

# individual report

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# Managing people

## Individual Report

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## Introduction

<sup>5</sup> The Chartered Institute of Personnel and Development (CIPD) defines flexible working as: 'a type of working arrangement which gives a degree of flexibility on how long, where, when and at what times employees work' (CIPD,2019 as cited in Dale, G).

If working from home or flexible working, was more a theory before, because many organisations were still working in the old ways even though new alternatives existed (Dale, G., 2021), throughout covid-19 pandemic it became a necessity. The perception and understandings about flexible working, transformed for all the economic players, where and when possible, working in a new way became widely embraced. However, new aspects related to flexible working came into the attention of those involved in managing this new way of working. The question remains regarding the advantages and disadvantages that applies to the current working force on if this truly provides a better work-life balance and who are in reality the beneficiary of this new way of working or the impact on the organisations (Atkinson and Sandiford, 2016). Nevertheless, it is critical to handle the increased need for flexibility in the post-pandemic times, especially in light of the widespread use of hybrid and flexible working arrangements in numerous industries.

GreenCo is a frontrunner in the agricultural machinery market because it understands the value of allowing its employees more freedom in their schedules. This means that before introducing a flexible working policy, in my quality of HR at GreenCo, I would need to carefully weigh the costs, advantages, and potential revisions to pay plans and employee motivating techniques. The purpose of this report is to give a thorough examination of the possible benefits and challenges that might result from GreenCo implementing flexible working practises (Mathis and et.al. 2016). The report's goal is to provide a thoughtful evaluation that encourages in-depth knowledge of the topic by incorporating applicable academic ideas and industry-specific examples. To do this, we will first analyse critical issues in depth, and then provide recommendations that are unique to GreenCo based on our findings.

## Main Body

### Benefits of Implementing Flexible Working Strategies

Before making any recommendations, I considered important to highlight some of the benefits. The examination of the advantages of integrating flexible work practises within GreenCo is warranted due to the numerous benefits it offers to both employees and

organisations. By integrating pertinent academic theories and industry-specific illustrations, individuals can acquire a comprehensive understanding of the favourable consequences linked to flexible work arrangements. One significant advantage is the enhancement of the equilibrium between work and personal life. The implementation of a policy by GreenCo that affords employees with autonomy over their schedules facilitates a smooth amalgamation of work and personal life, resulting in heightened levels of job satisfaction and overall well-being (Stone, Cox and Gavin, 2020). Furthermore, empirical studies have consistently demonstrated a significant positive relationship between the implementation of flexible work arrangements and increased levels of productivity. The aforementioned outcomes can be ascribed to a decrease in stress levels, an increase in individual agency, and the capacity to undertake tasks during periods of heightened productivity (Adame-Sánchez, González-Cruz and Martínez-Fuentes, 2016).

Absenteeism can be reduced further by the implementation of flexible working strategies. Having a flexible work schedule allows employees to take care of personal and family matters without taking unscheduled time off. Flexible working arrangements were shown to reduce unexpected absences by about 30%, according to a report from <sup>17</sup> the Society for Human Resource Management (SHRM). Employee happiness and loyalty are both enhanced by the use of flexible work arrangements (Thakur and Bhatnagar, 2017). According to Herzberg's Two-Factor Theory, an organization's willingness to accommodate its workers' needs is a major contributor to the morale and productivity of its staff. According to a 2021 study by Global Workplace Analytics, companies with flexible work options retain their employees 10% more frequently than those without. GreenCo can improve its potential to recruit and retain highly qualified workers by adopting more flexible working arrangements, which in turn will lead to a more dedicated and engaged staff (Pucik and et.al., 2016). The advantages of flexible work arrangements are further demonstrated using case studies from various fields. For instance, Microsoft has created a programme called "FlexWork," which provides workers with more freedom in terms of where and when they do their jobs. A happier, more productive, and less likely to leave workforce is the direct outcome of these efforts.

#### Considerations for Implementing Flexible Working

To guarantee a seamless and effective transition, the HR department should carefully evaluate a number of criteria before introducing flexible working strategies inside GreenCo. A thorough requirements analysis is a critical factor to take into account. Employee input should

be gathered as part of this evaluation in order to understand their unique needs and preferences for flexible working. GreenCo can modify its strategy to better fit the employees by understanding their demands.

It's critical to consider the viability of introducing flexible working arrangements within GreenCo in addition to considering employee requirements. Numerous aspects, including worker functions, operational requirements, and customer demands, should be considered in this evaluation. Some jobs could lend themselves better to flexible scheduling, while others would need that workers be present in person at certain times. The evaluation of viability makes sure that the adoption of flexible working is consistent with the organization's overall aims and objectives (Marchington and et.al., 2016). The use of flexible working strategies can also provide dangers and challenges that need to be foreseen and managed. One challenge to take into account is resistance to change from workers or managers who could be dubious about the efficacy of flexible working. Such fears can be eased by having open communication about the advantages and objectives of flexible working. In a flexible work environment, there may be additional challenges in maintaining productivity, handling tasks, and ensuring efficient communication. These issues should be anticipated and resolved with the right planning and assistance.

The implementation of flexible working must be done with clear communication. GreenCo should create and disseminate a thorough policy outlining the rules, criteria, and procedures pertaining to flexible working. This policy should specify the requirements for approval as well as how and when workers can seek flexible working arrangements (Choi, 2020). Any confusion or misalignment will be reduced if all employees have a consistent knowledge of the policy. In addition to open communication, creating flexible work practises is essential. The sorts of flexible work arrangements that are offered, such as job sharing, reduced workweeks, remote work, and flexitime, should be specified by GreenCo. To preserve consistency and for successful collaboration, guidelines on scheduling, core working hours, availability expectations, and communication methods should be created (Sparrow, Brewster and Chung, 2016). The requirement for a trial period or phased adoption should also be taken into account in order to evaluate the efficacy of flexible working arrangements and make any required corrections.

The ability to use technology to solve problems is what makes the Internet of Things so popular. To make sure it can accommodate remote work and efficient communication,

GreenCo has to evaluate its current IT infrastructure. Secure access to business systems, dependable communication channels, and suitable gear and software for staff members are all included in this. Measures for data security and privacy should be considered to safeguard sensitive data while allowing remote access (Chelladurai and Kim, 2022). Last but not least, performance evaluation must be done carefully when flexible working is implemented. GreenCo has to set out clear performance standards and guidelines for workers with flexible schedules. In order to guarantee responsibility and spot any challenges or areas for growth, regular check-ins, performance reviews, and feedback methods are crucial. In a flexible work environment, adopting outcome-based performance evaluation strategies that put an emphasis on deliverables and outcomes rather than hours worked will assist boost productivity and effectiveness.

#### Reconfiguring the Pay Structure

In order to guarantee that GreenCo's pay structure is in line with the shifting dynamics of the workforce, implementing flexible working arrangements calls for rigors consideration of the pay structure. This section will cover the possible impact on salary, benefits, and bonuses as well as how the pay structure may need to be changed to suit flexible working arrangements. It will also look at alternative strategies such flexible compensation packages or performance-based incentives (Mello, 2014). It is crucial to take into account the type of flexible arrangements and their effects on workers' work schedules and availability when altering the pay structure to suit flexible working. It could be necessary to reevaluate traditional pay arrangements that are mostly based on set working hours. One strategy is to switch to a more flexible compensation plan, which includes components of variable pay or performance-based incentives to reflect the results and deliverables of workers' work rather than relying exclusively on the number of hours worked. It is important to thoroughly evaluate any potential effects on pay, benefits, and bonuses. Employees' basic salaries might be impacted by changes to their working hours brought on by flexible working arrangements. In some circumstances, a decrease in working hours brought on by flexible scheduling may result in a proportionate decrease in pay (Anderson, 2015). However, it is essential to make sure that flexible working does not put employees at a disadvantage financially and that fair and equitable remuneration practises are upheld.

To accommodate flexible working arrangements, benefits like healthcare coverage, retirement plans, and other employee incentives might also need to be reconsidered. If workers

who operate in unconventional work environments have demands that are properly met by the current benefits package, GreenCo should review it. Offering flexible benefit alternatives, such as customised benefit packages or the choice of benefits to meet particular needs, may be one way to achieve this. Instead of depending merely on presence or the number of hours worked, bonuses and incentives may be changed to encourage and reward performance and outcomes. Key performance indicators (KPIs) that are in line with the aims of the organisation can be used as the basis for performance-based rewards (Delery and Roumpi, 2017). Employees are encouraged to produce outcomes using this strategy, regardless of their working hours or location. Additionally, it strengthens a work environment that emphasises accountability and results. GreenCo may think about introducing flexible pay packages that let employees select from a variety of benefits or compensation elements in addition to performance-based incentives. For instance, workers may be given the choice to designate a percentage of their pay for extra vacation time, chances for professional growth, or other flexible perks that suit their particular requirements and preferences (Perlow, 2020).

Any changes to the pay structure must be communicated clearly. Employees should be informed in advance of any changes to the pay structure that GreenCo plans to make to support flexible working arrangements. Any worries or enquiries that workers may have may be addressed via open and honest communication, which promotes trust and understanding (Felstead and Henseke, 2017). In the end, adjusting the pay structure to allow for flexible working necessitates striking a delicate balance between upholding equity and motivating performance. GreenCo can change its pay structure to support and encourage workers who participate in flexible working arrangements by taking into account the potential effects on salary, perks, and bonuses and evaluating various strategies, including flexible compensation packages and performance-based incentives.

#### Strategies for Promoting Employee Engagement

In a flexible work environment, retaining employee engagement depends critically on effective communication. <sup>16</sup> To make sure that employees are aware of corporate developments, goals, and expectations, clear and consistent communication channels should be developed. Regular online gatherings, video conferencing, and collaboration tools may promote in-the-moment communication and keep people feeling connected (Caesar and Fei, 2018). Offering opportunities for open discussion and promoting employee input may help improve communication and promote a feeling of engagement.

Another crucial tactic for fostering engagement is employee appreciation. Regardless of where they work, employers should acknowledge and appreciate their workers' efforts and accomplishments to increase morale and motivation (Sun and Bunchapattanasakda, 2019). Through digital platforms, social media, or internal communication channels, GreenCo may put in place a recognition programme that recognises both individual and group successes. Publicly thanking colleagues for their efforts not only increases engagement but also strengthens a strong workplace culture. For workers who work in flexible arrangements to feel connected and collaborative, team-building exercises are crucial. To encourage social contact and deepen bonds, GreenCo may plan virtual team-building exercises like online games, joint projects, or virtual coffee breaks (Anitha, 2014). These events provide workers the chance to interact, exchange stories, and work together even if they are not physically close by. For engagement and continuing progress, feedback channels are essential. Employees can feel heard and appreciated when outlets for feedback and recommendations are established. It is important to have regular check-ins and performance talks in order to give constructive criticism, acknowledge accomplishments, and pinpoint potential areas for improvement. Employing virtual suggestion boxes or employee surveys can help motivate staff to actively offer their thoughts and ideas.

Examples from the business world show how flexible working is successfully implemented with strong employee engagement. For instance, Salesforce, a well-known technology business, promotes virtual cooperation and provides flexible work arrangements. Through frequent online town hall meetings, online reward schemes, and online team-building exercises, they foster involvement. Another, is the social media management startup Buffer, which employs a dispersed crew that works from home (Saks and Gruman, 2014). Through open communication, frequent virtual check-ins, and giving workers the freedom to choose their own work schedules, Buffer promotes employee engagement.

## **Conclusion**

In conclusion, implementing flexible working strategies within GreenCo should offer considerable prospects for promoting employee happiness, enhancing productivity, and improving work-life balance. In order to be successful, thorough consideration of numerous elements is essential such as clear communication, well-articulated policy, a solid technological foundation, and systems for performance evaluation. Additionally, striking a balance between fairness and performance-based incentives, is necessary when restructuring the pay structure

to allow for flexible working. In a flexible work environment, strategies including effective communication, employee appreciation, team-building exercises, and feedback systems help to increase employee engagement. GreenCo may embrace flexible working and develop a thriving workplace culture by using these tactics and taking inspiration from successful industry models.

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