

Faculty of Business and Management

HUMAN RESOURCE MANAGEMENT IN PQRS

Assessment 1

Module Code: LCMB7000

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Table of Contents

1 Introduction	3
“The pressures on organisations to add value, achieve sustained competitive advantage, and respond and adapt quickly and flexibly to new challenges and	3
2 Environmental Trend (Current and Future).....	4
2.1 Social Trends	4
2.1.1 Age Diversity	4
2.1.2 Working Hours	5
2.1.3 Unemployment Rate.....	5
2.2 Legal Trends	5
3. Some Resourcing Strategies organisations would adopt.	6
3.1 Retention Initiatives	6
3.2 Recruitment Initiatives: Transparency in Recruitment.....	6
3.2.1 Flexible working hours.....	7
3.2.2 Culture over cash.	7
3.3.3 Diversity in Hiring.....	7
3.3.4 Recruitment Marketing via Social Media	7
4 Significant Trends and how they affect People resourcing in PQRS.....	7
4.1 Social Trends	7
4.1.1 Working Hours	8
4.1.2 Better Salaries, Benefits and Incentives.....	8
4.1.3 Upward mobility	8
5. Resourcing Strategies PQRS Would have to adopt.....	8
5.1 Better Retention: Benefits and Incentives.	8
5.1.1 Institute Flexible Working Hours.....	8
5.1.2 Ensuring Upward Mobility.	8
5.2 Better Recruitment	8
5.2.1 Targeted Recruitment.....	9
5.2.2 Recruiting Young promising graduates.	9
6 Conclusion.	9
7 References.....	9

1 Introduction

The Association for Project Management Body of Knowledge on interfaces (APM Online,2020) defines Human Resource Management (HRM) as managing people-related activities within an organisation to meet its strategic goals. Human resource management (HRM) is concerned with every aspect of the use and development of people within an organisation, whether related to business-as-usual or project and programme activities.

As concerns the Human Resource Strategy, there is no generic definition for the term Hendry and Pettigrew (1986) provided a wider definition, claiming that the strategic aspect of human resource management (HRM) within an organisations consists of four key elements:

- planning
- a coherent approach to the managing of people underpinned by a core 'philosophy'.
- matching HRM activities and policies to some explicit strategy
- seeing people as a 'strategic resource' for achieving 'competitive advantage'.

Their framework suggests that those responsible for developing effective Human Resource strategies and linking these to business strategy, have to adopt a conceptual and reflective approach to the task of determining an appropriate Human Resource strategies (HRS) in organisations. This is not simply about applying set techniques or simplified rules to the process, since there are no generally agreed tools of analysis for action in this area of Human Resource management.

Below a critical analysis shall be given on of some factors or contemporary changes in the external environment and examine the impact these changes have on organisations and their management. How these current and future trends affect people resourcing strategies of organizations.

“The pressures on organisations to add value, achieve sustained competitive advantage, and respond and adapt quickly and flexibly to new challenges and opportunities are relentless. The responses to these pressures have taken many forms, including new types of organisation, lean, delayed, flexible, process- or project-based, increasing reliance on information technology, and an emphasis on continuous improvement in terms of performance, quality and customer service.” Armstrong and Brown (2001)

2 Environmental Trend (Current and Future).

A Report on understanding how the economy and labour market works (CIPD,2019). The external Environment can greatly influence and affect people resourcing strategies in organisations. The external environment as it pertains here refers to the varying conditions of the labour market. These conditions can either have the labour market appear to be tight or loose. Depending on these conditions therefore, people resourcing strategies (recruitment and selection processes and even retention) of organisations tend to alter and adjust.

The various trends in the labour market shaping economies, societies and the world of work have a direct impact on the recruitment strategies. That's why organisations must monitor the labour market fluctuates.

When demand in the labour market is tight and unemployment is thus causing so many job opportunities.

2.1 Social Trends.

In a Chartered Institute of Personnel and Development report on Megatrends of Ageing population and the job opportunities that are available for them (CIPD, 2019).The increasing life expectancies and decreasing birth rates, in the United Kingdom as seen older populations. The older working population is not the future but it has existed over years, for 30 years till recent years. The older population of over 50+ in the working force has increased. Statistics show between the years 1992 and 2019 it increased from 21% to 32%.

This is greatly impacted in top paid jobs in the United Kingdom. 59% of members in the British Parliament and Eighty percent of Financial Times Stock Exchange 100 CEOs are over 50. Which is both a challenge and the same time an opportunity. Whereas the drastic increase in life expectancy over the last 100 year can be seen as a great success to the human race. Organisation will now be faced with the test over funding retirement which will be costly to their taxation systems as well as welfare .(CIPD, 2019).

2.1.1 Age Diversity.

In this CIPD report about older population and job availability for them (CIPD,2019), CIPD added that, with the post second world war generation getting to their retirement, the British population will experience insufficiency in labour market, despite the rise in artificial intelligence replacing human labour.

Instituting recruitment policies aimed at employing the older population, will increase working life beyond the normal for the older population thus benefiting from their experience and talent.

Flexible working hours, insurance implemented for the older work force. Also gym owners could resort to the hiring of retired physical education instructors

to become gym instructors both male and female that will take charge of the ageing population that comes to the gym (CIPD, 2019).

2.1.2 Working Hours.

In a Megatrends report by Chartered Institute of Personnel and Development, on insecurities of work in the UK (CIPD,2019). Recent debates about atypical work forms for example gig economy ,agency work etc... has left a notion in mind of many about the insecurities in the UK job market.

So many people lost their job they considered as dream jobs. Which leaves the notion that job stability has declined especially amongst the younger population. Decrease in the power of trade unions has left employees very weak in their bargaining power with their employers according to CIPD (2019).

2.1.3 Unemployment Rate.

In the report regarding the level of insecurity of work in the UK (CIPD,2019).

Special note is taken about the unemployment rates amongst the youth because of its effects in the long term on employment projections.

The age groups between 18–24 that were not fully educated experienced a high unemployment's rates around 1990's of over 9% in comparison with other ages that was 4%. It later fell drastically amongst this group before the recession from 18% in 1994 to 10% around the mid-2000s and later rise in 2007 to 12%

Furthermore, during this period of the recession, unemployment reached 20% amongst the youths exceeding its peak in 1994. This is in contrary to the rise of the ageing population which was reduced. Unemployment later recovered by 2018 below its rate before the recession and reduced further amongst the ageing population

In this report on job insecurities in the UK (CIPD,2019). When employment structure changes, insecurities will also increase this will mean less permanent jobs, fewer jobs that would offer good employment rights and entitlement and more less stable jobs. More jobs with less bargaining power will also be created leading to employer exploitation of those in these type of jobs.

Moreover there is high insecurity amongst people when unemployment rates are high. At this point chances of people being sacked from their work is high and getting a new has fallen. There is also so much fear of being unemployed when it takes long to get a new job.

2.2 Legal Trends.

Also, in the work insecurity report. (CIPD,2019) and Taylor review (2017) a new law has been called in to address all forms of exploitation especially in the freelance industry. The Trade Union congress as well as the Labour party have also changed their stand recently asking for the total eradication of the

eradication of zero hours contract. Workers' rights might also be threatened with the UK leaves the European Union.

Furthermore, there are various strong views that the UK job markets is becoming less regulated that was the trend in the 1980s. But generally in the UK there are strong regulations now against discrimination of gender and race, those with disabilities, stronger rules and regulation on health and safety (Taylor, 2017).

More so, laws that would affect workers' wages and their working hours have been altered to employees. New laws that would affect working some groups like the agency workers have been implemented causing employers to ensure that pension and that the employees are given the right task to do. Some laws were also implanted that affected zero-hours contract workers and freelance workers (Taylor, 2017).

Worker employment security have been affected by regulations as well as the labour market which will depend on how effective these laws are implemented. Bodies like Low Pay Commission and Gangmaster Licensing Authority and the Labour Market Inspectorate have been created with regards to enforcing these laws (Taylor, 2017).

Workplace inspection has however reduced as time has passed by. This was greatly reduced by the Coalition Government of 2010-2015. They reduced tribunal system access with new imposed rules. Which have since seen to be unlawful not keeping the status quo (Taylor, 2017).

3. Some Resourcing Strategies organisations would adopt.

The Chartered Institute of Personnel and Development (CIPD) guide for workforce planning practices (2018) laid out ways in which many organisations are doing to strategize that would permit them to meet organisational goals and objectives and find the right people resources despite the competition and unavailability of ready and easy to get resources.

3.1 Retention Initiatives.

Organisations tend to: Institute better retention initiatives like offer better salaries and good benefits. These are without a doubt the main issues these employers have to consider which is very important to some job

However, this can cost businesses more than they can afford. More pay and good benefits should definitely be taken into consideration especially when salaries are below the industry standards (CIPD, 2018)

3.2 Recruitment Initiatives: Transparency in Recruitment

The right person should be hired. Glassdoor discovered that thirty five percent of employers hire with the aim that their employees will leave work in the future. It's very sad to know that, employers hire looking to the fact that some

employees will leave.. Make sure to be transparent when recruiting. Transparency is key in finding the right employees (Glassdoor,2018).

3.2.1 Flexible working hours.

Also, reducing labour costs in favour of workforce deployment and flexibility, providing more flexible working hours in order to attract the mothers in the female working population (Glassdoor,2018).

3.2.2 Culture over cash.

A Culture Over Cash Multi-Country Survey(Glassdoor,2019) finds more than half of employees prioritize workplace culture over salary in recruitment seventy seven percent of job seekers would take in to consideration a company that respects its employees culture before applying for position in the organisation and a further more fifth six percent are of the idea that, in job satisfaction more of culture should be taken into consideration than salary

Also, in the Company Match News 6 recruitment trends for 2020 and beyond lays more emphasis on gender equality when hiring (Company Match, 2019).

3.3.3 Diversity in Hiring.

Moving forward most employers are willing to recruit on diversity bases. Thus increasing their pool of applicant and consequently having more candidates for the job and would increase the chances of getting a perfect candidate. (Company Match, 2019).

3.3.4 Recruitment Marketing via Social Media.

Finally, social media is becoming an integral part in the recruitment process. Connecting with candidates through social media platforms like whatsapp. Some work force in the population may not be looking for job but seeing an advert which is relevant to them might push them to apply (Company Match, 2019).

Platforms like LinkedIn, Facebook, Instagram, Youtube and even Snapchat, are excellent channels, you can reach your specific target job with regards to their interest, location etc...There is a high chance of getting your target jobseeker through this (Company Match, 2019).

4 Significant Trends and how they affect People resourcing in PQRS .

PQRS is an IT production, sales and maintenance firm, an evaluation on how the current and future trends have affected this firm and how this firm will adapt in people resourcing strategies in order to match and overcome this changes. the following analyses situate how the trends affect Human Resource strategy in the company's real life.

4.1 Social Trends.

The tightening of labour markets for starters has resulted in an unprecedented turnover for the company. Leavers have increased in numbers and it is getting

even more difficult to locate, recruit and maintain skilled replacements. This owes to competition from other Tech companies who are creating more conducive workplace environments than PQRS.

4.1.1 Working Hours.

No Flexible work hours by PQRS (flexibility in working hours like working from home). Flexibility of work is especially available in the freelance mobility work.

4.1.2 Better Salaries, Benefits and Incentives.

Better salaries, benefits and incentives: PQRS'S competitors are offering better and higher salaries to their IT workers (computer programmers, software developers), benefits like the offering health and life insurance.

4.1.3 Upward mobility.

The fact upward mobility is absent in PQRS and present amongst their competitors through their better pay packages that the competitors are providing

5. Resourcing Strategies PQRS Would have to adopt.

Consequently, in order to be able to be on the same level as its competitor and why not even more, so they can be able to retain their IT employees and even attract employees from other competitors to them, PQRS would have to do more than just increase salaries, especially since this has proven to be insufficient in employee retention and acquisition of viable replacements. Inter alia, PQRS would have to:

5.1 Better Retention: Benefits and Incentives.

Award more interesting benefits to employees, better than competitors are offering or on the same level. Like health and life insurance, Company sponsored family trip to best employee of the year to every department of the company including the IT department.

5.1.1 Institute Flexible Working Hours.

Institute flexible work schedules to increase work place fidelity. Flexible working hour. IT workers could working from home not necessarily needs to come in to the office.

5.1.2 Ensuring Upward Mobility.

Ensuring upward mobility through providing high salaries, meaningful training and personnel development to better retain and even attract resources from other employers.

5.2 Better Recruitment.

Concerning recruitment and changes in the external environment, PQRS for example is faced with the challenge of finding the right candidates to replace leavers. Increasing the work load on the few left is not the solution. Clearly,

they too may eventually leave for similar reasons other than salaries. Taking legal action against leavers is also counter-productive on the corporate image of the organisation with respect to the labour market.

5.2.1 Targeted Recruitment.

PQRS would probably want to adopt more targeted recruitment strategies, making a greater use of social media platforms like WhatsApp, Facebook and LinkedIn by including messages in to their social media job adverts that are aimed at encouraging even female IT job seekers thus encouraging diversification and also mention flexibility in the social media job advertisement.

5.2.2 Recruiting Young promising graduates.

Equally, the organisation would equally do well to probably consider a shift in strategy, selecting and recruiting promising young graduates as opposed to accomplished professionals who are more likely to go to bigger organisations in Chicago or prefer better salaries and management roles offered by competition. This shift in strategy would most likely require an increase in training and development to mould the recent graduates and early professionals into the job, but this can also come with the advantage of an overall decrease in expenses on employees (salaries, benefits as recent graduates take home far less), thereby reducing the financial stress on the organisation.

6 Conclusion.

Organisations, Institutions and companies will have to constantly change their people resourcing strategy in order to adapt to the rapid and drastic trends and changes in the external environment that would either hinder them from recruiting new employees retaining old employee

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