

Resilience, Talent and Technology



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Glossary of Terms

CME - Coordinated Market Economy

HR - Human Resource

HRM - Human Resource Management

HRP - Human Resource Planning

LME - Liberal Market Economy

PESTLE - Political, Economic, Social, Technological, Legal and
Environmental

SHRM - Strategic Human Resource Management

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1. Microsoft PESTLE Analysis

What is PESTLE analysis

PESTLE analysis is known as a widely used framework that helps organizations to analysis the external factors for making strategies (CIPD, 2018; MindTools, 2019). It is a systematic assessment aimed at analyzing six aspects, including political, economic, social, technological, legal and environmental (Armstrong and Taylor, 2014). While the interpretations of PESTLE model vary, I am stick with the CIPD factsheets PESTLE and apply for following analysis.

Why use PESTLE analysis to evaluate the ability to attract talent

While the definitions of talent vary, talent management should always be aligned with the business strategy (Taylor, 2018). And talent has always been the strategic competitive advantage of Microsoft (Yost, 2010). Based on the effectiveness of the PESTLE analysis, it helps organization not only to better identify the outside opportunities and challenges, but also to use those leverage effects (MindTools, 2019). In addition, because of the flexibility of the analysis, it can be used in many scenarios, especially for human resource practice (CIPD, 2018). Using PESTLE analysis to identify changes and make appropriate responds helps Microsoft to be

leading in the war for talent (Oxford College of Marketing, 2019)

Detailed analysis

When doing the analysis, it is critical to not only identify external factors that affect attracting talent, but also to make detailed assessment how those factors affect organization's ability (CIPD, 2018; Oxford College of Marketing, 2019).

Given the limited space available, I will not make the detailed assessment for all the six factors, but focus on the most two important factors: political and social. To be effective, I would like to use the template from CIPD to add more details (CIPD, 2018). The other four factors will be considered generally based on literature review and then displayed in the following figure 1.

	External factors to consider	Factors affected within Microsoft	Importance to Microsoft
POLITICAL	Government policy Political stability Tax Industry regulations Global trade agreements	1. The nation's immigration policy According to the annual average data from Bureau of Labor Statistics (2018), Asian, Hispanic and Latino consisted 29.5 percent of total employed in computer and mathematical occupations. It can be seen, the demand for the skilled talent,	High; long-term plan for expanding the talent pool

	and or restrictions	especially for those high-tech companies, grows rapidly. Brad Smith (2018), the president of Microsoft, expressed his concern for attracting high-skilled immigration talent publicly. He argued that the government should reform the current nation's immigration policy in order to reduce the conflict between domestic employee protection and increased need for worldwide high-skilled talent recruitment. However, it is reported that the Trump administration denied more H-1B visa applications in 2019(Pew Research Center, 2019). Besides, the government also plans to increase restrictions for spouses of H-1B holders who want to work in U.S. (Pew Research Center, 2019). The ability of Microsoft for attracting skilled talent is bound to be affected by the immigration policy. 2. Unusual political impact The US-China trade tensions have been lasting for more than one year, and two countries continues to impose tariffs on each other's goods (BBC, 2019). Some of the famous American high-tech companies, including Microsoft, have been required by the U.S.	High; awaiting the end of the trade war
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		government to stop providing technical services for Huawei (Kelion, 2019). And Brad Smith (2019) argued that it is unfair for his company to do so (Dina Bass, 2019). However, the unstable relationship between the world's two largest economies leads to unpredictable policy changes, which increase the uncertainty and complexity to attract talent.	
SOCIAL	Career attitudes Demographic changes Work-life balance Lifestyle factors	1. Career attitudes According to a worldwide survey conducted by CNBC, the Gen Z and millennial generations are more interested in the tech industry rather than the financial sector (Dan Schawbel, 2017). It is the trend that people change their career attitudes in the favor of technology companies for their much more innovation and flexibility. Microsoft is known as one of the most famous technology companies in the world. Therefore, the changing career attitudes will have positive impact on attracting talents.	Medium; keep an eye on career attitudes trends

		2. Demographic changes 2.1 Birth rate The average global birth rate is declining recent years, which may cause some problems (World Population Review, 2019). Countries fear that a low birth rate could create a shortage of jobs in the future, further leading to a more competitive recruitment market. 2.2 Female participation Despite the declining global labor force participation, female still consists over 39 percent of the total labor force (World bank, 2018). Women make up 46.9% of the total workforce in the United States in 2018(Bureau of Labor Statistics, 2019). The demographics of Microsoft workforce (2018) showed that the percentage of women in the workforce worldwide is 26.6% and equal pay for all employees (Microsoft, 2018). Based on the above data, Microsoft can increase the proportion of female employees appropriately when recruiting, thus also helps to broad the scale of candidates.	High; need to adjust the talent attraction strategy based on the recent demographic changes and prepare for future plan
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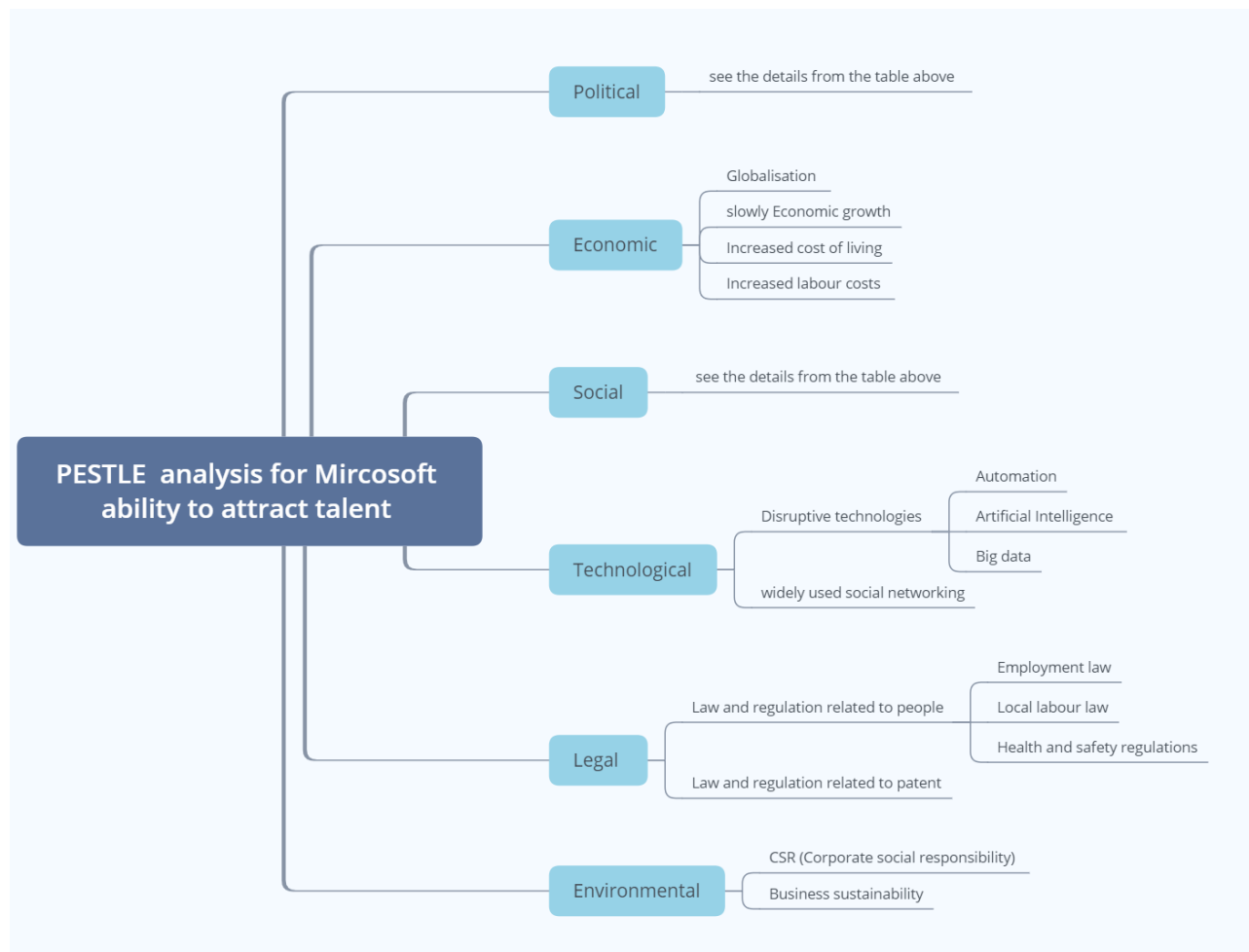


Figure 1: Microsoft PESTLE analysis in general

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2. Labor Market Trends

What is the labor market

Labor market refers to the two-way selection of the labor supply and the demand for labor (Economics Online, 2019). Market conditions ultimately determine the number of people organizations need to recruit, retain and develop that matches the potential customer needs (CIPD, 2019).

Why understand the labor market trends

Analyzing the labor market trends of the countries in which the organization is operated helps to make strategies in line with the continuous changes of the outside world (CIPD, 2019). It is also crucial for human resource professionals to have a better understanding of the economic context, in the aim of quickly adjusting human resource practices in the consistently change and strongly being aligned with the whole business strategy simultaneously (Armstrong and Taylor, 2014; CIPD, 2019).

Analyzing labor market trends

In the following content, I will analysis some key points of labor market trends in both U.S.A and China

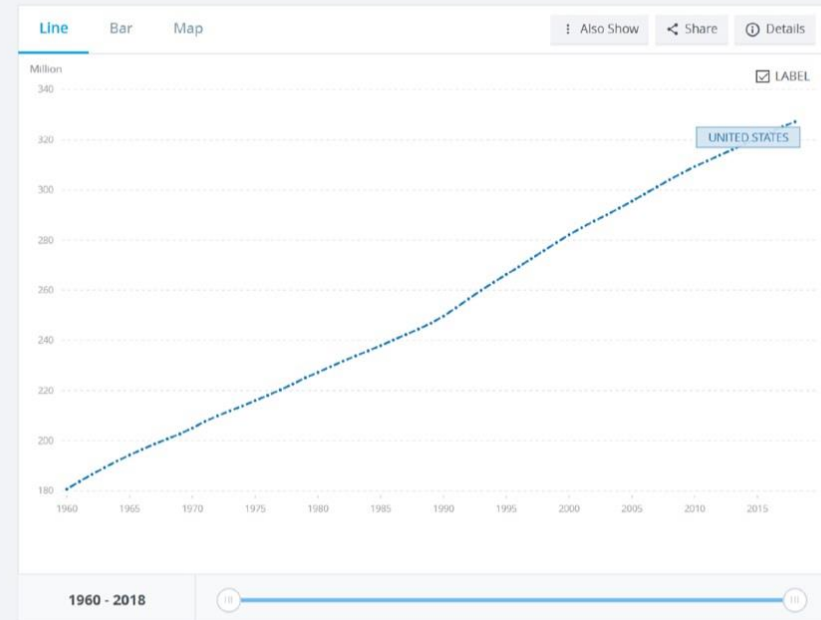
1. Demographics

Due to the limited number of words, the demographics mainly include population, birth and death rate, migration rate and work force population. The following charts are adapted from the World Bank (2019).

Population, total - United States

(1) United Nations Population Division. World Population Prospects: 2019 Revision. (2) Census reports and other statistical publications from national statistical offices, (3) Eurostat: Demographic Statistics, (4) United Nations Statistical Division. Population and Vital Statistics Reprot (various years), (5) U.S. Census Bureau: International Database, and (6) Secretariat of the Pacific Community: Statistics and Demography Programme.

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Population, total - China

(1) United Nations Population Division. World Population Prospects: 2019 Revision. (2) Census reports and other statistical publications from national statistical offices, (3) Eurostat: Demographic Statistics, (4) United Nations Statistical Division. Population and Vital Statistics Reprot (various years), (5) U.S. Census Bureau: International Database, and (6) Secretariat of the Pacific Community: Statistics and Demography Programme.

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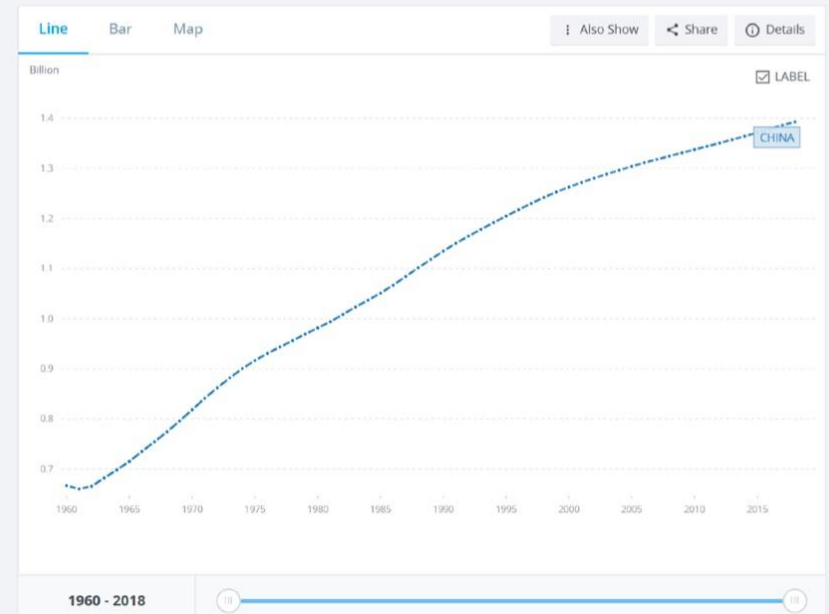


Figure 1: Total Population-United States and China
(Source: The World Bank, 2019)

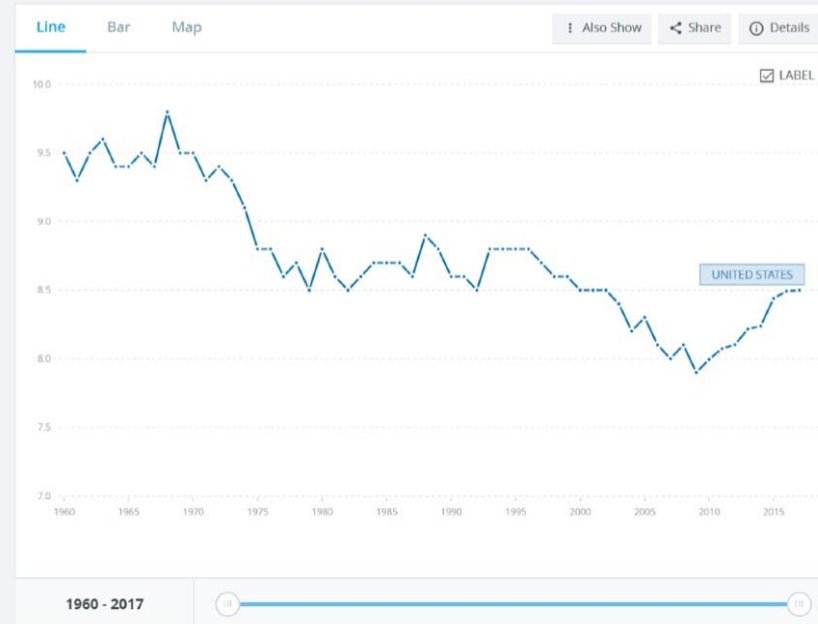


Figure 2: Birth Rate, Crude-United States and China
(Source: The World Bank, 2019)

Death rate, crude (per 1,000 people) - United States

(1) United Nations Population Division, World Population Prospects: 2019 Revision, (2) Census reports and other statistical publications from national statistical offices, (3) Eurostat: Demographic Statistics, (4) United Nations Statistical Division. Population and Vital Statistics Reprot (various years), (5) U.S. Census Bureau: International Database, and (6) Secretariat of the Pacific Community: Statistics and Demography Programme.

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Death rate, crude (per 1,000 people) - China

(1) United Nations Population Division, World Population Prospects: 2019 Revision, (2) Census reports and other statistical publications from national statistical offices, (3) Eurostat: Demographic Statistics, (4) United Nations Statistical Division. Population and Vital Statistics Reprot (various years), (5) U.S. Census Bureau: International Database, and (6) Secretariat of the Pacific Community: Statistics and Demography Programme.

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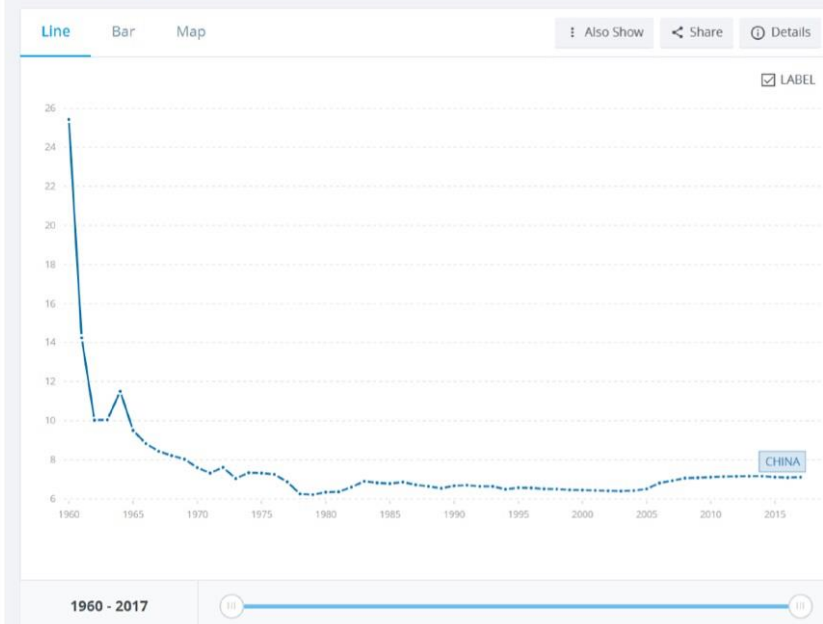


Figure 3: Death Rate, Crude-United States and China
(Source: The World Bank, 2019)

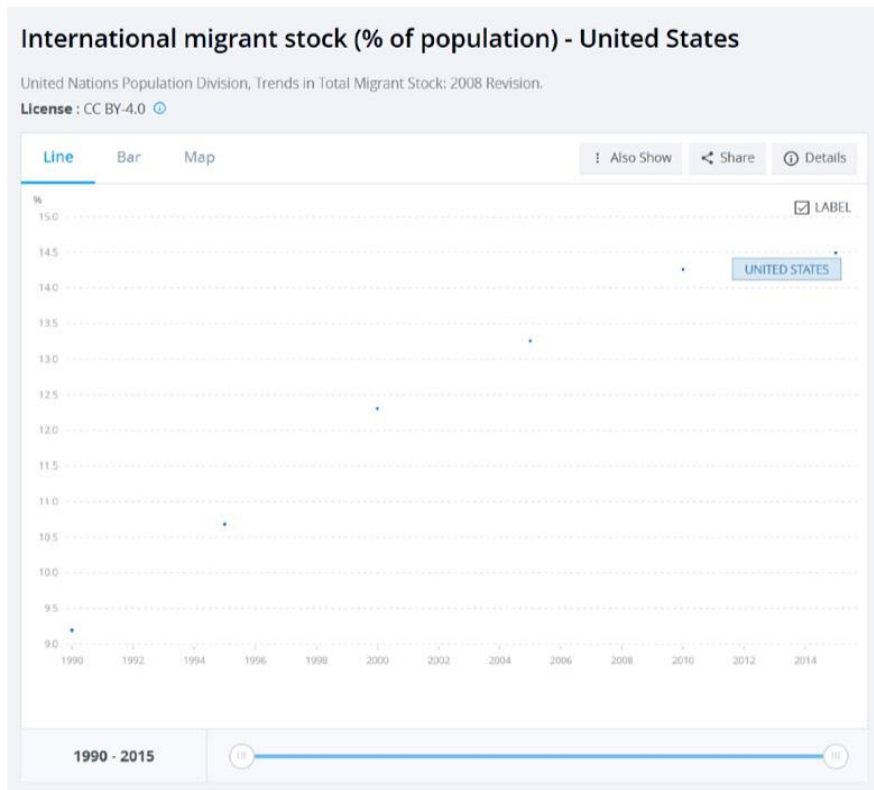


Figure 4: International Migrant Stock (% of population)-United States and China
(Source: The World Bank, 2019)

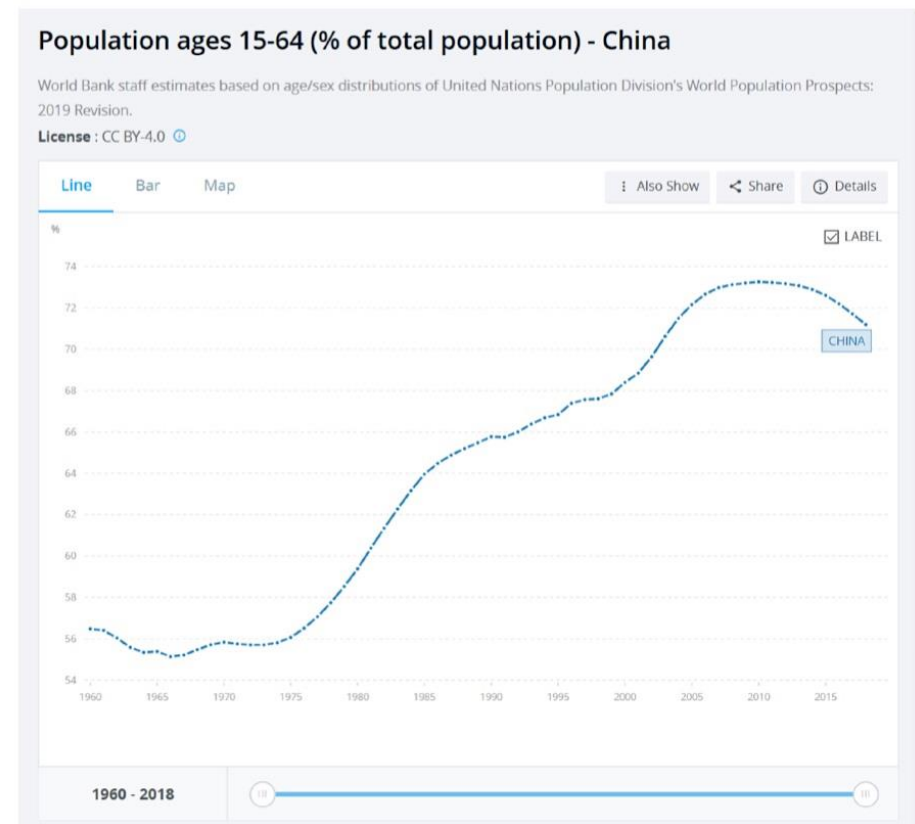
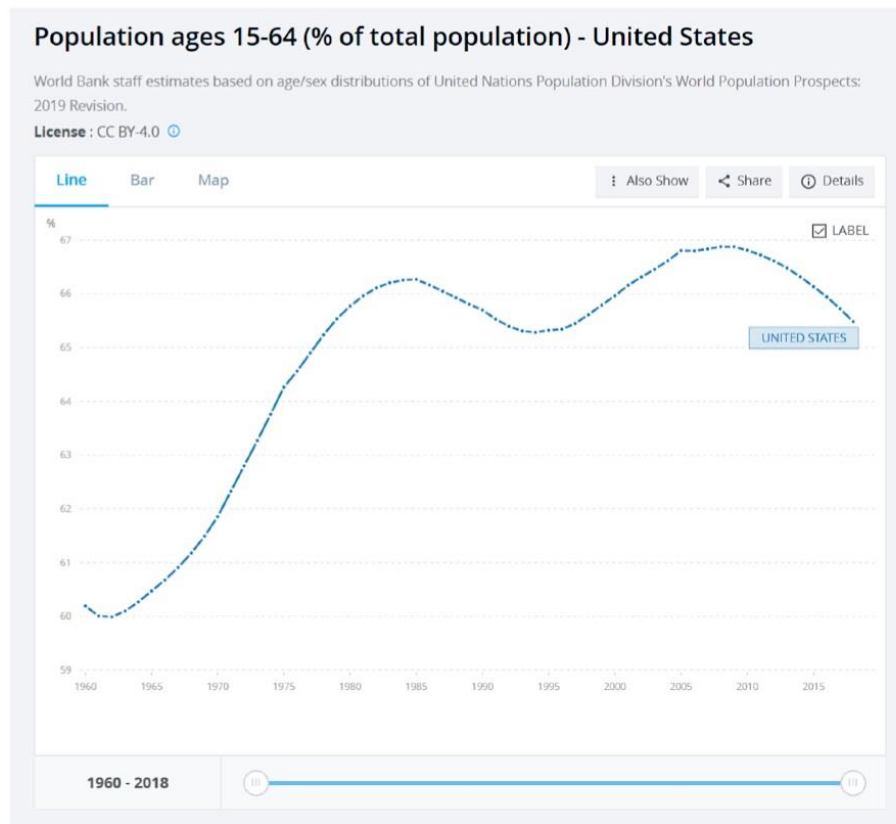


Figure 5: Population Ages 15-64 (% of total population)-United States and China
(Source: The World Bank, 2019)

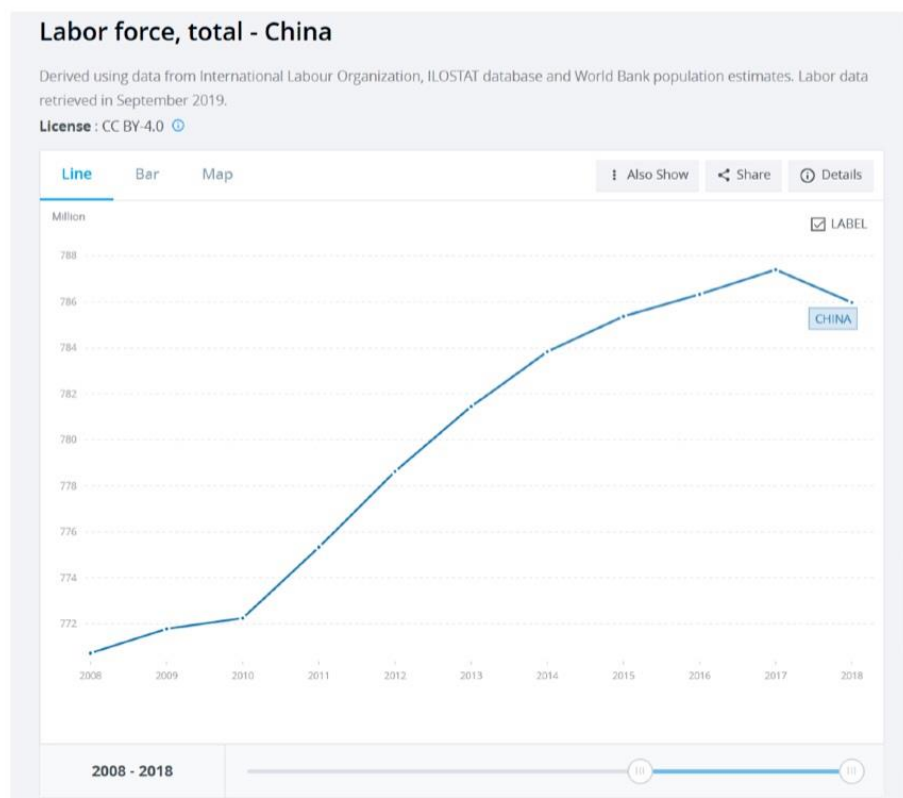


Figure 6: Total Labor Force-United States and China
(Source: The World Bank, 2019)

From the above charts, the following comparison can be made:

Similarities:

- Continuously growing population, but grows slowly
- Continuously declining population ages 15-64 in recent ten years
- Stable low death-rate

Differences:

- The birth-rate is relatively low in both countries, however, the birth rate in China has dropped dramatically since the end of 1970
- International migrant stock is quite different: 14.5% and 0.1% of the total, respectively.
- The United States labor force is continuously growing, but it grows slowly. While, China labor force began to decline in 2018

It is projected that the growth for population and the labor force will be lower than historical levels in the coming ten years due to the low-birth rate and the aging population (U.S. Bureau of Labor Statistics, 2019). While, the situation is even serious in China. The

labor force was declined in 2018, and the labor force participation rate was continuously declined for years, which may shrink the workers' pool (Bloomberg News, 2017; The World Bank, 2019).

Besides, it is also projected by U.S. Bureau of Labor Statistics (2019) that some groups will increase (i.e. people ages 65 and older and women ages 25 to 54). In this case, Microsoft U.S. may extend their talent pool to some elder people and prime-age working women. However, in China, people were still most interested in IT industries last year (Chinadaily, 2019). It may ease the recruitment pressure to some extent. And the government is making policies, including extending the retirement age and adding young immigrants, to affect the amount of people available in the labor market for a certain time (Feng et al. 2019). Microsoft China should make long-term strategies based on demographic changes and policy adjustment.

2. Employment and Unemployment

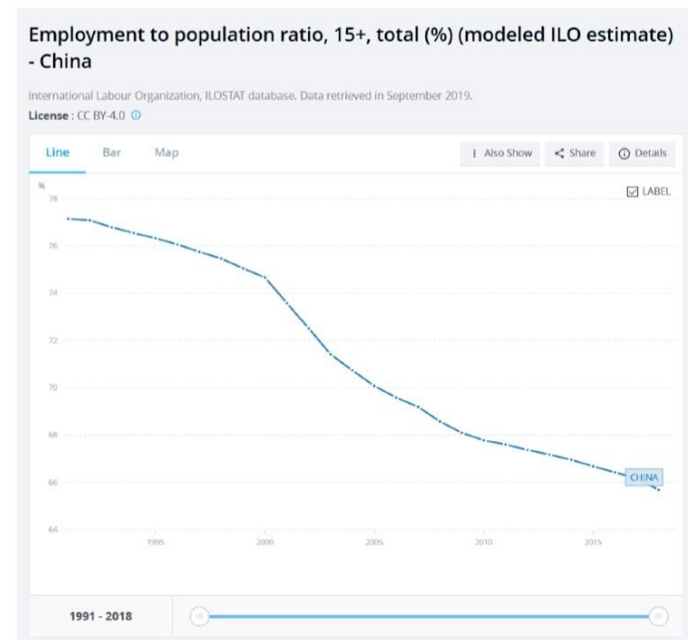
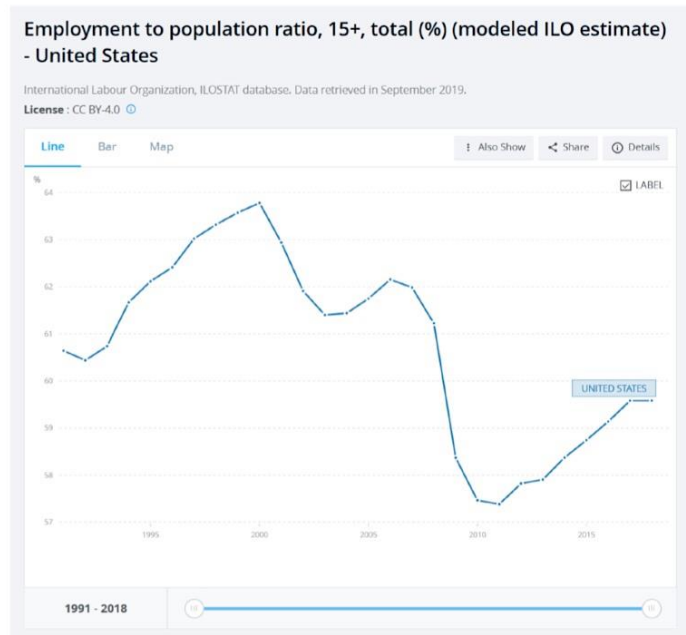


Figure 7: Employment to Population Ratio-United States and China
(Source: The World Bank, 2019)

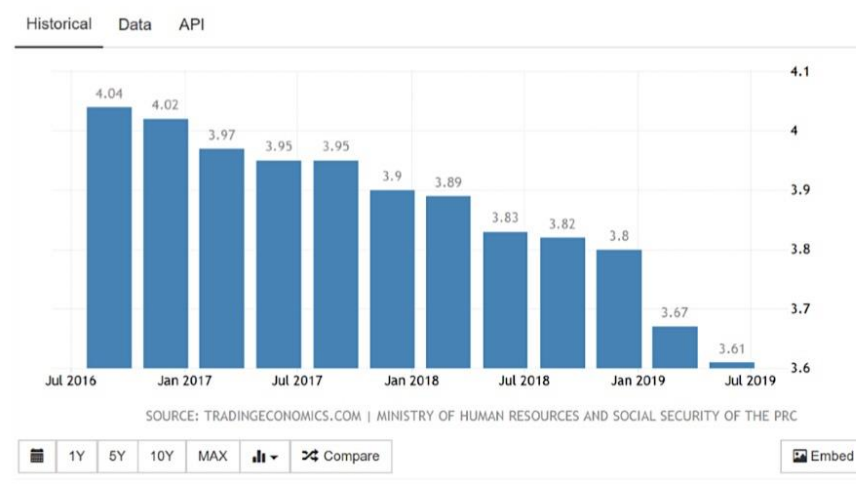
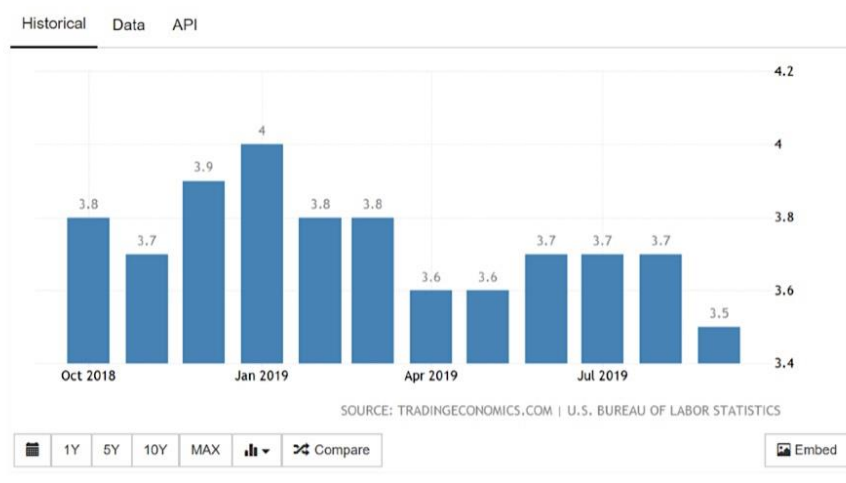


Figure 8: Unemployment Rate-United States and China
(Source: Trading Economics, 2019)

The national employment rate in the United States and China was 60% and 66% in 2018(The World Bank, 2019).

The latest U.S. national unemployment rate was 3.5% in September, lowest level since 1969(U.S. Bureau of Labor Statistics, 2019).

While, the China national unemployment rate was 3.61 % in July 2019, blow the average rate (Ministry of Human Resources and Social Security of the People's Republic of China, 2019; Trading Economics, 2019).

3. Labor cost and Wage

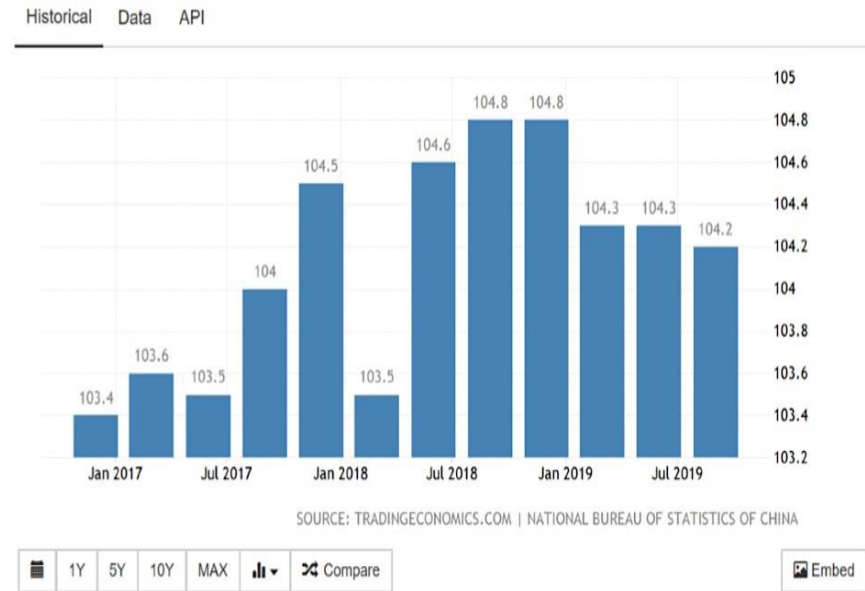


Figure 9: Labor Cost-United States and China
(Source: Trading Economics, 2019)

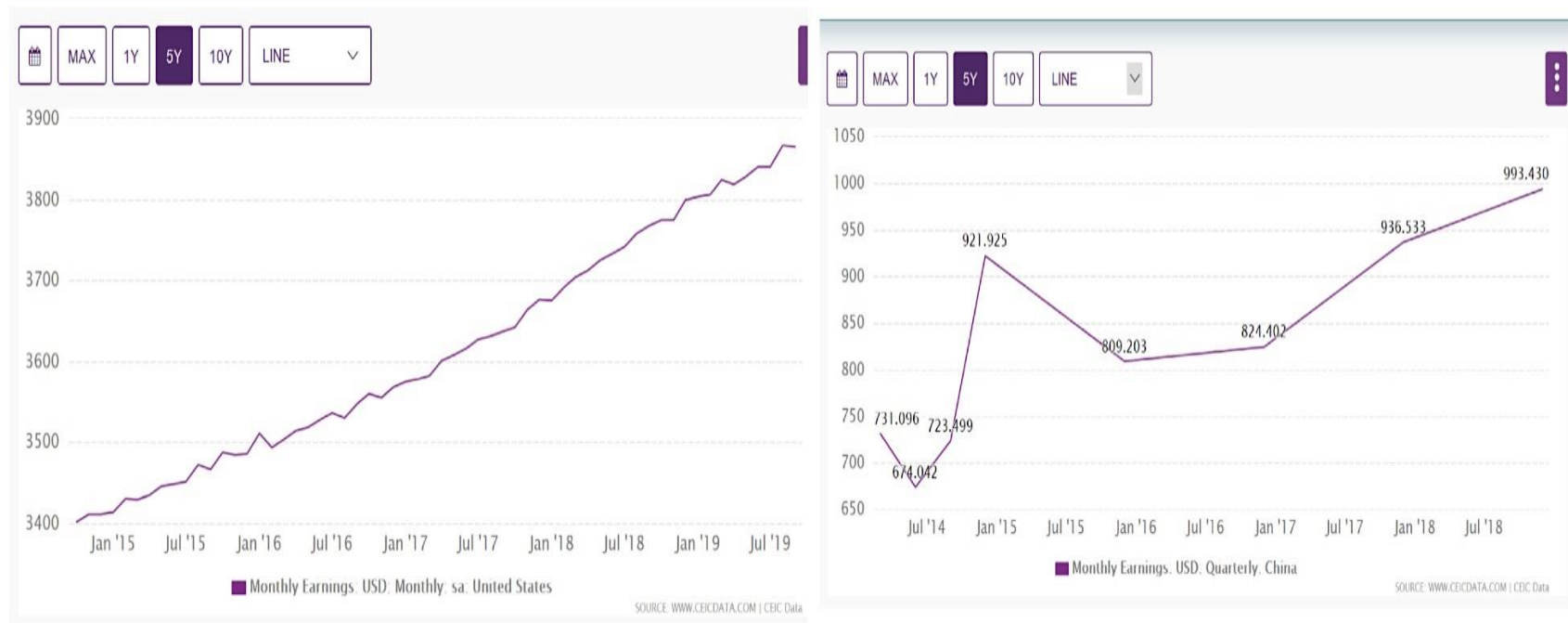


Figure 10: Monthly Earnings-United States and China
(Source: CEIC, 2019)

The Labor costs for businesses and technology industry are expected to rise as U.S. unemployment rate fall to rock-bottom level (Cosgrove, 2019). And with steadily development of China's economy, it demands for more high-skilled workers, who have a higher expectation for wages (Cyrill, 2019; CEIC, 2019). Thus, also will lead to rise in labor costs in China (Trading Economics, 2019).

Based on the statistics, both the U.S. and China are having the tight labor markets in general. However, the specifics of each industry need further analysis.

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3. TED Talk: The Impact of Technology on Microsoft Human Resource Planning

The OneDrive link to my TED Talk

https://uowtsd-my.sharepoint.com/:v:/g/personal/1811689_student_uwtsd_ac_uk/EVZbtv8z8PxGh2X6gefDLtABpeW3qpOw7kPQny1rHC-93Q?e=uIExxM

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4. Executive Summary

Introduction

Microsoft needs to tailor the human resource management (HRM) policy to operate in liberal and coordinate market economy, taking the United States and China for example, respectively.

Target Audience

Senior management

Problem

1. What is the problem

Microsoft is a world-renowned software company, having 148,465 employees worldwide and subsidiaries in more than 100 countries and regions (Microsoft, 2019). In order to successfully manage the worldwide workforce, the multinational enterprises need to adapt their HR policies to local context (Sparrow et al. 1994). Microsoft is facing the challenge of tailoring HRM policies in different countries to support its international business strategy.

2. what are the contextual factors

The major two factors that explain the differences of HRM policies are institutional and cultural differences (Armstrong, 2017). They influence the HRM policies of multinational organizations in different ways (Brookes et al. 2011; Vaiman and Brewster, 2015).

Solutions

Due to space constraints, I will first outline the impact of institutional differences, and then focus on the cultural influence.

Institutional differences focus on the differences between economic systems. Hall and Soskice (2001) proposed the simple dichotomy, one of the most widely used model, to distinguish liberal market economy (LME) and the coordinated market economy (CME). And the differences are various, including financial system, state role, trade union, employment law, education and training system and so on (Griffiths, 2015; Armstrong, 2017). By contrasting the differences, researchers considered that HRM in LME has less restrictions and tends to be more individualized, However, HRM in CME has more regulation and is collectively oriented (Whitley, 1999; Tregaskis et al. 2001; Amable, 2003; Farndale, 2008; Griffiths, 2015).

Cultural differences can be studied by utilizing the Hofstede's model (Hofstede, 1980, 1991, 2001). Taking the United States and China as representatives of liberal and coordinated economies, through the analysis of cultural differences, HRM policies adjustment recommendations are made. The comparative scores are adapted from Hofstede Insights (2019).

COUNTRY COMPARISON

Select one or several countries in the menu below to see the values for the 6 dimensions.

To compare your personal preferences to the scores of a country get the *Culture Compass™* from our store.

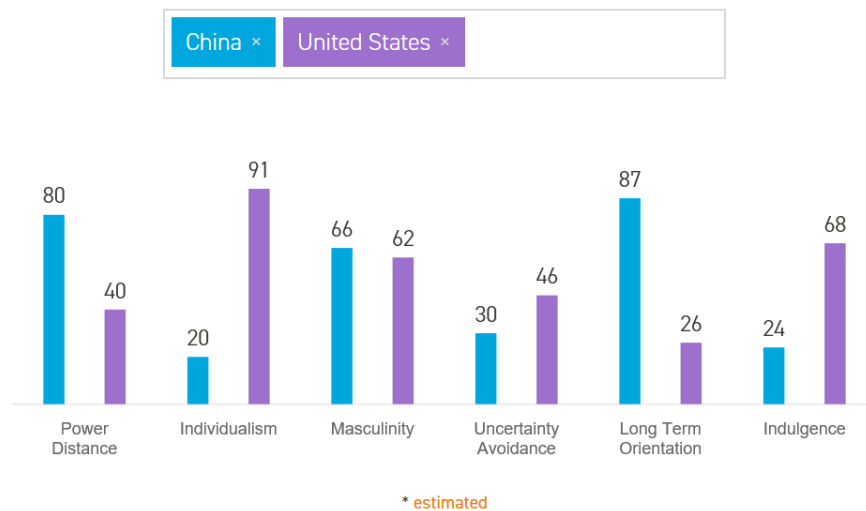


Figure 1: Country comparison
(Source: Hofstede Insights, 2019)

Power Distance refers to the extent to which members of society accept the unequal power distribution (Greckhamer, 2011). High score means people understand their own position and accept unequal power distribution; however, low score indicates that people value power should be equally shared (MindTools, 2019). The two countries have a very different score, which can be instructive for Microsoft to make correspondent HR policies. Take feedback system for example, employees in the United States are more likely to accept the down to up feedback (Harzing and Pinnington, 2010).

The dimension of individualism and collectivism is about the degree of interdependence among members of society (Hofstede Insights, 2019). The

United States gets a high individualism score, which means most individuals take care of themselves and take less responsibility for others. While in China, individuals are supposed to be tightly linked as a community. From this point of view, group-based activities, such as learning and training programs, feedback practices, should be encouraged in countries that value collectivism (Earley, 1994; Van de Vliert et al. 2004). However, autonomy and freedom should be provided appropriately in countries that value individualism.

The two countries have almost the same scores in masculinity, which is related to how people define success (Dartey-Baah, 2013). According to Hofstede (2001), this dimension helps to understand individual's motivation. Applications in Microsoft HR policies are linked to achievement motivation: competition or enjoyment.

Uncertainty avoidance scores are also quite similar and below average. The dimension deals with the acceptance of unknown in the future (Beugelsdijk et al. 2015). The scores indicate that both the two countries are willing to take risks about the unknown future, which helps to enhance the creativity and innovation.

The dimension of short- and long-term orientation deals with how society treats the relationship between the present and the future (Hofstede, 2001). For the long-term oriented culture, HR policies emphasize the benefits for the future.

Conversely, strategic proposals are in line with quick results in the short-term orientation culture (Friedman, B. A, 2007).

The indulgence dimension emphasizes the importance of happiness, balance and leisure (Kim, 2017). Compared with the relative low score in China, Microsoft in the United States can increase the flexibility of working and maintain strong work-life balance. On the other hand, more normative measures should be formulated.

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5. 30 Minutes Presentation

Gig Economy Presentation Link

https://uowtsd-my.sharepoint.com/:p:/g/personal/1811713_student_uwtsd_ac_uk/EZu2hWAW_0JDpdHifUod_PIBz9xjZiZk85-chXk0z3B3cw?e=00rzKi

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6. Critical Analysis of Atkinson's Flexible Firm Model in Light of Predictions Associated with the Open Talent Economy

What is Atkinson's flexible firm model

The flexible firm model was originally introduced by Atkinson in the middle of the 1980s (Atkinson, 1984, 1985). It declared that flexible workforce was needed to remain organizational competition and efficiency (Procter et al. 1994). The workforce can be divided into three groups, corresponding to apply different flexibility (Oxford Reference, 2019). The first group is the core workers, who are functionally flexible, having permanent full-time job within the organization and being difficult to replace as they are equipped with high-quality skills, knowledge and experience (Wood, 2016). The peripheral group plays the role of both functional flexibility and numerical flexibility, but mainly focus on the numerically flexible as they have more accessible skills in the labor market (Johnstone, 2019). The last group is the external workforce, who are working on-demand jobs for a certain period of time (Taylor, 2018). The model defined that the core workers should be vital to the organization and formed the largest the size of workforce to enable the flexibility ((Taylor, 2018).

What is the open talent economy

With the development of technology, people change the working patterns rapidly. The open talent economy provides a borderless workplace for different segments of workforce to participate in the business (Deloitte, 2013). The

workforce is not merely restricted in the organizational balance sheet, but extended to mixed connections (Deloitte, 2013). According to the Deloitte (2016, 2019), the alternative workforce has risen from a third of the total to the mainstream and is expected to continually grow. The open talent economy offers the opportunities for both employers and employees: on the one hand, employers can choose when and whom to hire; on the other hand, employees can make their own decisions about when and what to work (Wedrychowicz, 2019).

What are the potential implications

1. More access to talent, but more challenging to recruit

Traditionally, organizations rely on the internal workforce to enable flexibility, however, organizations expand their talent pool to external workforce, including people who are employed just for a certain project or contract, and even those who are part of the industrial chain, but not working for the organization at all (Deloitte, 2013; Mercer, 2019). For instance, Microsoft gets more access to talent, even turning the customers into virtual talent. Microsoft community encourage customers to help each other solve problems encountered in using products and services (Microsoft, 2019). It is free and easy to participate, along with building the reputation through asking and answering questions (Microsoft, 2019). By doing so, it also helps to reduce the labor cost, because of less operators are needed (Deloitte, 2013).

However, the open talent economy provides people the freedom to apply their

capabilities for different kinds of jobs without geographical limitation, thus ensuring unprecedented equality between employers and employees (Juneja, 2015). The two-way choice makes it more challenging for organization to attract high-skilled talent (Mihalcea, 2017).

2. More flexibility, but more difficult to manage

Most countries in the world are facing the demographic changes, including but not limited to low fertility and aging population (The World Bank, 2019). With the continuously development of the economy and changing skills requirements, the talent shortage has reached the highest level globally, many vacancies cannot be filled (ManpowerGroup, 2018). The contingent workforce makes organization structure much flatter, people become more flexible and they may come, join, leave consistently. It is driven by both the organization and government, in the hope of utilizing most of the skills and filling the vacancies (Deloitte, 2019; CIPD, 2019). In the year of 2018, Microsoft had 25 teams and hundreds of employees cooperating with freelance workers to complete more than 2,000 projects (Microsoft 365 team, 2018).

However, the contingent workforce works only for a set of time when there is demand and also can be recruited by competitors (Deloitte, 2013). Managing different teams become more difficult. Microsoft leverages new technology, such as the Microsoft 365 freelance toolkit to integrate the diverse team, and it has been working, along with cost saving (Microsoft 365 team, 2018).

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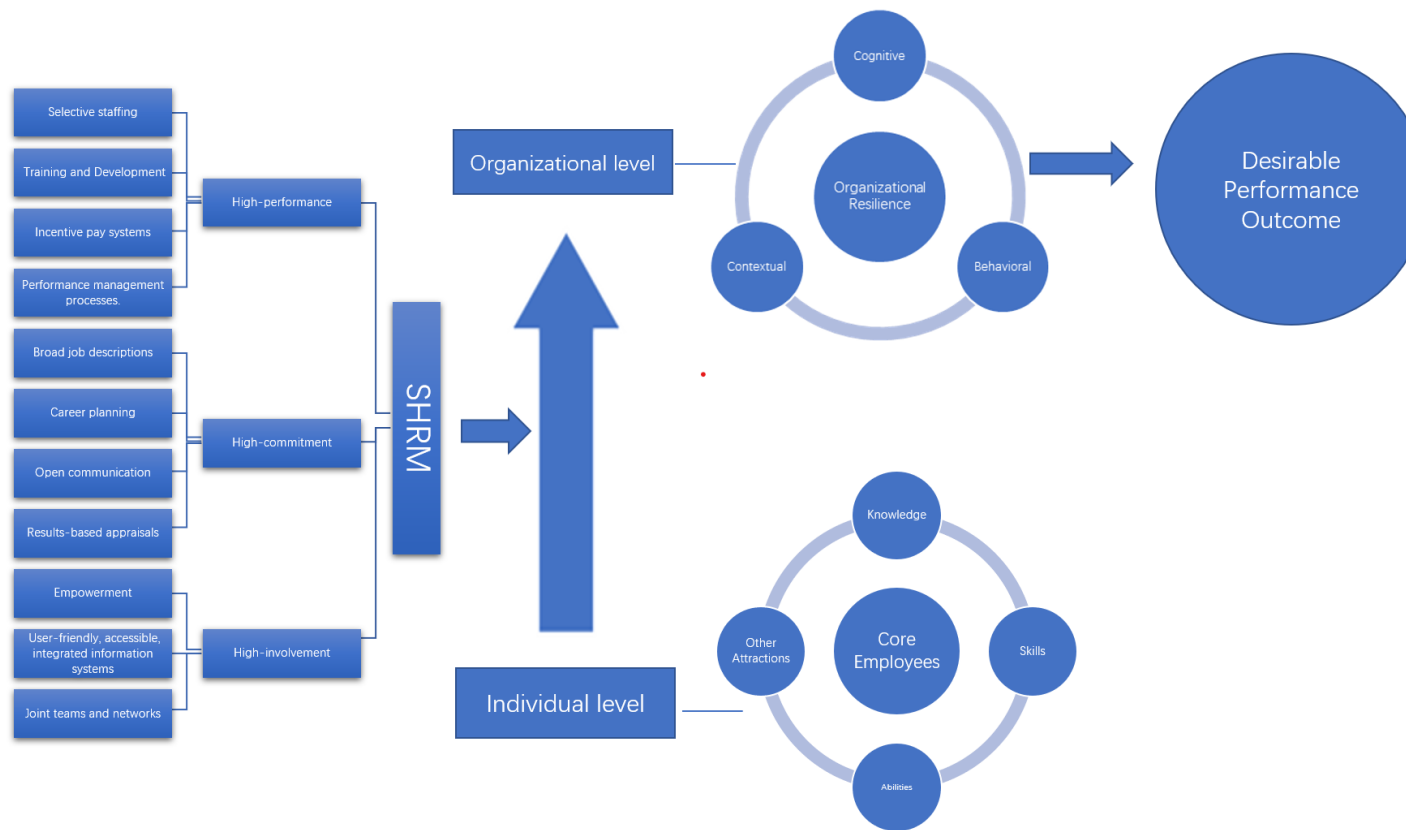
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7. SHRM in Developing Organizational Resilience Model

The Conceptual Model



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