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HUMAN RESOURCE MANAGEMENT (LCMB7000)
ASSESSMENT 1
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EXECUTIVE SUMMARY

Due to COVID-19 and BREXIT, the UK's human resource management has to deal with several significant changes in the country's economy, which have a significant impact on employment legislation and human resource strategies going forward. The growing changes in human resource strategies post-COVID-19 and post-Brexit external environment have been examined in this study. These changes had an impact on the UK labour market, and the effects on employment rates, unemployment rates, job openings, and economic inactivity have all been examined. Reports from various survey on current labour market have also been discussed.

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1. INTRODUCTION

Human resource management is the division of an organisation responsible for handling the hiring, dismissing, and replacement of existing personnel as well as the recruitment process. A framework connecting people management and development techniques to long-term corporate goals and outcomes is provided by strategic human resource management (strategic HRM). It puts a greater emphasis on long-term resource challenges in the context of organisational objectives and the changing nature of work. Other HR strategies, like reward or performance, are also informed by it, helping to determine how they fit into the overarching corporate plan. The human resource strategies have a great impact when the economy or national laws change.

After the two shocks in the UK—Covid-19 and Brexit—the labour market in the country began to change. When COVID-19 hit the economy, new rules and regulations addressing employee safety were created, remote working became popular, and changes to policies governing employee pay and vacation time were made. but other aspects of the UK economy were impacted after the country left the EU. New legislation were planned, and the existing EU's legislation affected the UK government's new legislation to regulate .

For businesses, coping with one of these shocks separately would be challenging. The difficulty of handling both will increase. Businesses spent time and money in 2020 figuring out how to survive the pandemic. They are now financially vulnerable as they attempt to weather the short-term disruption brought on by the UK leaving the EU and adjust to its long-term effects. As a result, they have less time to devote to planning for the end of the transition.

1.1 METHODOLOGY

This paper is a general review of the literature with an educational goal that looks at recent and relevant material that looked into the effect of COVID-19 on HRM and post Brexit external environment. There are not many research that have looked into this effect. As a result, we began looking for publications that analysed the relationship between COVID-19, post Brexit effects and HRM broadly before looking for articles that specifically looked at the influence of this pandemic on each HRM function and practise, such as staffing (recruitment) and remuneration. Utilizing a mix of phrases relating to the coronavirus OR COVID-19, human resource management (HRM), pandemic, and HRM functions, we searched for publications in Google Scholar, Ebsco, and Semantic Scholar (e.g., compensation and staffing). The research is done manually.

The secondary data like survey from ONS (Office of National Survey), data from various sites and survey reports have been used. Report on human resource and post Brexit environment from CIPD (Chartered Institute of personnel development) also studied to frame the emerging changes on human resource strategies.

1.2 LIMITATION

Some restrictions should be taken into account while evaluating the paper's contribution, as our research consists of a general literature evaluation with an educational goal, it is possible that the literature was chosen subjectively.

The changes due to covid-19 and Brexit are still taking place and final changes in the economy cannot be disclosed. Therefore, long term change in UK economy is not clearly depicted from this research.

1.3 UNDERSTANDING OF LABOUR MARKET

The labour market, often known as the job market, refers to the supply of and demand for labour, in which employees give the supply and employers provide the demand. It is a crucial part of every economy and is closely connected to the markets for capital, goods, and services. (Seymour,2020) The supply and demand of labour, wherein employees give the supply and employers provide the demand, are referred to as the labour market. It is important to consider the labour market from both a macroeconomic and microeconomic perspective. Two crucial macroeconomic indicators are labour productivity rates and unemployment rates. Two crucial microeconomic indicators are the number of hours worked and individual salaries.

Supply and demand are impacted at the macroeconomic level by both domestic and global market dynamics, as well as elements like immigration, population ageing, and educational attainment. Unemployment, productivity, participation rates, total income, and gross domestic product are important metrics (GDP).

(Torrington ,2020) Individual businesses deal with workers on a microeconomic level, hiring, terminating, and changing hours and salaries. The link between supply and demand affects how many hours workers put in and how much they are paid in terms of wages, salaries, and benefits.

A labour market is a mechanism that connects people who are looking for work with potential employers (the demand for labour) (the labour supply). In order to reflect how economies function, labour markets operate at local, regional, national, and even worldwide levels.

1.4 FACTORS THAT IMPACT THE LABOUR MARKET

Numerous factors, such as the following, have an impact on labour markets (labour market ,2022):

1. Shifts in the external business environment, such as rising consumer demand for an industry's products or services or lower-quality competition from abroad that results in job losses
2. Modifications to the internal business environment, such as adjustments to manufacturing procedures, the introduction of new technologies or business

models that result in the loss of jobs, or adjustments to the level of occupations accessible (for instance, more technical jobs and fewer unskilled jobs).

3. Governmental initiatives, such as programmes promoting education, training, and investments in certain fields of expertise or geographical regions.

4. New laws that impact employment (for example, banning hunting, or restricting the number of hours a lorry driver can drive)

5. Policies at the national and international levels, such as the enactment of national minimum wages or the free movement of labour within the European Union.

6. Laws restricting how firms hire employees, such as the Equal Pay Act, Sex Discrimination Act, Race Relations Act, Asylum and Immigration Act, and Disability Discrimination Act.

2. UNITED KINGDOM- LABOUR MARKET, HUMAN RESOURCE STRATEGIES POST COVID AND POST BREXIT

Seymour, (2020) stated that with 75.6 percent of the population of working age engaged in some type of paid work at the beginning of 2022, the employment rate in the United Kingdom hit one of its greatest levels ever. This indicated that, as of this month, there were about 32.5 million workers in the UK. Since the unemployment rate in the UK peaked at 8.5 percent in late 2011, following the global financial crisis of 2008, the labour market has generally been in good condition. The UK's labour market improved despite a slowdown in economic growth beginning in 2015 and the impact of Brexit on the country's economy.

The private sector, which employs about 26.8 million people, employs the great bulk of the workers in the UK, while the public sector only employs about 5.7 million people. With nearly five million workers, wholesale and retail trade is the sector of the UK private sector that employs the most people. With nearly 1.86 million employees, the National Health Service (NHS) is both the largest employer in the UK overall and the largest employer in the public sector.

Bharier (2022), The majority of people in the UK still work full-time rather than part-time, despite the fact that working schedules have become much more flexible in recent years. The rise in the number of independent contractors, which exceeded five million in January 2020 before dropping to about 4.2 million by the summer of 2021, is another important change in the labour market. The percentage of people who work from home increased to 17.4% in 2020, and this number is expected to rise further in the years to come as employers and organisations adjust to the possibilities of a more remote workforce.

2.PART A: CURRENT STATE OF UNITED KINGDOM LABOUR MARKET

The overall number of workforce positions in the UK increased to a record 35.8 million in June 2022, up 290,000 over the previous quarter (ONS market survey, 2022).

As Per the Survey Report from ONS (The Office of National Statistics) :

1. From July to September 2022, there were 1,246,000 open positions, a 46,000 reduction from April to June 2022.
2. For the third consecutive quarter, the number of openings fell by 3.6% from July to September 2022.
3. The number of openings from July to September 2022 was 450,000 (56.69%) higher than it was from January to March 2020 before the recession.
4. Despite the fact that there were fewer job openings during the third consecutive quarter, the number of unfilled positions in the period from June to August 2022 fell to a historic low of 0.9%.

To summarize, even though the number of advertised jobs dropped as compared to previous quarter or previous year, people are getting jobs and unemployment is reducing.

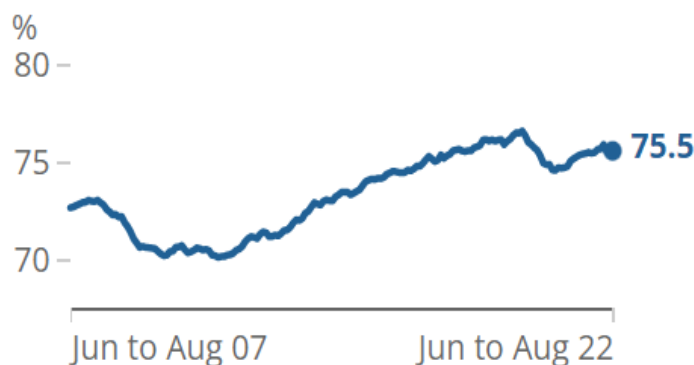
2.A.1. REAL TIME INDICATOR FROM 20TH OCTOBER 2022 AND THE IMPACT ON THE UK JOB MARKET, IF IT IS CRASHING OR SLOW DOWN.

1. The overall number of online job postings decreased by 15% from the equivalent week in 2021.
2. At the beginning of October 2022, 41% of businesses reported having either no cash reserve (13%), three months' worth of cash, or less (28%)—the highest percentage since September 2021.
3. While 14% of trade businesses reported higher turnover in September 2022 compared to August 2022, 26% of trading businesses reported decreasing turnover.
4. Early in October 2022, 35% of trade businesses stated that economic uncertainty was affecting their turnover, while 21% of trading businesses anticipated a decline in turnover in November 2022.
5. According to 25% of firms, September 2022 performance was lower than September 2021 performance.

2.A.2. LATEST INDICATORS:

Clark (2022) research on the graphs presenting the rise and fall in employment rate, unemployment rates, number of vacancies and economic inactivity.

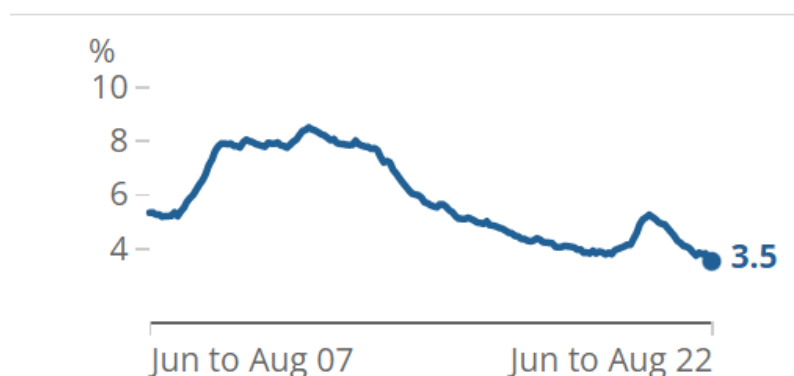
➤ EMPLOYMENT RATE:



**SOURCE: ONS LFS (the office of national survey labour force survey) ,
employment rate (age between 16-64)**

In the given graph, The UK employment rate during the three months of June to August 2022 was 75.5%, which was 0.3 percentage points lower than the quarter from March to May 2022, which had a noticeably higher employment rate than prior times. On a quarterly basis, fewer people were employed, while more people were working for themselves. Compared to before the pandemic, the employment rate is down by 1.0 percentage points.

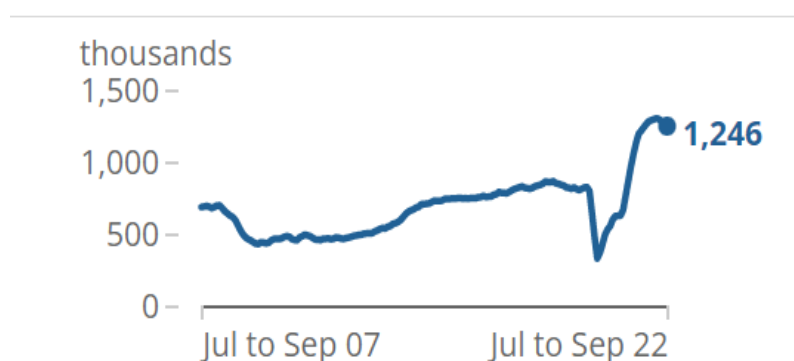
➤ **UNEMPLOYMENT RATE:**



SOURCE: ONS LFS (the office of national survey labour force survey), unemployment rate (age between 16-64)

In the given graph, the predicted unemployment rate in the UK was 3.5%, which was 0.3 percentage points lower than pre-pandemic levels and 0.1 percentage points higher than the previous three-month period.

➤ **NUMBER OF VACANCIES :**



SOURCE: ONS (the office of national survey), VACANCY SURVEY

In this graph, the expected number of vacancies decreased by 46,000 over the course of the quarter in July to September 2022, down to 1,246,000; this is the

highest decline since June to August 2020. The number of openings has decreased three times in a row, although they are still at high levels.

➤ **ECONOMIC INACTIVITY:**



**SOURCE: ONS LFS (the office of national survey labour force survey),
economic inactivity rate (age between 16-64)**

In the given graph, the estimate of the UK's economic inactivity rate was 21.5%, 1.3 percentage points higher than before the pandemic and 0.2 percentage points lower than the previous three-month period.

To summarize, the job market is expected to slow down in the coming months but not immediately. Highest number of advertise jobs are in retail. Seven out of ten employees, according to a CIPD survey of 2000 senior HR decision makers, say that hiring is still strong. Even in the public sectors, there is an expectation to hire in the next three months (72%) (84%). Some industries, like the education sector, the transportation and storage industry, and the non-profit sector, are having trouble filling such positions because candidates with experience in the field are desired (graph of voluntary sector). Good news for all of the international students is that employers want to hire 26% more apprentices. 17% of workers want to outsource some of their job, which implies they'll be seeking for contractors and freelancers so applicants can apply. 17% of workers are eager to hire more graduates from the United Kingdom, and 12% of workers aim to hire more non-Europeans. In the past three months, the number of inactive persons in the UK increased by 252,000.

These people are neither looking for work nor prepared to work. As more than one lakh shops advertise solely in the healthcare industry, there is now a severe shortage in the health sector.

2.PART B : EMERGING CHANGES IN HUMAN RESOURCE STRATEGIES IN POST COVID , POST BREXIT EXTERNAL ENVIRONMENT

2.B.1. HUMAN RESOUCE STRATEGY

A people-centric approach to solving an organization's main problems is outlined in the Human Resource Strategy. This strategy emphasises the significance of hiring, talent management, remuneration, succession planning, and corporate culture and necessitates Human Resource engagement during policy formation.

According to strategic human resource management, 2021- Implementing human resource strategies is essential, and involving managers and employees in the process directly is the greatest way to prevent and solve human resource issues. In addition to increasing knowledge, trust, commitment, and ownership while lowering antagonism and resentment, this strategy makes organisations more competitive. synchronise intrinsic strengths with external conditions. The secret to success in human resource management. Employee competence is significantly influenced by an organization's recruitment, selection, training, performance appraisal, and compensation procedures.

People are sometimes referred to be a company's "most significant asset" since most organisations today understand that they are essential to the production of sustained value. Here, the concept of "human capital" is crucial (Hr strategy, 2021) . The organisation should invest in and use the knowledge, skills, and abilities of its employees as assets to build long-term value for the organisation and its various stakeholders. Accountants and investors are beginning to recognise an organization's intangible worth related to the people it employs, and it is now widely acknowledged that this value has consequences for long-term sustainable performance.

2.B.2. EMERGING CHANGES IN HUMAN RESOURCE STRATEGIES IN THE POST COVID-19

The majority of our lives have been significantly impacted by COVID-19. Additionally, business is not an exception. Over the past year, businesses have had to continually adapt to the "new normal" (Alam, 2022; Office for National Statistics, 2021) in the face of enormous hurdles. HR departments need to reconsider how they define themselves and adjust to the changed nature of work if they are to succeed in the present environment. All business departments must be coordinated, communicate, and collaborate, and they must be flexible to changing market conditions.

Since the beginning of the pandemic, the HR role has seen a number of changes. Most significantly, it has had to change how it operates. HR managers now have to offer options for where and when employees can work because many workers increasingly do it from home. They had to create and implement new policies and procedures for the organisation as well as disseminate revised employee handbooks to cover all bases.

COVID-19 has brought to light how crucial HR departments are to businesses. One of HR's key responsibilities in the new normal has been highlighted by this: crisis management and employee support.

Following are the emerging changes in human resource strategies:

1. Create a clear remote work policy that outlines expectations for team members' availability and communication methods (email, Slack, Google chat, zoom etc.).
2. Ensure that staff have access to all required software, platforms, and servers to do their duties. The policies should be updated to reflect the changed working conditions remotely for staff.
3. Conduct a human resources audit of all policies and procedures to see whether any additional adjustments are needed in light of the epidemic (such as changes to sick leave policies, payroll changes due to COVID furlough schemes or government assistance benefits, etc.).
4. (Troger, 2021) Establish clear channels of contact with workers. Inform workers of any developments or policy modifications that may have an impact on them.
5. Pay attention to mental health and general wellbeing. Think about introducing shared duties and flexible working arrangements. Make sure

the staff is aware that they may reach out to HR or their supervisors at any time for assistance and direction.

6. (Xu,2022) Acknowledge the significance of staff motivation and morale. The welfare of the workforce should be seen as a top concern.
7. The HR department has adopted safety regulations in the work environment, such as the usage of hand sanitizer, masks, face shields, or PPE (personal protective equipment), with an eye toward the safety of employees in an organisation.
8. The introduction of technology solutions like Zoom, Microsoft Team, and Team Viewer was made to enable employees who work remotely and improve understanding and communication at work.
9. Hamouche (2021), Human resources management adjusted their performance management strategies to track employee productivity using performance management software. Tasks were then assigned based on what needed to be done and by whom. Managers may receive updates on task status so they can keep tabs on employee job output. Check-ins with staff members on a regular basis to address their perceptions of their performance and productivity became even more important. All-staff communication is given a higher importance by HR departments. Several teams began working in pairs when conducting remote work to improve human connection. This improved the unofficial feedback that co-workers gave to staff as well.
10. It became crucial for employees to understand new software and IT applications, training and employee development were given top priority, Troger (2021). As a result, employees were encouraged to reskill and upskill in order to increase their flexibility to change and learn new transferable skills that are valuable in other occupations.
- 11.(Couch, 2022) Businesses will have the option of returning furloughed workers to work part-time or on a full-time basis, and they will only be required to pay for National Insurance and employer pension payments, which, on average, only make up 5% of all employment expenditures.

2.B.3. UNDERSTANDING BREXIT

The United Kingdom's exit from the European Union is known as "Brexit." It is a mashup of the words "Britain" and "exit." The UK held a referendum on its EU membership on June 23, 2016. Voters were asked to decide whether or not they thought the United Kingdom should stay in the European Union. The EU was rejected by 51.89% of voters. On January 31, 2020, the UK departed the EU. A transition phase was till December 31, 2020. Nothing changed during that time, and the UK continued to abide by all EU laws and regulations. During this time, discussions on the UK's new relationship with the EU were also taking place.

Voters who supported Brexit did so for a number of reasons (BREXIT: source of information, 2022) , including as the European debt crisis, immigration, terrorism, and the perceived negative effects of Brussels bureaucracy on the British economy. The UK never opted into the monetary union of the European Union; hence it uses the pound instead of the euro. Leavers feared that these schemes threatened the U.K.'s sovereignty. It continued to have open borders with a few other European countries but was excluded from the Schengen Area.

Negotiators for the EU and the UK came to an agreement on the new relationship between the two sides on December 24, 2020. The conditions of this agreement are outlined in three agreements between the EU and the UK:

- the Trade and Cooperation Agreement
- the Information Security Agreement
- the Nuclear Cooperation Agreement.

The guidelines outlined in these agreements went into effect on January 1, 2021.

Despite Britain's formal exit from the EU, 2020 served as a transition and implementation year. There wasn't much that seemed different to people in the UK on a daily basis throughout that time because trade and customs remained. The vote to exit the EU nevertheless had considerable impact on the British economy. In the three months to January 2019, the unemployment rate in the United Kingdom fell to a 44-year low of 3.9%. This, according to experts, is a result of firms favouring employee retention over making significant new project investments.

2.B.4. HUMAN RESOURCE STRATEGIES POST BREXIT EXTERNAL ENVIRONMENT

The different environmental factors that affect human resource management should be divided into two groups because while an organisation cannot control external causes, it can control internal factors.

Economic, sociocultural, technological, political-legal, and professional association external influences on human resource management. Different forms of influences from these aspects can be seen on human resource management.

Political-Legal Factor:

It will be challenging to untangle the UK's regulatory structure for the executive and legislative branches when it leaves the EU.

The change in how the legislation is administered will have an immediate effect on businesses. In this process, applicable EU legislation will be changed to UK law. Businesses may experience problems as a result of changes to the legal system in the UK. (Varsha,2021) HR managers must determine how the modifications will impact all aspects of their business, including contracts and staff. It's crucial to make sure they're effectively managing risks and seizing any available opportunities.

Economic Factor:

Reduced overall trade volumes and strained commercial ties with the EU were two effects of the U.K.'s exit from the EU that had a "substantial unfavourable impact" on British commerce.

(Clark, 2022) In its economic and fiscal outlook, the Office for Budget Responsibility (OBR) predicted that Brexit "will result in the U.K.'s trade intensity being 15% lower in the long run than if the U.K. had remained in the EU." Trade volume is a gauge of how integrated a nation is within the global economy, which will automatically affect the human capital.

Workforce and Population:

Following Brexit, employment growth slowed. The number of openings is still relatively large, and the labour market is still constrained. The number of difficulties in recruiting have increased. The proportion of organisations reporting difficult-to-fill openings grew from 56% in the Spring 2017 report to more than three-quarters (61%) of organisations in the Spring 2019 report, according to the CIPD's Labour Market Outlook (LMO) study. As a result, many organisations are increasing compensation, particularly for critical employees and new hires.

Workforce Market Condition:

Workforce planning and development should take priority due to the shortage of available skills and labour, which could be made worse by further cuts after Brexit once free movement is ended. Employers must act with increased urgency to carry out strategic workforce planning that will help identify the skills and knowledge needed both now and in the future. This will then help to focus the necessary learning and development.

National Income:

At the macro level, wage/salary structure is influenced by national income, particularly when expressed in terms of per capita income. Each employer must fit their pay/salary structure with the overall economic system. Therefore, it appears that many workers are experiencing salary pressures due to the tight labour market of UK (Morphet, 2017).

Social Cultural factor:

Brexit has already contributed to an increase in intolerance in the UK, there was an increase in xenophobic, racist, or religious hate crimes across the nation. More than 14,000 hate crimes were registered by police in the three months following the EU referendum, more than a 50% rise from the prior three months, according to Stop Hate UK (El-Kafafi, 2022). The charity itself reported a 32% increase in reported events overall, with racial and religious-motivated attacks rising by 55% and 80%, respectively. It is evident that inequality and prejudice are not merely possible effects of Brexit but are also deeply ingrained in it.

Inflationary Pressures :

According to Bank of England senior economist Huw Pill, Brexit contributes to historically high inflation in the UK by weakening the economy, increasing pricing pressure on businesses, and creating labour shortages. Between December 2019 and March 2021, the Office for National Statistics predicts a decline of 110,000 in the number of EU citizens working in the United Kingdom. (Hantrais, 2019) It is difficult to refute the idea that Brexit has tightened the already weak labour market given that Britain's unemployment rate is at a 40-year low of 3.9 percent and there are a historic 1.3 million open posts. These are the initial consideration on cause of inflation. High inflation rate make employees to demand high salaries.

Environmental factor:

The EU Treaties' environmental policy principles and other significant components of EU environmental law would not be carried over (Varsha, 2021) . For instance, the EU is obligated to work toward a high level of environmental protection under Article 3 of the Treaty on European Union, and Article 191 (2) of the Treaty on the Functioning of the EU (TFEU) states that EU environmental policy should be based on the prevention, polluter pays, precautionary, and proximity principles. In the spring of 2018, the government started a survey to get opinions on how to close this gap, and a bill is expected in early 2019.

New immigration law:

The UK implemented a new immigration system on January 1, 2021. The right to free movement for citizens of European single market nations, including those from the EU, is eliminated under the new regime. Additionally, it proposes a "points-based" system of requirements for work visas. Although it might seem obvious given that EU citizens must now obtain visas, the majority of the increase was actually caused by a two-thirds increase in the number of visas granted to non-EU citizens. 1.2 million resident permits were awarded during the fiscal year that ended in June 2022.

3. FINDING

Bank of England forecasted that unemployment won't start to increase above the current level until mid-2023, so in the long term, HR managers may decide to freeze their recruitment plans. The UK is still experiencing a hiring boom with nearly three in four employers planning to hire more people. In addition to hiring new staff, employees are also taking numerous measures to keep their quality existing people by upscaling increasing wages and improving job .

In the past three months, the number of inactive persons in the UK increased by 252,000. These people are neither looking for work nor prepared to work. As more than one lakh shops advertise solely in the healthcare industry, there is now a severe shortage in the health sector.

Following Brexit, several EU laws are less difficult for the UK. The opportunity to trade more freely with non-EU markets, such as the US and Australia, is said to be a benefit of Brexit. The UK is attempting to establish new trade deals with other nations outside of the EU.

4. CONCLUSION

As a result of the research, emergent changes in human resource strategies following the cause due to of COVID-19 and Brexit have shown the steps taken to address the challenges brought on by these two shocks. The new rule and regulation for employee job safety as well as rules to prevent Brexit were introduced.

Examining the UK labour market today has revealed a decline in human resources and employment rates. And the UK's competitive labour market has made clear the causes of the rising unemployment rate.

It has to implement several crucial measures to help loosen up the labour market. These include encouraging increased business investment in workforce training, implementing flexible work arrangements, increasing the use of apprenticeships, and undergoing a thorough reform of the Shortage Occupation List to enable industries with a pressing need for skilled workers to obtain the resources they require.

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