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Introduction

Organizational success is directly related to the quality of its workforce and their commitment to the mission. As a result, maintaining consistent performance and retaining personnel for a longer period of time depends on appropriately managing people's needs and talents. The nature of the working hours and the working environment in companies may stimulate and increase the morale of employees and also optimize the productivity of the organization. As a result, a company's long-term success might be negatively impacted by management flaws. First and foremost, the study will highlight the importance of flexible working cultures in the retail sector of the business, as well as the firm that operates in that area, which will be explored. The study will next assess the importance of the working environment and human resources in ensuring that the business runs smoothly.

As one of the largest retail chains in the United Kingdom and a major fashion and food retailer, M&S has been selected for this study. Around 81,000 people work for the organization in a variety of roles and positions. In addition, the corporation is headquartered in London, United Kingdom. M&S had a profit of £403.1 million in 2021. (assets, 2022). The benefits and bad consequences of flexible working cultures, as well as the HR department's role in promoting and minimizing the danger they pose, will be examined.

Task 1.1 Role of Flexible Working culture to promote diversity and inclusion in the workplace

Increasing attention has been paid to diversity and inclusion in both public policy and the human resources field in recent years. However, the first step in developing an inclusive workplace is to examine or measure the amount of diversity. The term "inclusion" relates to the idea of all people or groups being treated equally and fairly. In order to do this, one must give oneself the impression of being a useful member of the team. When it comes to opportunities and resources, inclusion refers to the practice of ensuring that all employees of a corporation have equal access (Bohonos and Sisco, 2021). Additionally, this mechanism is accountable for ensuring that all employees have equal rights and opportunities in the workplace. There are numerous divisions of the workforce in today's modern society where the success of one's professional career is critical. Many people, including housewives and others, are unable to participate fully in their professional professions.

M&S's workforce includes many young moms and senior citizens, and the company's management can boost employee morale and productivity by allowing them to work in more flexible environments and at different times of the day than they are now required to.

Employees of the organization experience a feeling of empathy as a result of the company's flexible work culture, which also generates a sense of good and productive work environment (Sanders and Karmowska, 2020). In addition to assisting people in being more motivated in the job, it also assists them in becoming more visionary, and the level of understanding between the organization's management and the rank and file employees tends to increase. In addition to the existence of diversity in the workforce, another important factor in the productivity of the organization is the presence of diversity in the workforce, which assists management and human resource in managing and correctly assigning various types of duties to workers.

Workplace diversity implies appreciating and honouring employees' unique abilities and traits while also fostering open communication to ensure that no kind of discrimination is permitted (de Aquino and Robertson, 2018). It also directs the management of Marks & Spencer to intentionally prevent any sort of prejudice among the company's employees. Diversity also assists the management of a firm in increasing the productivity of their employees, which in turn serves to increase the profitability of the organization. The opposite is also true: increasing diversity in the workplace helps to enhance employee retention rates, since more talented people are more likely to match their professional interests with the company's goals, and the organization and its management may improve its business prospects by capitalizing on and using their skills and expertise.

Workplace inclusiveness and closer cooperation among employees are two additional benefits of flexible working arrangements, both of which help a company's productivity and bottom line. Several motivation boosting activities, such as a weekly yoga program and a scheduled team dinner at various restaurants, as well as inclusion programs among the employees, are required by the management of M&S in order to increase profitability and employee motivation, and this further aids in mitigating and controlling the amount of organizational politics within the workforce. Multiple employees benefit from the organization's flexible work schedule and hours, as well as the company's management, who can better develop their potential employees (Marx et al., 2021). Employees are further encouraged to doubt the legitimacy of management decisions by the

company's reward-based work structure. However, this lack of confidence between management and the organization's employees further undermines employee motivation.

Employee motivation and inclusion may be bolstered through a variety of company-sponsored motivational programs and sporting events, and this can also serve to kick-start good communication among the workforce. Aside from these benefits, this approach also builds interdependencies among workers, which in turn increases employee trust in their bosses (Chams and Garca Garca-Blandón, 2019). This procedure, once again, improves productivity, and the company's personnel are able to better balance their professional and personal lives, increasing their level of happiness. Individuals working from home can be a terrific answer to many hurdles, but it's also necessary to re-think the workplace atmosphere so that a wide spectrum of people who may have previously been excluded can enjoy it.

Task 1.2 Role of the human resource in promoting diversity and inclusion through flexible working

The workplace is growing more and more international in scope. With this in mind, organizations who promote diversity have an advantage over their rivals in the marketplace (Ricucci, 2021). These firms can also discover and take advantage of previously overlooked possibilities. Workers' needs and motivation levels are managed by human resources, which is a critical department of a firm. When it comes to the workforce, it's critical to aim for diversity, equality, and inclusion at all levels. This section aids the company's employees in their efforts to enhance their work processes and working conditions. A company's employees will be more energised and productive if they work in an atmosphere that is both healthy and inventive. When the management of a firm is able to enhance the working environment, they are also compelled to maximize profits. It is the responsibility of M&S's human resource management department and its employees to promote a healthy work environment and an inventive culture in order to increase product and service innovation and to assist them fight back against the challenges from the marketplace's rivals. Workplace prejudice must be addressed, and HR professionals must endeavour to create more inclusive work cultures that allow equal access to advancement opportunities for all workers. Employee diversity and cultural variations are a strength in the workplace, thus HR should lead the charge in this area.

The "Employment Rights Act, 1996" guarantees a set number of hours of work for a company's employees, and the law also stipulates and bans the organization's management from terminating or discontinuing an employee's employment without providing a 30-day notice. Using this regulation in the workplace also ensures that the employment position is secure and that the workplace is stable. The firm's employees benefit from a stable work environment by being more imaginative, and many of the suggestions made here have the potential to increase commercial prospects for the organization (Dirani et al., 2020). Management at M&S and the organization give a variety of appealing incentive systems to its personnel, which encourages them to perform more efficiently, resulting in increased profitability. In addition, the company's management provides family and health insurance to its employees, which serves to inspire them by ensuring the well-being of their loved ones.

Task 2.1 Inequality issues that may arise with the advent of flexible working culture

Flexible working, defined as the ability of employees to choose when and where they work, has risen significantly in recent years throughout the majority of industrialized countries. Aside from that, there is a growing need for greater working flexibility, particularly among the younger population. There are a variety of challenges that may occur when it comes to flexible working in corporate organizations, and many employees become demotivated as a result of this. As a result, the productivity of the employees decreases significantly (Chung, 2020). Work from home is becoming increasingly popular in today's world of flexible working, but it brings with it a slew of complications for the professional life of those who want to do so. There are several instances when the total productivity of a firm is reduced as the result of implementing this sort of work culture. It is important to note that many of the employees do not have effective communication skills, which creates a difficulty to the company's workers. Again, the interpersonal skills of the persons tend to deteriorate precipitously, threatening their self-confidence as well as their ability to empathize with others.

With the introduction of flexible work in business organizations and the availability of work from home opportunities in the company, an inequality in the management of employees and the management of operations has emerged, which may have the effect of demotivating the general workforce, which in turn may have a negative impact on the productivity of the company and the

profitability of the organization. As previously stated, this form of disparity in terms of suitable job opportunity on the side of firm management, as well as the absence of equal compensation, contributes significantly to the further demotivation of the workforce (Chams and Garca-Blandón, 2019). Due to the toxic nature of the workplace, it has a detrimental impact on employee retention as well, since highly talented and knowledgeable employees are more likely to quit the organization. A similar situation exists in M & S, where management is confronted with a similar set of challenges, and employees are threatened with a reduction in their former salaries as a result of the reduced travel costs, with many fearing that they would be marginalized as a result of the process.

Task 2.2 Role of the HR department to mitigate the concerns over inequality arise from the flexible working culture

According to the current circumstances, the human resource department of M&S has a significant function to play in the organization, and the company's long-term business prospects also contribute to the retention of employees' motivation levels. Employees in the department's human resource department are accountable and have the authority to encourage transparency at work in order to foster and strengthen trust and interdependencies across the various departments of the organization, as well as to build trust and interdependencies among themselves. This further contributes to securing and increasing the level of motivation among personnel in the organization, allowing the company's productivity to be maintained at its greatest level (Chandola et al., 2019).

Employees and management alike benefit from a clear and well-defined policy for promotions, bonuses, and other incentives, which serves as a motivating factor for employees while also aiding the company's operations.

There is no room for misunderstanding or ambiguity when a clear and transparent policy is in place at the workplace, which benefits both the company's management and the general workforce in following and understanding the policy and regulations of the organization. Effective communication with employees and one-on-one dialogue with employees can also assist them in understanding the nature of any decisions made by the organization, and the employees of the hr department is responsible for clearing up any doubts that may exist among the employees in the organization. They are the primary link between the top management and the rest of the

organization's workforce, and they are also crucial in maintaining the smooth flow of information across the organization's structure.

Conclusion

Workplace flexibility is expected to grow increasingly widespread in the future, as the need for it increases among both younger and older generations of workers, for a variety of different reasons. When it comes to the workplace, human resource managers have a particularly important role in resolving wage inequities, removing barriers that prevent professional development, and creating greater diversity and inclusion among employees. It is among the most critical responsibilities of human resource managers to promote diversity and inclusion in the workplace. Human resource specialists play a critical role in ensuring that a business recruits a diverse workforce and that the corporate culture is one in which every member of the workforce is valued and acknowledged.

The report discusses and describes the business prospects for M&S as well as the benefits and drawbacks of flexible working. It also addresses the positive and negative influence on the company's productivity. A discussion has also been held on the role of the company's human resource management staff in promoting the good effects of flexible working and resolving any negative consequences of the study's subject matter. Concerning the company's use of flexible working in the company's future, the difficulties have also been identified for the company's consideration. Finally, a comprehensive road plan for mitigating the negative impact of the subject is being reviewed with the HRM team.

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