



RESILIENCE, TALENT AND TECHNOLOGY

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List of abbreviations

CME-Co-ordinated Market Economy

HE-Higher Education

HR-Human Resource

HRM-Human Resource Management

LME-Liberal Market Economy

NTU-Nottingham Trent University

OR-Organisational Resilience

OTE-Open Talent Economy

UoN- University of Nottingham

Task 1: Influence of Political and Legal factors in attracting talent in University of Nottingham

University of UoN

UoN is established in the UK, China and Malaysia with a student population of over 45,000 in the academic year 2018/19 (UoN, 2020). Also, as a university that prioritise the people as an enabler (UoN, 2020), the talent attraction can be suggested as a core activity of the overall success of the UoN so far and considering the strategy of UoN, getting the talent attraction and hiring right talent seem significant.

Impact of PESTLE on UoN

In considering PESTLE analysis, Weeks (2020) comments that PESTLE is a framework to see the external influence on an organisation. The impact can be associated with strategic decision-making needs such as workforce planning and talent attraction in this instance. But, given the current emerging nature of HE industry, the political, economic, and legal factors play a stronger role in navigating HE as suggested by the

Therefore, in synthesizing the PESTLE analysis on UoN(See appendix 1), the university's goals on research, recruitment of bright students and staff, encouraging creativity and sustainability, the impact of external environment is currently led by the Brexit, EU student and labour migration and rapid disruption learning and working technologies. However, this composition will focus on the political, economic, and legal factors considering the major influence on policy making, financial decisions and strategic workforce planning implications on the university level.

Talent attraction during Brexit

Looking at the talent attraction in the increasing turbulent times now, the definition by Armstrong (2014, p35) state that "HRM is a comprehensive and coherent approach to the employment and development of people". Deloitte (2017, p39) indicate that talent acquisition is now is not the responsibility of just HRM teams, but also one of the most significant responsibilities of the business leadership teams as well.

But the increasing pressure by Brexit and the attracting right talent for UoN is challenging, according to the Universities and Colleges Employers Association (2019, p5), the challenge of recruitment is affecting subject areas such as Medicine, STEM, Business and Economics. Moreover, academic, and non-academic are both at a challenging point particularly considering the IT, Finance and Marketing. Concerning the Brexit impact on mobility, Adecco Group (2018, p3) indicate that 71% of managers believe that it will be harder to attract talent after Brexit.

Emergence of unprecedented measures on Covid-19 and its economic impact

Hancock and Schaninger (2020) propose that firstly, the permanent hiring for the next 12 months will be less invested in while as a response to redundancy, the reskilling is important. In suggesting that, in HE, in UoN, attracting talent can be critical as the basis of hire is a response to an emergency. But even if this is the case, if the talent attraction attempts require the emphasis of employer brand as stated before.

Opportunities such as virtual onboarding and recruitment courses for HR professionals can be considered as a good option to consider, referring to the competitive advantages pointed out by Future Learn (2020) as enhancing the company's online recruitment process, supporting new employees through the onboarding process and overall developing a strong employer brand.

Conclusion: Prospects of talent attraction for UoN

Talent attraction and building inclusive workplaces, as a current topic analysed by play a key role on indicating if the workplace is a great place to work or not. Meanwhile the accolades like Athena Swan Charter (Advance HE, 2020), regulate and monitor the workplace corresponding to 10 principles, the impact can be suggested as encouragement to reach milestones of inclusivity and acknowledgement of positive employee experience through the institution.

Task 2: Key labour market trends impacting Nottingham Trent University (NTU) NTU and current external factors influencing NTU

In synthesising the impacts on macro environment (See appendix 1), the prominent impacts are shown in the globalisation as a shift, the technological disruption and working in knowledge economy by Dicken (2015, p467). The cost and time consumption on the PESTLE factors, overall impact can be understood as the pressures from political environments and technological disruption.

Moreover, the synthesis can be understood in terms of withstanding to complex times, for example, the political pressure from the Brexit is calling to the mitigation of skills, reforming the skill gaps as well as looking at the opportunity of introducing further skills or functional flexibility to work. It also means that, not only that has the prominent impact, technology is enabling this transformation.

Key labour market trends

In synthesising the mega trends by CIPD (2020) and Morgan (2016), the divergence between HR mega trends and the globalisation inspired trends call for the attention on aging population and changing demographics. Moreover, the synthesis on higher qualified, decreasing gender gap in the workplace can also be a part of the changing demographics.

However, the impact brought by the external environments direct to the need for mobility which was pressurised by EU skilled and non-skilled labour. Marangozov (2017) indicate the addressing of the fact that the required skills and the skill gap, if there are any other resources of acquiring them, so then, the how would the mobility to work look like.

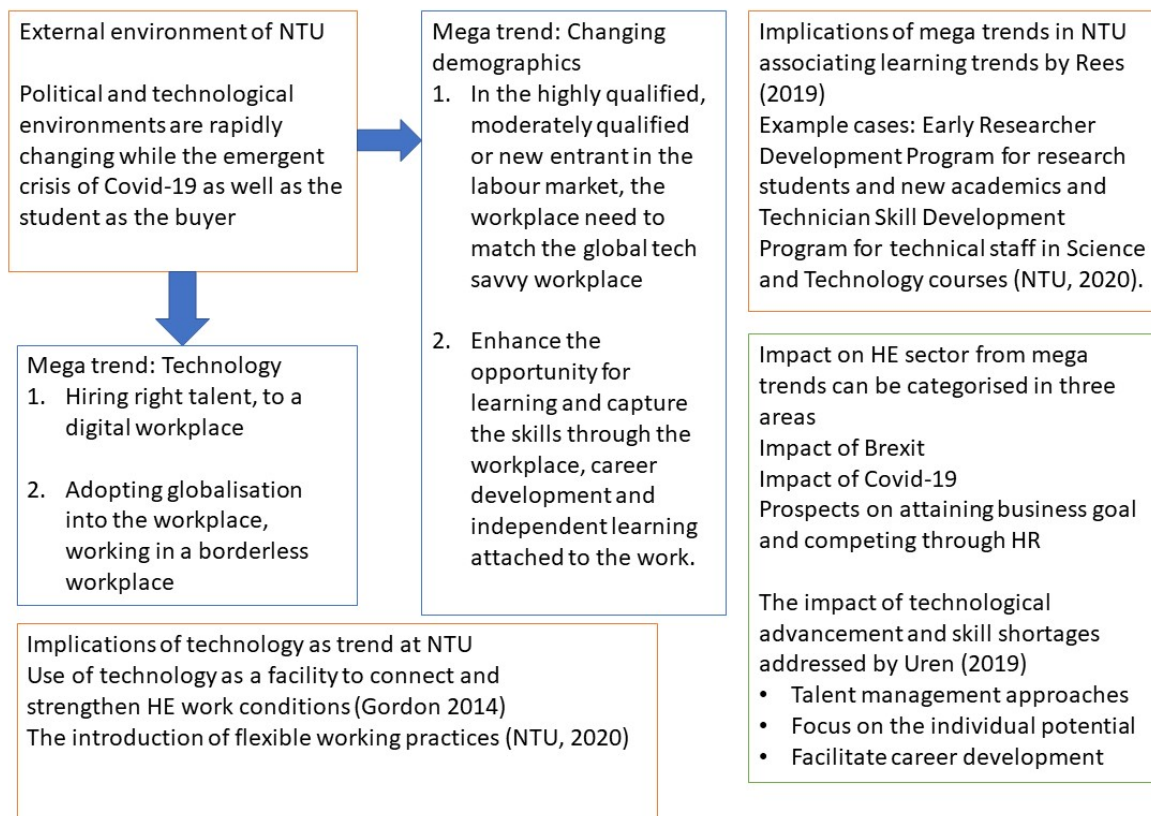


Figure 1: The impact of mega trends

Considerations on technological influence

Rees (2019) identified 6 trends that can influence human capital and the ability to thrive in the organisation namely, humanisation, integration, personalisation, data capitalisation, decentralisation, and cultivation. Mainly, the impact is based on the learning ability and opportunity to learn in the workplace with the disruption of technology. Also, even without the concerning factor that HE, as a sector had faced a rapid technical disruption and introduction to new technical elements within learning functions, Watermeyer *et al* (2020) point out more dysfunctionalities and disturbances.

Conclusion: The extent of overall impact

Goals of HRM are given by Boxall and Purcell (2008) as cost effectiveness, legitimacy, flexibility, and autonomy. Analysis of the trends of globalisation, orientation towards resilience and trends brought by technological advancements to HE, the impact can be summarised in terms of the opportunity cost of employee wellbeing and growth. The statement presented by Holbeche (2018, p23) about agility and cost effectiveness at the cost of employees well-being with the consideration to the fact of employees attempting to 'go the extra mile'.

However, overall, the impact is undeniable that in the UK, the current rate of redundancy expectancy and unemployment rate is grown over the last 10 months in response to Covid-19, according to ONS (2020) and Station (2020). The emergence for the need to train and retrain as a response to this, it raises the need to address the strengthening the career opportunity that is a consistent link between the ability,

motivation and opportunity to participate as was proposed by Purcell *et al*(2003) as the AMO model. Therefore, the question is, in the face of uncertainty, is the HR capital looked after and given the same significance that they allocate to their career.

With the technical disruption and OTE, the opportunity of doing the flexible working itself is discussed by CIPD (2020) as an indicator of also not working 9-5, as well as working 'harder than ever'. So, if this the scenario, the flexible work that is enabled by technology, knowledge economy and OTE require the workforce to work harder than working in a traditional work setting.

Task 4: Operating NTU in Co-ordinated Market Economy

CME, LME and the need for IHRM

Edwards and Rees (2006, p57) describe CME in the context of the workforce involved as a business system where workers are protected by strong laws in centralised regulations whereas LME is non-regulated, less influenced by trade unions and the organisations take over the workforce regulation.

In the context of managers, Giaumpasoglu and Marinkov (2017, p3) suggest that what works in one country might not work in another country, and this cultural difference in management called for research on IHRM practices on managers. Furthermore, the principle IHRM elements such as ethnocentric, polycentric, Regio centric and geocentric as given by Downing *et al* (2013), define the relationships that the parent companies, host countries, local and foreign employees have in the cultural interchange.

Scenario of NTU operating in China in CME

As a company operating in LME at the moment, having established in the UK, the differences of HR operations and functions like talent attraction, career development, job design and overall organisational development activities as established in McLagan's wheel (1984), the comparison of HR practices can be made.

Firstly, in LME, Wheelahan and Moodie (2017) emphasise the connection in labour market outlook to vocational training when enabling career progression compared to the demand. In CME, the training and development opportunities provided by can be firm-specific (quoting the experiment in Japanese CME based training) and firm and industry-specific skills (quoting an experiment done in Germany) governing the portability of the skills according to Wren (2013, p176). However, in CME, Sack and Sarter (2018) found that to protect SMEs, support is given as part of core political support and Wren (2013, p176) pointed out the link between labour skills and labour market contribute to an internal labour market with long lasting employee relationships.

The convergence and divergence was assessed by Farndale *et al* (2017) when the wages and compensation was identified more managed by the firm where the training, contingent employment and information practices. But in this scenario, the impact of operating in China, from a parent country, host country perspective and the related HR functions should then be adaptable to the emerging needs of the business addressing the welfare of the employees.

Conclusion

Cappelli (2015) suggest that HR is a function that focuses on current issues leading to company-specific solutions to challenges by the HR team in either enriching detailed knowledge or educating the viability of business solutions in the face of VUCA challenges. Increasingly, with the proposition of branching out of the UK HE industry through partnerships, primarily with China through 6 initiatives managed by British Council (Dias, 2019).

Therefore, consideration of the IHRM factor can suggest an overall business impact on Chinese, UK student exchange, knowledge and research exchange adding to

current research and international student mobility in the UK as Chinese students prefer to study in the UK over US by 42% (Quinn, 2020).

However, attaching the business performance to HR contexts, the recommendations including addressing the cultural difference in a geocentric HR plan compared to polycentric or Regio centric approach. This is due to Lomer and Mittlelmeier (2020, p43) pointing out the facts of Chinese students experience in the overseas education and Chinese expatriate managers experience in host countries as local regulations as an obstacle rather than an accelerator of fulfilling HR needs as found by Khan *et al* (2018). Through range of reasons like isolating ethnicities and nationalities, expecting the international students be brand ambassadors of their student experience and the suitability of employability skills in returning overseas graduates inspire the global university which treats and educates any student in the same level.

Task 5: Gig Economy in Delaware North- Set of slides developed by Hang Le and Gayathri Senanayake as the final presentation

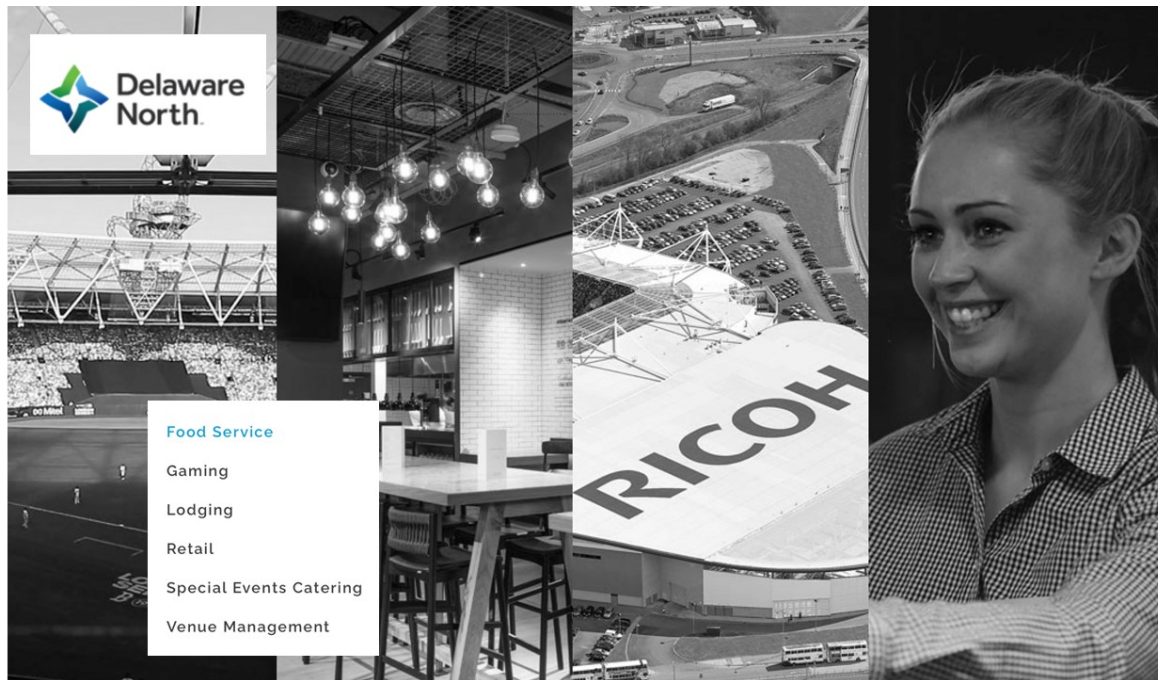


Learning outcome

- 1/ Understand 'gig economy' and the related concepts/ issues: atypical workers, zero-hours contract workers, agency workers and self-employed contractors,...
- 2/ Understanding the impacts of gig-economy in the context of Delaware North (Hospitality & Food & Beverage industry) & Covid-19 pandemic.
- 3/ Being able to answer the 'so what' question: How gig economy and the need of Delaware North for temporary workforce (hypothetically) could be linked with its situation within the market (through PESTLE analysis).
- 4/ Explore the solutions to tackle with gig economy problems by discovering the links to OD, OD, OE, PM, EE, CSRM, HRM & HRD.
- 5/ Interactive session for question/discussion to allow the learner the freedom to explore the topic by themselves and share their thoughts with their peers.

Framework

No	Content	Min	Slide
1	General introduction (personal contribution), learning outcome & framework	1.5	1 - 3
2	Gig economy and the related issues	3	4 - 8
3	Debates: Gig economy – the ‘ugly truth’?	4	9 - 12
4	Exploring the nature of labor market & the possible impacts of the need for temporary workforce	6	13 - 15
5	The links to OD, OB & OE & Defining the problems	5	16-18
6	Why understanding HR functions important here and the links between HRM with PM, EE & CSR	6	19 - 22
7	Solution – Recommendation (model & framework)	3	23 - 24
8	Gig economy, sense making and complexity	2	25
9	Summary	1	26



What is 'Gig Economy'?

* "A way of working that is based on people having temporary jobs or doing separate pieces of work, each paid separately, rather than working for an employer." (CIPD 2017, Page 4)

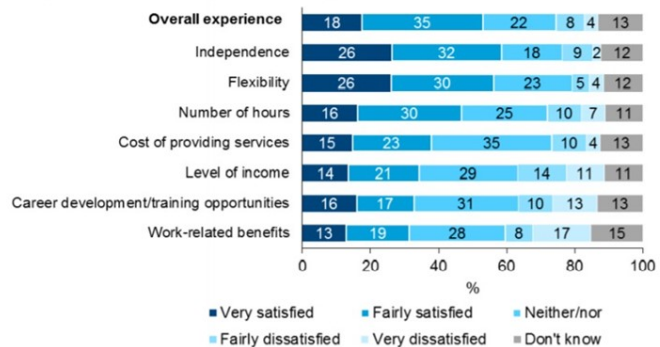
* "The gig economy involves exchange of labour for money between individuals or companies via digital platforms that actively facilitate matching between providers and customers, on a short-term and payment by task basis." (Department for business, Energy and Industrial Strategy 2018, Page 13)

Characteristics of those who are involved in it

(Page 13, UK Government 2018)

Figure 25: Level of satisfaction with different aspects of gig economy

Q. Overall, how satisfied or dissatisfied are you with each of the following aspects of your work providing services through websites or apps?



Unweighted base (YouGov Omnibus): All GB adults (aged 18+) involved in gig economy (n=343)

People involved in non-standard employment arrangements with a single employer in a long time period (CIPD 2019)

+ They might be: zero-hours contract workers, agency workers, self-employed contractors, and people employed on short-term contracts (CIPD 2019)

+ Roles of zero-hours contract workers: cleaners, care/social workers, administrative workers and call centre or customer service roles (CIPD 2013)

Who are atypical workers?

Difference between the employee and the independent contractor given by Steinberger (2018) proposed to assess using 5 factor assessment



1- Whether the company exercises significant control over the details of works;



2- Whether the worker is relying on the proceedings of the work as a primary or sole source of income;



3- Whether the company relies on the workers collectively as a significant consistent revenue generator;



4- Whether the employer is operating in an industry that traditionally utilises employees or independent contractors and;



5- Whether the arrangement is defined by a contract of adhesion with an unsophisticated party.

Debates: Criticism

+ For employers: A shift toward less secure and exploitative employment (CIPD 2017) -> requires strategic workforce plan because of the irregular features of this types of worker (out of control for employer)

+ For employees: From CIPD (2019) "Atypical working. A guide to successfully implementing atypical work in your organisation."

* Uncertainty in working hours -> uncertainty & unpredictability in income & financial security

* Uncertainty in working arrangements -> insecurity in a reluctance of workers regarding basic employment rights

* Uncertainty in the awareness of the working rights

*The downward side of flexibility -> when the role is subjected to short-term changes -> unpredictability in working patterns

The 'ugly truth'?

Table 10: Proportion of gig economy workers who say that, overall, they get enough work on a regular basis working in the gig economy (%)

	Gig economy workers (n=417)	Gig economy workers, by age							Living comfortably/doing alright (n=210)	Finding it difficult/very difficult (n=78)
		Men (n=211)	Women (n=206)	18-29 (n=112)	30-39 (n=153)	40-49 (n=70)	50-59 (n=54)	60-70 (n=31)		
Yes	26	30	23	24	29	28	24	30	38	10
No	60	57	64	64	55	58	63	61	47	79
Don't know	13	13	13	12	16	14	13	8	16	11

60% out of 417 gig economy workers said that they do not get enough work in gig economy

Table 8: Proportion of gig economy workers who say that the gig economy work they do is their main job (%)

	Gig economy workers (n=417)	18-29 (n=112)	30-39 (n=153)	40-49 (n=70)	50-59 (n=54)	60-70 (n=31)
Yes	25	25	25	29	25	19
No	67	71	66	55	62	75
Don't know	8	4	9	17	13	6

67% of the total people said gig economy work is not their main job

Table 9: Proportion of gig economy workers who say that the gig economy work that they do is their main job (%)

	Living comfortably/doing alright (n=210)	Finding it difficult/very difficult (n=78)
Yes	31	20
No	60	73
Don't know	9	7

60% of the respondents admitted not living comfortably by 'gig economy' jobs

(Page 10; 11 - CIPD (2017) "To gig or not to gig. Stories from the modern economy")

The 'Ugly truth'? Uncertainty in learning and training opportunities -> career development (CIPD 2017)

Table 25: Factors respondents cite as likely to prevent them from developing new skills in the future (%)

	Other workers (n=1,461)	Gig economy workers (n=89)	Men (n=950)	Women (n=883)	18-29 (n=354)	30-39 (n=590)	40-49 (n=586)	50-59 (n=277)	60-70 (n=55)
My employer and/or digital platform is unlikely to provide opportunities for me to go on training or learn new skills	24	35	26	22	23	23	24	28	19
I am unlikely to be able to afford to invest in my own skills development, training or learning	36	41	34	40	36	38	34	41	28
I am unlikely to have the time to invest in my own skills development, training or learning because of family or caring commitments	17	21	18	17	13	19	21	18	20
I am unlikely to have the time to invest in my own skills development, training or learning because of work commitments	24	26	25	23	22	23	24	29	15
I am unlikely to have the motivation to invest in my own skills development, training or learning	15	12	16	12	15	12	13	20	5
Other	2	2	2	2	0	1	2	4	3
Not applicable – nothing will stop me from developing skills in the future	35	20	35	34	38	33	36	26	43

(Page 30 - CIPD (2017) "To gig or not to gig. Stories from the modern economy.")

Debates: Advantages of 'gig economy'?

- + For employers: Flexible working environment and labour market (CIPD 2017) -> meet the demand in employment quickly and flexibly.
- + For employees: more better opportunities to enter labour market, the flexibility allows better work-life balance level (CIPD 2019)

PESTLE analysis

1/ Political factors:

- + Covid-19 guidance on opening casinos and dining venues safely (UK Government 2020)
- + Brexit impact on EU labour immigration (Marketline Advantage 2018, Page 29)

2/ Economic factors

- + Eat out to help out scheme (UK Government, 2020)
- + VAT reductions on UK hospitality sector (UK Government, 2020)

3/ Social factors

- + Public interest trends such as local experience, healthy eating and personalisation growing in media platforms and digital platforms (Cheng 2019)
- + Societal perception of work in hospitality-A job before a real job (Economic Insight 2019, Page 52)

PESTLE analysis

4/ Technological factors

- + The threat of automation to the low-skilled role which does not require cognitive skill (Frey & Osborne 2013).
- + The availability of contactless payment and cashless payments as recorded as 54% used in restaurants and 25% in lunch/coffee/snacks (UK Hospitality Group Think Tank Report, 2018, page 11)

5/ Legal factors

UK immigration policy fluctuated due to the impacts of Brexit deal (The Food and Drink Sector Council (FDSC) 2019)+ Combined with the effects of Covid-19 (quarantine rules for people coming from specific countries)=> The availability of seasonal/temporary workers from the other countries coming to UK and the immigration regulations attached.

6/ Environmental factors

- + Cycle in food and beverage industry: farming, processing, transportation, storage, cooking, consumption, disposal -> Agricultural production accounts for 92% of global water source, 19-29% of Global Greenhouse Gas Emissions (GHGE) (Graham et al. 2019)
- => Causes detrimental environmental impacts threatening life on Earth: air pollution, over-use of non-renewable resources and destruction of ecosystem (Dicken 2011)
- + To what extent, environmental issues aligning with the goal of sustainable development requires companies in food & beverage industry to leverage their environmental engagement with different types of stakeholders (suppliers, customers, employees) toward the competent environmental position in the industry (Graham & Potter 2015)

So what?!

If organisations focus on a temporary workforce to meet their knowledge/project needs, then what might **the impacts** be on the wider labour market?

1st Improve the flexibility in the labour market (more options for both employers and employees)

2nd Require the fundamental changes in regulation and legislation to ensure right of atypical workers

Ex: Acts from UK Government: legislating to:

+ Introduce regulation to ensure more predictable work patterns for 'gig-economy' workers (CIPD 2019)

+ Introduce regulation to ensure workers would have reasonable notice regarding schedules and compensation once their working shifts are subjected to cancelled without reasonable notice (CIPD 2019)

+ Improve the issues regarding the responsibility of employers to provide a written statement of employment AND to provide temporary/agency workers a 'Key Fact Page' to increase the workers' awareness of the job so that they could make a right decision (since Apr 2020) (CIPD 2019)

So what are the Links to OD, OB and OE? (literature review)

Authors	Key links	Description
Petriglieri, S., J., A., and Wrzesniewski, A., (2019)	Why	Economic volatility and tech disruption allow more to work in gig economy Cultivating personal identity that is not bound to the organisation, but attached with constant dealing with free market Changing emotions like loneliness defining work identity
Howcroft, D., Bergvall-Kåreborn, B., (2019)	How	1. Value extraction 2. Profit maximisation 3. Immiseration of the workforce
Kost, D., Fieseler, C., & Wong, S., I. (2019)	Conflict	Conflict of opportunity to develop own careers due to the less involvement with an organisation. Point of discussion to move away from employee centric HR at a organisations to more self-organised and network based HR practice, so all could benefit from career development
Meijerink, J., Keegan, A. (2019)	Framework Eco system page 8	e.g. Performance management-rating system Knowledge exchange and HR functions development

And why is it important?

Impacts of Covid-19 on OD, OB

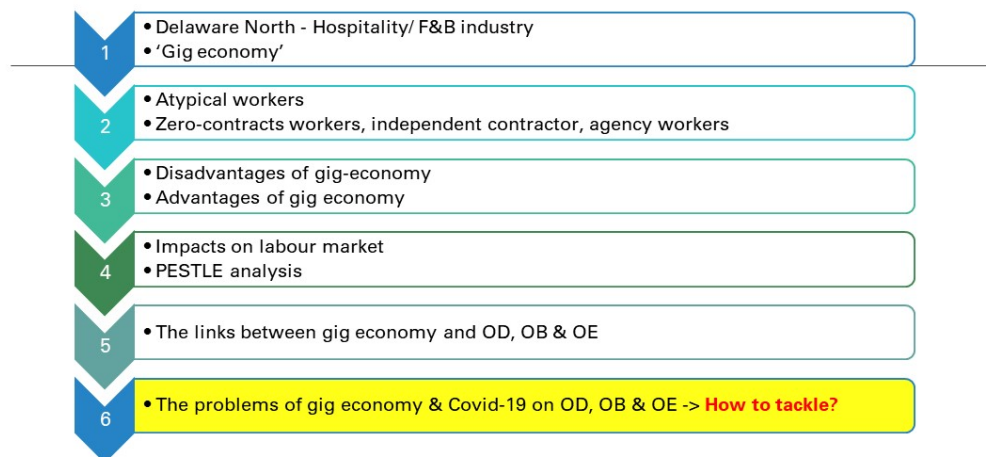
1- Organisations (especially in hospitality/food industry) have to apply social distancing practice -> impacts on how businesses will be operating (change of behaviour) -> Impacts on availability of employment (Freeman 2020)

2- Covid-19 results in the difficulties of organisations to maintain their workforce -> But UK Government supports businesses by Coronavirus Job Retention Scheme which covers for covers 80% of their usual monthly wage costs, up to £2,500 a month for furloughed employees (Freeman 2020)

3- Gig workers are quitting their jobs over safety concerns resulting no income for the majority and 70% are dissatisfied over the lack of support from the companies they work for (World Economic Forum 2020)

4- Workers feel less secured but have no choice with the loss of work. Minority of the companies cover the loss of income due to Covid-19 and provide physical aid to protect workers when they face customers (London School of Economics Blog and Vox EU 2020)

Defining the problems



How understanding HR approaches and functions would help tackling with the problems?

Human Resource Wheel
(by American Society of Training & Development - ASTD)



McLagan, P. (1989) Models for HRD Practise

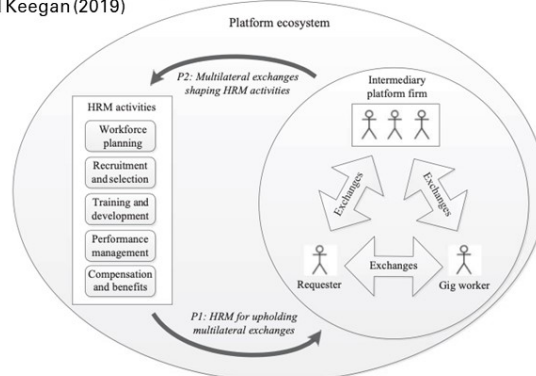
(Weeks 2020)

What about Performance management and Employee engagement?

The requirement to motivate atypical workers -> make them feel that they are valued

-> Proposed connection-CIPD strategic workforce planning and collaborative HR functions and processes

Platform Eco System by Meijerink and Keegan (2019)



HRM in the gig economy

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Figure 1.
Framework on HRM and platform ecosystems in the gig economy



What about the links between HRM and CSR?

- 1- Fair reward based on equality, respect, autonomy, and distributive justice
- 2- Health and safety at the workplace
- 3- Lifelong learning
- 4- Work-life balance
- 5- Respect employees' privacy, autonomy and freedom, due process treatment respecting long-term changes, transparency, and integrity

(Edwards and Rees 2017, page 287)

CSRM and gig-economy concerns

-
- 1- Occupation related vulnerabilities-e.g. traffic accidents, danger of being in unfamiliar places/houses for cleaners
 - 2- Precarity-uncertainty of the nature of the work
 - 3- Platform related vulnerabilities-e.g. worker classification, control of pricing and workflow, social isolation, menial micro-tasks, and work-related stress due to surveillance.

(Bajwa et al 2018)





Possible solution - Recommendation

There is a need for the thorough HRM or SHRM because it is the approach allows HR strategies to be developed, implemented and aligned with business strategy (Armstrong & Stephen 2014).

Need a workforce planning process with 6 stages (Weeks 2020)

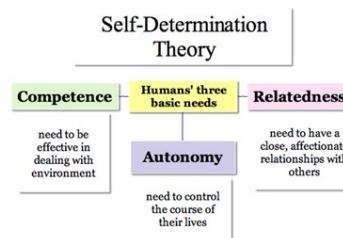
Mastering HRM & HRD in 'gig-economy' context

1st - "Boundaryless careers" – boundaries & networking -> learning -> career development (Parameswaran 2019)

2nd - The need to address appropriate safety concerns and welfare that is notably lacking in gig economy as pointed out by (Bajwa et al, 2018)

3rd Intermediary platform firms: workforce planning, PM by online rating system, compensation & benefits, beneficial job design (career development) (Meijerink & Keegan 2019)

-> **Central to employees of the organisation** (self-determined, self-directed work -> self determination theory (Ryan & Deci 2000))



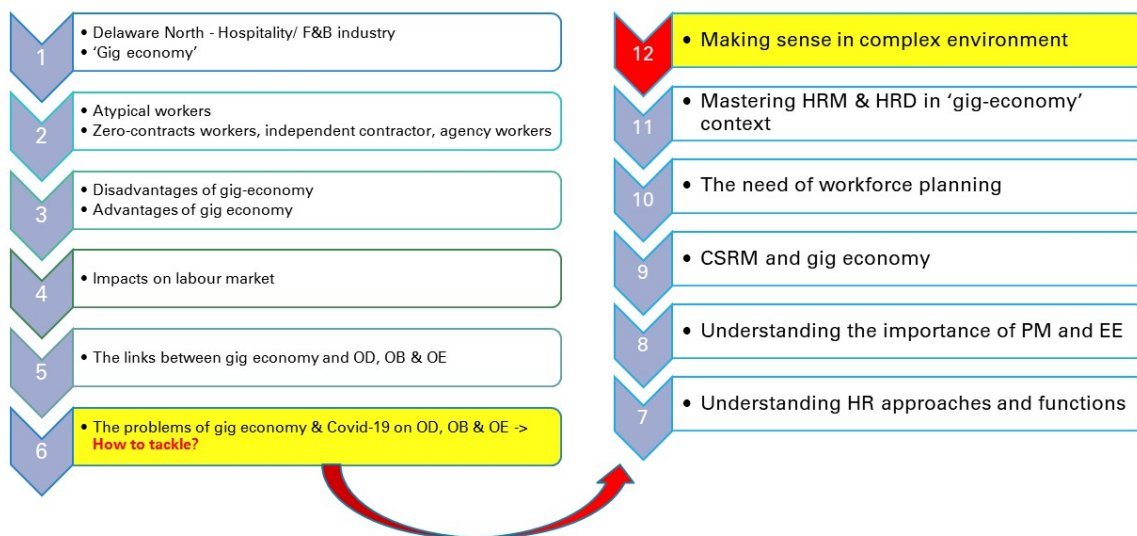
Sense making and complexity

VUCA

- > Gig economy as a rapid recruitment and task completion method with less obligations to the company to the workers rather than hiring employees
- > [Conflict] they are also human capital and need to be treated fairly
- > [Resolution] employment law, tribunals demanding protection
- > [Tension] working towards harmony (Working to understand organisational impact)
- > [Also] achieving organisational flexibility and agility

- ⇒ Have awareness of the economy, the labour market trend and the related factors regarding employment (structuring the unknown)
- ⇒ The HR professionals could master the strategic workforce plan (recruit, retain & develop)
- ⇒ Make sense of the environment, adaptability & agility (Davies 2019, Ancona 2012)

SUMMARY



Thank you for your attention!

Task 6: Atkinson's Flexible Firm Model and Open Talent Economy: Implications to Nottingham Trent University
Atkinson's Flexible Firm Model

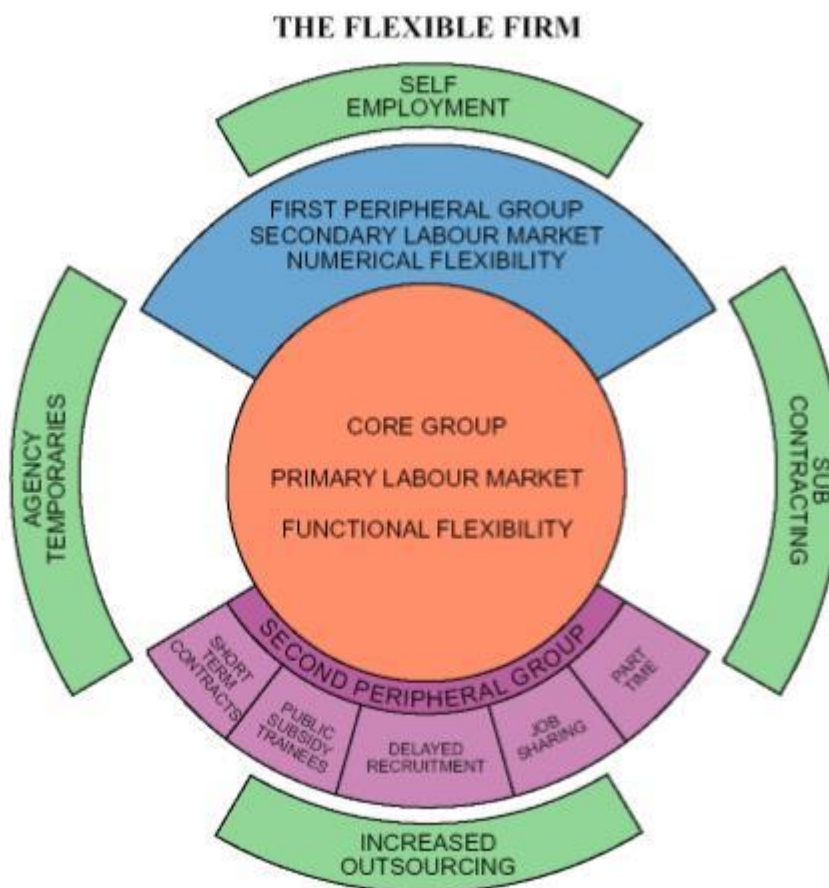


Figure 2: Atkinson's Flexible Firm Model (1984)

According to Atkinson (1984), prompted by emerging core themes of flexibility, respectively functional, numerical and financial flexibility criteria combined with influencers like market stagnation, job loss, uncertainty, technological disruption and working time in workforce planning, Atkinson's Flexible firm model(AFFM) is addressing the workforce planning as a response to quick deployment of staff, across functions in a cost effective manner.

OTE in HE

Deloitte (2013, p5) illustrated OTE in the following figure. Although as a generalised model, the overall capacity of the model to stipulate and support the trend-based responses to free flow of labour contributing to a boarder-less workplace. Application to HE and specifically to NTU, must mean that through governing factors like current national emergency, in the need for cost reduction, still there is the ability of maintaining the OR and OA.

The Open Talent Economy Framework

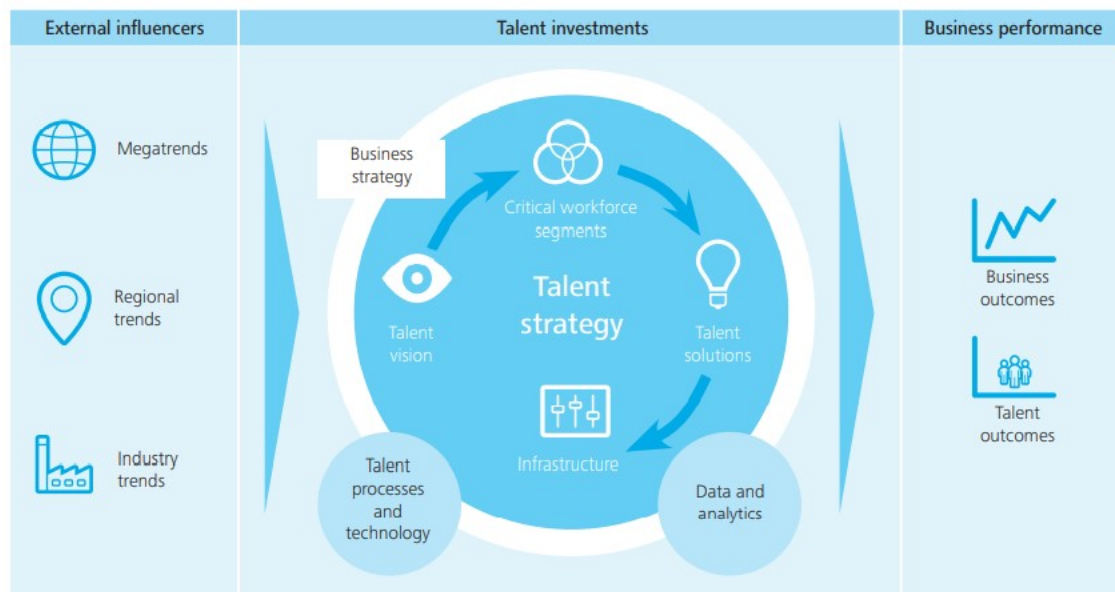


Figure 3: OTE illustration (Deloitte, 2013)

Cost reduction versus employee well-being

Currently, after 36 years of the introduction of AFFM, flexibility in the workplace is addressed through two lenses considering the costs. Firstly the numerical flexibility and secondly the financial flexibility (Atkinson, 1984). Both ensure the ideal head count is deployed for an assignment while in a low cost.

But the opportunity cost of cost reduction is the employee well-being as was suggested by Holbeche (2015, p24). In the current situation in HE, while flexibility is vital, functional, and financial, the question of risking the employee wellbeing, employee engagement, performance is still there.

Employees seeking flexibility around caring responsibilities/opportunity of retraining
AFFM and its concept of first and second peripheral groups offer great flexibility to employees to seek employment in the OTE as it appears in the model. The enablers like gig economy (defined by Department of Business, Energy and Industrial strategy, (2018, p13) as a payment by task method of exchanging labour and current examples include Uber).

Alternative considerations and criticisms

Early criticisms of AFFM are addressed by Proctor *et al* (1994) concluding that the strategies must be studied as patterns, unlike plans and take a unrestrictive approach with the AFFM. As well as that, in today's context of emergence and complexity, Snowden, and Boone (2007) suggest using approaches that encourage interactions that allow patterns to emerge.

Collectively, even considering RBV and KBV inspired solutions to associate with OTE, with utilising internal resource to sustain competitive advantage (Kraajenbrink *et al*, 2009) and using knowledge and organisational learning to attain the

competitive advantage (Curado and Bentis, 2006) do not match mutually with OTE, but complementing as collaborative approaches.

Conclusion: Implications to NTU

When describing the aims of SHRM, Armstrong (2014, p18) state that, it is ensuring organisational ability by having skilled, well-engaged and committed workforce to attain organisational competitive sustained advantage. But, with the AFFM, OTE and organisational need for cost cutting in HE sector, if the employees feel disconnected in the face of job insecurity, pay cuts and work related stress, there is less overall engagement and commitment for work as suggested by

However, in an organisational level, Impact on NTU can be established at the cost of full-time contracts, while hiring for assignments when needed. For example, when 60 credit semester, is considered, NTU can hire 2 part-timers to deliver the module for less than the new entrants annual salary (See appendix 2).

Establishment of the fact that atypical working is now a 'thing' and the influence is taking over many industries in the UK, referring to Deloitte (2019) and CIPD (2020), the HE sector overall can benefit from atypical/ gig workforce. Not only that, given the fact that AFFM is concerned with cost reduction, but the types of contracts also involved can be reduced to keeping the academic, non-academic contracts based on the job, working hour availability and the nature of work involved.

Task 7: Framework to combine human resource management factors influencing organisational resilience

OR and HR

Holbeche (2015, p23) introduce OR as a twofold concept involving the ability to respond to unprecedented change and the ability to bounce back quickly to stability. When integrating human resource to the concept of resilience, 6 out of 7 principle practices involve workforce of the organisation. Synthesising the employee's responsibility to a workplace in being efficiently reactive to change, Holbeche (2018, p24) also point out the need for employee engagement on being vigilant to the external environment, eagerness to develop their own profiles and everyone on board with reacting to changing organisational culture.

However, considering OR, Burnard and Bhamra (2019) suggest that resilience is a dynamic capability of the organisation that encourages the tensions and challenges to be multi-layer and heavily connected issues. Not only as the ability to bounce back from complex challenges, but it also calls for the organisational ability to anticipate same as Holbeche (2018, p22).

In agreement with complexity, complex systems and complex problems, the involvement of multiple components that define the problems, requiring situation specific, non-generalisable solutions referring to Snowden and Boone (2007) and Allen (2011,p211) , resilience is the place to adopt efficient yet unique solutions according to Burnard and Bhamra (2019). Based on the OR core drivers presented by Denyer (2017, p3), the defensive and progressive drivers and the four elements driving the OR in to a concept, preventative control, mindful action, performance optimisation and adaptive innovation, the whole organisation benefit from the transformation.

Also, more specifically, the case of the employee's capacity of resilience is subjected to several implications such as leadership, feedback/ feedback channels towards the employees and self-esteem/ general well-being factors to thrive at work environment. Carmeli and Ruso (2016) found that positive feedback from leadership, managers and co-workers raise the ability of employees to thriving in workplace while Sommer *et al* (2016) emphasised the capacity of leadership role in high performance of the employees.

On a positive note, it can be seen that HR is part of an evolving organisation while referring to frameworks such as McLagan's wheel by McLagan (1989) recognises the need for related HR functions such as job design, workforce planning, performance management systems and staffing. Integration of engagement, performance, and agile workforce.

NTU and its employees as a part of a resilient organisation

Looking at the positive impact established in the literature, the connection to NTU as a resilient organisation and employees as part of the resilient organisation, can be generalised through the support provided by the HR function as illustrated by the framework below.



Figure 4: HR process pyramid (Authors own proposed framework)

Conclusion: Possible impacts of model

As a conceptualised model contributing to HE, firstly, the model amplifies the HR processes in the organisation to attract ideal talent, train and retain them for longer term sustainability of the organisation. Secondly, not isolating the resilience in the organisation to HR, the business function and goals can be the ultimate outcome of the application.

Undercover Recruiter (2017) reported that the true cost of a hire in 2017 is £53,000 while the salary of the new entrant is considered at £27,500. Therefore, for retention, it is worth investing time on an employee level to educate them on resilience and being part of OR. However, the total workforce of UK HE of 430,000 at 2018/19 academic year (HESA, 2018) are 49% academic contracts, while others are employed as non-academic staff. Therefore, a future prospect can be suggested as the career development in different levels to supplement the educational and training needs of the employees to be individually resilience and then be engaged in the organisation on its way to being resilient.

Secondly, if HE income is considered, HESA (2017) reported that in the academic year 2017/18, the total income is £38.2 bn while the total operational expenditure is £37.2 bn. Although as an industry, it is a prominent industry, generating income for the UK, the scope for OR and business strategy does not seem to merge when looking at the profitability of the HE industry.

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Appendix
PESTLE Analysis-HE sector and attracting talent.

PESTLE Factor	Impact	Impact on attracting talent and workforce planning strategy
Political	Brexit	In academic year 2018/19, 25% of the academic, non-academic staff and 0.14 Million students in the UK HE were from the EU (HESA, 2019). The impact of Brexit is a restriction for mobility of EU skilled and non-skilled labour is controversial, mainly in HE as a sector to monitor (Marangozov, 2017)
Economic	1. Student fees and finances 2. Research funding 3. Revenue from international students 4. Operational costs of HE	Overall the sector is providing 1.2% of the UK GDP in 2014/15 (HESA, 2019). Currently, in June, 2020, total GDP in the UK is 17.2% lower than the GDP in February, 2020 (ONS, 2020). In HE, the economic condition is if the pandemic is not controlled or keep foreign students away, it will be a negative impact (Beard, 2020).
Social	Student buyer; clearing and concepts like mobility, widening participation	In 2019, 7% more of the students than 2018 entered university from low income backgrounds (HESA, 2019) and through clearing 33% of home/EU/International students got acceptance to UK universities at the end of the cycle (Wake, 2019).
Technological	Disruption of online learning and work from home	As a response to Covid-19, work from home of education sector was 71% (CIPD, 2020, p13).

		Online and blended learning were introduced for students in UK HE (Razavi, 2020).
Legal	Current policy and regulation	Governed by UK government, with input from regulatory bodies like Higher Education Policy Institute, Universities UK, Office of Students and both Universities UK and Office of Students work to make sure HE is accessible, value for money and high in quality (Universities UK, 2017 and Office of Students, 2020)
Environmental	Current Covid-19 pandemic	Universities response of introducing frame works and learning technologies rapidly to keep the studies ongoing (Feldman, 2020).

Appendix 2: Cost of a part-time hire vs a full-time contract

Full-time salary of a lecturer- £33,797 (NTU, 2020)

Hourly paid lecturer's salary per hour- £17.21 (NTU, 2020)

Time spent on per 20 credits on a UG student- 16-18 hours (Open University, 2020)

The total pay of a part-time hire- £14,318.72 based on 52 weeks (without considering the summer holiday and other holidays).

