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MBA – Masters of Business
Administration
LCMB7000 Human Resource
Management

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Introduction

The labour market encompasses all types of work, including self-employment, small enterprises, huge organisations, as well as government organisations. There were 197 million individuals without jobs globally in the year 2021, according to estimates of the global unemployment rate, which was 5.7%. Due to closures of enterprises as well as job losses, the COVID-19 pandemic had a substantial effect on the labour market, increasing unemployment rates in multiple countries. The COVID-19 outbreak as well as Brexit have both had significant effects on the UK labour market in the last few years, with shifts being felt across an assortment of industries. These external forces have caused various problems for UK-based businesses, as well as alterations in how they handle human resource initiatives. Brexit is significantly affecting the UK's job market because of the uncertainty regarding future immigration policy and a reduction in the overall number of migrant workers. Organizations like Aviva and Unilever has experienced the emerging trends after Covid outbreak and Brexit External Environment. The outbreak, which has caused considerable loss of employment as well as an increase in independent work has contributed to the circumstances. As a consequence, there is a scarcity of workers in essential industries like technology and medical care and also an imbalance in skills on the job market.

Companies are modifying their human resource strategy in response to these problems to take into account the shifting external environment. The trend towards remote employment and flexible working schedules is one of the biggest developments. In addition to addressing the skills gap, this strategy is enhancing employee retention as well as engagement. Additionally, businesses are reevaluating their recruitment strategy in regard to Brexit as well as the new immigrant system, and they are funding development and training opportunities to upgrade the skills of their current employees. This strategy is essential to ensure that businesses have accessibility to the talent that must keep competing considering an absence of employees in high-skilled areas.

Current state of Labor Market in the UK

The COVID-19 pandemic as well as Brexit are merely two instances of the external forces that have an impact on the UK labor market. These elements have had significant effects on the skills as well as employment opportunities needed by UK-based companies. To assess managerial as well as business settings and to examine how both internally and externally influence and shape a company's resourcing, it is essential to critically analyze and assess current research as well as advanced knowledge.

Brexit has had an immense impact on labor market of the UK (Stuart et al., 2021). The demand for migrant workers, that have historically filled several low-skilled as well as manual labor sectors in the UK, has reduced as a result of the choice of leaving the EU (European Union). Due to this, numerous companies are finding it difficult to fill open positions, especially in industries like farming, hospitality, as well as healthcare.

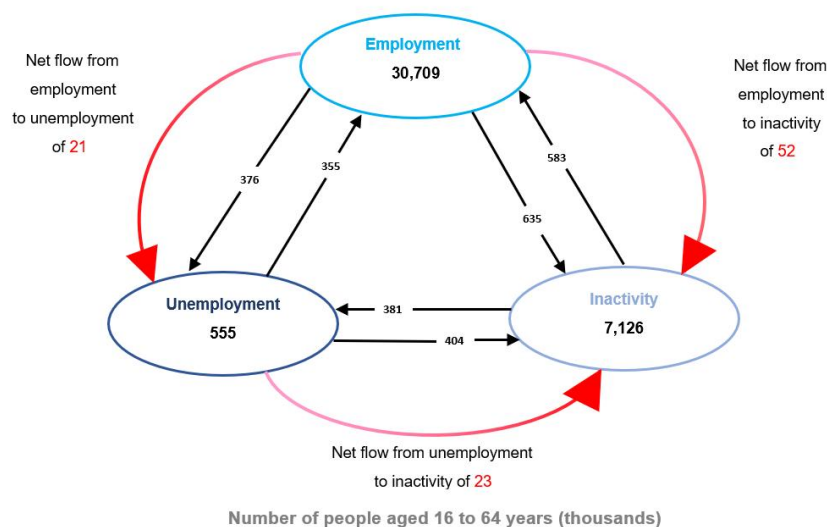


Figure 1 Current State of Labor in the UK

Source: (Office for National Statistics, 2022)

Additionally, the COVID-19 outbreak has caused significant employment losses as well as forced several businesses to change their working procedures in accordance with socially segregating measures (Stuart et al., 2021). Since working from home is becoming common, several companies have considered about making it an ongoing component of their employment policies. This has made it possible for organizations to tap into more skilled workers, but it additionally has drawn attention to the need for greater investments in technological infrastructure in order to facilitate remote working.

Organizations are being required to reconsider their staffing methods in responding to these external forces. The shortage of skilled workers that has developed in several economic areas is one of the major problems. Employers are having a harder time finding qualified candidates, especially in industries with high demand like technology (Farndale et al., 2020). In order to improve the skills of their current employees and draw in fresh talent, many companies are making investments in education and development programmes. Internal elements including the organization's culture, beliefs, as well as strategic goals also have a big impact on how resourcing procedures and standards are developed. For instance, a company that values employee growth and engagement is more likely to spend money on development and training programmes in order to improve the skills of its personnel. The ONS estimated that there were 1.1 million job openings between November 2021 and January 2022, up 38.8% from the corresponding time in the year before that. There remain some industries that are lacking labourers, such as healthcare as well as social work, which suffered from a 7.2% vacancy rate.

External factors including the state of the economy, labor regulations, and technological advancements also have an impact on resourcing policies and practices (Butterick and Charlwood, 2021). For instance, new labor requirements like the National Minimum Wage have caused numerous businesses to implement more productive working methods in order to offset the added expense. Technology advancements have made a huge impact as well, with organizations depending more and more on electronic instruments as well as automation to increase productivity and effectiveness.

The statistics also clearly demonstrate how Brexit has affected the labor market. In accordance with a study by the Migrant Observatory at the University of Oxford, there were 600,000 fewer EU-born employees in the UK throughout the third quarters of 2019 and 2021, with the hospitality and food service sectors experiencing the biggest drop. The current shortages of labor in the UK are a result of this decline in workers who were born in the European Union. There are many opportunities as well as obstacles for companies in the UK labor market's current state. There is a shortage of labor as well as a rise in the need for skilled workers as a result of Brexit as well as the COVID-19 epidemic. In reaction to these issues, and in addition to both internal and external variables including their culture, beliefs, as well as strategic goals, as well as modifications to labor laws and technology, businesses are being forced to modify their resourcing strategy (Malik et al., 2022). Businesses may overcome these obstacles and emerge stronger and more adaptable in the post-COVID, post-

Brexit external world by putting money into training and development programmes, implementing more flexible working practices, along with embracing emerging technologies.

PESTLE Analysis of UK's Labour Market

Factor	Description
Political	Changes in government policies can have significant effects on the labour market in the UK. For example, immigration policies can impact the supply of labour, while labour laws can impact the cost and availability of labour. The government's handling of Brexit may also have an impact on the labour market, particularly in terms of access to foreign workers.
Economic	The state of the UK economy has a direct impact on the labour market. High levels of economic growth tend to lead to increased demand for labour, while recessions can result in job losses and reduced opportunities. The level of inflation and interest rates can also affect the labour market, as they can impact the cost of labour for employers.
Social	Societal attitudes towards work can impact the labour market. For example, a trend towards work-life balance or flexible working arrangements may create new opportunities for employees, while an aging population may result in a shortage of skilled workers. Changes in demographics, such as increased diversity or changing family structures, can also impact the labour market.
Technological	Technological advancements can both create and disrupt jobs in the labour market. Automation, for example, can replace certain jobs, while the growth of

	the digital economy can create new opportunities for workers with tech skills. Technological advancements can also lead to changes in the way work is done, such as remote working or the use of virtual collaboration tools.
Legal	Labour laws and regulations can impact the labour market in a number of ways. For example, minimum wage laws can impact the cost of labour for employers, while anti-discrimination laws can affect hiring practices. Changes in labour laws can also have a direct impact on the relationship between employers and employees, such as the introduction of new employment contracts or changes to working hours.
Environmental	Environmental factors can have an indirect impact on the labour market. For example, changes in climate patterns may impact certain industries, such as agriculture or tourism, and result in job losses or reduced opportunities. Environmental concerns can also create new opportunities for workers in fields such as renewable energy or sustainable transportation.

Emerging Changes in Human Resourcing Strategies in Post Covid

In the UK, companies and the way individuals conduct business have been significantly impacted by the COVID-19 virus. As organizations try to adjust to the new standard, this has caused developing modifications in human allocation methods. In such an environment, it's critical to consider how external as well as internal variables impact and inform an organization's use of resources, which in turn affects the policies, practices, as well as procedures which the organization adopts.

The transition towards remote employment is one of the most significant modifications to human resource management techniques in the UK (Azizi et al., 2021). Several businesses have taken steps to permit their workers to operate from home as a consequence of social distancing tactics. The way employment is carried out has been reevaluated as a result, and

several businesses are now thinking about making working from home a constant part of their schedules. The advantages of working remotely include more flexibility, shorter commutes, and a better work-life balance. Employers must make sure that staff members have the tools and equipment they need to work productively from home, as well as keep an eye on their wellbeing as well as productivity. These issues are presented by remote working.

An emphasis on worker well-being is an additional recent shift in UK human resource policies. Because of how crucial it is to promote employees' mental health and wellness; numerous businesses are now making it a priority in their employment plans (Azizi et al., 2021). This involves ensuring that workers have the opportunity to receive mental health help, encouraging a good work-life balance, as well as creating an environment at work which is conducive to wellness. In the post-Covid era, organizations in the UK are adopting new human resource strategies such as remote work and digital tools. One example is Aviva, a multinational insurance company, which has implemented a hybrid working model to allow employees to work from home or in the office as needed. This change has resulted in increased productivity and employee satisfaction.

A greater focus has recently been placed on learning and acquiring skills as a result of the pandemic (Hamouche, 2021). Organizations like Aviva are becoming more aware of the importance of investing in development and training for employees as they try to adjust to changing conditions. This is particularly significant in considering how quickly technology is evolving and how this is changing several sectors and necessitating the development of new skills and competences. Nowadays, a lot of companies encourage their staff to take on additional duties and obligations and provide them with training possibilities.

The UK's employment strategies are also growing to emphasize inclusiveness, equity, and diversity. Due to the global outbreak's exposure of existing injustices as well as inequalities, numerous organizations are now making efforts to encourage inclusion as well as diversity in their work environments (Hamouche, 2021). This include programmes like staff resource groups, diversity recruiting programmes, as well as instruction on unconscious bias. Businesses are also realizing how crucial it is to foster an environment at work that recognizes and supports diversity and encourages equity.

Additionally, the pandemic has increased the trend regarding digitization and automated processes, which has consequences for UK's human resource management plans. There is an increasing demand for workers with technological skills and expertise as organizations try to

adopt cutting-edge technologies as well as automate procedures. Due to this, employers are putting more emphasis on finding and training candidates with these talents as well as retraining current employees to handle changing conditions (Amankwah-Amoah et al., 2021). However, there are additionally concerns regarding how automation will affect job security as well as the requirement for companies to make sure that the advantages of automation are distributed evenly among employees.

Brexit, the decision of the United Kingdom to leave the European Union, has affected planning for human resources strategies as well. Changes in immigration rules followed by Brexit are expected to have an effect on the talent pool in several industries. This has prompted many companies to look into alternate labor sources, such as remote employees, as well as concentrate on enhancing the abilities of current staff (Cooke, Dickmann and Parry, 2021). Additionally, it has caused a greater concentration on regulation as well as compliance issues, notably those pertaining to labor legislation as well as information security.

Emerging Changes in Human Resourcing Strategies Post Brexit External environment

The UK's policies regarding human resources have been significantly impacted by Brexit. Organizations in the country are dealing with a variety of challenges as well as opportunities as it transitions to life without the European Union. In this environment, it's critical to consider how both internal and outside variables affect as well as inform an organization's use of resources, which in turn affects the policies, practices, as well as procedures that the organization adopts. Possible effects on the talent supply is one of the main issues affecting companies in the post-Brexit climate. The accessibility of workers from the European Union may be impacted by changes in immigration regulations coming by the UK's exit from the EU. This has caused several companies to look into change talent sources, like remote employees or staff members from nations outside the EU (Smith, 2019). Companies are also putting a lot of effort into enhancing the abilities of their current staff members to make certain they're equipped with the expertise and knowledge needed to address any potential talent gaps.

The necessity of dealing with regulatory as well as legal difficulties is another major trend in human resource strategies following Brexit. Brexit has impacted the external environment of the UK, leading to changes in human resource strategies. According to Efficiency Wage

Theory, employers may choose to pay higher wages than the market rate in order to motivate and retain high-quality workers. For example, Unilever, a global consumer goods company, has increased its focus on hiring local talent and investing in training programs for existing employees to mitigate the impact of potential visa restrictions. This strategy has enabled Unilever to maintain a strong workforce despite Brexit-related challenges. Companies like Unilever is required to make sure they follow by UK standards regarding labor legislation, data protection, and other areas because the UK will no more governed by EU regulations and legislation (Smith, 2019). The necessity of reviewing procedures, procedures, and policies in order to ensure they are compliant with UK rules has resulted in an increased focus on adherence as well as regulatory challenges.

The post-Brexit atmosphere has also resulted in a renewed emphasis on talent development in the UK. Businesses are concentrating on enhancing the knowledge and abilities of their current employees since the nation may experience a talent shortage. This includes creating paths to employment within the company, establishing training and development programmes, as well as offering workers an opportunity to update their skills and train and develop. To guarantee they are retaining and attracting the greatest talent (Oluwadipe et al., 2021), organizations are concentrating on encouraging inclusion as well as diversity inside their organizations.

The emphasis on commerce and globalization is another new development in post-Brexit human resource plans. Businesses are concentrating on strengthening their global capabilities as the UK looks to establish new economic connections outside of the EU. This include networking with companies abroad, employing personnel with foreign expertise, and funding programmes that teach language skills and cultural sensitivity.

Renewing interest in technological advances and innovation was additionally influenced by the post-Brexit atmosphere (Oluwadipe et al., 2021). Businesses are concentrating on enhancing their technical skills as the UK aims to keep its position as a top innovation hub. This involves making investments in cutting-edge technologies like AI and robotics as well as hiring personnel with knowledge of these fields. To ensure that they are prepared to compete in a quickly evolving digital world, businesses are also concentrating on growing digital skills and competence within their current staff.

A greater emphasis on agility and adaptability has emerged as a result of the post-Brexit environment. Organizations like Unilever are required to be prepared to quickly adapt to

fresh difficulties and possibilities because their external environment is unresolved and changing frequently (Martinescu et al., 2022). To guarantee that they can react rapidly to changing circumstances in the market, corporations are concentrating on developing more adaptable workplaces, such as working from home, including embracing agile project management approaches.

Numerous new modifications in the UK's human resource management methods have emerged as a result of the post-Brexit situation. These adjustments include a re-established emphasis on safety and regulatory issues, an increased focus on commerce as well as globalization, an updated emphasis on technological advances and innovation, and a renewed emphasis on versatility and adaptability (Martinescu et al., 2022). Organizations must be prepared to respond swiftly to changing conditions as well as ensure they have the appropriate abilities and expertise to be successful in a rapidly evolving global marketplace as the UK keeps adjusting to existence without the EU.

Conclusion

The effects of the Covid-19 outbreak as well as the UK's exit regarding the European Union are putting the labor market under a lot of uncertainty currently. A move towards distant labor as well as digital technologies, as well as higher unemployment rates both globally and among young people, have been brought on by the global recession. Brexit has caused immigration rules to shift, which will probably have an impact on the skill resource and the demand for adherence and regulatory challenges. Trying to assist organisations rapidly adjust to the shifting external environment while maintaining competitiveness in the global marketplace, rising changes in management of human resources. Businesses can improve their competitive position in the market and their capacity for grasping new possibilities by making investments in human development, technological innovation, as well as global capabilities.

It is essential to remember, though, that subsequent adjustments to human resource management techniques are not without difficulties. Organizations like Aviva and Unilever are needed to reconcile the demands of the organization with those of the workforce, adhere to new rules, and recruit and keep the best staff. The requirements of the company, staff members, as well as the outside environment must all be considered for successful human resourcing strategies to be implemented. Organizations in the UK are implementing fresh developments in human resource management to meet these issues. Along with investing in new technology, expanding flexibility and adaptability, as well as fostering inclusiveness and diversity, these reforms involve an emphasis on enhancing the knowledge and experience of the current staff.

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