

MANAGING PEOPLE

Student ID:2010281

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Introduction

Managing people within the organizational structure is noted as one of the integrated parts of the human resource management (HRM) operations. Through the engagement of this management operation, the leaders of the companies can ensure the active participation of all the employees within organizational activities. Thus, people management is one of the broad topics that is associated with the HRM operations of the organizations as it helps in the engagement of proper development, organization, and problem-solving activities within business to acquire effective paths within the business for leading entire operations of the companies towards the achievement of desired success graph. With this context, it can be added that the management of people within the organizational structure helps in ensuring the active participation of all the employees within the business operations of the company. Therefore, it also develops skills among employees to media personality for removing clashes between employees and leaders. Through this process, the leaders in the companies can easily handle the team work by motivating team members to foster their workforces within organizations projects for acquiring desired goals. The discussion of this assignment is focusing on the delivery of the detailed analysis of the fire and rehiring approach that is followed by different companies in the UK. Therefore, the legal implications of changing contractual employment terms are also explained in the analysis part. Furthermore, the potential impacts that the changes in the hire and rehire system on the employee engagement process is also analysed within the discussion part to offer in-depth knowledge to the readers. Moreover, HR involvement within the issues in considering the traditional models of HRM on the employee relationship is also presented in detail within the analysis part.

Reviewing fire and rehire tactics in the UK labor market

The outbreak of the COVID-19 pandemic around the world and in the UK created economic damage within this country. For this, the management team of different organizations of the UK is focusing on the maintenance of fire and rehires concepts within their business for the maintenance of economical balance within organizations for ensuring the successful flow of business (Diski *et al.*, 2021). In that case, it is noticed that in the very beginning stage of the pandemic situation most of the companies fire their existing employees due to the presence of huge losses in their business. After the reduction of the severity of that infectious virus and with the revival of business, different companies of the UK like British Gas are focusing on the fire and rehire scheme to provide employment to its employees (Economicstimes, 2021).

Based on the overview of the labor market of the UK it is encountered that the fire and rehire system is noted as an unlawful system within this country. Within the current context, it is

observed that the new terms of hire and rehire system are less favorable to the past employment contracts that are used by British Gas within this country. The process stated that the system is one of the newest strategies that is applied by the business organization and also correctly handles the system in a lawful manner to continue the employment process of all the employees within organizational practices. This practice is recognized as the dismissal and re-arrangement of the employment policies of employees within their working organizations to vary the terms of employee contracts in a developed format. This format is implemented within employment operations of the companies to reduce the working hours of contractual entitlements (Davidsonmorris, 2022).

The fire and rehire practice are followed by the employers within different organizations if the employee tries to dismiss an employee from the organization and try to rehire them on new terms as well as conditions (Codd and Ferguson, 2020). In that case, it can be added that the rehire system that is imposed by British Gas in the UK is in favor of the employer and thus the rehiring system is typically applied by the organizations for varying the terms and conditions of the previous agreements that have already been made between the employees and the employer. Within this regard, it can be mentioned that the outbreak of the COVID-19 pandemic has made a significant impact of the labour market of the UK and during this pandemic situation within this country, there is the presence of many high-profile disputes that are encountered regarding the implementation of the fire and rehire practices (Cohen and Early, 2018). For this, the numbers of employees that are affected due to the fire and rehire system in the UK are unknown (Pascocello, 2020). According to the reports it is observed that approximately 9% of the workers in this country are re-applying within their organizations based on worse terms and conditions. This rate of reapplication for the jobs within different organisations became high from March 2020 and this process is highly noticed among the BME and young workers (Commonslibrary.parliament, 2022).

The reports that were published by the transport committee criticised the usage of the fire and rehire system that is performed by British Gas within their organisational practices. In that regard, it is observed that this organisation told the transport committee that they already made an agreement with their employees regarding the hire and rehire system. It clearly stated that the employees have not the right to implement the hire and rehire system within the organisational structure under any circumstances. Within this case, the rights of the employees play an important role (Ewing and Hendy, 2020). Thus, the maintenance of fire and rehire practice within organisational operations of different companies during the COVID-19

pandemic situation has led towards the reformation of legislation (Commonslibrary.parliament, 2022).

Reports analyzed that approximately 70% of the organizations in the UK are imposing the fire and rehire system within their employment practices as it helps them in reducing the wages of workers and that allows them to make profits in business during the COVID-19 pandemic. In that case, it is encountered that instead of the presence of unlawful practices within this system the government of the UK has supported this system as the firms of this country have faced financial difficulties during pandemic situations (Mcgaughey, 2020). For this, business organizations of the UK provide flexibility to present new terms and conditions in front of their employees to maintain proper balance within business activities based on the management of the economic resources within business (Rasak *et al.*, 2019). Within this context, it is observed that among 13 private companies, 9 of them are accused of imposing the re-engagement system within employment operations for acquiring healthy profit margins within their business in the crisis (Theguardian, 2022).

On the other hand, it is noticed that the hundreds of engineers of British Gas refused to sign the long hours under the controversial dismissal as well as re-agreement schemes of this organization and for this they lost their jobs from this company. Through the application of re-agreements within organizational practices, the British Gas reported the achievement of profits of approximately £80 million from their business on the other hand the parent company of this organization only received approximately £27 million due to the maintenance of job retention schemes of the UK government. Therefore, the fire and rehire system that is followed by the management team of different companies in the UK are affecting approximately 1 among 10 workers during the COVID-19 pandemic. Researchers also stated that some firms in this country are exploring this crisis within the business due to the maintenance of the down payment system within this crisis (Rosenblatt-law, 2022).

The COVID-19 pandemic has weakened the economic conditions of the UK and for this some of the British employees stand in favor of the fire and rehire system within their organizational policies. This, the practice of re-engagement system of employees flared up in April 2020 and that was highly observed in British Gas as it dismissed almost 500 employees from its organisational structure as they refused to accept the new contacts of the rehire system. In that case, it is noticed that the fire and rehire system is allowed in the UK to help the organization to revive their business based on the management of the economic losses that they have already encountered due to the outbreak of COVID-19 pandemic. But the government of this country has called it an unacceptable policy and, in that regard, trade unions as well as the main

opposition labor party of the UK demanding to ban this system from the employment operations to provide fixed employment or stability to all the employees within organizational structure (Straitstimes, 2022).

Explaining legal implications of changing contractual employment terms

In terms of the changing contractual employment terms, both the employer and the employees need to agree to make any changes within the contracts that they have signed for making a contract. In that case, it is observed that an employer of British Gas needs to have a proper agreement paper for making any changes within the contracts by maintaining legal aspects. On the other hand, employees have to convey to their employers the reasons why they want changes in agreement (Gov, 2021). Legal contract between the employer and the employees can be formed in a verbal or written format and in case of making any changes both the employees and employer must be agreed as without the involvement of consent from both the parties the change process cannot be performed. At the very beginning stage of the change process of the agreement the employer must focus on resolving issues that servers cause to make changes. After that, if those issues are not solved then potential changes should be made within contracts to maintain legal aspects (Acas, 2022).

Under the current employment law of the UK the employees of British Gas need to take consents from their employees in case of making any alterations within organisational practices that are interlinked with the employment policies of the company. Lack of engagement of employee's consent, the leaders of the company can face legal consequences and that might create hurdles for them to handle potential changes within business operations in terms of employment activities (Sun and Bunchapattanasakda, 2019). As an example, it can be added that if the employers in the UK have planned to make changes within the contracted working hours they have to do the right job as there is the presence of some common amendments that serve proper guidance in the maintenance of legal implications of changes within contractual employment terms. Within this regard, it can be noted that the implementation of changes in the wages as well as make changes in the salary structure of the employees the employer of British Gas need to take concerns from the employees and without taking proper support from the employees in this matter, the employees can face legal contains and that might affect their business activities. Therefore, changes in job duty and upgradation within the employment policies due to the changes in British law also should be performed by the organizations based on ensuring active participation of all the employees in those matters (Brighthr, 2022).

Therefore, if the employer needs to follow some basic changes within their employment schemes, British Gas must provide reasons for the involvement of those practices within the

business. Moreover, there are some ways through which employers can vary their contract with the employees based on the maintenance of legal obligations (Saks, 2019). In case of the presence of the collective agreement between the employer and employees the organizational leaders have the right to include good business practices without taking any consent from employees. Thus, the presence of variation within the employment contracts serves scope to the employers to make potential changes within the agreement (Albrecht *et al.*, 2018). In that regard, it can be added that if the employees within British gas failed to agree with the amends, then the employer can dismiss the previous agreement and rearrange the employment scheme under new terms and conditions. With this respect, British Gas must focus on the change options of the employment schemes otherwise it can create legal barriers to the organization. According to the updated employment contracts the employers can make changes within the agreement of their employees without getting support. In that case, it can be added that as a business owner the employers can improve the bonus and perks according to the business policies (Brighthr, 2022).

In terms of imposing effective changes within the agreement with the staff the organizations can send a change of contract letter to the staff members and within that letter clear explanation about the changes should be analyzed. It helps employees to understand the changes that are made within their contracts by the company to adjust within their business policies. Therefore, the employers of British Gas must consult for 45 days in case of dismissing any employee from the organizational structure for reasons that is not related to them. After that the employer's get scope to dismiss those employees or make changes on agreements (Sendawula *et al.*, 2018). Furthermore, during the consultation process with the employees, the organizational leaders must aim to agree on a solution and that helps in the reduction of the process of dismissal of the employees from the organizational operations (Brighthr, 2022).

Potential changes that have made within the employment operations of British Gas in the UK based on the updates of UK employment laws are presented below:

Wages increases effective 1 April 2021

Based on the reports it is encountered that approximately around 2 million workers in the UK get benefits due to the increasing National Minimum and Living Wages for employees. In that case, it can be added that the age threshold of the national living wages became lower and for this, 23 to 23 years old employees can get the benefits of approximately 2.2% increases within the overall wages of employees. The increase of wages from £8.72 to £8.81 is equivalent to the payment of an extra £345 annual income of the full-time workers (Workforcesoftware, 2022). Based on the overview of the entire scenario of British Gas it is noticed that the leaders of this

organisation have imposed changes within the working hours of employees and in that case the working hours of employees are increased. In that case, it is noticed that the leaders of this organization do not agree to pay increased salary to its employees concerning the increasing working hours. The process created dissatisfaction among engineers of this organization, and they disagreed with the re-agreements that have been made by the company to operate workforces of employees within organizational structure. It clearly stated that the employers of British Gas have not followed the changes in employment rules of the UK in the case of offering proper wages to the employees according to their workforces within organizational operations. The process can create legal barriers for British Gas in future contexts to operate its business activities in a successful and effective format.

End of Furlough scheme

In the budget in March 2021, the Chancellor of the Exchequer announced that the Job retention scheme of the government in terms of the COVID-19 will be extended for further five months and for this the furlough scheme must be continued for a few months. In that regard, employees now contribute their wages for hours by approximately 20%. Within this regard, the government of the UK will contribute of approximately 60% to 70% for the delivery of NICs pensions for all the unworked hours (Workforcesoftware, 2022).

New European immigration rules

According to the European Economic Area, the organizations of the UK must comply with the new immigration schemes and for this they must prioritize the skills as well as talents of all the employees in case of giving employment to them. Therefore, the employees should check the government site of the UK to find a helpful employer toolkit for managing their employment schemes within the organizational structure of different companies (Workforcesoftware, 2022). Within this regard, it is observed that the leaders of British Gas try to utilize the talents as well as skills of engineers for the delivery of the satisfactory services to the customers. But the employers of this organization are not maintaining the employment schemes by following government regulations as they refuse to pay extra to their employees for their increasing working hours in the company. It can bring legal constraints for British Gas to operate its business operations successfully and ethically.

Changes to off-payroll workers

The off payroll working rules of the UK helps to ensure that the individuals in this country who work like an employee within different organizations pay the employment taxes like the full-time employees of the companies. This taxation policy is applied to all the workers who are working within various organizations in this country (Workforcesoftware, 2022). The

employees within the British Gas are serving their full efforts to maintain developed workforces within the organizational structure but the employers of this company try to impose restrictions of the payroll system if the employees by decreasing the payments of employees for working overtime in the company. In the previous cases, it is noticed that the employees of this organization get double payments from the company for working extra time in the company. But in the present scenario the employers of British Gas expanded the working hours of the employees and refused to pay extra to employees for those extra hours. It is seen as an unethical practice and that can offer legal barriers to British Gas.

Negotiation and agreement

British Gas in the UK must select a specific approach for their employees to make potential changes within the agreements. In case of the presence of good times within the consultation process with the employees, the employees can make the documentation process clearly in a written format and that helps in making successful agreements based on potential changes. Through these process ambiguities from the documentation of changed employment rules can be reduced. Within this regard, transparent cautions must be involved by the organisations to deal with critical considerations within the employment system. In that regard, employees cannot seem to impose employment rights without taking consent from the employees. Thus, the employment right act 1996 must be followed by British Gas to implement effective changes within the employment contracts. Furthermore, data protection act 1998, Equality act 2010 and the Flexible working regulations 2014 are also followed by the employers of this company to manage effective changes of employment system within the workforces of the company. Effective changes that are made in the organizational policies should be documented in a written format and in case of presence of the altered terms those written documents helps in managing legal aspects (Kervinandbarnes, 2022).

Basic pays and pensions of employees

The effective changes in the employment system of British Gas have promised its employees to protect the basic pay of the employees' pension within the organization. The new changes that are imposed within this company included the reduction of the overtime payment rates as in previous years, employees get double payments from the employers for working extra time in the organization. According to the new terms of employment the rate of the working overtime of employee's payment remains the same concerning the worker's contractual hours (Geppsolicitors, 2022).

Employer cannot make unilateral changes

The employers of British Gas have been criticised for the implementation of their decisions on current restrictions on the gathering and lockdown guidelines that have been imposed by them in the organizational practices. In that case, it is observed that this company can seek changes to their employment system based on the engagement of a proper consultation process. For this, the organization can make necessary changes within agreements of the workforces in case of the presence of the presence of legitimate reasons (Geppsolicitors, 2022).

The potential impact of changes on employee engagement

Engagement of potential changes within contracts between employers and employees serves its effective impact on employees and in that case, employers are offering scope in front of the employees for presenting innovative ideas to make successful decisions (Gov, 2021). Changes gagg have been imposed by the employers of British Gas has made its potential impact on the engagement level of all the employees within organizational practices. Thus, the effective impact of changes in employee agreement of the employee engagement process of British Gas is presented below:

Refusal of the employment contacts

Through the observation of the entire change process that is made by British Gas within their employment agreement serves adverse effects on the employees of this company. In that regard, the engineers of this organization did not agree to the new employment contacts. Within this context, most of the employees of this organization wish to make claims against this organization to engage within the ACAS conciliation before the initiation process of unfair practices. It helps the employees of this organization to make actual claims based on the adoption of developed learning regarding the process of employment tribunal (Rosenblatt-law, 2022).

Employee relation affected

Employee relation is one of the most important aspects within the performances of successful levels of all the employees within organizational operations. Thus, the process of employee relation is denoting the maintenance of healthy connection between the employees and employer. In that case, it can be mentioned that the management of proper connection with employees within the organizational structure helps in maintaining proper culture within the workforces of the company and that also leads towards the achievement of organizational objectives successfully and efficiently (Koch and Manzella, 2019). Within this context, it can be added that the changes that are implemented within the contracts of engineers in British Gas are recognized as the necessary changes for the company, but it affects the relationship of the company with its employees. At the time of rearranging the employee agreements the

employers of British Gas only think about the recovery of the economic losses that they have already faced in business. For this, they are serving importance in the delivery of effective services to the customers, but the interests of the employees are not taken into consideration within the changed agreements of this company. For this, it creates dissatisfaction among engineers of this company and most of the engineers do not agree to sign the new policies of the company. It affects the relationship of the organization with the employees and that serves adverse effects on the delivery of the developed services to the customers due to the decreasing level of employee engagement within its business.

Employee engagement became low

Employee engagement is one of the most necessary aspects for every organization as without the engagement of employees within organizational practices in a developed format, employers cannot ensure successful completion of business operations. It also serves its negative influence on the achievement of desired success (Harvard Business Review, 2013). In that case, it can be added that the implementation of the changes within the agreements of engineers in British Gas reduces the engagement level of all the employees within organizational operations and for this the leaders of this company faced issues at the time of providing satisfactory services to its customers based on analyzing their needs (Young *et al.*, 2018). Within this context, the leaders of this company decided to prioritize the delivery process of the customer services to maintain profitability within business. For this, the employers of British Gas have focused on the reduction of the permanent changes within their employment system based on the application of temporary changes for the recovery of the economic losses that they already encountered within business (Rosenblatt-law, 2022). The process created dissatisfaction among engineers of British gas and as a result they reduced the re-agreements of this company. In that regard, approximately 500 engineers of this company have refined their jobs and it created the unavailability of employees within this organization for the delivery of effective services to all the customers based on the analysis of their necessity. It clearly denoted that the potential changes that have been adopted by the employers of British Gas, created disagreement among employees of this company and that resulted in the dismissal of the new employment policies of fire and rehire system.

Disappointment among employees

Engineers of British Gas have reported that the potential changes that are introduced by the leaders of this company within the agreements of employees created disappointment among employees. In that case, it is noticed that for the recovery of business losses the management team of this company tried to make effective changes within the workforce of the employees

by increasing the working hours of the engineers. In that case, the leaders of this organization also disagreed to pay additional payments for the increasing working time of engineers to mitigate losses in business. Most of the engineers of British Gas have reduced the re-arrangement of the agreement due to the personal circumstances or for the child-care responsibilities. Therefore, the adoption of changes in employee agreement of this company has put the employment system in question as it rejects the decision of the employees regarding their engagement within organizational operations of British Gas. Thus, the new employment contracts of this company made dismissal of the engineers against the unfair practices of the company (Rosenblatt-law, 2022).

Evaluating HR involvement in issues and considering the impact of traditional models of HRM on employee relationship

Through the active engagement of the HR department of the companies within the employee, engagement operations help in identifying issues that employees are facing during their active participation within the workforces of the company. After the identification of those issues, effective strategies are engaged within organizational structure to motivate employees to develop their engagement within organizational works. The HRM also focuses on the development of skills among employees to perform their assigned jobs in a better way (Dpglearn, 2021).

Traditional model of HRM

The authentic model of human resource management is focusing on the recruitment of outstanding talents within organizational structure for operating business operations in a successful way. In that case, the employers of the organization ensure the presence of those talented people in the forefront of the administrative and activities. Therefore, the previous HRM models also focused on the maintenance of professional expertise and product knowledge among its employees as it helps in the management of successful operations within business and that leads to the achievement of desired goals of the company (Nazir and Islam, 2020). Within this aspect, it can be noted that the employers of British Gas should prioritize the availability of skill as well as talented employees within the organizational structure as it can help them to maintain the engagement level of eligible employees within business practices. According to the experts, the active participation of all the employees within organizational operations proves as advantageous for the companies as it helps in ensuring contribution of employees' talents within business projects for the achievement of destined objectives. It clearly stated that the management of employee engagement within business of British Gas based on the delivery of skill development training to all the employees, must help

its leaders to ensure competitive advantages within business. For this, in the authentic HRM model, the employers, as well as the leaders of the organizations, are focusing on the delivery of growing recognition to the employees by concerning the talents of the employees for the adoption of competitive advantages within business. For this, the leaders of British Gas must focus on the delivery of the proper recognition to the employees instead of focusing on re-agreements of the employment schemes. The process must allow the employers of this company to recover the losses that they have already been faced within its business. Thus, the employers also provide developed training to all the employees to foster their skills as well as talents in different areas that are associated with the organizational operations. It helps in managing continuous skills and knowledge among employees within the organizational structure and it results in the delivery of the specific forms of experiences to all the employees for leading their assigned jobs towards the adoption of success (Park *et al.*, 2019). On this note, it can be mentioned that the leaders of British Gas should focus on the delivery of the beneficial factors instead of imposing unethical practices on its employees for the recovery of its losses in business. However, the presentation of benefits to employees must help the employers of this company to maintain a healthy working environment within the organization and that also can help to offer satisfactory services to all the customers based on high level of employee engagement.

The traditional model of HRM also focuses on the maintenance of employee engagement within organizational practices as it helps the companies to ensure the maintenance of proper financial performance. It clearly stated that the maintenance of employee engagement at a high level must help British Gas to receive its financial losses based on the developed performances of employees. Therefore, it also serves potential scope in front of the leaders to introduce developed strategies within business for reducing organizational issues in a positive format. Thus, based on the management of the engagement level of employees within business operations, teamwork must be performed in business and that helps in the maintenance of healthy relationships with employees (Park *et al.*, 2019). Furthermore, with the presence of a strong bond among employees and the employers, the leaders can get innovative ideas from employees to lead their business activities in an effective format. For this, the leaders of British Gas should focus on the maintenance of team working spirits among employees as it can help to maintain a healthy working culture in the company and that will lead to the achievement of the desired goals (Motyka, 2018). Moreover, information sharing operations are also performed by the organizations that follow the traditional model of HRM and through this process,

employees in the company like British Gas can get clear understanding about the business plans that the leaders must follow for acquiring desired goals.

Conclusion

Overview of the discussion analyses that the outbreak of COVID-19 has completely changed the people management system of business organizations. In that case, it is observed that a fire and rehire system is followed within different companies in the UK to manage the economic balance in business in the pandemic situation. In that regard, it is noticed that the management team of British Gas has imposed a hire and rehire system within its employment activities and in that case, this organization is trying to increase the working time of the employees without offering additional payments to the employees. It resulted in the refusal of the re-agreements of this company by the engineers. Results show that the introduction of the traditional model of HRM can help British Gas to offer benefits to its employees for ensuring employee engagement in a proper format.

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