

Managing People

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Executive Summary

The report has shown the importance of managing the employees of the organisation. A brief description of the company's background is provided. Motivation is important in the workforce of a firm which is displayed in the report. HR's role to provide motivation to the company is also included in the research. Wide knowledge of diversity is an important topic in the paperwork. Inequality is practised in several companies that are displayed within the report. Few roles played by the HR of the company in context to the flexibility practice are highlighted in the research work. Flexibility's role in the recruitment of staff and retaining them is also explained.

Table of Contents

Introduction.....	4
Diversity and inclusion at work and the role of Human Resources in promoting diversity and inclusion through flexible working.....	5
Role of HR in promoting the inclusion through flexible working.....	7
Flexible working concerning the Inequality within the company	9
Role of HR in inequality practice within the organisation	11
Conclusion	12
Reference List	13

Introduction

HRM of the company is an important job role as it makes all the decisions of the company and manages the entire workflow of the company. Managing the people of the organisation is one of the main objectives of HRM in a company (Butterick and Charlwood, 2021). The company can also use the HRM to make the employees develop a flexible work culture enhancing their performance for the company. The report will show the importance of managing people in an organisation and its flexibility will improve the workforce of the company. Diversity in the flexibility in the company will also be included along with the inequality's role in the flexibility.

Harrods

Harrods is a departmental retailing store that is based in the UK and it provides customer services for several products such as watches and food items (harrods.com, 2022). The company operates in both in-store as well as online mediums to provide services to the customers.

Diversity and inclusion at work and the role of Human Resources in promoting diversity and inclusion through flexible working

Diversity is an important factor that is practised in many companies to be mixed in the cultural backgrounds of multiple places. It helps the company to adopt the different cultural barriers of different companies and collaborate with them in the competitive market (Verkuyten *et al.*, 2020). After the pandemic situation, most companies have adopted the work from the home facility and forgot the struggle of inflexibility in the working space. Increasing demand for flexibility in the working hours made it rather important for the employees and it is still increasing (Jackson, 2022). Diversity in the flexibility can be understood with the help of the following theories

Social cognitive theory: The theories relate to *the external factors* of the company and make it easier for the company to make changes in the action of other employees within the company. The quality of the product is important for the company and it is managed by the HR of the company (Dace *et al.*, 2020). Flexibility in the working hours has become important for the company as it makes the work pressure less for the company. HR of the company promotes diversity as it provides a *social sense of security*. The company makes the working easier by providing different working hours for the employees of the company. Harrods is a luxury retailing department store in the UK and it practices *diversity* within the company. The company faced a *red and face a strike* by several workers within the company making a loss of approximately 68 million British pounds (Butler, 2021). Diversity within the company reflects the *ethical practices* and *social culture* of the company.

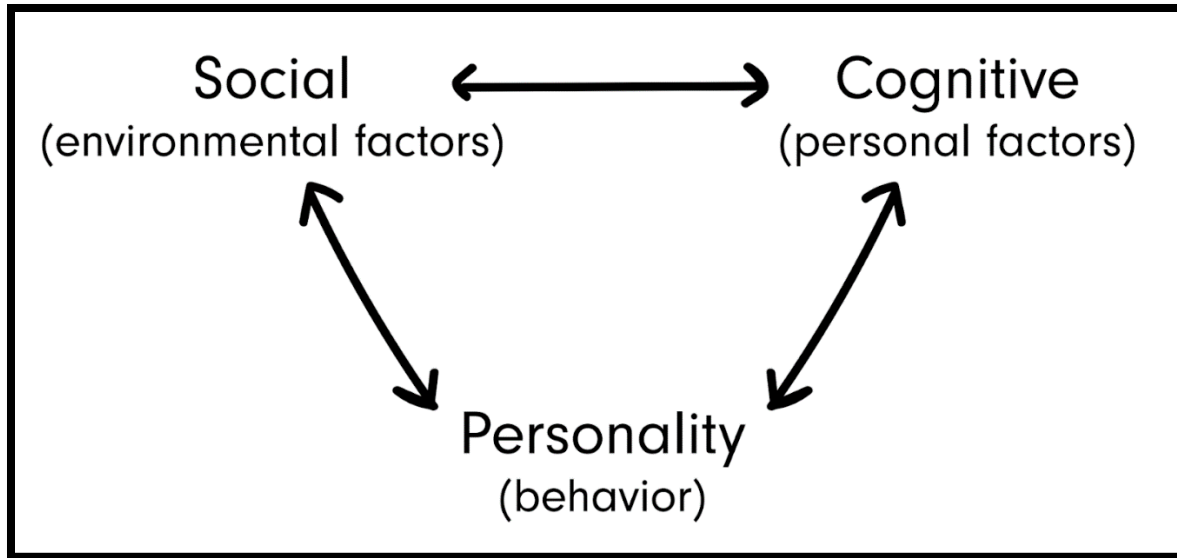


Figure 1: Social Cognitive theory

(Source: Inspired by Dace *et al.*, 2020)

Diversity within the company is an important social factor for the company as it makes the workplace better and mutual for the employees. **External factors** of the company play a role in making the diversity of the company better as well as it creates issues for the company. The company can make the employee's **Colour difference** makes an important external factor for the social diversity within the company (Nance-Nash, 2020). **The behaviour** of the employees can be enhanced as an **internal factor** affecting the diversity of the company. Harrods Company can adopt better diversity in their company by following bigger companies in the competitive market. **Amazon** is one of the most diverse companies that can be used as an example of the company's adoption of diversity.

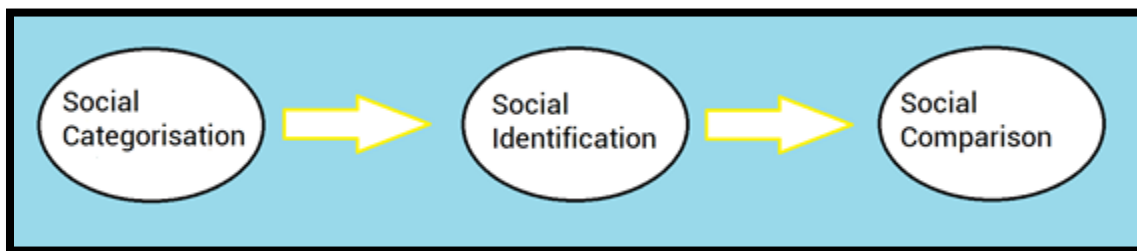


Figure 2: Social Identity theory

(Source: Motivated by Scheepers and Ellemers, 2019)

Social identity theory: Social identity of the employees makes them important or neglected in some companies. The background of the company should not be judged on the capabilities of the

employee. The theory takes into consideration that the **background of the employee** makes a difference in their performance while working in the groups. As per the research, the social identity of the employees makes them **individually strong** in different fields of work (Scheepers and Ellemers, 2019). **External factors** of the company make a difference in the diversity within the company as it makes the group work process in the daily business operation. Several factors affect the company to maintain its diversity within the organisation. Harrods is a company that supports people from all kinds of social backgrounds, which helps them to operate their business easier in the competitive market. The company has built their team to earn a competitive advantage in the market with **great diversity** in its designs and talents (harrods.com, 2022). Diversity is also an **internal factor** as it makes the company create teams of different social backgrounds.

Categorising the employees by judging them from their social background makes a company less diverse in their daily operations. Different background employees' inclusion sometimes **causes conflict** within the employees. Diversity of the company makes a huge effort in their flexibility as it helps the employees to mix better within a team. As per the groundwork, Microsoft Company stated that the work of the company is always **related to the people** within the organisation. The company makes its internal structure diverse by doubling the number of **black staff** within the company (bbc.com, 2020). Harrods can try to adopt the diverse nature of the bigger companies to grow within the competitive market. It also can help the company increase its sales and earn revenues within a shorter period. The diverse nature of the company can also bring in clients from other backgrounds and serve them with better customer satisfaction.

Role of HR in promoting the inclusion through flexible working

After the pandemic situation within the world, **flexible working** became an important factor for all the companies within the competitive market. Several advantages are generated by the use of flexible working for example it generates **time utility** for the company's growth in the market. **Productivity** of the company is also increased with the help of flexible working hours as the job satisfaction of the employees is increased. The flexibility of the HR of the company helps in **promoting diversity** within the company. An employee of the **LGBTQ community** suffers from mental health problems due to their constant fear of losing their jobs (mckinsey.com, 2020). Providing the community with better and flexible working can make the **performance** of the employees enhanced. It will also help the company to increase its production of the company.

Diversity in the company plays a huge role in making the employees of the company flexible in nature. **Internal and external factors** of the company help the HR of the company makes the flexibility of the employees enhanced as HR has a direct impact on the employees of the company.

The facility of the work from home provided to the employees in the pandemic situation created an adaption of the **flexible working hours**. For example, approximately 55% of the employees in the ACAS are expecting an increase in the staff for making the work more flexible (acas.org.uk, 2021). Harrods Company can make their number of employees increase for the flexible working practice within the company. An increasing number of the staff helps the company to make their **working hours divided** among the entire workforce. In the tough situation of the covid pandemic, most the business suffered heavy losses in the competitive market. HR of the Harrods Company decided to make the staff shift a bit and **dismissed** approximately 14% of the entire staff of the company (Hughes, 2020). Decreasing staff made it harder for the HR of the company to provide work from home and sustain in the market at the same time. Suspensions of a few employees were required as most of the companies are suffering losses in the pandemic situation around the world.

Flexible working concerning the Inequality within the company

Inequality in a firm makes the employees demotivated as it makes them discriminate from the other employees within the firm. In an organisation, it is expected that HR provide equal opportunities as well as threats to their employees. Equality in a company and inequality within the firm plays an important role in making the company flexible. Providing better control for the employees for the working can make the company's performance better within the competitive market (Kossek and Lautsch, 2018). Harrods is a company that can provide better equality within the workforce to make their sales grow in the business world.

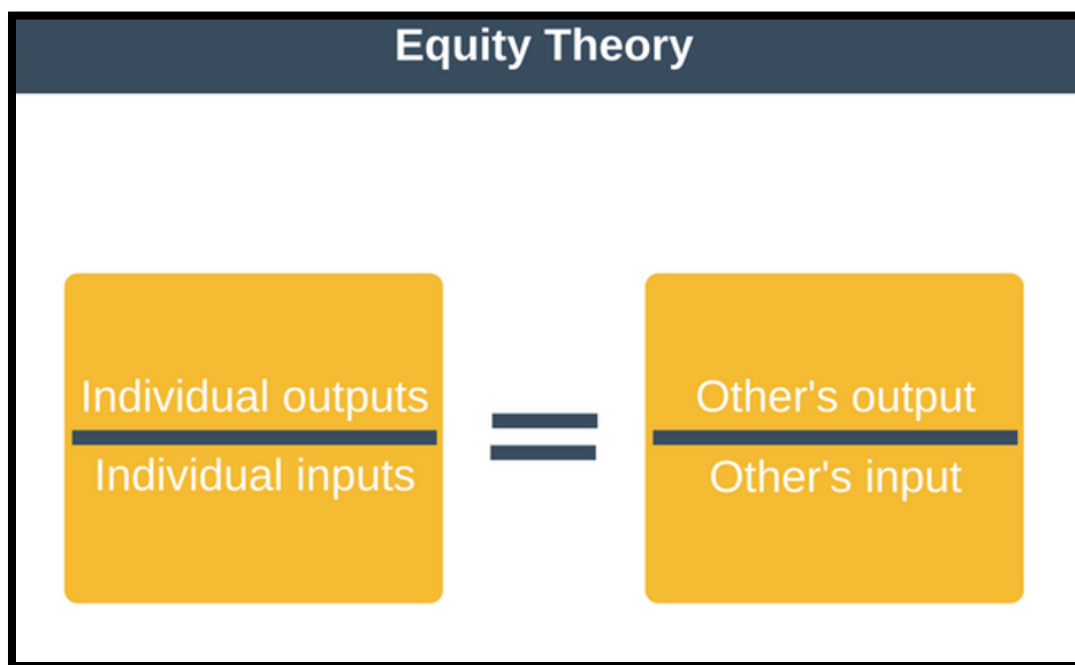


Figure 2: Equity theory of motivation

(Source: Inspired by Kollmann *et al.*, 2020)

Equity theory: Equity theory focuses on the input and output of the employees to make them motivated in the organisation and enhance their performance (Kollmann *et al.*, 2020). The performance of the employee is enhanced by providing **better motivation** to the employee. HR of the company makes it easier for the employees to get involved with the company and makes their working hours flexible. Equality in the company makes a great impact on the motivation of the company as it directly reflects the **values** and **morals** of their social background. The company can easily provide equality to all the staff which will increase their flexibility in their culture. There are several types of **discrimination** in different companies. After the covi19 pandemic,

flexibility became an important issue in the company as working hours are easier to manage for the employees which also improves their **output** for the company. YouGov is an example where approximately 49% of the staff are expecting **staff increase** to make their work more flexible (pwc.com, 2021). Equality in the company brings in motivation as well as the flexibility to accept a wider choice within the company.

Equality in a company plays an essential role as it makes the employees of the company make better productivity rates. Harrods practises discrimination in the **pay scale** according to gender, which directly affects the retention of the staff within the company. As per the groundwork, 22% of the male employees have left the job and 22% of the female staff left the job in two years (harrods.com, 2022). **Inequality in the payment** of the salary for the employees makes a huge downfall in the motivation of the employees. HR of the company can make the changes within the internal dynamics of the company to support **equality** in the payments of the employees. Remote working in the company was started in the recent days after the covid19 pandemic in the world. Lockdown made the company adapt to the **online modes** of selling and provided flexibility in the working of the employee in the company (harrods.com, 2022). As the inequality within the company can create, a problem in the motivation of the company's employees HR can try to omit the inequality within the firm.

Inequality in social backgrounds: Diversity in the company can make difference in the **flexibility** of the workforce and it can also make the inequality culture better in the firm. As the firm **discriminates against the social background** of the employees, The Company can make the recruitment process more diverse to acquire a wider scope of candidates to choose from. Inequality in the abilities is also made in the company as a **technological gap** has been created in the world because of the emerging covid pandemic in the country (news.un.org, 2020). Harrods can make the company more diverse by adapting the **fresh talent** and making them work according to the needs of the company. The technical gap within the competitive market is encouraging more inequality in the firm. The social background of the employee does not show the **potential** of the employee as the skills of the employee can be different from where the employee is coming from. Harrods is a company that makes their work diverse within the company but makes **major discrimination** in the background of the employees (news.un.org, 2020). Not judging the background of the employee also boosts the motivation of the employee.

Role of HR in inequality practice within the organisation

HR of the company plays a major role in implementing the **inequality** in the culture of the company making them more flexible to reduce the workload of the present employees. **Increasing the staff** is a major requirement to increase the flexibility in the company. Due to the high quality prioritising, the company reduces the employees who do not meet the quality of the work assigned. The company reduced approximately 14% of their staff to maintain the quality of the products in the competitive market (arabnews.com, 2020). As the covid19 pandemic kept increasing **maintaining the staff** within the firm was getting tougher for the HR. **Inequality** and **diversity** bring flexibility to the workforce of the company as it provides better productivity and motivation for the employees. Flexible working in the firm also creates several inequalities as many workers get the privilege of **working less** while others had to work extra. Covid pandemic became a source of bad mental health for the employees and extra workers are getting more demotivated because of the inequality in work distribution (Falicov *et al.*, 2020). **Workload division** also acts as a motivation for the employees and enhances their performance.

Providing holidays to all the employees irrespective of their social background can be a great initiative to make the place flexible, as all the employees will be more involved in the firm. Several companies provide holidays in their workforce to provide **flexible working hours** to their employees. Netflix can be used as an example of providing great flexibility in its workforce as the company provides **unlimited holidays** for their employees (Bariso, 2020). Holidays and flexible working hours make the firm increase its products within the competitive market. Harrods can use Netflix as an example and can make their work flexible improving the equality rate within the firm.

Flexibility within the company helps them to grow in the competitive business world as it makes the work of an employee better. HR of the company can make a change in the **leadership** of the company as well to make employees learn the reason for having equality in the company. The company can also increase the **salary of the women staff**, as the firm makes can be more flexible by practising gender equality. Gender inequality is still a problem faced in the competitive business world (Miotto *et al.*, 2019). Inequality in the employees recruited by HR can be harmful to the company as it makes the choice of the **candidates limited** for the HR. The company can make their HR choose from a wider scope by practising equality while recruiting staff.

Conclusion

The report concludes the importance of managing staff within the organisation as it makes the company a better place to work. The working environment of the company makes a huge impact on the workforce of the company. Motivation is one of the key sources to imply flexibility in the firm as it makes the employees of the firm work faster and with more efficiency. HR of the organisation is expected to practice diversity and meet the ultimate business objective of the company. Diversity in the company can make the organisation's performance boosted, as it will create more job satisfaction for the employees of the firm. Inequality and equality among the staff makes a direct effect on the performance of the company as it provides them with a sense of security in the organisation. HR of the firm is expected to meet the business objectives by practising equality within the organisation.

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