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## Introduction:

The business environment is changing, and this is especially true in the retail industry. Many employees have re-evaluated their working arrangements in light of the pandemic and are looking into the possibility of working more flexibly. The management is also going to be effective to flexitime. Covid-19 seems to have had a big impact on UK retail, and they are accelerating essential transformations that are taking place to a certain degree (Earl and Taylor, 2015). A few of the damage done by closure was undone whenever the sectors opened, but the industry's lengthy direction remains undetermined. Depending on the UK laws, the retail emergence from lockdown differed. On July 13, the UK government has announced to reopen the retail stores on the condition of wearing a mask, maintaining physical distance, and limits on numbers and contacts. Early June saw the opening of shops in England and Northern Ireland, and late June saw the opening of shops in Wales and Scotland.

## Make a case in favor of flexible working concerning diversity and inclusion at work and analyses the role of Human Resources in promoting diversity and inclusion through flexible working:

### Make a case in favor of flexible working concerning diversity and inclusion at work

It's usually a good idea to work from home. There is no need to prepare to go to the office. Freedom and fidelity get the workers in flexible working (Goldberg et al., 2019). It promotes working freely, there is no hindrance to maintaining time. Hard rules and regulations are ignored here. In the field of flexible working, workers get sufficient time to spend with family. Inflexible working, one can be more productive and also be a good employee.

The company I have chosen is Tesco. In Tesco Company, it gives employees flexible working opportunities. That's employees don't need to obey the rules and regulations of a workplace. The setting of flexible working is noise-free. Because one can deal with the work without going outside. To communicate with the customer employee can manage time and can easily contact the customer. Employees can get financial advantages in flexible working. It reduces employee costs. In the case of presence, employees have to face a daily work schedule

There are financial advantages, such as a reduction in office space and a lower carbon impact. Flexible working gives huge opportunities to the employees. Employees get flexible time to

conduct their work. In this case, employers become friendly to employees that's why they become much more productive.

We live in a scientific age, in every moment it overcomes any difficult boundaries. It creates a new way to develop work. So that the workers can easily handle any work.

It increases diversity among the workers. Every employee has not same skill or ability, for example, Tesco Company has 500 employees, 100 have management skills, 100 have created a new environment, 100 have good communication skills, 100 have good ability to contact the customer, and last 100 have the skill of maintaining online activities. Considering their skill, the shiftiest can possible.

Flexible working breaks the rules of 9–5 p.m. working hours. Sometimes employees feel bored doing the same thing. But flexible working gives them a plain work schedule. Tesco Company also breaks the working schedule.

As I have chosen Tesco retail company from the UK. It is a multinational company and it is widely known as a retail business company. During the pandemic situation, this company focused on flexible working (Hays-Thomas, 2016). At the time of Covid-19, the whole world becomes economically broken down. During the situation, the company takes the possible steps to conduct their daily working schedule. Tesco Company makes it easier for employees to work from home. And employees also get the opportunities to lead their livelihood in a better way in the pandemic situation. Tesco Company takes the necessary steps to face the ongoing pandemic situation. The company thinks about their staff's health issues also. To conduct the working procedure, employers at the Tesco Corporation have been given prescriptive health and safety requirements to do the following five practical measures to operate safely:

Tesco Company gives every employee several protocols so that employees would safe in their workplace. It donates sanitizers among the workers and also obliges the worker to wear a mask. The protocol will make the employee hygiene (Howell et al., 2015). This company offers free will if employees wish to work from home, then they can. On the contrary, who want to work in the workplace then it will also be granted.

The company maintains 3 meters social gap. They also implement one-way entering and existing system. As employees get all types of opportunities they become physically and mentally strong.

The psychological condition of the employees gets better care (Kossek et al., 2015). As working from home, they don't need to take the stress. Mental fitness can build a good producer. A good worker can easily perform on a difficult platform. Mentally stable and physically good employees perform better in the workplace.

### Analyze the role of Human Resources in promoting diversity and inclusion through flexible working:

Human resource plays a significant role in the leadership of a diverse culture. One that is welcoming and diverse, with opportunity for everyone workers to understand, grow, and contribute to the success of the company. As a strategy, diversification enables organizations to recognize recent developments (Maket et al., 2015). They are able to do this if their staff represents their clients. As a result, creating an inclusive environment can focus on the qualities that motivate workers, reduce absenteeism, and improve growth.

Diversification isn't just a contentious issue; it's also pragmatic. It is possible to create a commercial case for attracting and retaining diverse employees. Human resources need to be managed in the plan (O'Donovan, 2018). Moreover, the industry is becoming increasingly global. In this light, companies that implement diversity gain an advantage. It also allows such companies to spot and capitalise on untapped opportunities.

The COVID-19 outbreak threw organizations and employees into a state of perplexity and fear because there was no clear solution in sight. HR had been in emergency mode for the majority of 2020 and the first part of 2021, finding out where to enable working from home, striving to get more emotional health treatment, and focused greater than on C-level methods to keep their businesses functioning (Ugargol and Patrick, 2018). As the inevitable happens and organizations adapt to a new normal, HR's role has drastically transformed.

HR can play a crucial part in determining what performed well during the downturn and applying that knowledge to generate competitiveness. Tesco, for example, is downsizing its headquarters and establishing regional hubs to tap into new talent pools (Ruhle and Süß, 2019). In this circumstance, HR should consider how centers would connect with offices, where labor would be handled, etc. What systems and processes do you need to support seamless workflows and communications? This is a crucial issue.

HR has already had to stay on top of constantly shifting safety guidelines and rules. It during outbreak, Hr managers would have to quickly learn how and where to observe & implement the USCP ( cdc and Prevention's official guidelines on proper cleaning and significant discrepancies (Ugargol and Patrick, 2018). In 2021, their focus switched to vaccines.

The retail company Tesco focused on employees' privileges to support their breakdown. There is a potential for [HR] to identify and construct new understanding and abilities to maximize whatever is required of people is, to ensure that a company's intellectual capital is motivated, energized, & believing—in this new surroundings of workplace flexibility and increased chances. It's advantageous to be cheerful. We must find how to ensure that this occurs.

Cultural diversity can improve product attractiveness as well as connect to a larger audience by enhancing the organization's capacity to understand and communicate with customers. They can also help businesses engage more directly with their workforces when they need all of their employees' feedback and support on issues like human distancing regulation (Smith et al., 2019). HR must be aware of the special issues that working parents confront in this situation. HR professionals can assist in the creation of a workplace culture and environment that endorses a well of working parents besides enabling adaptability, such as having to relocate shifts from the traditional 9-to-5 workday and attempting to motivate constant contact and verifying between many work colleagues on schedules and ease of access (Ruhle and Süß, 2019).

**Make a case against flexible working concerning inequality at work and analyze the role of Human Resources in addressing the concerns of inequality that may arise from flexible working.**

**Make a case against flexible working concerning inequality at work**

(You should answer for this one taking a retail company in the UK. Focus on the flexible working in covid-19 time relating with the staff's healthcare, remember it is against)

Workplace flexibility as a concept appears to be something that everyone can agree on. What's not to like about that? Flexibility connotes fluidity, ease of movement, and the capacity to alter path as needed (Suharnomo et al., 2017). However, there are advantages and disadvantages to consider as with any working arrangement. Working remotely requires a great deal of self-control. It is far too tempting to procrastinate and fix term straight to business. It's difficult to keep track

of space when there's no one looking over their back. This may cause you to work longer hours in the evenings to compensate for lost office hours while you're enjoying time with friends and family.

Functioning in a restrictive manner or with coworkers who differ significantly or at varying times from each other can be a challenge. To manage relationships, collaboration, planning, and satisfaction, one might discover that they will need to be incredibly prepared.

While workplace flexibility enables employees being at the office by 7 a.m., diversionary tactic, and also in the jammies since they like, you missing out on to the excitement and innovation which experience of working with others. Working in a group provides you with inspiration, friendship, and overall enthusiasm, which can cause you to feel tired all alone (Suharnomo et al., 2017). These issues affect mental health conditions. Generally, every day if anyone is doing the same thing, it may be stressful.

In some organizations, flexible working may make employees more prone to obsolescence. Any justification for redundancies has to be scientific and impartial; therefore, terminating somebody wide open when it comes would've been ethical & potentially unfair.

Working flexibly can occur in a variety of forms. If one modifies the hours they perform, overall income must not be affected; but, when they retire earlier, one will undoubtedly receive fewer. The company's benefit payments may be cut as a consequence, as well as any reward that gets would most probably be delayed. In addition, you'll have fewer paid vacation days. The employee of Tesco Company faces problem while they get the opportunities to work from home (Suharnomo et al., 2017). They couldn't pass any quality time because their working time is not fixed. Tesco Retail Company of UK faces reality while they give the employees the opportunities and take the advantage. Employees are not coping with the pandemic situation.

However, without considering our existing workplace culture & gender norms, workplace flexibility may have unintended negative repercussions for gender discrimination and well of the labor forces engaged. Even with flex time, sexual identity attitudes of who is responsible for making a wage and who is responsible for caring for the household are not adequately addressed ((Suharnomo et al., 2017). Supportive family policies, such as allocated family leave for dads, are crucial in shifting societal conventions regarding gender roles, particularly in a children's early

years. The contemporary working culture in many nations, including the United Kingdom, is controlled by traditional male conceptions of the ideal person. Extending working hours is considered as an indication of a company's dedication to its workers and their capacity to perform to the best.

### The role of Human Resources in addressing the concerns of inequality that may arise from flexible working

Inequality may arise in flexible working. Inflexible working, HR plays a significant role in addressing the concern of inequality (Tamunomiebi and John-Eke, 2020). To conduct any work, workers should have some skills or abilities. Without being skilled flexibility is not possible.

Employees from Tesco Company get the opportunity of flexible working. During pandemic situations, the workers do work from home jobs. Every employee doesn't have the same skill in doing the work. In this situation, HR divides the work among the workers according to their ability (Tamunomiebi and John-Eke, 2020). HR finds the problem and tries to solve the problem through a training approach. They train up the employee who has to lack.

Someone may feel difficulties while they work for a long time. Without taking a break the work will not be fruitful. In this situation, HR represents the role of guidance. By training up, HR makes the employee equal. And they examine the workers who feel discomfort to do the task.

As flexible working promote distance so communication cannot be balanced. As a result, all workers do not get the same facilities. Gradually it enhances inequality in the workplace.

In delivering products, female workers sometime may face a difficult situation. HR can divide the duty among male members and other convenient work may give to the female employee. By doing this, inequality may reduce among the workers.

Implementation of human capital diversification project guidelines and relatives policies can help to reduce gender discrimination in the workplace, adjust other structures, processes, and behaviors, and improve gender equality. If successful, one of the specific goals of such program is to increase the ratio of women working in all departments but at all organizational levels (Tamunomiebi and John-Eke, 2020). Furthermore, putting more women in executive roles sends a message to business

corporations that now the company values diversity, which has a beneficial impact on the atmosphere and, eventually, the culture of the company. As a result, particular hr policies can aid in the elimination of gender discrepancies in all control systems, methods, and behaviors.

This outbreak needed a substantial level of organizational change. While the upheavals and trauma impacted both staff and executives, it is in HR's better position to apply the most important lessons learnt to help the workplace evolve and grow in new ways (Toro et al., 2019). Diverse policies, norms, and goals must be devised and supported. Make absolutely sure that your company's ethical behavior includes precise rules and laws regarding your dedication to establishing a sense of openness, tolerance, and inclusiveness for all of your employees.

### Conclusion:

To sum up, it can be said that flexible working is undoubtedly accepted by all. In the workplace, there might be tight schedules and rigid regulations. But working from home gives all the privileges to deal with work. During the Covid-19 situation, workers enhance their skills through flexible working. Though flexible working is right in the sense of the pandemic situation, but it has some negative impact on employees' skills. It sometimes creates an easier way to cope with the situation, sometimes promotes inequality. In the Covid 19 situation, the company offers employees a suitable work schedule without physically staying in the company or office. It balances work-life schedule and reduces mental stress. Every type of work has some positive and negative aspects. In that case, there is no difference in flexible working. If the negative aspects can avoid then it will be executive.

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