

LCBB5004

Assessment 1

Managing People

Student name	Renata Szabo
Student ID no.	2009640
Lecturer	Charles Oham
Programme	BA Business Management

Executive Summary

The report is based on demonstrating the critical understanding process which relates to the business environment of Walmart. It stated the working process of personnel in the organisation and address a brief analysis of how the resource management is utilised in accessing the internal and external factors of Walmart. According to ACAS, the organisation has commissioned YouGov in bringing efficient changes in the organisation after the effects of COVID-19 all around the globe. The report stated the advantages of flexible work culture and the role of HR in promoting diversity and inclusion. Lastly, it also briefs several disadvantages regarding the inequality in the context of flexible work culture and the concerns of HR regarding this topic.

Table of Contents

Introduction	4
Promoting diversity and inclusion through workplace adjustments	5
The role of HR in promoting diversity and inclusion by implementing flexible working conditions	7
Disadvantages of flexible working in creation to inequality at work	9
Analysing the HR roles to address concerns regarding the inequality which arise from flexible working.....	11
Conclusion	13
Reference List	14

Introduction

The mission and goals of a particular company are mainly complemented by the strategies which are known to get implemented by a team of successful human resource teams (Wang *et al.*, 2020). Several factors influence the HR activities because in the process to reduce the employee issues, the management should look after the internal as well as the external factors to make improvements accordingly with the HR strategies. The personnel management of an organisation can be termed as the process which includes the functioning of the employment and development process inside a firm (AKHMETSHIN *et al.*, 2018). The environment of a business states the different external forces that may affect or drive the functional operations of a business. Individuals involved with the external factors involve the mentioning of their loyal customers, suppliers, different factors as well as their competitors in the local or international market.

Walmart is an international retail brand with an approximate figure of more than 10 thousand stores across the whole globe. In the year 2020, they have gained revenue of 559 billion dollars (forbes.com, 2021). The company is known to have an employee strength of more than 2.2 million. In recent times, the organisation is mainly operated by the Walton family, founded by Sam Walton in the year 1962.

Promoting diversity and inclusion through workplace adjustments

With the change in years, most of the companies faced the term flexible working which states the advantages given to their employees to deciding their schedule to work for an organisation. Especially the younger generation of the modern era is more concerned about the available flexible work conditions of an organisation (Chung, 2018). Due to the pandemic, the worldwide restrictions have generated several reports that states people tend towards the work from the home concept as it provides more flexibility in comparison to the other concepts. The access to flexible working conditions varies with different countries around the globe. Especially women get the advantage as it helps in adapting their work accordingly with the family-demands. In the modern days, the flexible working culture is generally being used as a tool that helps in enhancing gender equality factors (Ayyala *et al.*, 2022). Regarding different predictions, men use flexible working conditions to generate maximum performance which improves their work intensity in Walmart. Whereas, women use flexibility in terms to balance their work-life and family, generally after their childbirth.

According to the International Labour Organisation (ILO), several concepts explain the adjustments or some reasonable accommodations. This helps fellow employees of an organisation to get practical and clear guidance for understanding the different workplace adjustments that must get included in an organisation (ilo.org, 2022). The practical guide which helps in promoting inclusion and diversity mainly aims in assisting the employers of any organisation and in every economic sector of the UK. It is often referred to for providing reasonable accommodation in every stage of the overall employment cycle in a business. This mainly targets to include different adaptations in the workplace by implementing modern technologies and machinery equipment. It also helps in recognising the needs of an individual by providing equal opportunities to every level of workers (Stone *et al.*, 2020). The guide has been developed keeping in mind the human resource leaders and managers in explaining to implying at their workforce. This guide helps in understanding the necessary needs which are required to overcome certain limits that bring innovation together with the other multidisciplinary research. According to ACAS, there are several

pieces of advice that employers need to follow to introduce changes in the organisation.

It provides consultation with their representatives on bringing a hybrid working culture which will contain brief discussions regarding the modern technologies, safety and performance management systems. On bringing a hybrid work culture, the company should look at the dedicated roles of the organisation that are eligible as employees may seek the allowance for remote working (acas.org.uk, 2021). This helps in ensuring the staffs that can provide them in accessing the opportunities which help them to build better teams and certain activities like training programs can overall benefit their employees. Introducing a hybrid work culture, the retail company, Walmart should make sure employees are going through an open and transparent phase where possible alternatives are also noticed. Proper training sessions should be provided so that managers, as well as employees, can work efficiently and easily manage the hybrid workplaces.

The flexible working culture states the power of an employee to decide their job place and timing according to their choice in the international retail brand, Walmart. In contrast to the difference between flexibility and working-time autonomy, there remain some constraints that stay in the flexible working nature which addresses their core working hours. In European countries, there is an average gap that is found between male and female employees (Chung and Van der Lippe, 2020). Men are noticed to have a slightly more advantage to access the flexible working conditions than the females who mostly like to work from home. Flexible working conditions can be described as the positive capability which helps in highlighting the resources that may serve to be useful for their fellow workers. Revising the large-scale data, it gets concluded that people can distinguish the flexible conditions under household structures, gender or class in their society as this helps in intersecting the outcomes of the flexible work culture in organisations. Despite different studies, most of the flexibility culture depends based on qualitative data which are collected from different interviews and observations.

The role of HR in promoting diversity and inclusion by implementing flexible working conditions

Regarding the viewpoint of millennials, workplace diversity is a combination of different backgrounds along with experiences and perspectives because these factors help in implementing innovations in the workplace. Nowadays, HR considers their employees as the most important part of the organisation as they are perfectly proportional to the welfare of an efficient team. Employee welfare makes sure every employee gets proper respect and stays benefitted with their deserving rewards within an organisation. All these factors help in bringing a centralised approach in the field of diversity and inclusion as it is known as an integral part of the organisation. According to a recent survey held by PWC, the concept of diversity and equality is known to play an important role in deciding the flexibility of flexible working conditions (pwc.ch, 2020). The shift in diversity and inclusion has proved to have a positive impact on the performance and innovation techniques of the retail brand, Walmart. Diversity is seen to mainly affect groups as they stay associated with the cooperation and brainstorming processes. It can be said as the key motivating factor which helps in welcoming their employees.

The most important aspect for the creation of an empowering organisational culture is to focus on the employee engagement process. Several interaction processes from different backgrounds can benefit their employees in gaining awareness about different products, which will further make them feel valued in such a big retail organisation like Walmart. It is being reported that business leaders are setting up separate webinars or modules relating to the diversity councils to provide proper training sessions to their dedicated employees (Duchek *et al.*, 2020). All these efforts made by the organisation will help their fellow workers to stay updated and bring improvements in diversity, and inclusion policies to make the organisation stay ahead in the competitive market. Looking for the internal factors, it needs to be noted that the logistics department of every organisation has faced the most difficult to deliver with safety which can bring happiness even during the lockdown period. According to Gartner, a report was published in 2020 which stated more than 41% of employees performing full-time work are reported as female employees (gartner.com, 2022). With the constant change in time, companies are trying to stay

committed to transforming certain changes keeping in mind the concerns of female employees.

The diversity and inclusion processes are known as the most essential factors organisations are in the need to understand. New surveys based on ACAS have stated employers in the UK are seeking a flexible work culture to facilitate their employees from coming to the work culture amidst the Covid-19 pandemic (acas.org.uk, 2021). Presently HR professionals are focused on promoting female employees to leadership posts which will also break the concept of male-dominated firms. Nowadays, leaders or managers of different organisations like Walmart are performing annual reports to monitor the audits of their current employees which let them stay aware of the racial profiles in a particular firm. They also focus on building certain environments which will make their employees work in the set working culture of the organisation. The concept of diversity helps companies to propel towards a brighter future.

Disadvantages of flexible working in creation to inequality at work

The legal right of an employee is to request a flexible working process which may be rejected by an employer in terms of a better business reason. This is quite obvious which may cause disappointment among their employees and it may rise to different conflicts with the employers of the organisation. There are several reasons which state the disadvantages of creating a flexible working condition.

Mainly flexible working states the concept of WFH

In the pandemic, the concept of WFH has gained huge popularity as there were no other options due to the worldwide restrictions. The employee being adapted to this concept may seem to be the ideal principle for working but it often turns difficult for family members to accept the fact that your presence at home will not bring any kind of benefits for them (Hunter, 2019). Employees will be working from home but still, the family members will stay responsible for meeting all the other needs. It may cause disbalance in terms of family harmony.

Work Balance

Staying at home will somehow affect the work balance as being present in the home but still, the presence will not be felt by the family members will often lead to troubles (Chung and Van der Lippe, 2020). It may seem easy to work beyond the working hours but this means wasting the downtime that the employee could spend with their family. Working in different places may cause trouble for the employers to get in touch, in thinking whether it will be the right time or not.

Procrastination

A huge requirement of the motivating factor is needed for working in homes because they can work comfortably with their relaxation (Ferreira *et al.*, 2021). There remains no one who will look after you from realising the half-day is lost with their interaction. This may take some additional time to improve the performance rate which will somehow affect the family relations as they will be unable to give much time or attention.

Difficulties in Communication

The key factor highlights the major disadvantages of flexibility in the work culture. It often becomes difficult for the other employees to keep in touch because of different

issues. Still, the technical issues cannot be underestimated as machinery products can cause trouble at any point in time (Gigauri, 2020). This becomes quite difficult for the people working in the workforce because of the mismatch of times which lead them to depend on their employers or further circumstances. All these factors are leading to difficulty in group collaborations or an efficient planning process.

Employee isolation

Working from home gives several privileges to their employees as they do not stay in the need for getting ready hurriedly and rush for their offices as this is often seen to have a decrease in the creativity and energy level of their employees. Missing out the encouragement process, can lead their employees to feel demotivated and feel left which further makes them feel isolated (Wang *et al.*, 2020). All these can hugely affect the motivation as well as the quality of their products. Several reports have forecasted that employees performing work from home have a higher tendency to fall under depression.

Reduced Benefits

The flexible working conditions may have some advantages but there is an infinity of disadvantages regarding this concept (Rubery *et al.*, 2018). Rewards and bonuses will not be provided to employees working from home. Employees will also miss the office parties or celebrations which often happen in the context of special occasions.

Being vulnerable and side-lined

As the cultural changing process is slow so it needs time to implement advantages to the employees who have opted for the WFH facility. This may also lead to vulnerable conditions which may bring redundancy in many organisations.

Analysing the HR roles to address concerns regarding the inequality which arise from flexible working

According to a CIPD report, the pay gap regarding gender inequality is standing on an average of 17.3% (cipd.co.uk, 2022). The main reason for making the gap inter-related and complex is because of some external factors which include cultural, educational, economical and different societal factors. The recognitions of these external factors include the following points,

- A severe lack in the flexibility of working conditions in the UK. It is been noticed; females are the main providers who remain unpaid for their immense responsibilities.
- The discrimination of proper payment is often noticed along with their occupational segregation processes. There is always an underestimated value of the works done by the female employees of the organisation.

Any type of harassment or discrimination happening inside an organisation is illegal or unacceptable from a moral point of view. People mainly go through depression and anxiety and often face harassment or bullying in their workplace. That is the reason why HR should effectively look into this matter like the strong work environment of Walmart. The post of HR is the prime position where data can be collected to pay attention to the inequality process and it will further help in building a scenario to state the happenings in the work environment. According to a report, 91% of UK employers have considered working freely in a flexible work environment (assets.publishing.service.gov.uk, 2019). There is different sophisticated software related to the HRM which helps in going through the internal processes of the organisation. The HR professionals have always stated a positive attitude towards the flexibility process of working conditions. It also helps to manage teams by introducing flexible workers so that the efficiency of the company does not reduce.

There are different variations regarding the processes to introduce flexible work culture in any organisation. The building of the flexible working culture needs different variations in the process of implementing it, in the organisation. Sometimes, the process only evolves around the form filling with details provided to make sure of the requirements. This should contain a proper justification for the reason of sudden

need in the context of the business rationale. Often HRs of organisations provide proper guidance in filling out certain forms which are needed for using the flexible work culture (Hörning *et al.*, 2018). This proves the role of the HR department and how they constantly stay active to provide help to every employee. Some of the important tips which HR can utilise to manage flexible schedule workers includes the process of ensuring proper communication by the use of different platforms. They also stay responsible to keep track of employees who have opted for flexible schedules, to notice their productivity rate in the retail stores of Walmart. The talent department and effective HR strategies of Walmart are taking important steps for implementing the upskills programs of their employees to embrace the diversity and inclusion sessions of an organisation.

Conclusion

The Covid-19 pandemic was hugely affected and forced them to get transformed by the global workforce. Millions of employees were forced to leave their workplaces due to worldwide restrictions. This has resulted in individuals transforming their houses into multipurpose areas by differentiating their professional as well family duties which have seemed to get entangled in this covid era. It led to the introduction of a completely new concept, flexible working culture. The report states a brief discussion regarding the flexibility in context to diversity and inclusion in their workplace. It also contains an analysis of the HR resources and how it helps in promoting the concepts in flexible working conditions. Lastly, the disadvantages are also been stated addressing the inequality along with the roles of HR in mentioning the concerns which generally arise due to these working conditions.

Reference List

acas.org.uk, 2021. *New study reveals half of employers expect more flexible working requests from staff after the pandemic is over*. [Online] Available at: <https://www.acas.org.uk/new-study-reveals-half-of-employers-expect-more-flexible-working-after-pandemic> [Accessed 12 March 2022]

AKHMETSHIN, E.M., BRAGER, D.K., POKRAMOVICH, O.V., Mariya, N. and Yu, A.M., 2018. Modern theoretical and methodological approaches to personnel management in manufacturing enterprises. *Revista ESPACIOS*, 39(31).

assets.publishing.service.gov.uk, 2019. *Flexible working qualitative analysis*. [Online] Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/790354/Flexible-working-qualitative-analysis2.pdf [Accessed 12 March 2022]

Ayyala, R.S., Artunduaga, M., Morin, C.E. and Coley, B.D., 2022. Leveraging diversity, equity and inclusion for promoting wellness in the radiology workplace. *Pediatric Radiology*, pp.1-6.

Chung, H. and Van der Lippe, T., 2020. Flexible working, work–life balance, and gender equality: Introduction. *Social Indicators Research*, 151(2), pp.365-381.

Chung, H., 2018. Dualization and the access to occupational family-friendly working-time arrangements across Europe. *Social Policy & Administration*, 52(2), pp.491-507.

cipd.co.uk, 2022. *Gender pay gap reporting guide*. [Online] Available at: <https://www.cipd.co.uk/knowledge/fundamentals/relations/gender-pay-gap-reporting/guide#ref> [Accessed 12 March 2022]

Duchek, S., Raetze, S. and Scheuch, I., 2020. The role of diversity in organizational resilience: a theoretical framework. *Business Research*, 13(2), pp.387-423.

Ferreira, R., Pereira, R., Bianchi, I.S. and da Silva, M.M., 2021. Decision factors for remote work adoption: Advantages, disadvantages, driving forces and

challenges. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), p.70.

forbes.com, 2021. *Walmart Revenue Hits \$559 Billion For Fiscal Year 2020*. [Online] Available at: <https://www.forbes.com/sites/shelleykohan/2021/02/18/walmart-revenue-hits-559-billion-for-fiscal-year-2020/?sh=42a968b13358> [Accessed 12 March 2022]

gartner.com, 2022. *Gartner Survey Finds Women Comprise 41% of the Supply Chain Workforce*. [Online] Available at: <https://www.gartner.com/en/newsroom/press-releases/2021-06-16-gartner-survey-finds-women-comprise-41-percent-of-the-supply-chain-workforce> [Accessed 12 March 2022]

Gigauri, I., 2020. Remote working concerns during the covid-19 pandemic. *International Journal of Social Science and Economic Research*, 5(10), pp.2803-2818.

Hörning, K.H., Gerhard, A. and Michailow, M., 2018. *Time pioneers: Flexible working time and new lifestyles*. John Wiley & Sons.

Hunter, P., 2019. Remote working in research: An increasing usage of flexible work arrangements can improve productivity and creativity. *EMBO reports*, 20(1), p.e47435.

ilo.org, 2022. *Promoting diversity and inclusion through workplace adjustments: A practical guide*. [Online] Available at: https://www.ilo.org/global/topics/equality-and-discrimination/WCMS_536630/lang--en/index.htm [Accessed 12 March 2022]

pwc.ch, 2020. *COVID-19 propels businesses to embrace flexible working*. [Online] Available at: <https://www.pwc.ch/en/insights/hr/covid-19-propels-flexible-work.html> [Accessed 12 March 2022]

Rubery, J., Grimshaw, D., Keizer, A. and Johnson, M., 2018. Challenges and contradictions in the 'normalising' of precarious work. *Work, Employment and Society*, 32(3), pp.509-527.

Stone, R.J., Cox, A. and Gavin, M., 2020. *Human resource management*. John Wiley & Sons.

Wang, W., Albert, L. and Sun, Q., 2020. Employee isolation and telecommuter organizational commitment. *Employee Relations: The International Journal*.

Wang, Y., Kim, S., Rafferty, A. and Sanders, K., 2020. Employee perceptions of HR practices: A critical review and future directions. *The International Journal of Human Resource Management*, 31(1), pp.128-173.