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Managing People – Assessment 1

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Executive Summary

The report aimed to analyse the differences in managing people of developed countries UK to developing countries like Sri Lanka. In the first section various contemporary and ethical issues have been analysed that can create difficulties in developing countries in HTM. In an international situation, managing people can be challenging. The second part of the report discussed the organisational arrangements in the work culture of the UK and Sri Lanka and their potential influence on HR issues like recruiting, training and development.

In the international context Human resource management is an essential component to take care of. However, this particular report has covered the different cultural environments in the UK as well as in Sri Lanka. In the second last segment, the maturity model of EE has been utilised which shows how workplace culture can be managed in both the countries. Managing employee relationships in both contexts has been also elaborated. Last, a few suggestions have been employed to enhance the workplace culture more effectively.

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Introduction

Managing a team is one of the toughest jobs in human resource management in the context of international business. International businesses have lots of differences in culture, regulation, resources, language, working style and attitude that need to be addressed by human resources effectively at the time of conducting business across the world. The process of training, recruiting, development and issues related to trade members can create hurdles in the way of managing employees. In developed countries such as the UK human resource management is more effective than in developing countries such as Sri Lanka. Developed countries are more focused on technological advancement on the other hand, developing countries are more dependent on employees who lack skills and knowledge. The purpose of the assessment is to understand the difference between laws and regulations in the UK and Sri Lanka in terms of recruitment, training, development, working style, attitude, knowledge and trade union. It will help to understand the cultural differences in organizations in both countries. Further, different contemporary and ethical issues will be analysed in the context of the leading team in Sri Lanka.

1) Various contemporary and ethical issues that companies' HRM needs to consider in the international business market

Contemporary issues in international human resource management

The time of expanding in developing countries from developed countries faces various contemporary issues in managing people such as:

Digitalization: In the era of digitalization, it is necessary for developing countries to cope up with technology. However, the lack of awareness, knowledge, skills, and investment opportunities in Sri Lanka creates difficulties for HRM in developing a digital workplace culture. Thus, in the workplace, the chances of human errors are high which can impact work quality. Lack of technological improvement in the workplace reduces value for employees as well as increases time of work (Vrontis *et al.* 2022). On the other hand, in the UK technology is one of the key aspects of organisational success that reduces employees' work pressure and ensures high work quality.

Organisational diversity: In terms of implementing organisational diversity, it is necessary to hire employees from various backgrounds. However, it can be challenging for HR to implement a diverse culture without supporting policies and regulations. Existing biases, discrimination, and corruption in organisations can reduce organisational and employee value. As the right talent does not get the right chance. In the UK diversity is easy as workplace laws encourage diverse cultures that can reflect on work performance.

Distance: Overcoming distance for HR becomes difficult in certain areas. In the UK conducting international business is easy because of the flexible working culture and technological support. With that, HRM can easily overcome the distance between various locations. However, because of poor infrastructure and technological advancement, it is difficult for management to cover the long-distance business requirement (Bratton *et al.*, 2021). It creates HR challenges in Sri Lanka that lead to poor communication and an increased chance of misunderstanding. That can also cause conflict in organisations that impact the productivity of a company.

Legal compliance: In the UK organisations regularly update their laws and policies as per the change in global aspects. In addition, in developing countries, they are not always aware of legal implications and charges and do not apply them in the workplace. Thus, it can increase risk in the organisation of developing countries while conducting business in the world market. Lack of regulatory awareness can impact the smooth flow of work and also cause legal consequences. Local rules also need to be followed by developed countries while working with developing countries which change frequently. The involvement of local people in the workplace is also a challenge for HRM because of the rigid culture.

Recruitment: The process of selection and recruitment is different in different countries. In developed countries like the UK, it is more advanced and freer from bias. Online interviews, reasoning tests and other methods are followed by the country to select the best candidate for their company. On the other hand, it can be challenging to find and hire talented employees in Sri Lanka because of their lack of knowledge and skills (Wright, and Constantin, 2021). Further, the selection panel may not be free from biases and may discriminate among employees for various reasons. Therefore, it creates issues in hiring a suitable candidate for a position via a trustworthy selection process.

Ethical Issues in International Human Resource Management

The time of conducting business in Sri Lanka different ethical issues need to be addressed by the HR of the UK such as:

Employee loyalty: In Sri Lanka employee loyalty is a question and it is difficult to manage. As a result of the poor economic conditions in Sri Lanka employees are desperate to secure their position in the workplace and for that, they are ready to pay any cost (Darmawan *et al.*, 2020). Loyalty towards their organization is not significant for them as they are in search of better positions and job security. In developed countries like the UK, employees get opportunities for training and development that influence employee loyalty and they are committed towards their workplace. However, in developing countries like Sri Lanka there is a lack of opportunities for growth that reduces employees' commitments towards the organization which creates challenges.



Figure 1: Employee Loyalty

(Source: Stojanovic *et al.*, 2020)

Equality and discrimination laws: In developing countries like Sri Lanka the regulations related to equality and discrimination are up to the mark to protect individuals in the workplace. On the other hand, the Equality Act 2010 provides protection for individuals from workplace

discrimination in the UK. In developing countries like Sri Lanka, it becomes challenging for human resource management equal rights of gender disability dress because of corruption and biases. The process of recurrence also became difficult because of the poor regulatory implementation and poor policy of management.

Working management structure: The working management structure of a developing country like Sri Lanka brings lots of issues for people management. The poor wage structure, poor investment structure, corruption in management, poor organisational policy, and lack of technological advancement and training opportunities all create difficulty in managing human resources (AlHamad *et al.*, 2022). On the other hand, in developed countries like the UK, the policies are strict and provide value to employees making the process of human resource management easy and effective.

Trade union: Trade union in Sri Lanka is also a challenge for HR. It is always in the mood of bargaining and conflicting with the management that impacts organisational performance. The existence of multiple trade unions, entry of outsiders in the trade union, and over-politicization of the regulation of labour are some issues in developing countries that need to be addressed before expanding in the Sri Lankan market. On the other hand, in the UK trade unions are more organized and focused on providing better deals to employees.

Lack of Opportunities for new skills: UK thinks for their employees to grow their skills and enhance their knowledge. They are technically advanced and therefore able to meet employee satisfaction. However, developing country Sri Lanka because of its poor economic conditions is not able to invest in technological advancement (Horak *et al.*, 2019). It brings challenges to HR as a lack of new skills leads to poor performance of the organization which impacts their brand image.

2) Analysing the institutional arrangements in the two different countries of your choice and explain their potential influence on HR issues like investment in training and development, recruitment and selection, welfare of employees, trade union membership and influence, etc.

Employees feel secure knowing that HR policies value and care for them (Nor *et al.*, 2020). Additionally, it streamlines operations for the company, facilitating the monitoring of staff development, behaviour, vacation time, and other aspects. In order to keep management and labour in excellent communication regarding each other's problems and potential solutions, HR may play a significant role. Additionally, HR can set up regular meetings and offer guidance to management and union leaders. Employees and the organisation both gain from it. Political and economic factors greatly influence human resource management. These elements decide the financial condition of an organisation, which affect the decisions about work culture planning, compensation, and hiring. HRM practices are extremely impacted by technical advancements.

The organisational arrangements of the labourforce in the UK and Sri Lanka are important in influencing numerous HR issues, including training and development costing, recruiting and selection practices, employee welfare and development, and trade union membership and influence. By pointing out the exact problems demonstrated and coordinating Human Resources practices with organisational frameworks, companies in Sri Lanka and the UK can develop a healthy and productive work culture.

The capability of an organisation to effectively manage its human resources depends on five essential components, which are demonstrated elaborately in the 5C Model of Human Resource Management. This framework provides a detailed method for enhancing organisational performance and managing human capital. With applying 5Cs in the business context of UK and Sri Lanka, the HR professionals can improve their strategies to the unique and innovative organisational structures of each country, successfully pointing the issues related to HR and promoting organisational success (Alshammari, 2020.). The institutional arrangements of UK and Sri Lanka are demonstrated below by using 5C framework:

1. Composition:

Sri Lanka

Work culture variation: The **employees** of Sri Lanka is equipped with unique and innovative experiences, skills and education.

Talented labourforce: The excellent educational system of Sri Lanka has resulted into highly developed and well-trained labour force.

UK

Diversity: The work culture of the UK is very strong which showcase the global society of the nation.

Experienced Labour: People of the UK are highly educated and skilled in wide range of disciplines.

Influence on HR issues

Education and Growth: Both the countries can invest in training and development to advance and upgrade their skills

Recruitment and Selection Strategies: Strategies for human resources should be developed to recruit, select, and keep employees with a variety of experiences and skills (Abdeldayem and Aldulaimi, 2020).

2. Capabilities:

Sri Lanka

Skills Development: The main focus of educational and vocational curriculum is the development of skills.

IT Sector Development: In the IT industry, skill development is becoming more and more important.

UK

Continuous Learning: Ongoing education and development are encouraged in order to preserve and enhance competencies.

Technological and innovative: The focus is on technological and innovative qualities (Dutta *et al.*, 2019).

Influence on HR issues

Investing in T&D: To develop and enhance capabilities, both nations may participate in T&D.

Recruitment Strategies: HR should make a connection between recruitment strategies and the expanding skill sets needed in their own industries.

3. Competence:

Sri Lanka

Traditional and Modern Skills: A blend of traditional and modern skills may be found in the workforce.

Global competence: Improved global competitiveness competency is referred to as global competency.

UK

Flexibility and Innovation: Competence places a strong focus on these two attributes in an ever-changing global environment.

Industry-Specific Competence: Particularly in sectors like technology and finance, industry-specific competencies are crucial.

Influence on HR issues

Performance review: Performance reviews are an important for HR department to evaluate and enhance competency.

Selection Strategy: Selection standards should be in specific line with the specialist knowledge and skills of the particular sector.

4. Commitment:

Sri Lanka

Historical Work morale: There will be more commitment and assurance with concrete historical work morality.

Employee engagement activities: HR activities that motivates dedication and involvement from members are known as employee engagement activities (Ghani *et al.*, 2019).

UK

Focus on Employee Well-Being: In order to enhance commitment, there is an increased focus on the well-being of the employees.

Flexible Work Arrangements: Providing flexible work schedules to enhance commitment and work-life balance.

Influence on HR issues

Employee Engagement Programmes: In order to boost dedication, HR must design and carry out programmes.

Employee retention Plan: These plans must to take into account the variables that affect workers' dedication.

5. Congruence:

Sri Lanka

Compatibility with National Goals: Strategies for human resources may be in line with goals for national economic development.

Government Initiatives: Governmental initiatives affect HR policy and practices (Almukhlifi *et al.*, 2019).

UK

Alignment with company strategy: HR practices are compliant with overarching business objectives.

Legal and Ethical Compliance:It is crucial to make sure that HR procedures follow ethical and legal requirements.

Influence on HR issues

Strategic HR Planning:HR is responsible for ensuring that national and corporate objectives are in line.

Ethical Compliance: Human resource policies have to follow the law and accepted moral principles.

Consequently, in order to increase capacities and competence, both nations will spend in T&D. The goal of human resource strategy of UK and Sri Lanka should be to hire a diverse workforce with the necessary competencies (Tien *et al.*, 2021). Implementing commitment and well-being initiatives is necessary to maintain a motivated workforce. HR must navigate past and present relations with labour unions while considering factors that affect congruence and commitment.

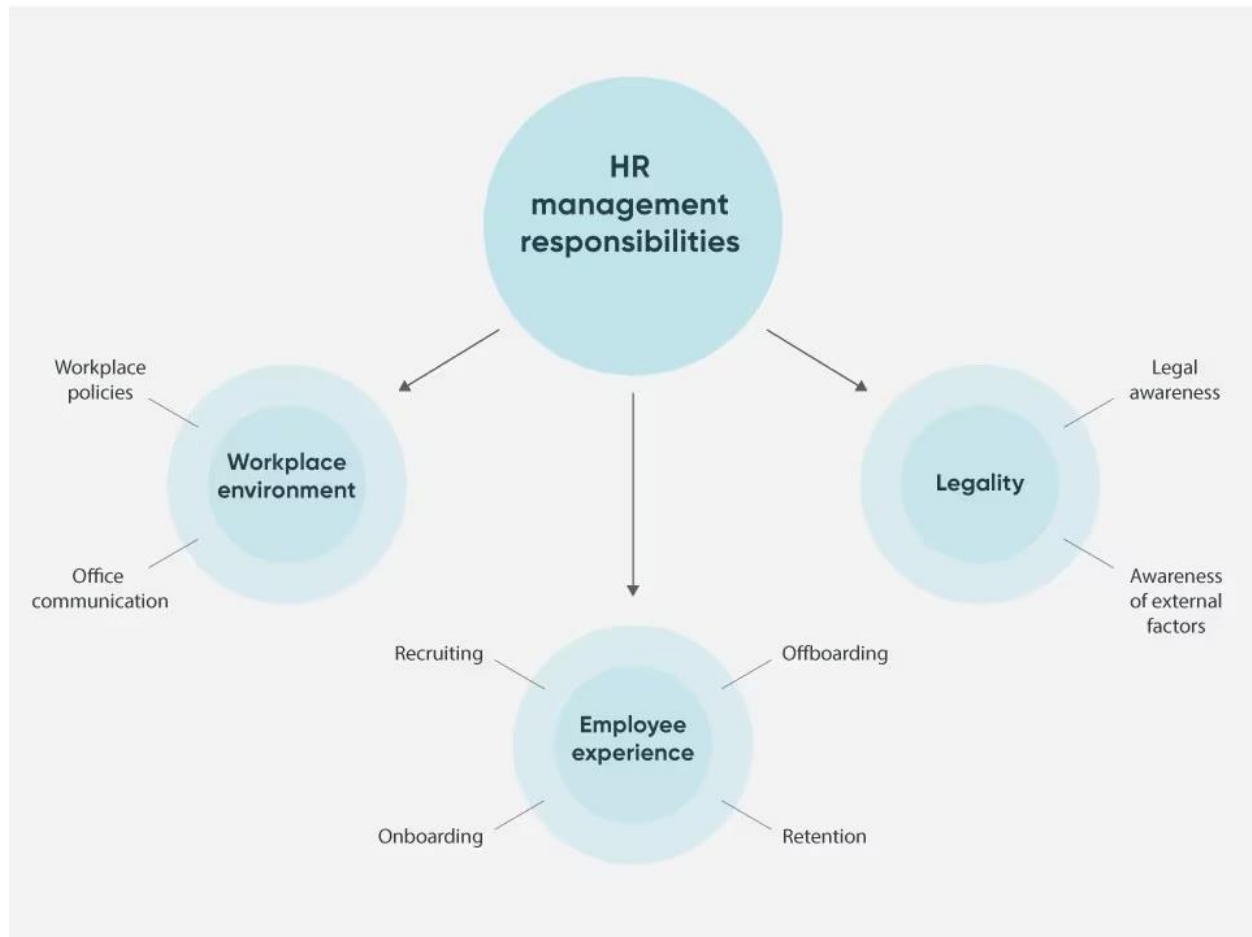


Figure 2: Responsibilities of Human Resource Management

(Source:Servicenow, 2023)

It can be found that the youth rate of unemployment in 2022 in Sri Lanka is 26.12%. After 2020 it will gradually increase because of lack of investment and economic crisis. On the other hand, in a developed country like the UK, the rate of unemployment in 2022 is only 3.57%. The data is indicating that developing countries lack the potential, skills, and infrastructure to provide business and job opportunities to employees. Further, Sri Lanka ranked 102 in innovation input in 2023 which is better compared to 2020 and 2021. Further, for innovation output, they ranked 68th which is higher. 2020 and 2021. However, the UK ranked 7th in Innova inputs in 2023. It also ranked 6th in innovative output in 2023 (wipo.int, 2023). The data provides clear information on how technologically the developed country is advanced. Therefore, there are lots of potential, chances of growth, and skill enhancement in developed countries compared to

developing countries. Therefore, it provides value to employees and HRM to retain employees for the long run. More employment opportunities provide an assurance and sense of security to employees that helps them to commit towards their workplace. Thus, it makes the job easy for both employees and employers. An unbiased, culturally diverse workforce helps to meet employee satisfaction and the management becomes effective for organisational development. It is necessary for HRM to analyse all risks and potentials before expanding in the world market to manage their workforce effectively. The communication channels need to be open for both ends so trust can be gained. Struct action needs to be taken by HRM in case of any discrimination in developing countries regarding any employees.



Figure 3: The unemployment rate in Sri Lanka

(Source: O'Neill, 2023)

3) Critically analyse the differences in workplace culture across the different countries and explain how to manage human relationships across the different cultures.

There are significant differences between the workplace cultures of the United Kingdom and Sri Lanka because of historical, social, economic, and cultural factors. For human relationship management to be successful, it is essential to comprehend and regulate these differences. It demands a methodical approach that honours and appreciates the unique characteristics of every culture. Establishing a peaceful and effective multicultural workplace requires open communication, cultural awareness, and flexibility (Loch and Pal, 2020). Within the labour force of the United Kingdom, direct and explicit communication is typical. There is structure to meetings, and people frequently speak honestly. On the other hand, workplace communication in Sri Lanka tends to be more implicit and indirect. If people respect the hierarchy, they might be more circumspect when voicing their disagreement. However, it takes a sophisticated grasp of the distinctions in workplace culture in established and emerging economies to lead a more diverse team across the boundaries. In this global setting, Sri Lanka has been chosen as a developing country and the UK will represent as a developed nation in comparison with Sri Lanka. Although, there are differences between these two countries' work cultures, when it comes to power, balance between work and life, organisational structure and communications methods.

Hierarchy and authority: In comparison to the UK, Sri Lanka has a more obvious hierarchical structure. There is not doubt that Sri Lanka society places a high and greater value on regard for power and ranks (Nuskiya *et al.*, 2021). Hence, workers may be less inclined to disagree with the choices made by superiors. No matter what is the level of hierarchy, there is a greater embrace of unconventional concepts and the choices in the UK. However, this happens because the UK has a flatter organisational structure. On the other hand, it is essential to handle the perceptual mismatch in authority to foster a cooperative and diverse workplace. A historical perception of cultural uniformity may make it difficult to embrace a more diverse workplace in both countries. It is necessary to dispel a deeply held prejudice and highlight the advantage of diversity in order to cultivate an inclusive society (Mor Barak, 2019). Additionally, leading a team in Sri Lanka, wherein an additional hierarchical approach to management is anticipated, may be difficult for leaders from the UK.

Interaction patterns: In the UK, direct communication is more typical. However, a communication which is honest and open is encouraged to be voiced and debated in Public. Although in Sri Lanka, the method of communication is more tactical and veiled. In order to enhance that they sometimes employ nonverbal signals or subtle clues. On the other hand, it is essential to comprehend these differences in order to promote an effective interaction within an international group. Additionally, there is one major obstacle which is the various ways to handle communication styles in the UK as well as Sri Lanka's community (Wijethilake *et al.*, 2023). There might be misconception if informal interactions in the UK and Sri Lanka's more nuanced communication approach collide.

Approach to time: There are major differences in the way Sri Lankans and Britons understand time. In the UK, it is anticipated that the meetings and schedules will strictly adhere to time. The workplace culture timelines are highly appreciated. However, in Sri Lanka, people see time more lazily and place more value on connections and adaptability. However, this is what separates a developed country and a developing country. If this is not handled in the right way, there can be miscommunications and irritation. Since there are different expectations about timeliness and time management. In the UK, mentoring programmes often place a strong emphasis on mutually beneficial relationships, however, in these kinds of relationships participants and supervisors communicate freely and share expertise (Sarabipour *et al.*, 2022). On the other hand, mentorship programmes in Sri Lanka may be designed with a concentration on mentoring from seasoned leaders in a hierarchical framework. There may be greater formality to the relationship and a need for respect for the mentor's experience.

Work Life balance: In the two nations, there are differences in the approaches to work life balance. Keeping an appropriate balance between professional and personal life is highly valued in the UK. Employees can choose virtual work and flexible hours are frequently accepted. On the other hand, in Sri Lanka there is longer workdays and less clear separation between work and personal life (Kulathunga *et al.*, 2023). Maintaining employee happiness and well-being depends on controlling these demands and striking an agreement that complies with both cultural standards. HR policies that are inclusive in the UK may place a strong emphasis on flexibility. However, this can meet a range of demands including a suitable balance between work and life and ethnic holidays. It is conceivable that policies will be customised to accommodate personal

preferences. Stability and conformity to customary work practices may be given priority under inclusive human resource practices in Sri Lanka.

Managing human relationships

Effectively managing cross-cultural relationships between the UK and Sri Lanka necessitates a deliberate and strategic strategy that recognises and values the unique cultural quirks of both nations. As the HR leader, one must put into practice tactics that are successful in promoting comprehension, communication and teamwork in order to develop strong interpersonal ties within the varied workforce. However, to effectively discuss this the Maturity model of EE (Employee Engagement) can be utilised here. With the help of this framework an organisation's employee engagement level can be evaluated. On the other hand, this particular framework consists of several levels (Visual Paradigm, 2023). However, such steps or levels symbolises how an organisation employed in their management to develop an extremely motivated workforce.

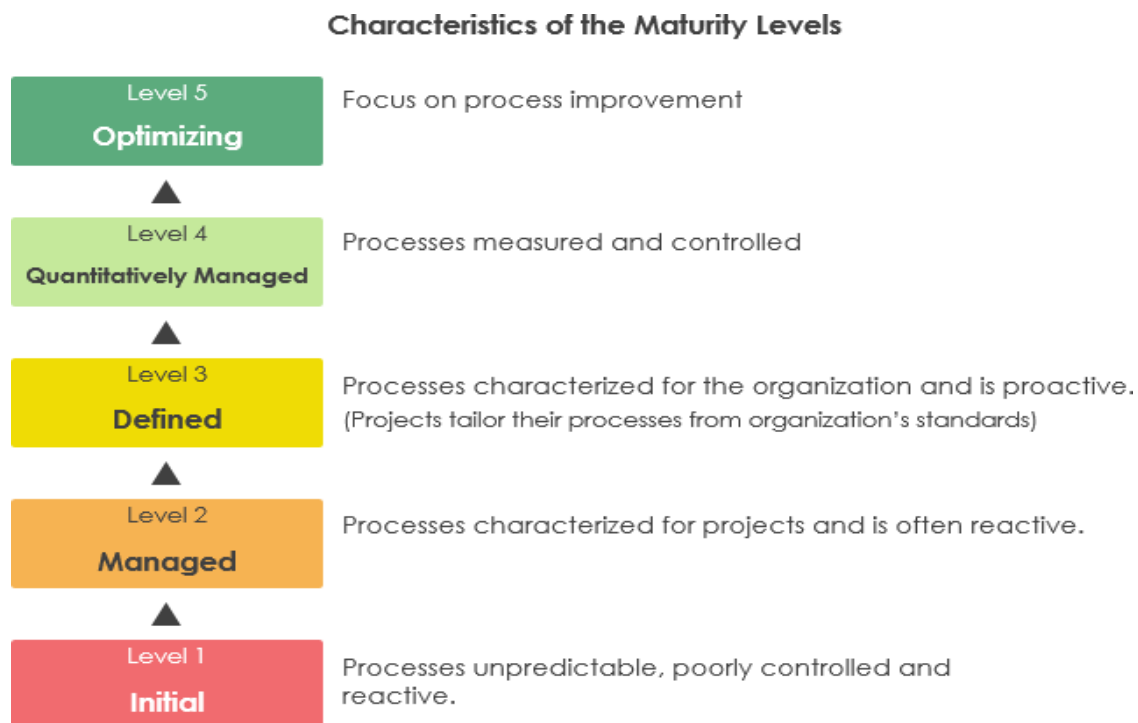


Figure 4: The level in employee engagement model

(Source: Visual Paradigm, 2023)

Open and inclusive communication: An open and inclusive communication is always best for human relationships across different cultures. A leader must foster an atmosphere of transparent and all-encompassing communication that motivates team members to embrace and express their ideas, opinions and worries. A leader can establish frequent forums for team conversation where people may voice their opinions without worrying about being judged. This method facilitates the development of trust and openness. Hence, these two qualities are essential for successful cross-cultural partnerships.

Cross-cultural training: Cross-cultural training is one of the major step to build an effective human relationship. A visionary leader must launch cross-cultural education programmes that give staff members an effective knowledge. However, this knowledge must include communication patterns and professional ideas that are common in the UK as well as Sri Lanka. The leader needs to cultivate some major goal through training. With the help of the training they can increase cultural competency, develop sympathy and encourage respect for different viewpoints (Edureka, 2023). Team members may steer clear misconceptions and create deeper bonds by being aware of the cultural backdrop.

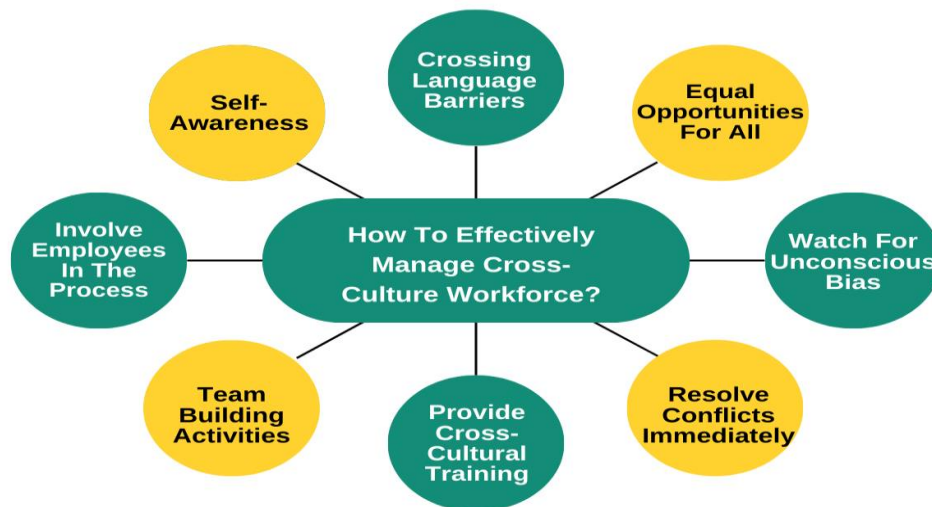


Figure 5: The effect of cross-cultural training

(Source: Edureka, 2023)

Team building activities: If someone strengthens the core activities of establishing a team, they can develop such an inclusive culture. Planning team-building exercise is a major step as it can

encourage cooperation. Mutual respect and comedy between team members. It is important to provide inclusive and culturally sensitive activities. However, such activities will give chances to everyone so that they can participate and feel at ease. These kinds of exercises support the growth of solid interpersonal bonds and a unified team culture.

Establishing cultural ambassadors: Cultural representatives play a critical role in managing relationships in different cultures. Identifying and designating representatives of culture who may act as a point of contact between the members of the UK and Sri Lanka is a great choice (Munas and Smith, 2023). Such ambassadors possess a heavy knowledge. This knowledge includes experiences of handling different cultures as they help with comprehending differences in communication, deciphering cultural quirks and fostering understanding between the two sides.

Conclusion and recommendation

Based on the overall discussion here are a few suggestions which can be considered.

Recommendation 1: Flexible working hours

Flexible and adjustable working hours is one of the major suggestions. This includes putting in place flexible work rules (Christofi *et al.*, 2021). With the help of this one can acknowledge and take into account variations in objectives for an appropriate equilibrium between work and personal life. In addition, in this process this needs to make sure that the social conventions and tastes need to be taken into account. However, workers from both the UK and Sri Lanka nations must have the options of flexible working hours and remote employment.

Recommendation 2: Developing mechanism on regular feedback

Putting effort on regular feedback is also a major suggestion which can be adopted by the Sri Lankan authorities more than the UK. One can establish a feedback system on a regular basis to get team members perspectives on their experiences and struggles (Cortellazzo *et al.*, 2019). In addition, they can make constant improvements to the HR policies as well as procedures. However, this should be based on the input to make sure they continue to meet the changing demands of the diverse workplace.

Recommendation 3: Ethical training

Ethical training is one of the great suggestions which both nations can implement. One can offer training courses that take into account cultural variations and in moral principles and behaviours. However, this would surely guarantee that workers in both the UK and Sri Lanka follow the same set of ethical guidelines. In addition, these guidelines will eventually help to harmonise their standards of behaviours.

The discussion leads to the conclusion that commanding a multicultural team across international borders necessitates a sophisticated comprehension of cultural differences. However, this includes regulatory environments and dynamics at work. Once Sri Lanka and the UK are compared several unique potentials and difficulties are revealed. However, this discussion also includes different HRM strategies, workplace cultures, inclusion and diversity and many others. However, the 5C model has been discussed here which relates HR procedures to regional settings.

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