BLOG

Two Separate Blogs

Author

[Name of the Institution]

Management Is the Pursuit of Flexibility

***Blog 1***

***Academic Article:*** Organisational flexibility and HRM in the hotel industry: evidence from Australia.

***Journal:*** Human Resource Management Journal

***Author/s:*** Knox, A. and Walsh, J.

The hospitality industry is known for poor human resource management practices and inadequate conditions for the employees. However, according to (Knox and Walsh, 2005), the hotel management is fulfilling commitment towards HRM practices and applying employment flexibility within the organizations in recent years. Generally, the hotels are embracing flexibility in their policies, whereas, the larger luxurious hotels are taking effective initiatives such as reinforcing their workforce and implementing employee management procedures to make their practices flexible towards their workforce.

In recent times, flexibility has become a key focus of management. According to Quinn et al. (2015), organizational productivity has increased due to managerial flexibility specifically in the hospitality industry. However, less commitment has been shown towards strategic targets by the hotel management working in developing countries where flexibility is difficult to achieve (Majid et al., 2019). Flexibility in management facilitates organizations to adapt to the changes such as socio-economic, technological and legal developments, uncertainties and risks involved, increased market competition, and diverse workforce settings. Managerial flexibility demands adaptability and responsiveness towards market ambiguities and innovations along with the workforce commitment for effective management (Quinn et al., 2015). Conversely, if organizational policies are not in favour of such approaches, it will resist the implementation of flexibility. For instance, the majority of luxurious hotels have formal policies to implement flexibility initiatives for their employees such as training, health, and safety as compared to other Australian workplaces.   
***Discussion with MTLs:***

I participated in an informal discussion with a group of management team learners (MTL) and shared my knowledge regarding the topic, “Management is the pursuit of flexibility”. According to my understanding, the present revolutionary era in the world of business pays more attention to the flexibility of management practices in their organizations as compared to the previous studies. Moreover, if the organizations allow more flexibility in applications, they become more adaptable to the market innovation. As explained by Quinn et al. (2015), the pursuit of flexibility will lead to effective management and will increase organizational performance in the hospitality industry.

***Blog 2***

***Industry Article:*** Labour flexibility in the hospitality industry: questioning the relevance of deregulation.

***Journal:*** International Journal of Contemporary Hospitality Management

***Author/s:*** Buultjens, J. and Howard, D.

According to this article, flexibility among labour advocates free competition which is continually increasing in the Australian labour market. In the hotel industry, the representatives highlight that a high level of flexibility towards labour is imperative to achieve market stability and competitiveness. The exclusion of resistance towards the implications of flexibility has lessened the unemployment and escalated the competition in the market. However, previously, the regularized system repressed the flexibility and resultantly, the competitiveness among the labour markets in Australia. The initiatives such as labour costs, education, and training and working patterns determine worker flexibility in an organization (Buultjens and Howard, 2001).

As Quinn indicated that in the hospitality industrial sector, human resource practices play a vital role in creating value. In an organization, a more flexible approach is adopted externally to adapt to market changes and internally with the help of labour commitment and engagement to produce valuable outputs (Quinn et al., 2015). It is depicted that the management's flexibility and commitment impact positively on the workers and their performance (Dimmock et al., 2003). The quest of flexibility in management help workers to enhance their competencies through education and training to achieve managerial goals. The direct association between employees and employers help organizations to achieve labour flexibility (Sheridan and Conway, 2001). For instance, during the period of low profits, management that has high flexibility can reduce wages and increase the working hours of workforce required to improve the production.

***Discussion with MTLs:***

In an MTL discussion, according to my perspective, flexibility is characterized as an ability to adapt to or to conform to the changing environment. Flexibility practices for labour force can lead organizations to become more stable and competitive in the market. The Management flexibility initiatives positively impact the performance and commitment of the workers towards achieving their organizational goals. Moreover, the management values those employees or workers who perform their jobs with a flexible frame of mind. That is why being flexible towards your workforce can lead organizations to success.

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