

Assessment 1
Managing people

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2010613

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INTRODUCTION

Flexible working effects the organization in the way of diversity and inclusion as it is both interconnected and will analyse what role does human resources play in promoting both diversity and inclusion through flexible working. Discuss the flexible working in relating to the inequality at work along with it analysing the role of human resources addressing about the concern of inequality that may arise from flexible working. As will discuss the Tesco, it is one of the largest retailer in UK having more than 1000 employees, which has a portfolio food and beverages, clothing, home appliances and some financial services. Tesco is the reputed company which sale its product for value, low price and always being customer oriented. Human resource team at Tesco always work day and night to improve their value in concern of money or reputation. Here all the employees are directed and instructed towards the effectively working in the organization to achieve the organizational goal. Bringing innovations toward the company or at the store and along with that forward thinking environment makes environment which offers effective structure and culture to meet organization requirement. In this report will discuss flexible working in relation to diversity and inclusion at work and inequality at work due to flexible working along with that will analyse the role of human resource.

MAIN BODY

Flexible working in relation to the diversity and inclusion at work, analysing the role of human resources in promoting diversity and inclusion through flexible working.

Flexible working is not only create issues to the organization but also helps the organization in recruiting of new employees as their reputation enhance if they allow the employees to work as a flexible way. They also feel that organization is not discriminating in the higher level employees and lower level employees as they are getting hear and seen at the same time. At Tesco observed that with time needs of employees and colleagues are changed. Tesco is the one of the company which allows the employees to work flexibly (Stahl and et.al., 2020.). As everyone has to maintain their work life balance, So flexible working help the employee to have healthy work life balance. As there are young employees are continuing their studies along with working in Tesco, this is the most beneficial thing for them to do both together studies and earning As well as it allows attracting more employees to join the company by enjoying the environment and wide range of activities. Diversity also provide opportunities to the companies to grow more and global which helps them to identifying and it helps employees to manage both

their needs and customer need too. Flexible working in Tesco means which suits both employees and Tesco. It is helping Tesco in growing, so there is a rule that Tesco has decided that any employee can make a request for the flexible working as they complete their 26 working weeks in Tesco. They also keep options to apply for the flexible working:

Part time Working

It means employee can work for fewer hours except full time. Where they can work for few days or some hours a day.

Job Share

It is the option in which two people can split there working hours for a certain role but responsibilities are shared equally and jointly. This is common in management teams.

Phased retirement

This technique is about reducing hours of colleague to let them prepare for their retirement. Here, in Tesco when colleague has ten-year's service for last six months before retirement, by 1/5th they can reduce their working week.

Lifestyle break

Lifestyle break means they have the policy that employee can take break from business as leave from the business for about four weeks to one year.

Blended working

In some roles' colleague can work from home as well as office as they are comfortable. Some work is done from home and some form office.

Fixed shift patterns

There are some work which can not be stop or change so Tesco allow them to work from home as they will able to manage work load with the proper commitment. From home, they can work for overtime.

Staggered shift patterns

As it is the ways where employee can work as their suitable time in which they think that they can work more passionately and which fulfil Tesco's needs, except the form where every employee should work at the same timing. It helps Tesco to have low employee turnover rate.

Tesco allows its employees to work for flexible hours as some people/student who want to help their parents to balance their responsibilities and work life. At the certain time period

Covid-19 working from home has increased the opportunities as it is the part of flexible working in this younger generation there is increase in demand of flexibility in workplace.

Human resource has a role in diversity and inclusion as hiring employees to work in the workplace is the main job to do. Workplace is increasing globally. Human resource always promotes Diversity in the basis that it gives opportunities to the company to grow in the unique way as diversity means having something unique and getting identify some new trending which help the company to grow faster. Human resource have a key role in diversity as correct leadership creates and empowers a diverse culture (Borkowska, 2021). It grants the opportunities to employees to grow, learn and contribute towards the company. As all the companies want to bring changes by adding diversity into their programs and it can not be done overnight it need some efforts, team and management.

Monitoring Diversity

In most of the companies it is tough that what kind of diversity will be helpful to the organization. This work is done by HR team as this can be done though different ways. This is not only for the current employees as it can be done at the time of recruitment. This allows measuring progress effectively.

Widening talent pool

Here Human resource increase the talent pool as they allow and focus on the employee's talent and welcome more talent to the organization through recruitment process. It can be also done will give training and development round (e Aquino, 2018). It can be done by management team like some events in the organization or practices in the organization that helps to find the innovative ideas and creative mindset of the employee.

Mentoring and Diversity

As recruitment process is done mentoring can also be done by the HR professionals like making contact with some youth groups and colleges/school which helps in enduring the talent and make them aware about some opportunities which might help them in growth.

Supplying Diversity

Supplying diversity here means, HR here work as taking care of customer's demand bringing some diversity in the organization which help the organization to grow. Here everything depends on customer's want.

Future of diversity

It is being clear that HR has role in Diversity and it helps to bring innovation in the organization and help in completing goals by bringing little changes to the process of recruiting and put into implement soon. These also helps the company to be at their positive side. Along with the focus on recruitment management also should think about the further process as implementing, developing, mentoring, supplier chain diversity and in all this steps there is a need of leadership to bring every step into implementation (Grissom, 2018). At Tesco inclusiveness is always very important for the organization. As Tesco is a big retailer in UK it considers the basic employee needs too as they want to make their employee as colleagues who work with them not for them and always commit helping each other by which friendly environment will be in organization. In Tesco is known for their building inclusive workplace, they believe in actively celebrating all cultures and preference of the colleagues, which helps to achieve success of the organization. Inequality at work due to flexible working and analysing the role of human resources in addressing the concerns of inequality due to flexible hours

Tesco may be highly interested in providing flexible environment to the employees in orders to enhance their motivation levels in the current Covid-19 scenario. It may be suitable for some employees by reducing their stress and workload but the phenomenon may have certain negative impacts on the overall management of employees. Various factors such as implementation gap, perception of organizational unfairness and greater work intensification may also be associated with flexible working. These factors may establish concerns such as inequality and discrimination in the organization which may not be beneficial for its sustainability.

Flexible working sometimes lead to procrastination which may reduce the efficiency of employees in order to deliver better results. This may reduce their quality of work and arise various problems in order to manage the daily targets. It may not be appropriate for all the workforce as many individuals may have responsibilities at their homes which may affect their contribution at work (Ferreira Gregorio, 2018). By adopting flexible working, employees may feel socially disconnected and the possibility of mental health issues may frequently arise in the employees. These mental issues may lead to a decrease in the productivity of the individuals which may affect the sustainability of Tesco. The work from home aspect may reduce the social contact of individuals which may hamper their overall growth and motivation. The social

disconnect between employees may impose negative impact on their development and may reduce their ability to contribute towards the organizational aims and objectives.

The HR department of Tesco may use several digital platforms in order to connect with the employees effectively and establish better communication with them. By adopting this practice, the organization may be able to reduce the negative impact of the social disconnect which was established by the flexible working approach. It may be useful for the organization to enhance their current performance towards the business. The organization may adopt advanced software in order to monitor the performance of employees while they are working from their homes. It may be helpful for the company in order to give valuable feedbacks to the employees for managing their work appropriately. This practice may reduce the pressure from the management in order to organize their employees and may provide better assistance to the higher management to experience better results. It may help in reducing the inequality in the organization as each employee may be given the due attention.

Personal and professional development programs may be offered by the management to the employees in order to enhance their crucial skills (Jena, 2020). These skills may be beneficial for the employees for developing their ability to contribute more towards Tesco. This may provide equal opportunities to all the employees to gain better promotions and appraisals in the organization. These programs may help in establishing a fair system where the employees may be able to get better recognition from their superiors and increase their self-esteem. Flexible working means working own way which might bring negative impact to the Tesco as employees working from home are getting paid same as employees working at the office it is a fact of inequality. Procrastination here shows that working from the environment which is not suitable to bring motivation and it needs very high level of concentration power. This may lead to bring pettiness in the behaviour of employee which directly effect the company. By flexible working employees might have to face some problems like communication difficulties as person is working from different place or at different timing then properly communicate is tough job to do and this could be not a good point for the Tesco.

Human resource has an important role in contributing toward the inequalities. Unequal pay to the employees. As it is considered that unequal pay system was very harmful to every organization as employee who are working at the same place and for the same position are getting pay unequal. As everyone is running for their increment so here racism takes place and is

in the environment that women are treated as if they are compensated in the workplace (Tomaskovic-Devey, D and et.al., 2020). Earnings are also getting varied when compared with men as how much they are getting compensated. Here biggest issue is of gender inequality like in many organizations recognized that men are getting promoted much more than women. So despite being this organization should consider qualities, education and strength of work. After all this when times come of asking to get paid more as much the worth of the efforts and of person, women always have to struggle more than a man to get for work what they are working. At most of the places recognized that negotiating with women about the payment is done more than male. As wage gap is generally seen between men and women (Harnois, 2018). As recruiting is the process which is done by Human resource team so it has definitely role in inequality. In the case of female if company provides the position or important role then they surely pay an employee lesser with smaller salary base (Kalev, 2018). Human resource plays role as:

- They don't provide salary on company standard they provide by looking their previous salary base.
- Bar employees from discussing salary with one another.
- They never get open with the salary compensation and pay grade.
- Employees get not pay equally for the similar jobs or similar position.
- At some places along with men and women inequality white and BIPOC employees are paid differently.
- Age based discrimination also exist till date, recruiters does not consider skills and talent but age if someone is older will get pay higher in concern that person might be knowledgeable as older in age (Manzi, 2019).
- Disability plays a role as person with disability having same amount of knowledge and skills will get salary way lesser than normal person without any disability.
- Occupational inequality is a treatment that are being done by organization as people are treated as based on Gender, height, accent, disability at the place where they work (Rasmussen, 2021).

CONCLUSION

In the above report, appointed as a Human Resource manager for company Tesco in UK, where discussed what diversity and inclusion relate to flexible working as in positive way. In

what way it effects to Tesco and all the techniques that are being used to influence the employees to work in this environment and in the report got to know some types of flexible working that are being used by Tesco. For the most of the part, role of human resource is explained in the way that it promotes the diversity and inclusion. Also, discussed the different diversity strategies used by management and human resources department. Further, in conclusion discussed facts that brings inequality to diversity and inclusion with flexible working environment and discussed what are the facts that are against flexible working. Last but not least, discussed role of human resources which are relation to inequality which helps in arising flexible working.

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