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1. What is Human Resource Management ?

“ Human resource management is organizing, coordinating, and managing an organization's current employees to carry out an organization's mission, vision, and goals. This includes recruiting, hiring, training, compensating, retaining, and motivating employees.”

(Retrieved from:- [What Is Human Resource Management? Definition + Career Guide | Coursera](#))

There are eight vital components of Human Resource Management as follows:-

- Scheduling human resources
- Work and job design
- Staffing
- Training and Development
- Review and evaluation of performance
- Payment and Rewards
- Employee representation and safety
- Organisation improvement

(Retrieved from:- [8 Components of Human Resource Management \(iedunote.com\)](#))

2. Introduction

This report demonstrates the various factors related to current state of UK labour market and present situation of UK labour market. This factors are current state of the labour market in the UK, key trends in UK labour market, challenges faced by current UK labour market as well as opportunities in UK labour market with considering Covid-19 and Brexit impact.

This report also elaborate the emerging changes in human resources strategies in after Corona epidemic period as well as after Brexit implementation and analyse the how organisations adapting their human resourcing management practice to align with the growing business landscape.

3. What Is Labour Market ?

“ The supply of people in a particular country or area who are able and willing to work, especially in relation to the number of jobs that are available.”

(Retrieved from:- [LABOUR MARKET | English meaning - Cambridge Dictionary](#))

4. The current state of the labour market in UK

- The South East of the United Kingdom had the highest estimated employment ratio (79.1%) and Northern Ireland had the lowest (71.4%) for the three months that ended in June 2023.
- The North East had a 3.3% point gain in the employment rate compared to the same period last year, while Scotland experienced a 1.2 percentage point reduction
- For the three months ending in June 2023, the West Midlands was predicted to have the highest unemployment rate in the UK 5.2%, while Northern Ireland was predicted to have the lowest unemployment rate 2.7%.
- The East Midlands saw the biggest grow in the unemployment rate from the same period last year, up 1.3%, while Yorkshire and the Humber saw the largest fall down 1.1%.
- The South East had the lowest economic inactivity rate estimate in the UK for the three months ending in June 2023 while Northern Ireland had the highest (26.6%).
- The North East had the highest fall in economic inactivity, down 3% points, while Yorkshire and The Humber saw the largest increase, up 0.8% from the same time last year.
- Most regions of the UK saw an increase in total weekly hours worked when compared to the same time last year. London had the most hours worked per week (162 million), while the North West saw the largest increase (3.6 million hours). Wales was the only region to experience a decrease in total weekly hours worked (down 0.9 million hours).
- Pay rolled employee changes between July 2023 and the same time in the previous year varied from the greatest of a 2.4% rise in London to the lowest of a 1.5% increase in Scotland.

(2023, *Labour market in the regions of the UK: August 2023*, office of national statistics, pg. 02)

5. Key trends in UK labour market

The beginning of the new programmes like the Covid-19 employment Retention Scheme (CJRS) and trade restrictions for particular businesses are only two examples of how the coronavirus pandemic has affected the employment market. Additionally, the pandemic has altered how people work, encouraging the emergence of novel techniques like remote and hybrid working.

(2021, *Changing trends and recent shortages in the labour market, UK: 2016 to 2021*, office for national statistics (Pg. – 03).)

The UK employment rate was predicted to be 75.7% in April to June 2023, which is 0.1 percentage points less than it was in January to March 2023. The employment reduction over the past three months was mostly caused by full-time workers and independent contractors.

The estimated number of payrolled employees for July 2023 increased by 97,000 from the revised June 2023 estimate to 30.2 million, representing a monthly rise. The estimate for July 2023 should be regarded as a tentative estimate because it will probably be updated after further information is obtained next month.

The unemployment rate for the quarter from April to June 2023 rose from 4.2% to 4.3%. People who have been unemployed for up to 6 months are the main cause of the rise in unemployment.

In April to June 2023, the rate of economic inactivity dropped from 20.9% to 20.9% on a quarterly basis. People were unemployed because the decrease in economic inactivity during the most recent quarter was mostly caused by them caring for their family or houses. In the interim, a record number of people have chronic illnesses and are no longer active.

Estimates of flows indicate that there was a significant net transfer from economic inactivity towards unemployment during January to March 2023 and April to June 2023.

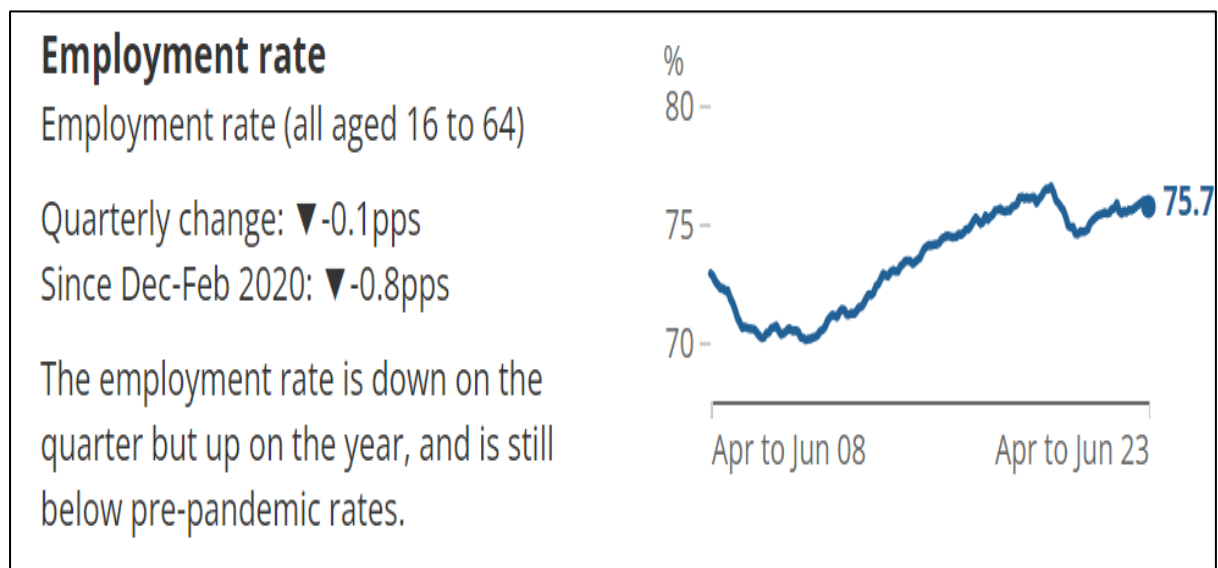
The anticipated number of openings declined by 66,000 on a quarterly basis from May to July 2023 to 1,020,000. For the thirteenth straight quarter, there were fewer openings.

The rate of normal yearly increase in salary from April to June 2023 was 7.8% (bonuses excluded), which is the highest percentage since similar records started in 2001. Average annual rise in employee total compensation (bonuses included) was 8.2%; the NHS one-time bonus payments issued in June 2023 had an impact on this total growth rate. Both total and regular pay increased for the year in real

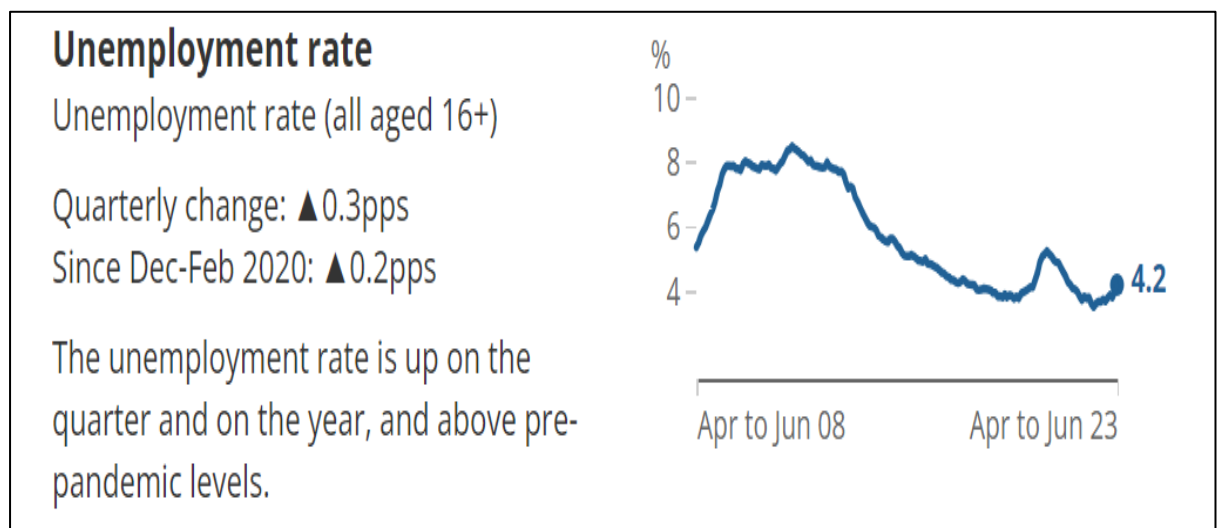
terms (adjusted for inflation using the Consumer Prices Index including owner occupier's housing expenses, or CPIH)—by 0.5% for total pay and 0.1% for regular pay, respectively.

In June 2023, there were 160,000 missed working days as a result of labour conflicts. In June 2023, the sector of health and social work experienced more than half of the days lost due to labour conflicts.

(2023, *Labour market overview, UK: August 2023*, office of national statistics, pg. 02)



Source: [Labour market overview, UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/labour-market-overview)



Source: [Labour market overview, UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/labour-market-overview)

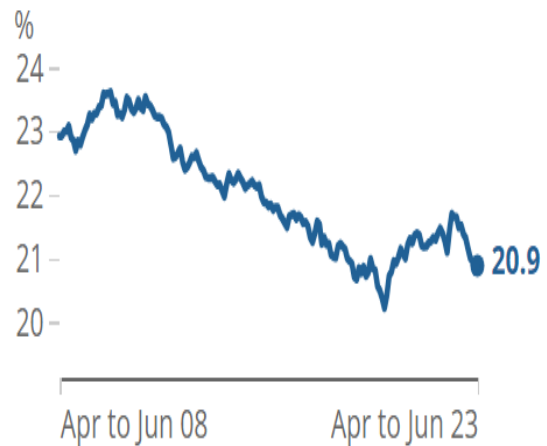
Inactivity rate

Economic inactivity rate (all aged 16 to 64)

Quarterly change: ▼-0.1pps

Since Dec-Feb 2020: ▲0.7pps

The economic inactivity rate decreased on the quarter and on the year, and is still above pre-pandemic rates.



Source: [Labour market overview, UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/labour-market-overview)

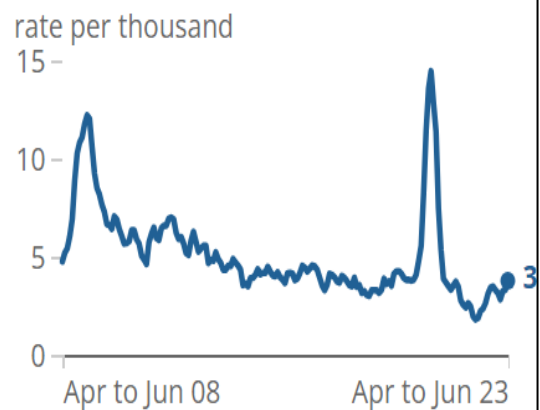
Redundancy rate

Redundancy rate (per 1000 employees)

Quarterly change: ▲0.9 people per thousand

Since Dec-Feb 2020: ▼-0.1 people per thousand

The redundancy rate increased on the quarter.



Source: [Labour market overview, UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/labour-market-overview)

Job vacancies

Number of job vacancies

Quarterly change: ▼-66,000

Since Jan-Mar 2020: ▲219,000

Vacancies decreased on the quarter but are above pre-pandemic levels.



Source: [Labour market overview, UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/labour-market-overview)

6. Challenges in current UK labour market

In recent months, issues with the UK labour market have dominated the front pages of newspapers. Headlines includes ***“What’s behind Britain’s recruitment crisis?”***, ***‘UK lags behind developed nations on post-Covid employment recovery’***, ***‘How can Britain solve its post-Brexit labour shortage?’*** and ***‘Brexit-backing Next boss says UK needs more overseas workers’***.

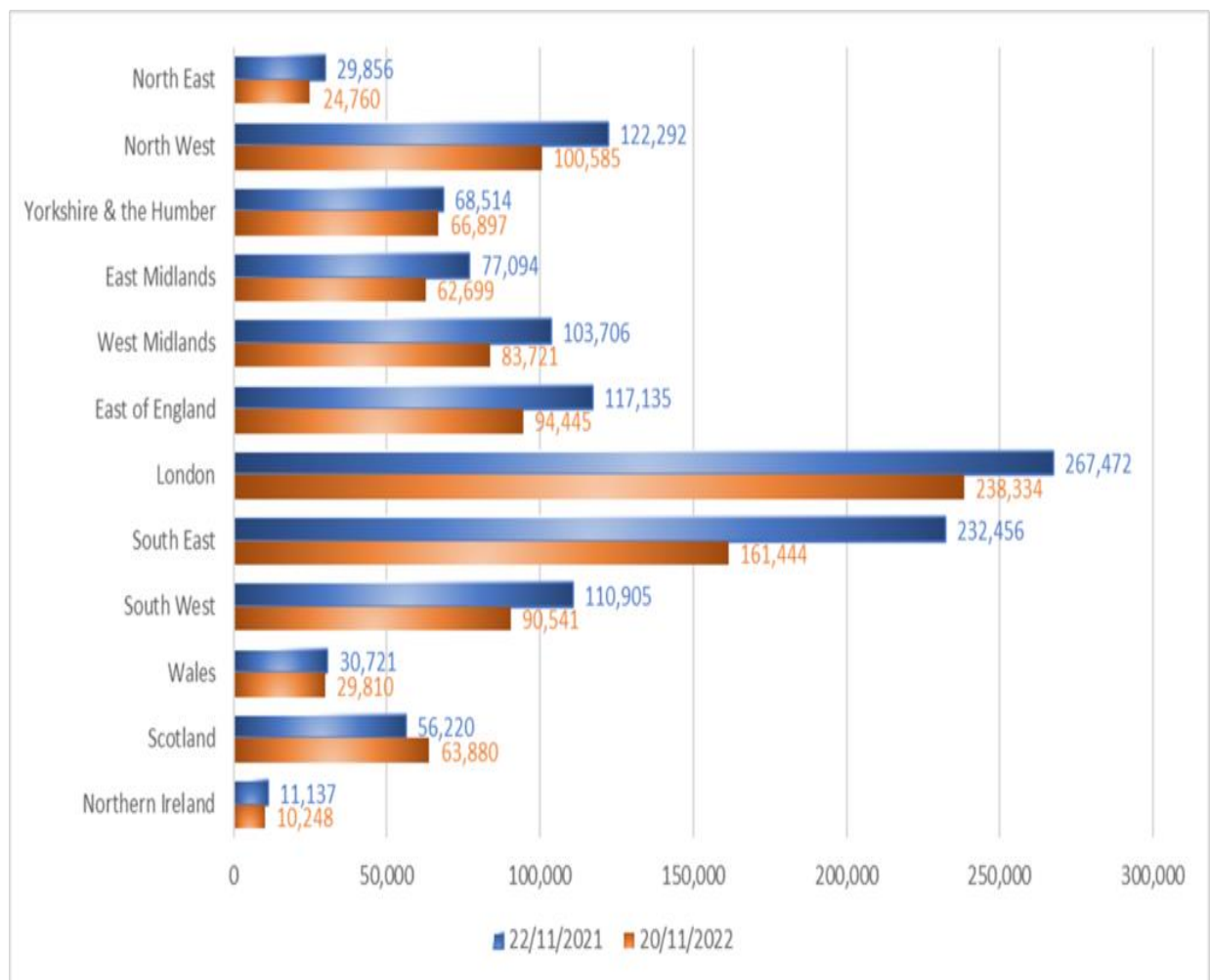
In light of current economic and political issues (Corona Virus epidemic, the Russian invasion of Ukraine), technological advancements (such as the rise of the gig economy and online recruitment), and effects of policy changes (like Brexit), a number of reports offer insights into the difficulties faced by employers, employees, and job seekers.

- According to the Open University's 2022 Business Barometer, 86% of big companies and 68% of SMEs are now experiencing a skills poverty. Organisations indicated that such shortages have resulted in declines in production, productivity, or growth in 78% of cases, while in 72% of cases the strain on other employees has increased.
- The Federation of Small Businesses has warned that "the broad workforce shortage is restricting small enterprises" ability to thrive, while they simultaneously suffer with a deteriorating energy situation in the winter, rising borrowing rates, and unchecked inflation.
- In response to the annual CBI/Pertemps Employment Trends Survey, over three-quarters of United Kingdom businesses said that during the previous five years, the UK has lost some of its attractiveness as a destination to invest in or do business.
- There is a mental health emergency, according to the 2022 Youth Voice Census of 11 to 30-year-olds. 51% of young adults ages 19 and older said their largest obstacle to finding job now or in the future was mental health issues. Anxiety was indicated as their largest hindrance to success at work by 52% of respondents. It also shows how unprepared young people are for the workforce of the future. Among those in education, just 35% said they knew the talents that employers wanted to see. Only 45% of respondents believed they were capable of writing a CV.

- **Falling numbers of job vacancies:-** From August to November 2022, there were 5.38 million unique online job ads in the UK, down roughly one million (-15.3%) from the 6.35 million job postings during the same period in the previous year. The coming economic crisis, which is accompanied by soaring inflation, increasing rate of interest, and rising energy prices, is to blame for the fall in job opportunities. These factors are probably making firms in all industries rethink hiring.

➤

Regional differences in the decline in job openings are as follows.:-



Source: Adzuna Intelligence. The data in the graph represents a snapshot estimate of all job postings on 20th November 2022 compared to 22nd November 2021.

There has been a lot of discussion on how the UK's long-term economic viability may be threatened by workforce and skill shortages, including but not limited to digital capabilities. There are many different estimates, but a current analysis by the Recruitment and Employment Federation says that such lack of employees might cost the real GDP between 2024 and 2027 between £30-39 billion annually.

When there is a gap between the skills that are in demand by employers and the skills that are available, it has a detrimental impact on innovation, productivity, and the competitiveness of businesses and nations as a whole. As a result, the demand problems mentioned previously are just one facet of skills mismatches.

The availability of qualified workers is crucial and has grown more challenging as a result of Brexit, the Corona virus epidemic's effects, which are partly reflected in early retirements, and the rising number of persons who report chronic health issues. The point-based immigration system may have an unjustifiably negative effect on some businesses, such as wholesale and retail commerce, public administration, education, and health, and financial and commercial services, in part because of these sectors' disproportionate reliance on EU citizens.

(Kostas Kollydas (2022), *What Are the Current Challenges in the UK Labour Market and How Can They Be Addressed?*, University of Birmingham)

7. Opportunities in current UK labour market

Numerous economy-wide and sector-specific factors affect the number of openings in a sector at any one moment. There is competition for talent in several industries, such as health and social care, information and communication, and professional services. In some industries, including hospitality and retail, where staff turnover is generally significant, vacancy rates are frequently high since it takes time to find replacements for departing employees. The need for workers will change throughout time. Utility service demand, for instance, is not affected by the broader business cycle, but construction and retail are more affected.

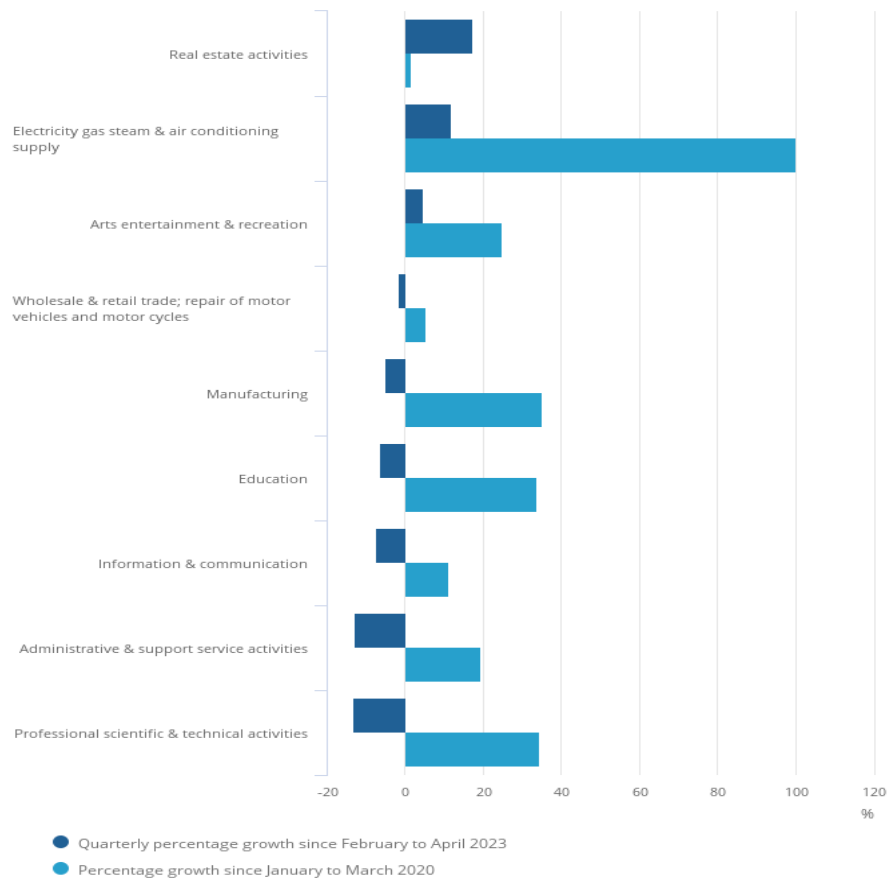
(Retrieved from :- Competition for talent will remain fierce in the UK despite economic uncertainty (mckinsey.com))

- Vacancies decreased in 13 of the 18 industry sectors from May to July 2023, a 6.0% reduction from the prior quarter. Professional, scientific, and technical activities as well as administrative and support service activities had the highest declines, falling by 13.2% and 12.7%, respectively. Real estate operations and the delivery of energy, gas, steam and air conditioning both had considerable growth, increasing by 17.4% and 11.9%, respectively.
- The number of openings continued to decline throughout the quarter from May to July 2023, dropping by 66,000. Professional, scientific, and technical activities as well as human health and social work activities had the highest decreases in the number of vacancies during the last quarter, falling by 15,000 and 11,000, respectively. Notably, the five businesses whose vacancies rose this quarter only had a total surge of 4,600, with 2,100 more openings coming from the real estate sector.
- Total vacancies dropped by 256,000 (20%) from May to July 2023 compared to the same period last year. Activities related to lodging and food services as well as professional, scientific, and technical activities had the biggest drops, falling by 47,000 and 38,000 respectively. The overall number of vacancies is still 219,000 above pre-coronavirus (COVID-19) levels as a result of continuing declines in the number of openings over the last year, with human health and social work activities exhibiting the biggest rise, at 46,000.

(2023, *Vacancies and jobs in the UK: August 2023*, Office of national statistics, Pg, 5-6)

In May to July 2023 the rate of quarterly growth fell in the majority of industry sectors

May to July 2023 three-month average vacancies in the UK, quarterly percentage growth from February to April 2023 and percentage growth from pre-pandemic January to March 2020



Source: Vacancy Survey from the Office for National Statistics

8. Impact of Brexit on UK labour market

Immigration was vital part of Brexit campaign. After post Brexit free movement ends in the UK and because post Brexit UK only focuses on skilled workers regardless their origin of country which extremely impact on UK labour market. The pandemic has created substantial manpower shortages in the fields of health and social care, transport, and hospitality. However, since many foreign nationals left the UK during the outbreak and fewer came, while inactivity grew by more than half a million, these sectors have suffered. Because fewer EU citizens were enticed to working in the UK as a result of the Brexit vote, the growth of jobs in the EU slowed down. Prior to the 2016 vote, successive EU enlargements had increased the flow of people between the UK and the rest of the EU. The Brexit agreement changed the UK's immigration policies and ended the automatic right of free movement for EU nationals who were not already residents of the nation.

(2023, Katrin Forster-van Aerssen and Taj-da spital , *The impact of Brexit on UK trade and labour markets*, ECB Economic Bulletin)

ReWAGE and the Migration Observatory at the University of Oxford have conducted an important new investigation that shows that the termination of free movement has made recruiting issues for UK businesses worse. But the shortages are not just due to Brexit; they are also significantly attributed to the pandemic, a worldwide labour shortfall in several industries, and an increase in early retirement.

The report, *How is the End of Free Movement Affecting the Low-wage Labour Force in the UK?* shows that companies are experiencing labour challenges and high job vacancies across the many sectors, particularly in sectors that mainly depend on EU workers like hospitality and transportation as well as storage.

Professor Chris Forde of Leeds University, a ReWAGE specialist and co-author of the research, said: "The causes for the current UK labour shortages are complicated. There is some evidence that the termination of free movement has caused shortages in some sectors of the UK labour market, although it is far from the main factor. In reality, recruiting challenges are not exclusive to the UK, since numerous other nations have had significant vacancy rates after the epidemic".

Early signs suggest that some businesses are starting to adapt, such as by automating activities or just producing less. These businesses formerly relied on EU workers but are now unable to employ from overseas. However, there is no proof—at least not yet—that the end of liberty of movement has raised wages everywhere. Some firms have also upgraded compensation packages. After the cessation of free movement, employers in some sectors including agriculture were permitted to hire non-EU employees instead of EU workers.

However, the immigration system does not allow them to do this in the majority of low-wage industries.

The report looks at the alternatives open to politicians that wish to change immigration law to assist alleviate labour shortages, including expanding the Youth Mobility Scheme, lowering costs and bureaucracy faced by companies, and allowing firms to sponsor migrants in more low-wage professions.

(2022, *Brexit exacerbated labour shortage in the UK, but is not only the cause*, The Migration Observatory, at the University of Oxford COMPAS, Accessed date :15th August 2023([Brexit exacerbated labour shortages in the UK, but is not the only cause - Migration Observatory - The Migration Observatory \(ox.ac.uk\)](#))

9. Impact of Covid 19 on UK labour market

The start of the global pandemic in April 2020 had a significant impact on the work market. Even while rate of employment decreased dramatically, employment rate decreased and economic inactivity increased. In the UK, working hours fell to their lowest point at the same time as unemployment reached higher than ever. Between March and May 2020, the number of persons requesting unemployment benefits increased significantly. Job losses were at or below pre-pandemic situation between January and March 2022, while job opportunities reached higher than ever.

(2022, Coronavirus: Impact on the labour market, Commons Library Research Briefing, Pg. 04)

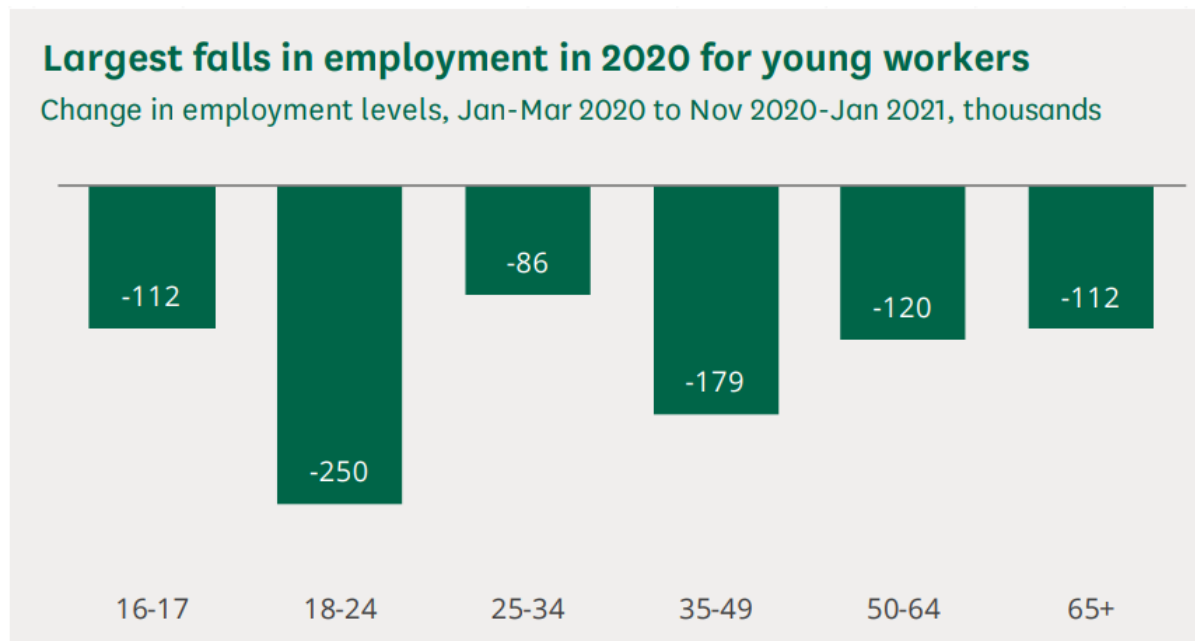
Over 11.7 million workers were let go as a result of the Coronavirus Job Retention Scheme (CJRS). There were 8.9 million employees on leave at their peak on May 8, 2020. When the initiative ended on September 30, 2021, 1.2 million jobs were still inactive, although unemployment did not dramatically rise at the same time. Similar expiration dates were assigned to the Self-Employment Income Support Scheme (SEISS), which received 1.3 million claims.

(2022, Coronavirus: Impact on the labour market, Commons Library Research Briefing,, Pg. 04 - 05)

Initial job levels were drastically reduced by the epidemic, and unemployment and economic inactivity increased.

There were 825,000 fewer individuals employed between January and March 2020 and between October and December 2020, nearly 400,000 more people were unemployed, and 327,000 more people stopped seeking for employment.

This implies that employment levels were still around 350,000 fewer than they had been at the beginning of the epidemic, two years prior. Even after the unemployment rate dropped below pre-pandemic levels, this remained. (2022, Coronavirus: Impact on the labour market, Commons Library Research Briefing, Pg. 06)

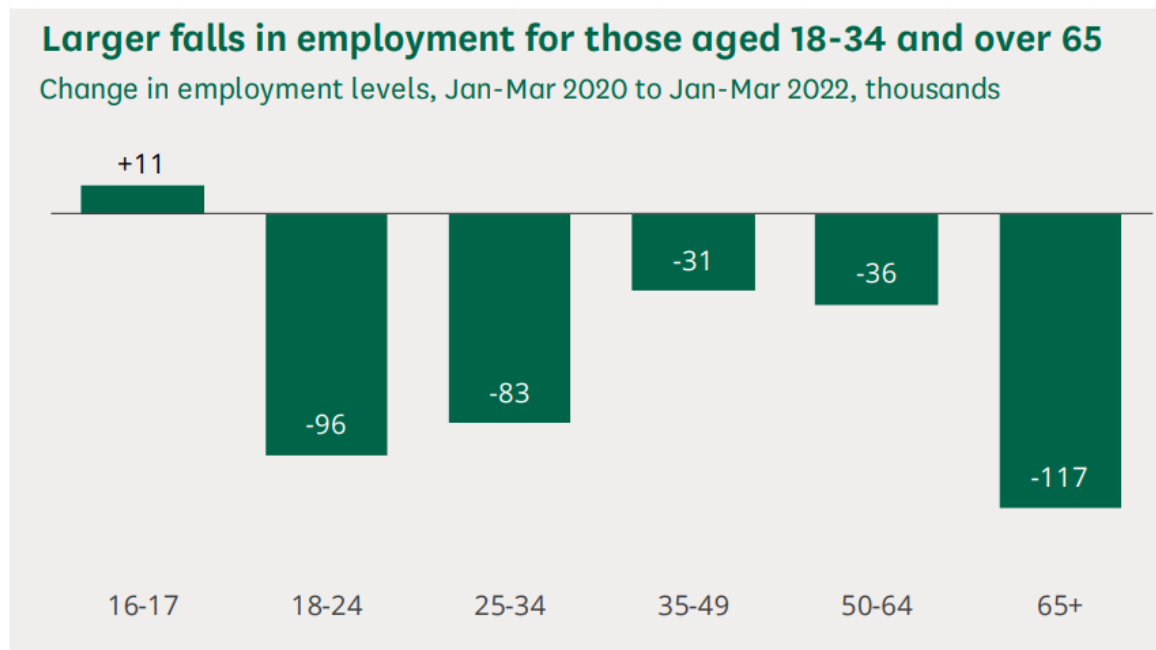


Source: ONS, Table A05, Employment, unemployment and economic inactivity by age group (seasonally adjusted), 17 May 2022

Over the period of 2021 and 2022, there was a growth in the number of employed persons. Despite this, two years after the pandemic started, employment levels were still below their pre-epidemic levels. Between January and March 2022, there were 352,000 fewer people working than there were between January and March 2020. As was the case for the age group that had the largest employment growth in 2021 and 2022, people under 25 experienced the greatest employment decrease in 2020.

Despite this, the chart below shows that In January–March 2022, there were still a smaller amount young adults employed than there were in January–March 2020. This was mostly caused by young individuals continuing in or returning to education throughout the pandemic and being economically inactive.

(2022, *Coronavirus: Impact on the labour market*, Commons Library Research Briefing, Pg. 08)



Source: ONS, A05 SA: Employment, unemployment and economic inactivity by age group (seasonally adjusted), 17 May 2022

The number of available positions fell to a record low after the pandemic started before rebounding to a record high. One of the early signs that the epidemic is having an impact on the work market. Between April and June 2020, there were considerably fewer job vacancies.

In April–June 2020, there were 329,000 vacancies, a record low and 467,000 less than in January–March 2020. Following the epidemic, there were more jobless persons applying for each vacancy, with 4.3 people applying for each opening from April to June 2020. For every available post between January and March 2020, there were 1.7 unemployed people. Despite a recovery in job openings for the remainder of 2020, pre-pandemic levels were not reached until April to June of 2021, but they have subsequently risen.

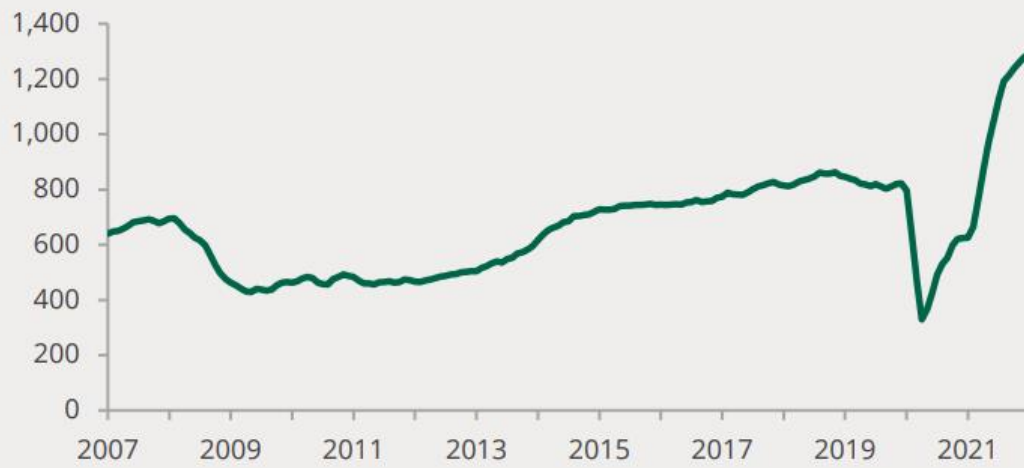
The number of vacant positions in January–March 2022 was 1.29 million, which was the most since records began in 2001 and 491,000 more than in January–March 2020.¹³ For the first time since statistics have been kept in 2001, there were more open positions in this quarter than there were jobless persons.

In comparison to January to March 2020, there were more vacant vacancies across all industrial sectors in 2022.

(2022, *Coronavirus: Impact on the labour market*, Commons Library Research Briefing, pg.16 - 17)

Vacancies reached a then record high in Jan-Mar 2022

Thousands, seasonally adjusted



Note: highest since records began in 2001

Source: ONS, VACS01: Vacancies and unemployment, 17 May 2022

10. Emerging Changes in Human Resourcing Strategies post Covid

“HRM is about how people are employed, managed and developed in organizations” (Armstrong & Taylor, [2020](#): 3).

Corona Virus has had a big influence on it and poses tough issues for managers and human resources management experts.

Employee welfare was significantly impacted by unexpected worldwide disasters. Undoubtedly, the COVID-19 pandemic scenario will have a long-term effect on employees' psychological well-being, causing accumulative stress in many of them and negatively influencing performance, a critical aspect for firms.

The personnel is the most significant resource for any business, thus taking care of their needs is vital. As a result, the human resources division will have considerable challenges in its efforts to minimize the negative effects of the COVID-19 pandemic on workers. Given how important it is to preserve work performance both during and after the COVID-19 epidemic, it is crucial to describe the particular HRM strategies that would be used.

There are various strategies changed by human resources department after Covid as follows.

1. Hiring:-

The Corona Corona Virus has had a big influence on it and poses tough issues for managers and human resources management experts and it is unclear how to establish an action plan in response to a sudden, unanticipated incident. It could be difficult to predict how, among other things, the COVID-19 pandemic will affect the economy. It is hard to estimate the extent to which the outbreak has impacted the organization's finances. A company can use one of many strategies to defend its financial interests by choosing to freeze certain spending, such as dedicated recruiting costs.

2. Employee development:-

Employees are a crucial component of every company and have a significant effect on future growth, productivity, and success. Organisations use this as their primary argument for deciding to invest a lot of money on employee development. In reality, employees' development include both their personal growth and the growth of the

company as a whole. The success of the business is also influenced by more productive employees. Although one of the best methods to raise employees' performance is through employee growth and promotion. During a crisis, when maintaining a market presence becomes essential, organisations adopt dramatic measures that reduce their flexibility.

Businesses typically made the decision to reduce various extra costs during a crisis, including those related to paying for extra bonuses, promotions, and employee development. Therefore, despite higher employee expectations, a crisis would make it more difficult for staff members to advance.

3. Job redesign:-

Numerous modifications to work design have been made as a result of the Corona Virus epidemic at businesses all around the world. Human Resources Management specialists assert that a company's operations and workforce must be in sync with developments. They should aid employees in adjusting to these changes in order to obtain long-term benefits in improving work redesign. During and after COVID-19, many organisations had to swiftly adjust to new working conditions in order to prevent business interruptions. These circumstances included using novel technology, working in completely different environments—often at home or in hybrid mode—reducing social and physical connection, and getting far less direction and assistance from coworkers.

4. Covid 19 - Training:-

Planning additional training and helping staff members learn new abilities so they can deal with the novel issue and the novel work style may be quite helpful for the firm. The perception of growth and the acquisition of new knowledge and abilities would make employees feel less stressed.

5. Communication:-

Communication is a key component of human resource management because it keeps employees engaged with and motivated by the business. Appropriate communication will influence workers' emotional engagement to organisational transformation, increase their confidence in the enterprise, and motivate their loyalty to the organisation, especially amid the rapid changes brought on by the COVID-19 epidemic.

The ability to participate in the development of the organisation and the reduction of discomfort, uncertainty, and other unpleasant feelings that might affect employees' feelings of job satisfaction or performance can be achieved by keeping staff members informed about significant aspects of the pandemic or the organization's future.

(Agnieszka Bieńkowska, Anna Koszela, Anna Sałamacha, Katarzyna Tworek (2022), *COVID-19 oriented HRM strategies influence on job and organizational performance through job-related attitudes*, pg. 04 – 07)

11. Emerging Changes in Human Resourcing Strategies post Brexit

The majority of Human Resource Management departments in UK companies ought to have already taken empirical steps, such as attempting to lessen employee stress by maintaining as much transparency as possible in internal communications regarding Brexit preparations, identifying employees who may be impacted by changes to their immigration status and offering them targeted support, and modifying basic procedures.

(Guilherme Azevedo (2019), INTERNATIONAL HR Management in times of Brexit) [HR management in times of Brexit | theHRDIRECTOR](#)

12. How organizations are adapting their HRM practices to align with the evolving business landscape ?

Human resources may now be seen as more than just a service-oriented division and as a crucial collaborator in corporate decisions. HR will be crucial to success regardless of whether setting corporate objectives and creating strategic planning comes first for the executive team, the HR team, or another department.



Source : [How to Align Human Resources \(HR\) with Business Strategy \(educate360.com\)](https://educate360.com/how-to-align-human-resources-hr-with-business-strategy/)

The workplace is already undergoing significant changes, including an increase in remote employment and growing healthcare expenditures. Understanding these difficulties is necessary for carrying out a strategy plan. The HR department may overcome these obstacles by having a clear understanding of the long-term company goals.

Human resource management professionals must need to follow the steps as per below to properly connect their efforts with company strategy:

1. Understand the influence of the HR strategy on various section of organisation.
2. Evaluate the state of the workforce internally and outside
3. Plan and implement the key performance indicator (KPI)-based HR strategy.
4. Automate the necessary activities
5. Measure and Evaluate results

([How to Align Human Resources \(HR\) with Business Strategy \(educate360.com\)](https://www.educate360.com/blog/how-to-align-human-resources-hr-with-business-strategy))

13. Conclusion

After discussing various human resources related factors and situation of current labour market in UK it has been conclude that despite of Covid-19 impact and Brexit implementation current situation of UK market is improving but there are also some challenges that UK government may need to address to fast and more better improvement in UK labour market. It has been also noticed that human resources department made various changes in their strategies after Covid-19 and Brexit but still they need make more changes in HR policies for easy and better relation between employee and employer.

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