identify the custom needs of reconfiguration of pay structure and objectives of pay structure. MDF framework defines interrelation between measures of pay structure. Those measures are, Pay Scale type, pay scale area, pay scale group and pay scale level. HR managers of the firm consider all these measures for pay structure reconfiguration. Pay scale type refers to a gathered agreement that defines type of pay scale within the organisation. Pay scale area is helpful to determine applicability of pay scale level and pay scale group helps to combine pay scale levels of each and every employee. After identification of interrelation between pay structure measures, pay scale objects are assigned to employees according to their work and position. HR manager also uses pay grades method for reconfiguration of pay structure. Pay grades method helps to identify compensation level for employees and workers. Identification of compensation level determines areas of improvement in compensation level required for flexible working. Compensation level is also

reconfigured according to remote work policies. Pay grades method also help to set a budget for employee pay.

Strategies to promote employee engagement

Clearly describe company's mission: During the implementation of flexible working managers and leaders of the firm need to clearly explain the goals and objectives of the firm, so that, they can attract employee's engagement within the organisation (Nienaber, and Martins, 2020). Clarification of goals and objectives align employees with goals and objectives of the organisation and encourage employees and workers to exert their focus to achieve objectives set by the firm. To clarify roles across workforce management team of the firm needs to perform an effective communication with its workforce. An effective communication consists of all aspects and areas of improvement within the company.

Set goals or plans of action: A detailed and specified plan of action or goals are crucial for the firm (Susanto, 2022). These goals should be achievable, measurable, and realistic with positive outcomes. While implementing flexible work management team should set these goals for the company and should describe it clearly across workforce that can keep workforce engaged.

Apply people centric style of leadership: Managers and leaders of the firm should adapt people centric style of leadership so that they can feel valued (Turner, 2020). Thus, making employees feel valued increases employee engagement within the organisation. HR department of the firm should exert its focus on prioritising well-being of employees and workers, and development of workers and employees. Organisation can be people centric by listening to needs and requirements of its employees. To listen employee's needs and requirements, survey or feedback system can be adopted within the firm. Moral support should be provided to workers of the firm by providing career development opportunities and, resources for well-being of mental health etc.

Promote a strong company culture: While implementing flexible working, management team needs to exert focus on promoting a positive company culture that enhances employee engagement within the firm. To make a strong positive company culture, managers of the company can make use of rewards and appreciation to make their employees feel valued. Rewards and appreciation increase efficiency of employees and boost employee engagement. HR manager should appreciate workers and employees for their specific qualities which are, innovation, and team work etc.

Implement a sense of community: To increase employee engagement, it is crucial to increase a sense of community and team work. Sense of community can be enhanced by organising an annual event or performing other activities, where, all the staff members get a chance to connect and communicate with each other.

Recognition of workers contribution: To enhance employee engagement, managers and leaders should keep track of employee's contribution within the organisation (Staniec, and Kalińska-Kula, 2021). Recognition of employee's contribution enable managers to give rewards and appraisal to the recognised or deserving employees. Workers contribution recognition also allow managers to invest in learning and development of employees. Learning and development increases employee's productivity and by increasing employee's productivity it enhances employee's engagement in achieving organisational goals and objectives.

CONCLUSION

This essay has concluded about the concept of flexible learning in the context of a company named VialTech. It involved benefits of implementation of flexible working within the firm. The essay has also described that, what the measures should be considered by HR department of the organisation, before implementing flexible working. Discussion on those measures involved different function like, remote work and job sharing which can impact flexible working in different manner. In addition to this, the essay, has provided a discussion on reconfiguration of pay structure required for flexible working. Further, the essay has provided a detailed evaluation of strategies that are necessary to promote employee engagement within the organisation.

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