



University of Wales Trinity Saint David – London

Programme: BA Business Management Year 2

Module: Managing People

Module code: LCBB5004

Module Tutor: Nishi Ramsurrun

Assignment Title: Assignment 1

Student Name: Miroslav Gruychev

Student ID: 2021938

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Introduction

Workers' morale and productivity can be boosted by adjusting working hours and workplace atmosphere in commercial enterprises. The nature of the job dictates working hours and workplace atmosphere in commercial enterprises. They can encourage employees and raise their morale while also increasing productivity. Workplace flexibility is critical in the retail sector of the industry and for any organization that operates in that sector (Burton and Dunn, 2016). This paper will discuss the importance of flexible work environments and human resources to ensure that the company's operations run smoothly. It will also evaluate the importance of working conditions and human resources to ensure that the company's operations run smoothly. It has been decided that M&S, one of the country's shopping behemoths, would hold this position, and the company provides both contemporary clothes and fresh foods. We will investigate the advantages of flexible work in terms of workplace diversity and inclusion and the role of human resources in fostering these benefits. Additionally, we'll discuss the case against flexible work to address workplace inequality, as well as the role of human resources in this endeavour.

Diversity and Inclusion

To have a varied workforce, which reflects the society in which it works and exists, is to have diversity in the workplace. It's not easy to pinpoint the features that characterise a diverse team. Aside from a few social categories, such as gender and colour or age and other traits, most of us intuitively identify diversity by these factors.

At M&S, all the employees and employers value and respect everyone's uniqueness, and all work together to help everyone become the most excellent version of themselves possible. They consider it a win-win situation when employees can bring their whole selves to work. It is also critical for their success that they comprehend and represent the customers' different demographics and the neighbourhoods in which they reside. As members of several communities, we are committed to advancing the issues of diversity and inclusion that we know are most important to our employees and consumers (Drogoul et al., 2018). M & M&S has taken several steps to promote further inclusion and diversity, including establishing a new plan to foster an inclusive work environment for the employees, customers, and community members. In May 2021, M&S established a committee of top executives to supervise the execution of the company's new inclusion and diversity strategy. Every three months, the committee meets to examine and agree on the status of eight essential objectives, including the following:

- They are expanding the number of persons we recruit at their early career stages.
- Succession planning, talent development, and internal career paths are critical factors to consider.
- Mentorship and reverse sponsorship are two phrases that are used to characterize the process.
- Through education and training, we enhance our expertise and experience in I&D.
- Develop instructional and developmental programmes that apply to the whole M&S organization.
- Increasing awareness of our "Zero Tolerance" policy against racist, homophobic, and other types of discriminatory behaviour.
- They are inspired by our colleagues and communities from diverse religious and cultural backgrounds.

- Improved data will help our workers, customers, and communities.

The aim is to expand ethnic minority and female representation in management to assist us in recruiting, retaining, and growing a diverse pool of personnel. By 2022, they want a senior management team composed of 50% women and 15% members of ethnic minorities, with women serving in the majority of vice president and director positions (Pilbeam et al., 2012). It was an honour to be the first national business to support the 10,000 Black Interns project, which seeks to solve the labour market's shortage of Black talent. Apart from that, they have developed a reverse mentorship programme for Black shop workers and senior executives and a training programme for all of our employees on inclusiveness. The commitment to diversity and inclusion will be reflected in the products they offer, how they advertise them, and the layout of their shops.

In addition to professionals, the Network of Buddies assists disabled or ill persons. You may openly share your own history, thoughts, and coping techniques on this subject. The network organizes unique events, like Black History Month, to celebrate the past, promote the present, and inspire the future (Singh and Point, 2016). The GEN group aspires to promote female talent by building a more gender-balanced workforce. The community welcomes anyone regardless of sexual orientation or gender identity.

Diversity and Inclusion in the Workplace and the Significance of Flexible Working

It is the practice of providing all workers with equal access to opportunities and resources at their workplace, known as workplace inclusion. Additionally, via the execution of this policy, it is responsible for ensuring that those on the margins have the same rights and opportunities as the rest of the workforce, as defined by the law. Workplaces and today's workforce produce a significant lot of worry among employees concerned about their professional improvement and advancement (Armstrong, 2010). For various reasons, many individuals are prevented from fully participating in their professional lives by multiple conditions, including those of homemakers and others. When it comes to employee happiness and productivity, M&S has a high proportion of young parents and senior citizens. The company's management can improve employee happiness and productivity by allowing employees to work in more flexible locations or at different hours than their counterparts in other sectors. M&S has a high proportion of young parents and senior citizens.

As a consequence of this culture, workers report feeling more empathy at work, which contributes to a sense of a good and effective work environment. Employee's report feeling more empathy at work due to this culture. Moreover, it encourages workers to be more imaginative and creative, and it has the potential to improve communication between higher management and lower-level employees (Drogoul et al., 2018). It is also essential for a company's productivity to have a diverse workforce, so having a diverse workforce is important. The presence of a diverse workforce helps management and human resources to manage better and optimize the diversity of the workforce's composition. Identifying and respecting each employee's talents and abilities while encouraging good communication are critical to ensuring that no discrimination is permitted in the workplace (Campbell and Rahman, 2010). Additional language directs the top management of M&S to prevent any unconscious prejudice among the company's workers. In addition to promoting employee productivity, diverse workforces may also benefit a company's management team, which in turn may assist the company in increasing its bottom-line profitability.

Employees from various backgrounds are more likely to stay with a firm because they have a better understanding of the organization's business plan. Besides that, they are more competent, which raises their chances of matching their professional goals with the company's objectives. It is possible that flexible working arrangements may result in increased productivity and profitability for both the organization and its employees and more inclusion in the workplace. Management at Marks & Spencer must offer a variety of motivating programmes, such as a weekly yoga session and a scheduled team meal at a variety of restaurants and inclusivity programmes for workers, to increase profitability and employee engagement (Jarzabkowski and Searle, 2014). Employees' participation in organizational politics is thus restricted and controlled as a result of these restrictions. Because flexible work schedules and hours benefit a broad spectrum of workers, management is better able to develop future employees as a result of using this approach.

Employee engagement is aided once again by the company's incentive-based work structure; yet, the lack of openness and trust between management and employees encourages employees to mistrust the management's judgement even more than before. A variety of motivating programmes and sports activities are beneficial to employees because they help them establish self-confidence and a sense of belonging. This process may also help them enhance their communication skills. However, this strategy encourages employee interdependence and trust between the company's rank and file and management, which may benefit employees in developing more effective communication skills (Singh and Point, 2016). Employees who are more adept at managing their professional and personal lives outperform their counterparts on the job. As a consequence of this enhanced management, they see a rise in overall satisfaction. Human resources, which is the department of a corporation that interacts with people and is responsible for resolving their needs and encouraging them to do their jobs correctly, places a premium on employees. The higher management of the organization provides specialized help to employees in this division in order to improve their workflow and general working conditions. When people work in an environment that is both healthy and innovative, they are more motivated to perform at their best increased motivation results in increased output as a result of increased productivity.

Along with supporting management in enhancing working conditions, it also motivates them to maximize the organization's profitability (Torrington and Hall, 2018). The company's human resources department and employees are responsible for cultivating an innovation culture and a healthy work environment to assist the company's products and services in innovating more effectively within its organizational structure and competing more effectively in the marketplace against competitors. Employees are guaranteed a certain number of working hours under the Employment Rights Act (ERA) 1996, and the legislation also regulates the organization's management, banning them from terminating or ending an employee's employment without giving 30 days' notice (Burton and Dunn, 2016). Enforcing this legislation in the workplace contributes to job stability, the flexibility to plan one's time off, and the opportunity to work from home. Employees who work in a stable atmosphere develop their imaginative talents, and many of these ideas are implemented to benefit the company's long-term prosperity. Marks & Spencer's productivity and profitability have increased as a result of the company's attractive incentive programmes for employees and the efforts of the management team. Additionally, the company's management gives health and family insurance to its workers, which pushes them to work harder since they know their loved ones are covered.

Analysis Against Flexible Working Concerning Inequality at Work

When disillusioned employees are brought into the workplace by inherent challenges associated with workplace flexibility, the outcome negatively influences workplace productivity, hurting overall productivity (Torrington and Hall, 2018). The widespread adoption of a work from home mindset in today's modern world may have a detrimental influence on a company's overall productivity. The lack of basic communication skills among the company's employees is a significant roadblock for the organization. In situations when interpersonal skills are harmed, self-esteem and empathy suffer due to the circumstances. Employment inequality and operations management have both increased as a consequence of employees' ability to work from home, which can have a detrimental influence on both productivity and profit levels. Inequalities in people and operations management are becoming increasingly prominent due to the emphasis placed on work-life balance and the possibility to work from home more often (Zammuto and O'Connor, 2012). Several factors contribute to employee unhappiness, including a lack of appropriate job options and wage disparities. According to studies, toxic working circumstances increase the likelihood of experienced and skilled workers leaving their organizations.

A direct consequence of this is a decrease in employee retention. In various ways, as the company reduces travel costs, M&S's management is reminded of how its workers feel about their wages being reduced. Those who believe in *déjà vu* say that this is the same situation as before. For better or worse, the human resources department at M&S is critical to the company's performance, and the company's future business prospects contribute to the company's ability to retain employee motivation (Jarzabkowski and Searle, 2014). The department's human resources staff are responsible for and capable of encouraging workplace openness as part of their mission to nurture and build trust across the company's many different divisions and subsidiaries, among other things. A high level of employee motivation on the part of all workers is required in order for a firm to maintain its highest possible level of production.

Employee motivation and management efficiency may be improved by human resource management teams that provide clear criteria for promotions and incentives and a human resources department that provides clear guidance and advice. It will be much simpler for management and workers to comply with the company's rules and regulations if they have a clearly defined policy, reducing the probability of misinterpretations or ambiguity in the workplace (Peper et al., 2015). Effective communication with workers and one-on-one discussions with them are essential for ensuring that they understand any organizational decisions that are made. Aside from that, staff in the human resources department are responsible for mediating problems between co-workers and their superiors. Due to their position as a connection between upper management and their subordinates and employees is crucial in ensuring that information flows smoothly.

Conclusion

The research examines and discusses the commercial prospects of Marks & Spencer and the benefits and downsides of flexible working arrangements for employees. When it comes to a company's efficiency, flexible working arrangements may have both positive and negative consequences. During a discussion on human resource management in the organization, it was also brought out that flexible working has both good and negative effects, which have been explored. Additionally, the difficulties that the company will face if it chooses to implement flexible working arrangements have been identified. When all else fails, the human resources department may attempt to offset the negative effect by developing a thorough transition plan.

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