

Work and Employment in a Changing Business Environment

Work and Employment in a Changing Business Environment

Stephen Taylor
and Graham Perkins

CIPD



Publisher's note

Every possible effort has been made to ensure that the information contained in this book is accurate at the time of going to press, and the publishers and authors cannot accept responsibility for any errors or omissions, however caused. No responsibility for loss or damage occasioned to any person acting, or refraining from action, as a result of the material in this publication can be accepted by the editor, the publisher or the author.

First published in Great Britain and the United States in 2021 by Kogan Page Limited

Apart from any fair dealing for the purposes of research or private study, or criticism or review, as permitted under the Copyright, Designs and Patents Act 1988, this publication may only be reproduced, stored or transmitted, in any form or by any means, with the prior permission in writing of the publishers, or in the case of reprographic reproduction in accordance with the terms and licences issued by the CLA. Enquiries concerning reproduction outside these terms should be sent to the publishers at the undermentioned addresses:

2nd Floor, 45 Gee Street
London
EC1V 3RS
United Kingdom

122 W 27th St, 10th Floor
New York, NY 10001
USA

4737/23 Ansari Road
Daryaganj
New Delhi 110002
India

www.koganpage.com

Kogan Page books are printed on paper from sustainable forests.

© Stephen Taylor and Graham Perkins 2021

The right of Stephen Taylor and Graham Perkins to be identified as the authors of this work has been asserted by them in accordance with the Copyright, Designs and Patents Act 1988.

ISBNs

Hardback 9781398600225
Paperback 9781398600201
Ebook 9781398600218

British Library Cataloguing-in-Publication Data

A CIP record for this book is available from the British Library.

Library of Congress Cataloging-in-Publication Data

[to follow]

Typeset by Integra Software Services, Pondicherry
Print production managed by Jellyfish
Printed and bound by CPI Group (UK) Ltd, Croydon CR0 4YY

CONTENTS

List of figures and tables x

01 Introduction 1

The CIPD Advanced Diploma syllabus 1
Relationships between employing organisations and their environments 5
VUCA 7
Tools for environmental analysis 8

02 Globalisation 12

Defining 'globalisation' 12
Why is globalisation happening? 18
How is globalisation affecting work and employment? 23
Critical perspectives on globalization 27
The case for globalisation 29
References 31

03 Technology 1: Getting here 33

Technological development 33
Snags and surprises 37
Technology and work 41
Technology and HRM 48
References 55

04 Technology 2: Going where? 58

Biotechnology 59
Nanotechnology 61
Autonomous vehicles 62
General artificial intelligence 64
Advanced robotics 66
3D printing 67
Virtual reality 68
The debate about jobs 69
Using predictive analytics in HRM 73
Employee monitoring 76
References 77

- 05 Economy 79**
Markets 79
Free market economics 85
Markets and employment 88
Economic policy 89
National and international economic trends 94
References 95
- 06 Labour markets 96**
Labour market conditions 96
Competing in a tight labour market 100
Managing people in loose labour market conditions 101
Long-term national labour market trends 102
Hourglass theories 108
References 111
- 07 Population 113**
Population trends at the global scale 113
Population growth and fertility rates 116
Overpopulation 117
Population trends within the UK 118
Population ageing: Labour market implications 125
Population ageing: Product market implications 129
Conclusion 132
References 133
- 08 Society 136**
Affluence 136
The social implications of affluence 139
Rising inequality 142
The impact of inequality 145
Increased individualism 147
The impact of increased individualism on management 150
References 154
- 09 Politics and public policy 155**
Key features of the UK political system 156
Contemporary political developments in the UK 158
The rise of identity politics 158
Industrial policy 163
Policy on education and skills 167
References 170

- 10 Employment regulation 171**
The development of employment regulation in the UK 172
Discrimination law 174
The law of contract 177
Family-friendly statutes 178
Working time 179
Confidentiality issues 179
Health and safety law 180
Dismissal law 182
Debates about employment regulation 183
References 190
- 11 Managing change 191**
Background and context 192
Change management: Pitfalls and problems 194
Change management: Models 199
Facilitating organisational change 206
Conclusion 208
References 209
- 12 Flexibility 211**
Flexibility and its importance within contemporary organisations 211
Functional flexibility 214
Numerical flexibility 216
Temporal flexibility 220
Financial flexibility 225
Flexibility: A critical perspective 227
Flexibility: Good practice approaches 229
Conclusion 231
References 232
- 13 Agility and resilience 235**
The context 236
Organisational agility 237
Agility and organisational structure 239
The gig economy 245
Personal resilience 247
Organisational resilience 249
Conclusion 251
References 252
- 14 Creativity and innovation 254**
Defining creativity and innovation 255
The importance of creativity 257

Collective creativity and innovation 258
Leadership and creativity 261
Creativity and innovation in large organisations 263
What factors impact on creativity and innovation in the workplace? 265
The role of HRM in encouraging creativity and innovation 267
Conclusion 269
References 269

15 Productivity 272

What is labour productivity? 272
Productivity in the UK 273
Why is productivity stagnating? 274
The low road and the high road 276
Improving productivity 277
References 284

16 Ethics and values 285

Theoretical perspectives on business ethics 286
Values 288
Business ethics: Consequences for organisations 290
Designing learning events to promote ethical conduct 296
HRM and corporate governance 297
Professionalism 300
Conclusion 301
References 302

17 Sustainability and corporate responsibility 304

Sustainability: An introduction 305
Corporate responsibility 308
The triple bottom line 310
Greenwashing 312
HRM responses to the sustainability agenda 314
A brief overview of the 'circular economy' 317
Conclusion 318
References 320

18 Equality, diversity and inclusion 323

Context and definitions 323
The business benefits of equality, diversity and inclusion 325
Differing approaches to equality and diversity 327
The Equality Act 2010 330
Inclusive work environments 332
Unconscious bias 333
Neurodiversity 335

Intersectional disadvantage 337
Conclusion 340
References 340

19 Wellbeing 342

Context: The increasing importance of workplace wellbeing 343
Organisational benefits of wellbeing 345
Workplace design 347
Stress, anxiety and resilience 349
Presenteeism 352
Burnout 355
Conclusion 358
References 358

20 Working internationally 361

Context: The nature of international business 362
National varieties of HRM 365
Global variation of HRM practice 369
Expatriation 372
Working effectively in an international context 376
Conclusion 378
References 379

Index 382

LIST OF FIGURES AND TABLES

Figures

| | |
|-------------|---|
| FIGURE 1.1 | Network analysis 9 |
| FIGURE 2.1 | Changing employment types (UK) 24 |
| FIGURE 6.1 | Total number of jobs in the UK 104 |
| FIGURE 7.1 | World population by region, 1950–2100 114 |
| FIGURE 7.2 | Absolute increase in global population per year 115 |
| FIGURE 7.3 | The main drivers of UK population change, 1992–2019 119 |
| FIGURE 7.4 | Age structure of the UK’s population 121 |
| FIGURE 7.5 | UK net migration from EU sources, 2010–19 124 |
| FIGURE 7.6 | Non-EU migration, 2010–20 126 |
| FIGURE 7.7 | Mean wealth by component and age, April 2016–March 2018 130 |
| FIGURE 11.1 | Lewin’s change model 200 |
| FIGURE 11.2 | Lewin’s force field analysis 200 |
| FIGURE 11.3 | Kotter’s eight-step model 201 |
| FIGURE 11.4 | The Kübler Ross change curve 204 |
| FIGURE 11.5 | Rogers’ diffusion of innovation 205 |
| FIGURE 12.1 | Atkinson’s flexible firm 230 |
| FIGURE 13.1 | Hierarchical organisational structure 240 |
| FIGURE 14.1 | The journey of the creative idea 256 |
| FIGURE 16.1 | The dimensions of values 289 |
| FIGURE 17.1 | The triple bottom line 311 |
| FIGURE 18.1 | The differences between the equal opportunities and management of diversity approaches to equality 329 |

Tables

| | |
|------------|---|
| TABLE 2.1 | Total number of international migrants 17 |
| TABLE 2.2 | GDP per head 29 |
| TABLE 6.1 | Total number of people in the UK who are of working age and are in work of some kind 103 |
| TABLE 6.2 | Changes in occupation, 1951–99 104 |
| TABLE 6.3 | Changes in occupation, 1994–2024 105 |
| TABLE 6.4 | UK births, 1945–2004 108 |
| TABLE 7.1 | Estimated and projected UK population (millions) 120 |
| TABLE 20.1 | Estimated and projected UK population (millions) 364 |