

MANAGING PEOPLE

LCBB5004

Assessment Component 2 -Individual report

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Introduction

This study sheds light on the importance of hybrid/flexible working in organisations. The aim of the paper is to outline the benefits of implementing flexible working strategies in hybrid working environments. Hybrid working has more flexibility in the work schedule by providing employees with the most productive work environment. The study emphasises on GreenCo to implement flexible working in the employee workforce. The study will also discuss how the pay structure can be reconfigured in this process and how hybrid working strategies promote employee engagement in GreenCo.

Benefits of implementing flexible working strategies into the organisation

The concept of a flexible/hybrid working model is based on a flexible schedule where employees are allowed to work partly remotely-at home or another workspace and partly in the physical workplace. The emergence of hybrid work was created due to the out-of-global pandemic to ensure workplace safety while bringing employees physically together. In flexible work engagements, the power is given to individual employees. The hybrid work model is likely to become the new normal after the pandemic era. Most industries embrace the benefits of a hybrid model of working by improving focus on better work performances of employees [1]. The pandemic has evaluated travel bans, restrictions, and physical distancing, which impacted severe depression, anxiety and isolation. Flexible working schedules increased the ease and feasibility where employees started off getting enhanced work-life balance. The study discusses GreenCo, which directly deals with agricultural equipment by manufacturing and selling those. The study can outline some benefits to have an impact on the organisation while implementing hybrid/flexible working strategies [2].

- **Flexible workplace schedule:** The organization with a flexible workplace schedule must provide convenience for having teams for three days and remorse for three days or vice versa. This type of schedule can give employees full autonomy to perform their work accordingly and set their on-site work schedule on a weekly, monthly or annual basis. GreenCo, when applying a flexible schedule over a rigid one, must emphasise employee motivations to allow them to do their in-person work, maximising flexibility [3].
- **Balancing the professional and personal life of employees:** hybrid/flexible work model must rethink the purpose and learning of the organisation to build more places for collaborative work. As stated by Jaharuddin and Zainol, [4], leaders must rightfully focus on both in-person and hybrid forms of collaboration to provide more spaces for balancing both the life. Additionally, human resource managers of GreenCo needs to implement policies related to working from home policies and flexible shifts, leaves and benefits to employees to help them to balance their professional and personal life.
- **Attracting top talents:** Another benefit of attracting top talents strategy must include hiring people from diverse locations. It may have challenges in timing or languages in collaborative teams. However, by applying this strategy, GreenCo can make a multi-diverse team with talented people in favour of hybrid working arrangements [5].
- **Increased employee satisfaction with better work relationships:** increased convenience delivered by the flexible work model displays the zeal to complete the targets of employees. It also motivates them to be automatically energetic. GreenCo must fulfil the work-based needs of employees and build healthy work relationships even through virtual interactions, one-on-one conversations and a balance between workplace interaction and the personal space of employees [6].

- **Continuity of learning:** individuals from GreenCo can have another benefit of the hybrid model to focus on continuous learning and help employees upskill them.
- **Hiring part-time employees:** GreenCo can hire part-time employees as one of the crucial benefits of a hybrid/flexible work environment. It can have less time for communication and require versatility to build inter-team relationships with small groups of people.

Implementing flexible working arrangements in the employee workforce

The human resource department of organisations becomes responsible for implementing a flexible working model in the employee workforce. It is necessary to understand the challenges and criteria of flexible working in the employee workforce. As stated by Davidescu, Apostu, and Casuneanu [8], flexible schedules are crucial to the success of the company, where workers with flexible schedules increase the chances of managing a successful and productive organisational goal. HR managers of GreenCo must consider the following things to avoid the negative outcomes or pitfalls associated with flexible working arrangements.

- **Cost savings:** by implementing a hybrid work model, HR managers of GreenCo must reduce costs related to office working premises, electricity bills and downsize the office space, parking space or utilities. However, a hybrid work model can increase overhead and labour costs. GreenCo HR managers can minimise operation costs but not deal with any changes in productivity.
- **Working communication:** as a powerful tool, working communication must be motivated by employees to have a proper discussion via video calls, collaboration tools and messaging apps. Each of the tools can help individuals for self-expression and boost their interest in discussing problems with each other [9].

- **Disrupted work process:** virtual relationship building in the hybrid working model may create challenges due to a lack of defined work policies. On the other hand, individuals may face challenges related to workplace bias by feeling of isolation in the office both at societal and professional levels. GreenCo must focus on leadership success by hiring transformative leaders to communicate a disrupted work process. It will consider team norms regardless of work location. In addition to this, it can provide a disrupted work process, including diverse working styles and preferences, to help individuals to maintain the productivity of a diverse team [10].
- **Good habits and expectations:** GreenCo may face disadvantages related to a lack of oversight in a hybrid model. Companies' lack of traditional control may create challenges of stress and lower productivity for their employees. GreenCo necessarily facilitates social connections by ensuring equal treatment, encouraging open communication and promoting good habits and fulfilling expectations. In addition, leaders must encourage employees to understand their roles and responsibilities and prioritise work to meet deadlines.

Reconfiguration of the pay structure

The greatest challenge in a hybrid work model is the inequality between hybrid and non-hybrid employees. The factors of inequality also may create potential impacts on payments, salaries, culture, connectedness, motivation, stress level and overall productivity. GreenCo must understand the issues due to inequality between hybrid and non-hybrid employees, such as employees who could feel excluded from decisions or conversations and mostly spend their time working remotely. On the other hand, pay gaps can be present in such a hybrid work model to include the impacts of anger, depression, discrimination and bullying in the workplace. At the same time, employees can have examples of team bias and a difference between the pay of hybrid

and remote workers. It is important to fulfil longer-term flexibility based on the experiences and skills of employees. GreenCo must reconfigure the salary structures of both remote and hybrid employees by eliminating team bias or any kind of discrimination. GreenCo can apply a pay equality analysis to help the HR managers to get ahead of unfair payment gaps in a hybrid environment which may cause inequality in access too [11].

On the other hand, GreenCo, while upgrading the employment and hiring policies, must reconfigure the regulations and laws according to Equal pay regulations, Human Rights regulations and Disability acts to implement pay equity analysis. Also, GreenCo, in applying for pay equity benefits, can manage to implement fairness and equality for all. It can help rebuild the organisational culture and eliminate the risks related to the company culture, brand name and recognition. By providing equal pay access and fair and ethical pay, the organisation also can retain talents from all over the world and increases the organisation's performance in the agriculture industry.

Strategies for promoting employee engagement while implementing flexible working

Employee engagement must be developed while promoting hybrid/flexible working schedules for employees in an organisation. The future of work continues to upgrade, and the emergence of becoming flexible is at the top of the hit. The expectations of modern labours get easily relied on how organisations interact with employees. By understanding the needs of each employee, hybrid working strategies play a crucial role in giving flexibility and work-life balance and boosting their engagement with the organisation [12].

Increasing non-monetary motivators for employee engagement in GreenCo:

Non-monetary motivations are based on employee recognition, employee participation in decision-making, health benefits, tour packages, and also flexible working hours or a hybrid model of working.

- **Herzberg's two-factor theory:**

Herzberg's two-factor theory is based on both motivating factors and hygiene factors. Each factor can promote employee engagement strategies based on safety and salary need to be met to eliminate dissatisfaction in work. In this factor, employees must be supported by the motivating factors included in the Herzberg Two factor theory, like autonomy, actual happiness and recognition. While applying the theory, GreenCo must emphasise its focus on employee satisfaction, where the company can add monetary and non-monetary rewards for employees [13]. Apart from the monetary rewards such as salary packages, bonuses or incentives, GreenCo can attain talented people from diverse backgrounds and hire them based on non-monetary motivations. Based on Herzberg's theory, GreenCo also needs to motivate employees with non-monetary motivators like upskilling the performance of employees and providing training and learning opportunities. On the other hand, GreenCo must prioritise employee engagement by efficiently helping learners to advance their careers and enhance their respective roles [14].

Human-centric leadership in applying technology enablement for hybrid working culture:

Employee engagements must be supported by human-centric leadership where the hybrid work model provides the key qualities of leaders, including authenticity, empathy, transforming human spirit into actions and providing a dynamic workplace culture.

- **Transformational leadership theory:** In applying transformational leadership, leaders of GreenCo must acknowledge effective team collaboration with a high level of flexibility and increase employee engagement. The transformational leader is able to invest in digital,

AI-enabled employee engagement tools and data-driven applications for virtually integrating with employees. In addition, GreenCo can bring successful collaboration and allocate more resources to transform into a human-to-human dynamic culture [15].

Communication is the key to promoting employee engagement:

Employees in a hybrid culture must be provided with all necessary help and stay updated and responsive with a good communication setup. Employees are provided transparent communication with constructive feedback and monitoring to optimise and improve the hybrid workplace culture. Even the employees working apart from the office sites can foster greater resilience, productivity and connection to boost their motivation level. To boost regular and consistent communication, GreenCo must communicate with both their physically present and remote working employees, agricultural suppliers and other stakeholders with the help of Gmail, social media channels, virtual meetings, brainstorming sessions and also one-to-one telephonic calls [16].

Conclusion and Recommendations

The hybrid and flexible work models have rapidly grown in popularity to embrace the need of today's workers. The pandemic has evaluated remote workplaces and virtual teams to be connected only online. This study showed that employees who have experienced the benefits of flexible or hybrid work arrangements might resist returning to on-site work. It would present a challenge for GreenCo, which want to keep an engaged and productive employee workforce. In this case, GreenCo can implement a hybrid workplace program to provide a great complement to the overall culture of mobility and offer more creative work options to employees. There can be different benefits outlined as the advantages of hybrid work model strategies such as flexible work culture, diverse working styles, hiring people from the world of talent, and also increasing

employee motivations towards their satisfaction. These are the factors which need to be understood by the HR managers of GreenCo unless the organisation faces potential challenges, including workplace bias, isolation of employees, employee burnout or the highest amount of employee turnover. Based on the considerations and challenges, GreenCo instructs its HR managers to be empathetic while disrupting a flexible schedule. In addition, to promote employee engagement, GreenCo must restructure the pay benefits to their employees and allow people to work according to autonomy. Also, GreenCo has been recommended to provide human-centric leadership to increase employee engagement in hybrid work models and upskill their performances with the help of flexible work policies, training and consistent communications.

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