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Module Title: Managing People

Assignment Title: Assessment 1

Module Code : LCBB5004

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Introduction

Every company has a certain set of goals along with a particular mission, that are generally complemented by strategies and gets implemented by teams of human resource official to generate success in their business operations (Boxall and Purcell, 2011). There are several factors that can influence activities of HR to reduce employee issues, for that management should bring improvements in internal, along with external factors. Personnel management, regarding any organisation states the process of proper functioning of employees along with the functional operations of an organisation. The business environment helps in analysing in the external forces which may drive or can affect the business operations.

Promoting diversity along with inclusion through adjustments in workplace

With the changing years, every organisation faced issues with flexibility, in their business workplace. This gets mainly recognised by the advantages that are provided to employees for scheduling their work time in their specific organisations (Noe, 2017). Mainly, dealing in the modern age, young generation stays concerned with the availability of flexible work conditions provided by firms. Especially, in the pandemic times, several reports got recognised which states the shifting tendency of people to WFH from the classical workplaces. It is more likely, as people are experiencing more flexibility rather, than other business models (DeCenzo *et al.*, 2016). Accessing flexible work culture generally varies from regions, all across the earth. The modern work culture has demonstrated it as a tool which helps in bringing enhancement in factors of gender equality. Many analyses have stated that men, utilise the flexible working conditions in bringing maximum performance improvement in different organisations whether, women use them for balancing the family with the work-life, mainly after giving childbirth.

As stated by ILO (International Labour Organisation), there are several concepts which helps in explaining adjustment that provides fellow workers to stay practical and experience proper guidance in understanding working adjustments to facilitate their dedicated employees (ilo.org, 2022). In the UK, every economic sector provides proper assist to the employers for promotion along with diversity in working culture. This further helps organisation in supplying reasonable accommodations regarding

every stage stating the employment circle of any business. It generally stays responsible for introducing different adaptations that states the implementation process regarding modern technologies along with latest machinery equipment. All these serves the reason to identify as well as meet the needs of individual getting equal opportunity for every kind of workers based on different levels (Ayyala *et al.*, 2022). This particular guide also gets recognised to get developed stating the leaders staying responsible in HR department along with managers to get proper implications of the strategies at workplace. In addition, it provides necessary wants that gets required in overcoming the limits to implement proper innovations along with multidisciplinary research (Sheehan *et al.*, 2014). As stated by ACAS, there are various instructions that needs to get followed by the employers of organisations, so that they can introduce the necessary changes in the working cultures (acas.org.uk, 2021).

It also helps in providing proper consultation to their associates for bringing a dynamic and hybrid work culture that will specify brief discussions stating the use of modern technologies along with the safety as well as the related performance of management systems (Bratton *et al.*, 2021). Introducing a hybrid culture, organisation should look after the associated roles of their employees who may seek for certain allowances remote working facilities. It also makes sure that every staff of the organisation gets the accessibility in enjoying the opportunities that focus on building better teams as well as activities such as, training approaches, that can bring overall benefits to their existing as well as newly entered employees (Stone *et al.*, 2020). However, in the international retail brand have been recognised in implementing hybrid work environment to ensure that employees are experiencing open and transparent communication mediums to enjoy every opportunity provided by the brand. It also helps on accessing the alternatives along with, facilitates them with training sessions to reduce work of managers.

All these process helps in bringing maximum efficiency as well as helps easy managing their overall working environment. The flexibility in working cultures generally demonstrates the power of every individual employee in deciding their job place along with the timings of their choice (Mathis and Jackson, 2010). All these factors are supported in different multinational companies. Stating the difference between flexibility along with the working-time autonomy, there are several

recognised constraints which lie in the nature of flexible workings that helps in addressing the actual working hours of employees. In the countries of Europe, it has been recognised to contain an average gap between the employees of male and female. The male employees generally get recognised to enjoy a slightly more advantage in accessing the flexibility in working conditions in accordance with females who prefer the concept of WFH (Collings *et al.*, 2021). The flexibility in working culture helps in describing the positive capabilities that gets enlightened in accessing the resources which serves the reason to become useful for the fellow workers of any organisation.

On giving revision to the data being collected from large scale organisations, it can be concluded that individuals get the opportunity to distinguish flexible working conditions regarding the structures of household along with the gender/class factor in the society. It further provides advantage in intersecting their outcomes regarding the flexible work cultures of any specific organisation (Armstrong and Taylor, 2020). However, mostly all studies have stated that flexible cultures mainly depend on the basis of qualitative data that are generally collected on the basis of observations of thorough different interviews.

The role of HRs in promoting diversity along with inclusion by the implementation of flexible working conditions

Recognising the viewpoint of different millennials, the diversity in a workplace can be stated as a combination related to different backgrounds and the gained experiences along with the associated perspectives in statement of factors for the implementation of better innovations in their workplace. However, HR of every organisation considers their employees as the major element of their firm because of their proportionality rate in relation to the welfare of producing efficient teams (Jabbour *et al.*, 2011). The process stating employee welfare also makes sure that every individual experience all the opportunities, getting proper respect and gets benefitted along with their deserving awards. Especially, these are the factors that helps in introducing a centralised approach relating to the concept of diversity along with inclusion for being an integral part of the organisation (Farndale *et al.*, 2015). According to a survey conducted by PWC, this particular concept is recognised playing the key role for deciding the flexibility in the working environment of

organisations (pwc.ch, 2020). The shifts within this particular concept, gets proved to possess different positive impacts relating with the performance as well innovation techniques in the well-established organisations.

However, diversity sometimes affects the dedicated groups of organisations because it often stays associated stating the process of cooperation and brainstorming. These factors get recognised for being the key motivators in the process to welcome their employees. Especially, this particular segment gets known for its importance stating the creating process for bringing empowerment in organisational cultures for staying focused on the overall employee engagement process (Downey *et al.*, 2015). There are several processes that states the interaction from different backgrounds, to benefit employees for gaining maximum awareness in relation to different products, that makes them feel for getting proper recognition in the huge retail companies. According to several reports, business leaders generally stay responsible for setting distinguished modules or certain webinars as stated by diversity councils to provide proper training sessions to the dedicated employees of organisation.

Generally, these are the known efforts made by organisations that helps fellow employees in staying updated which additionally helps in improving factors of diversity along with the policies of inclusion. This helps organisations in staying updated with the latest norms that helps them in becoming the leading organisations in their market segment (Buengeler *et al.*, 2018). Analysing the internal factors, the logistics department of organisations has faced several difficulties in the lockdown period, where people experienced worldwide restrictions, they stayed responsible in delivering with ensuring all the safety measures to maintain the level of happiness and trust in relation to the organisations. As stated by the report of Gartner, it has been noticed that an approximate 41% employees being females got recognised or performing full-time work (gartner.com, 2022). Keeping pace with the constant changes, companies are trying their level best in staying committed to transform definite changes that provide proper facility concerning female employees.

The process stating diversity along with inclusion, gets recognised as the essential and major factors that needs proper understanding to let organisation work with efficiency (Chung and Van der Lippe, 2020). Several new surveys that are primarily based on ACAS gets known for the statements of the UK employers, who are

seeking for flexibility in working culture to facilitate employees in working in the working environment provided by organisation amidst of the pandemic outbreak. In recent times, HR professionals stays focused in promoting female employees for the position of leaders that helps in erasing the concept of male dominated culture in firms (Goswami and Goswami, 2018). However, associated managers or the leaders of any multinational organisation help in performing annual reports that helps in monitoring the audits of present employees that makes them stay aware regarding the racial profits in a particular organisation. They are also responsible for building working environment that make the employees feel satisfied as well as motivated in their workplaces. Lastly, it can also be stated that the concept of diversity provides additional advantage for companies to propel for experiencing a brighter future.

Disadvantages stating the flexible working conditions in creating inequality at workplace

There are several legal rights in association with individual employees. It is quite obvious that if employees do not possess their deserving rights, several conflicts may arise from the conflicts between the employers of any organisation. Some of the reasons which state the disadvantages in the process of creating a flexible work culture,

- *Generally, flexibility in work culture states the concept of WFH*

During the pandemic, the WFH concept received huge popularity because there was no such availability of other options in the restrictions period (Hunter, 2019). This enforced the employees in getting adopted by this concept which seemed for becoming the ideal option for proper working. However, it became quite abnormal for the other family members, as employees' presence will not provide any type of help towards them.

- *Work balance*

Working from home will also bring some type of issues in balancing their work life as other members will not feel your presence which will become a generous reason for the arising of conflicts. Some employees spend extra time, beyond their working time to earn some more money, but it overall is reducing the spend time for families.

Lastly, working at different places can cause trouble for the higher officials including managers and other leaders in keeping touch with the fellow workers.

- *Procrastination*

Working in home often make employees in staying hugely required of motivational factors for working with maximum efficiency and effectiveness. With the interaction and other work process, most of the time gets spend which overall affects the family relationships causing different issues may have severe affect mentally (Ferreira *et al.*, 2021).

- *Difficulties in Communication*

This factor generally highlights the key recognised disadvantages regarding the flexible working conditions. Often employees may feel difficulties in keeping touch with other associates because of different issues. In addition, the technical issues should be underestimated ad often it has been noticed that machinery equipment have caused several troubles in emergency situations. The mismatch of working time has brought several difficulties among individuals in the similar workplace (Gigauri, 2020). In addition, all these factors are also becoming the cause for creating issues in group collaborations along with bringing efficiency in the planning processes.

- *Employee isolation*

In the pre-pandemic times, people were noticed to get tired for getting prepared and rushing to their offices which overall creates deficiency in the performance rate (Wang *et al.*, 2020). However, missing out the encouragement factor staying in home can also make them feel demotivated as well as isolated. Several reports have also demonstrated that people working from home stays higher tendency in moving towards depression.

- *Reduced Benefits*

Flexibility in the working conditions may have some advantages there are huge disadvantages in relation with this particular concept as they do not get the benefits of rewards or bonuses (Rubery *et al.*, 2018). Employees also miss the office celebrations which also helped in reducing the communication barriers.

- *Being vulnerable and side-lined*

As the changing process of cultural factors is quite slow, this needs some time in implementation of the necessary changes that can facilitate the employees with the concept of WFH. Sometimes, it may lead to different vulnerable conditions that brings redundancy in organisational benefits.

Analysing the various HR roles in addressing the concerns stating the inequality that mainly arise from flexibility in working cultures

According to a published report of CIPD, the pay gap stating the gender inequality gets recognised on having an average value consisting of 17.3% (cipd.co.uk, 2022). The recognised key reason for the generation of pay gap is basically inter-related and bit complex because of the external factors that basically include economic, cultural, educational along with the various societal and environmental factors. Some the recognitions include these points among the external factors,

- Severe lacking factors that get included in the working conditions being stated in the UK. Apart from these, it has also been noticed that female employees are the main providers in efficient work processes though they remain unpaid for their immense hard work and responsibilities.
- The discrimination regarding proper payments becomes the major reason for bringing segregation in their occupational process. It mainly reflects on the works done by female employees.

According to a published report, it has been noticed that 91% of the UK employers stated that they feel free to work in flexible working conditions (assets.publishing.service.gov.uk, 2019). The HRM can utilise modern software application to keep track of the employees along with their list of benefits. This helps in ensuring employees to get proper benefits and should have proper communication channels where employees can express their issues (Hörning *et al.*, 2018). All these factors have been seen to get implemented in the international retail brands. The department should build effective strategies to keep them feel motivated in working at stores that embraces diversity along with the concepts of inclusion.

Conclusion

In response to the Covid-19 pandemic, it has caused severed impact on the working conditions which have forced organisations in bringing the necessary changes for maintaining the effectiveness on overall workforce. It has also been noticed that several employees were forced to leave their jobs because of the implications stating worldwide restrictions. To ease this situation, the concept of flexible working conditions got introduced to maintain the overall productivity rate. However, the report stated a brief discussion stating the concept of flexibility in relation to the concepts of diversity along with inclusion. In addition, there is a brief analysis stating HR resources that further provides an additional advantage to flexible working conditions. Lastly, the disadvantages have been addressed stating the inequality as well as the associated roles of HR that helps to monitor the rising concerns.

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