

Assignment

ON

Human Resource Management

ASSESSMENT 1

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Introduction:

Organisations around the world are under pressure now a day to incessantly develop their better performance. The main tendencies in this competitive force are globalisation, the development of information technologies and the growing deregulation of international market sand more over rapid change of legal structure of the Government. Ultimately undermining organisational performance and thus economic success are not like previous periods, when natural resources, technology and capital were key factors in determining the competitive advantage of a single state-owned enterprise relative to other countries. Modern human resources have become the mainly vital resources, more importantly for companies to gain a strategic advantage over other business. Indeed, leaders in public and private organisations view their organisation's human resources as the primary source of competitive advantage by creating the best human resource systems to effectively recruit, select, motivate and manage their employees in the recent change of the external environment of the organisation. As a result of these changes, the business strategy of the global economic environment is changing rapidly in the area of human resource management. Moreover, among all the challenging factors contributing to organisational activity and human resources manager are to consider most important factors. It is therefore significant that managers better understand the role of HRM in creating successful organisational activities. Organisations create human resource management functions that leave of management. In additional to commercial services, promote the process of globalisation, is an important factor of resources and involves the fragmentation of international workers. Human resources responding to this function related to globalisation, new business flows under development

and new HR functions and skills are important impact on research on convergence and differences in the practice of human resources management.

LITERATURE REVIEW:

In the early 1980s, many paperback and articles were published by US business schools' professors to hold up the broad appreciation of the thought of human resource management and environmental volatility of modern enterprises, specifically identifying conflicts and heterogeneity (Soderlund and Bredin, 2005). Because of its different genesis and its various influences, HRM covers significant characteristic of a fundamental apprehension in organisations such as personage exercise, educational assumption, social and managerial psychology, relationships and organisational presumption (Soderlund and Bredin, 2005).

So far, there is no generally accepted explanation of HRM and what it implies fully in our everyday business planet (Brewster and Larsen, 2000). Different writer have presented less satisfactory definitions, such as (Soderlund and Bredin, 2005), who perceived HRM as 1) "management staff accountability", which mostly concerns management performance; 2) ranked HRM as a management philosophy for public treatment and finally 3) distinguished Human resource management as a management of connections between the company & employees.

"A leadership thinking based on the faith that human resources are of supreme power for sustainable achievement of an organisation achieve a competitive advantage by efficiently make use of its employees and harnessing their skill and creativity to attain obviously distinct goals to recruit appropriate, flexible and engaged people, manage and reward their achievements and develop key skills. " The dynamics and insecurity of modern HR organisations go enormously in the direction of a radical aspect (Analoui, 2007). The last argue of various researchers has placed greater emphasis on the harmonisation and participation of the human resources department with other strategic practical responsibility within the business (Soderlund and Bredin, 2005); (Analoui (2007).

The roles of HRM (SHRM) include execution and strategy formulation. The implementation of strategies has been the predominant aspect of SHRM's strategic work. Strategy formulators constantly create and marginalise their formulations according to corporate and competitive strategies and acclimatise the strategies & exercise defined to their strategic formulations (Dessler, 2008). Recently, the tendency has inverted and researchers have now identified Strategic human resource management to play an dynamic role with key executives in the company to formulate strategic plans. Sluggish competition from a globalised economy has led many employers to improve their performance by improving the commitment and expertise of their employees. Dessler (2008) presented four strategic tools that could be used to improve the competence and skills of workers, such as satisfaction, inspiration and employee satisfaction & loyalty.

Human resources are being used by an increasingly diverse and globalised employee, and the main dispute is to make sure that Human Resource professionals, who can work in a particular position, manage HR processes that are robust enough for a variety of labour markets.

This study looks at the external environmental impact of functional resourcing due to globalisation within one of the key functions of HRM (global recruitment, selection and evaluation). The study of international staffing has usually focused on key resource situations within multi-national organisations, usually with an idiosyncratic strategic composition rather than a logical progression of the globalisation process (Harzing, 2001, 2004). Internationally, resource consumption, this currently comprise a fragmented set of persons ranging from: contracting foreign employees (Baruch and Altman, 2002); owners of overseas assignments in the short to medium term (Morley and Heraty 2004). In adding up to this fragmentation procedure, opportunities for broader resource strategies have increased significantly in some globalised labour markets (Ward, 2004). The focus has been on the globalisation of health markets (Aiken, Buchan, Sochalski, Nichols and Powell 2004). Not only have global employment and resource consumption become less focused on managing foreign pools, but the newly modified structures and HR environment have enabled these capabilities and their resource trading partners to assist their organisation manage a wide range of opportunities for worldwide resourcing (Hustad and Munkvold 2005). Organisations face the challenge of

some level of stability (through standardisation or optimisation) of exercise around the whole world, with the intention that their methods of use the same implements and techniques to reach graduates who are working more and more in the context of: a new international community and, on the other hand, maintain differentiated approaches adapted to local needs (Ryan, Wiechmann and Hemingway, 2003).

"A comprehensive management strategy is needed to ensure different management bases and foreign subsidiaries." In order for the right balance between standardisation and differentiation to be achieved, geographical partners must be indulgent as like partners in the subsequent debate. It is often the local Human resource partner that has to deal with these apprehensions. Research must therefore take into account the role of local HR business partners in this procedure of understanding and conciliation.

Factors influencing people resourcing:

Basically some internal and some external factors are influencing the recruitment process of an organisation. This study will be limited to the following external factors only and specifically emphasise on recent challenges. This study will look at the affect on NHS which is the largest employment sector in the UK. Common general factor are as follows but most recent challenges are Political Globalisation and Technological Advancement are discussed below:

1. Unemployment rate:

The employment rate has a significant impact on the recruitment process. Increase in unemployment rate compared to job opening. Companies can hire their ideal candidate. This

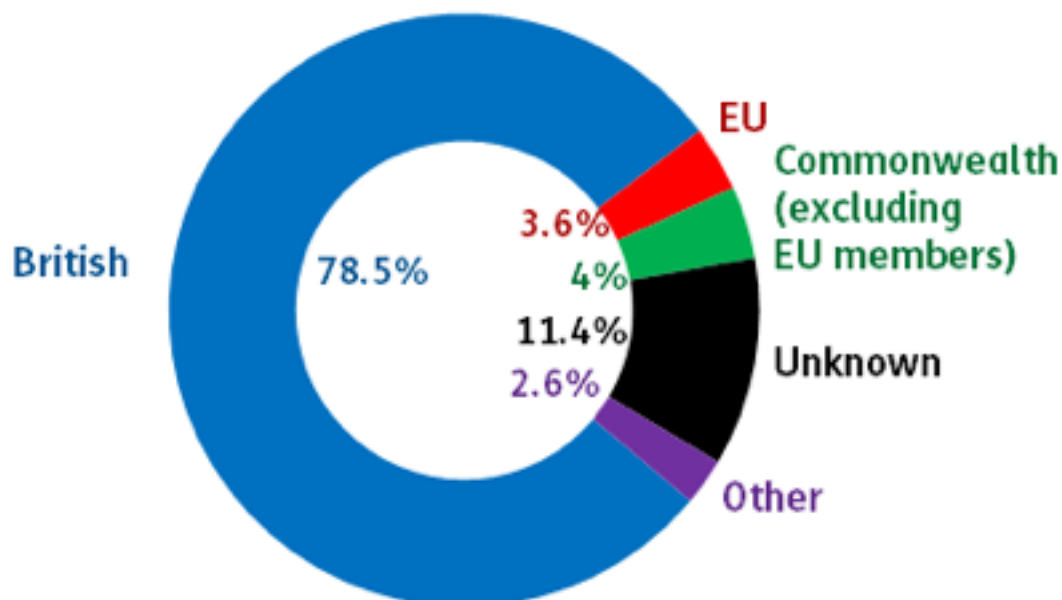
simplifies the recruitment process. The lower rate will give companies difficulty in attracting the desired candidate with benefits.

2. Demand and competition:

As we always talk about demand and offer sentence. This also applies to the hunt for talent. The demand for a specific skill on the market increases the value of talent. The shortage of

Nationality of NHS staff

Nationality of permanent NHS staff in England full time equivalents



By Full Fact using NHS HCHS Workforce Statistics by Nationality - September 2013

specific professionals is required by your company. We can help you with the need of a trainer in the field. With more competition, the candidate will have more choices and more difficult businesses. The recruitment process is also seen as a redefinition of the recruitment process. Job offers. In a supersaturated market, a number of companies need recruitment to cope with high employment rates. HRM should frequently assess the payment structure.

3 Political:

Political environment is the combination of three organisations:

3.1. Executive:

It is the government that enforces the law. In other words, legislative acts and executive acts.

3.2. Judicial:

It's like a watchdog over the two. It's a must for people. These affect, in one way or another way on all human resources activities.

3.3. Legislature:

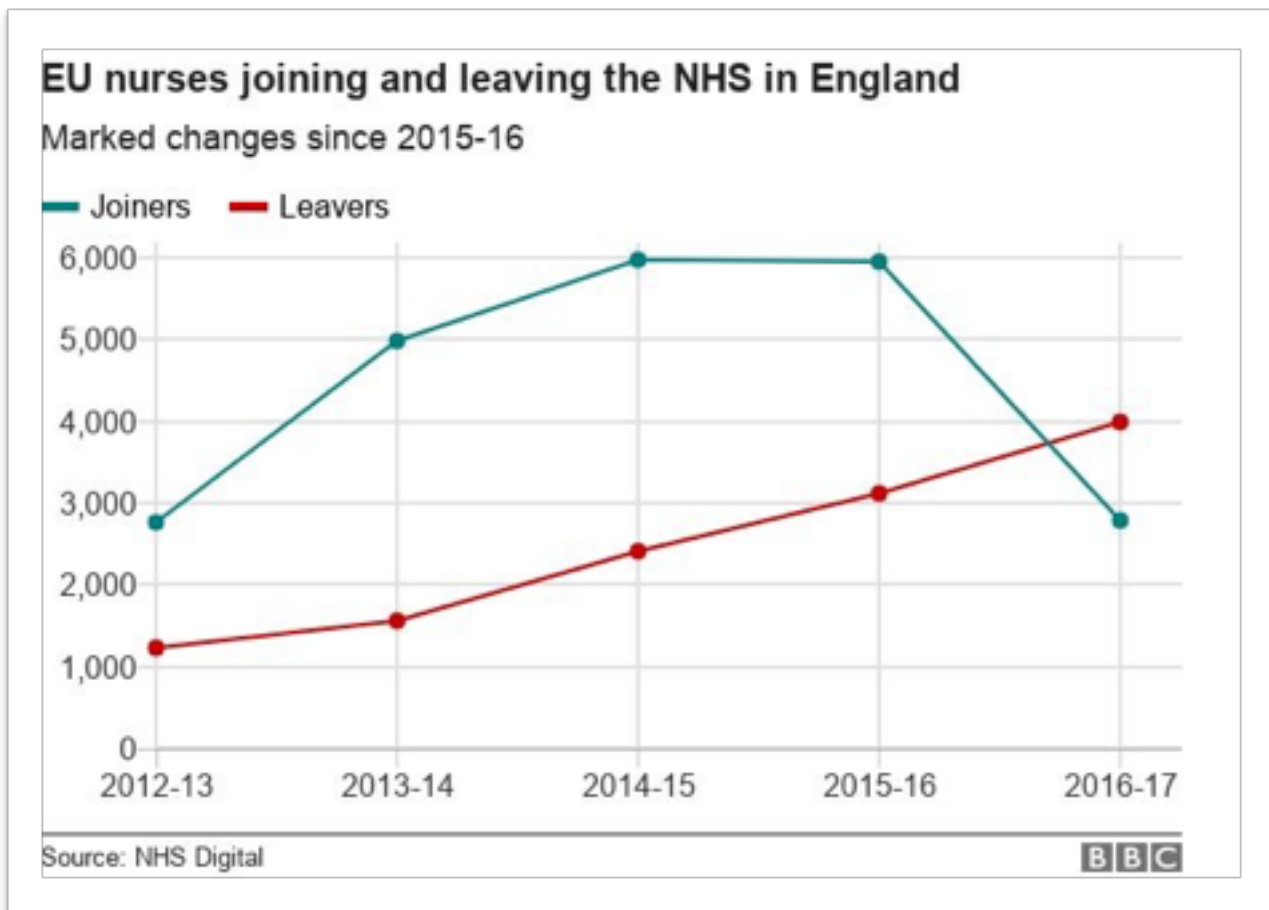
Create new law according to the current demand which will affect on recruitment process as well as HR needs to follow the legislation. A plethora of labour laws are enacted by law

Labour Laws:

There are few laws and are some obligations that influence the industry. For example, we see places reserved for the people. The conditions and conditions of employment of the organisation are also important. The legislation affects all human resources activities. Government regulation - with the introduction of new standards in the workplace these are the types of regulation of the human resources department. So each and every organisation is legally bound to maintain the requirement. According to law NHS staffs are required to maintain the patient confidentiality as known as "Information Governance". **The Data Protection Act 1998 (c 29) is a United Kingdom Act of Parliament designed to protect personal data stored on computers or in an organised**

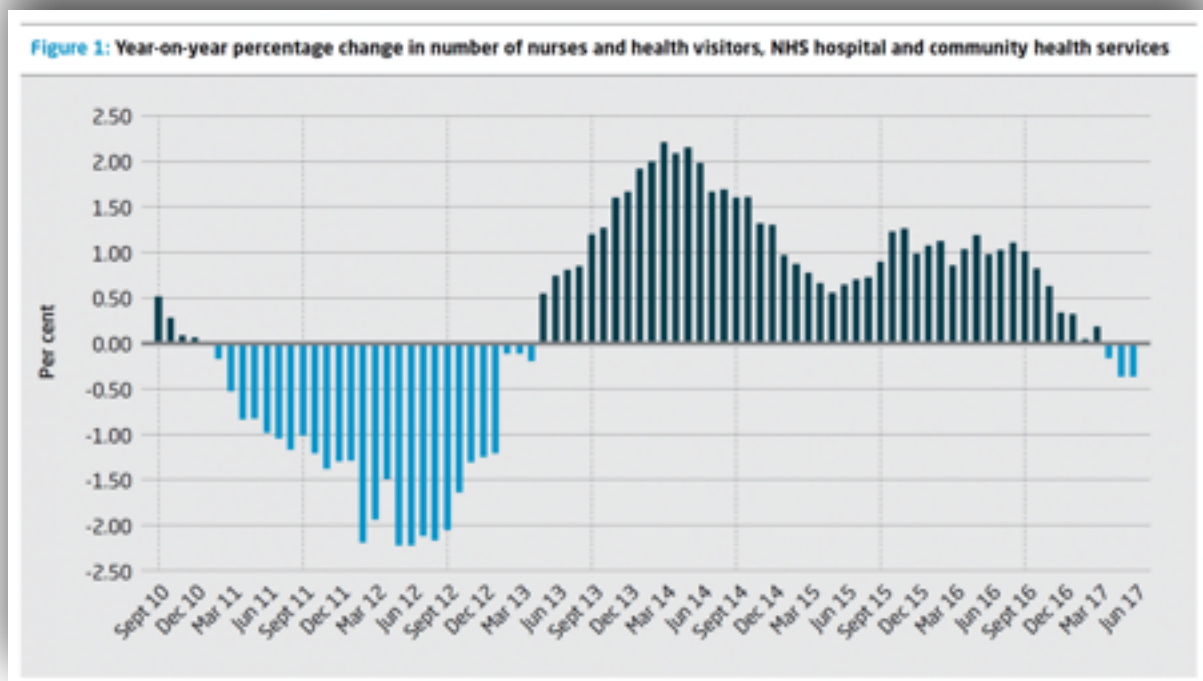
paper filing system. It enacted the EU Data Protection Directive 1995's provisions on the protection, processing and movement of data.

Impact of political decision on recruitment at NHS, example of Brexit issue:-



Due to Brexit issue NHS has to think about its recruitment policy as 88% said nurse and doctor needed from overseas to constantly provide the current services. Recent study says it will take long time to replace the place with domestic employees where as the skill and training and budget to be considered significantly to maintain the current service instead of improving to meet global standard. So without the Brexit issue NHS could resource from Europe as required without wasting time within budget. Therefore political decision and legislation has significant impact on resourcing.

(<https://www.theguardian.com/politics/2018/oct/13/brexit-doctors-and-nurses-nhs-will-get-worse>)



4 Technological Advancement in NHS- considered an external force, because with the introduction of fresh technologies, the HR department can begin to look for ways to reduce employee and save money. Technological advances are affecting the functions of human resources in a number of ways: First of all; technology makes work more intellectual or modernised. Secondly, workers are redirected if they do not work. Thirdly, the work becomes complicated for workers facing the demands of technology. Fourth, technology reduces human interactions in the workplace. Finally, employees become very professional and know their work.

So technological advancement has vital impact on resourcing employees Because of technological advancement and new invention of modern diagnosis system NHS need to recruit IT qualified person in addition to their medical qualification, in other words NHS has to allocate more money and efforts to train them as accordance with the technology of existing medically qualified employees to compete with modern technology, recent data

demonstrates NHS had to allocate for five years 4.2 billion pound which was available in 2016 to IT development and employee to adjust with technology at NHS.

(<https://rcni.com/nursing-standard/newsroom/news/nhs-staff-will-be-trained-to-put-technology-heart-of-health-service-138731>)

5. Globalization effect on NHS:

Recent studies expose significant implications for the development of the global HRM NHS fall within sub-functions (in this case, the globalisation of staffing & selection functions), in particular for the complexity of the external global environment. There must be enough detailed cases to understand what this complexity model is. This study describes the complexity of each particular case by investigative the variety of resources and the sequence associated with the development of resource functions. This show the complexity of the development of the functional stage at this level, particularly when focusing on the international environment as described in the context of HRM literature review. As world is now a global village so each and every organisation wants world's best service and employee and the institution could resource their desire employee from any corner of the world and the NHS is not out of them. Most of the NHS consultant doctor and nurse from outside of the UK depending on their expertise and salary structure in comparison to the home job market test.

Case Study on Globalisation Affects on NHS Recruitment:

Recruitment in Overseas Countries for domestic Employment (United Kingdom) for NHS poses complex problems and HR specialists face great challenges to recruitment in local markets. NHS is the UK's largest employer, with over a million people working almost 5% of the work population. Almost 70 professions have in NHS careers. Recruitment is opportunity mostly used to fill opportunity in specific geographical areas or specialties with a recognised shortage. They have significant growth. Although only 4% of nurses in 2003 were internationally qualified, the stream of news and new nurses has become extremely

globalised.43% of new nurses came from abroad. Number of work permits spending on foreign nurses almost doubled between 2010 and 2017. Most nurses arrive

In the last ten years, only six countries have arrived in London - South Africa , New Zealand , Ghana , Philippines, Australia, Nigeria . The flow of qualified specialists has also become International. Case study reviewed the overall NHS experience and strategic health in south-east London especially in the context of international recruitment. International recruitment is inextricably linked to the demand for skills and human resources specialists over the time. International Recruitment Management found that its role has changed according to the demand of the candidates and demand of home market compare to global market within challenging budget.

(<https://globalizationandhealth.biomedcentral.com/articles/10.1186/1744-8603-1-7>)

Nursing Labour Market in UK (NHS):

In the data of OECD nurse to population ration in united kingdom is 8.2 nurses per 1000 population. the total number of qualified nurses and midwives registered are 690000. the nursing supply is always undermined by underlying issue and recruiting international nurses is becoming a trend.

The current problem of nursing is ageing nursing workforces. where 45% of of the force is over 45 in age. besides thighs immigration policy also slowed it down in recent years but the demand for health care is growing rapidly.

Conclusions:

Recognising the importance of recruitment it is essential to understand the process. Some internal and external factors that influence the performance of HR and as a result of the recruitment process depend on the change of factors. The only difference is that they are the only ones within the organisation that an organisation can change according to their requirement. Resourcing that can be influenced by external factors on which the organisation has no control on it and organisation should only follow their trends and act on that basis of external affect on recruitment process There is no other way out than shaping your human resources policies to compete the present market. Many studies have shown that human resource functions globally to solve a number of problems. In regards NHS needs to adopt a long-standing talent attraction approach which will give attention either on existing home - based talent pools or provide somewhere to stay the necessary time & resources to give opportunity for EU nationals to come in the UK with in flexible visa process and request proper authority to look at it in favour of it.

This would mean that, according to the Cavendish Coalition Report, which is an alliance of 36 health and social service organisations, health services do not have 45 nurses, which encourages the government to strengthen recruitment and training process to mitigate of losing EEA workers.

In conclusion we can say there are some significant steps NHS could or should be taking to concentrate the 'access to talent' challenge they face from the time of the Brexit vote. Firstly, make sure long term resourcing policy & workforce arrangement are aligned with service priorities is vital. Secondly, make sure what resources we have and how to up skill existing workforces and to make sure that everything is well equipped to face more competitive external source of hiring. "Think learning and development first." And finally, elevate NHS brand marketing further than boundaries. Make it attraction to global market and it's to be maintained constantly.

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