

Topic:

Recommendations on how Human Resources management can intervene to improve the overall business and achieve set objectives.

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Executive summary:

This report explores how UniCall faced issues with mainly on people management and employee resistance and secondly on employee turnover. This report also researched the effective themes of the making change management more effective and also how can be prevent the employee high turnover as many employees are changing jobs or departing with the organizations with different factor which explained carefully with the practical example. Organizational change today is something that is driven by a wide range of factors such as clients and stake holders, competitors, different types of markets as well as technologies. Research however demonstrates that majority of the required changes fail to deliver the outcomes that are desired or are intended and may even end up limiting the capacity of an organizations and the people working for this organization. (CIPD, 2014). The end result of not being able to control or manage change in an effective manner is something that can be dangerous as well as long drawn out. It is therefore essential for Human resources and L&D professionals to take the initiative and arrive at understanding of all the potential issues, engaging themselves with a wide range of novel techniques for the purpose of giving the management the support that it needs.

The report also recommends as many as ten crucial aspects associated with the process of transformational change in primarily three important areas such as, the techniques that need to be deployed for design change, to build an understanding as well as to manage change. Such a theme also recommends that Human resources and L&D understand the effectiveness of these themes and implement wherever necessary for effective change. Moreover, these themes identify as how organizations successfully land transformational changes. This also requires Human resources and L&D practitioners to possess the knowledge and the skills that are necessary for working with important business leaders as well as other very high level managers for the purpose of designing and also facilitating change.

This business reports also researched the in depth understanding and the reason behind the staff turnover. And also, its looks at turn over trends in the United Kingdom, which can be varies from across occupations, industries and regions. This report also recommends the different methods that need to be deployed for measuring turn over as well as the costs that arise due to the resignation of employees. The reports aims to examine as well, the reasons that compel individuals to resign from a particular organization and also recommends effective ways to improve staff retention through the step by step process including consultations, fair treatment, flexibility, and offering career counseling and training developments.

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Introduction:

Organization is defined as group of people who work together in structured way to pursue collective purpose. Every organization, whether financial, service, or industrial is made up of humans and it is widely accepted fact that people is essential assets of any business and have highest impact on growth and development of any organization. Moreover, role of people management in overall business performance has been recognized in every sector today.

This business report consists of Human Resources Management issues at Unibank and its dedicated call Centre Unicall and detailed research on how the Human resources management interventions which will improve the business performances. The various business operational issues such as lack of performance management and appraisal system in an organization, lack of technical competence in staff and stress on existing training programs due to increase in demand, poor staffs image which ultimately causing negative impact on company's image have been identified.

This main purpose of this report is to focus on few prime people management issues such as employee resistance to change in management and employee turnover, in line with provided case study and with the help of recent article and human resources theories to justify and recommend the best practices and interventions of Human Resources Management which can be proved helpful to Unibank to achieve its future business objectives.

Analysis of the issues:

1. Identification and analysis of people management issue:

Firstly, the change in management and employee's strong resistance has been identified as a high priority issue in given case study. In today's economy, change is inevitable in any sector. Financial sector like banking is no exception in that and under continuous pressure to achieve highest consumer satisfaction. The emerging trend of utilization of more advance technological innovation is result of climbing competition in financial market. In provided case study, it is noted that with an intention of business growth, Unibank has decided to transfer a huge portion of its management regarding general accounts and enquiry activity to Unicall call Centre.

According to a Strategy and Katzenbach Centre survey 2013, it is demonstrated that the success ratio of change initiative is only 54% in study which is very minimal. It is noted that when change initiative goes wrong, this affects not only on financial effect on business but organization also loses their invested resources, prestige and development opportunities. In provided case study, same thing has happened with the Unicall too that employees are feeling insecurity about jobs and it is creating anxious workplace environment. It has affected the company reputation in very damaging way. Furthermore, it is shown in research that there are some major management factors which have high impact on change outcome include, change fatigue, which means that if the company introduces everything at one go or any change they made without prior planning causing nervousness in employee.

In research, approximately 60% employee and respondent suggested that this is the major problem. If this happened then employee feels exhausted and also pressurized as there is no preparation time for them to deal with new change. Especially this happen when this all change initiative is driven by top directors also called "whole new day" for employee. In provided case study, with Unicall. This happened exactly the same as UniBank introduced the telephone banking without prior structural change in alignment with the employee's involvement in business. So in result employee doesn't have enough knowledge for changed initiative in organization. According to 48 % of the participant in survey found the change initiatives are flounder. For example, the top leaders always have the expectations only on the final results without consideration of necessity of new process change. They are not keeping eye on how is

the trend shaping in between the management and lower level and middle level employees. The top leaders always tend to blame the technology and also claimed that front line employees are not up to the mark in case of failure of change introduction. IN this case study, UniCall has the same problem, the management just had aim to improve Unicall customers and increase the customer satisfactions 2 but they didn't concern with what employee are facing through and they didn't much care about their own employee.

The recommended solution will be to invest more on operational improvement, such as give proper training to front and middle level employee and give more knowledge to them or any cultural support if they needed. According to the reports on change management, 44 % of participant reported that they are not able to comprehend the changes that are expected to be made by them while around 38% are not able to decipher the nature of the changes that are to be made in the first place. Moreover, the transformational change decided by the top lever managers or CEOs but the main operations start with lower level employees. So, management should make the strategy according with the situation which they can also involve the all employee before any changes makes and at least employee of all level should be aware that company need transformational change and will be benefit to all in future. Unicall has the same issued when the management introduces the new system where the employees were not well aware with fully informed instructions and also, they don't have enough resources available to deal with new system. In addition, some of the employees are lacking the required skills to adapt the change transformation.

There is an absolute clear resistance from Unibank employee has been identified for this change in management. Furthermore, it is also observed that because of inefficient change management system within organization, it has created initially major devastating effect on company's reputation because of involvement of social media and trade union in contrast to business improvement. Balogun and Hailey have addressed the complexities associated with change and a few of the problems that are which impact the organizations that implement change.

The report captures the negativity witnessed in change and change capabilities in organizations. The pre-dominance of the use of machine based metaphors when designing change on the part of an organization is also something that the report identifies. As the senior team's membership is one that is under a continuous state of evolution, it is tough to find anything being learnt about change at all at the senior levels of management. There are hardly any change management units in any organizations. More often than not, the strategies that require being implemented for the purpose of cultural change are those that are often divorced from the actual day to day activities and operations of the organization. It became very difficult therefore on the part of the senior team members to use strategic thinking and strategic behavior to bring about the desired levels of change in the management, given that such behaviors and modes of thinking are often quite removed from the day to day practices, activities and goals of the organization.

What the CMC report also identifies is the importance of organizations to be able to successfully engage with their employees. The report points to the case of organizations that are large and geographically dispersed and talks about how the role of middle managers in such organizations becomes something that is highly important for implementing change. Local change initiatives are regarded to be far more effective when it comes to such organizations as the employees are often unable to identify with the wider goals and aims of the organization. It is the middle managers who are well aware of the needs and requirements of employees working in the regional or divisional branches of the organization and can engage with them effectively to bring about the changes necessary for the organization to grow and to prosper. The report also reiterates that it is an absolute necessity of any business to have highly engaged and high performing employee in order to grow and survive in current competitive market. It has been well documented in various research that highly 3 focused workers have huge climbing impact on productivity of the business and can play important role in cost minimization. And in contrast, less engaged workforce can have major detrimental effect on organization.

If CIPD reports and ONS surveys undertaken in recent years are to be believed, the employee engagement deficit in the United Kingdom is one that is quite prominent. There is therefore an increasing urge on the part of business and political leaders in the United Kingdom to increase engagement with employees at all levels of an organization. This is largely also motivated by the fact that employee engagement plays a vital role in ensuring overall and all round success of a business, be it an international business or a local business. According to Harvard Business Review Analytic Services report, vast majority of company leaders have acknowledged the impact of employee engagement but at the same time have admitted the fact that high proportion of their employees are not highly engaged and still much work need to be done on this issue in order to achieve overall business performance.

Moreover, it is widely accepted fact that employee resistance is closely knitted with employee engagement in business. It is human nature to defend the status quo if they sense insecurity in change in their status. It is well known that if management refuse to understand the initial resistance in their employee and become ignorant toward effort to work with and reduce that resistance then, it can hinder the organization improvement. The initial disapproval and objection from Unibank employee for Unicall is reasonably understood as it has become apparent reason for job redundancy in Unibank. It is noted that with decision of starting of Uniline, same reason has appeared to because of resistance in Unicall employee as well. So it is strongly recommended that management should make strong efforts to tackle the resistance on the part of employers and consider creating transitional phenomena. (Morgan, G. (1997). Images of organization Thousand Oaks, CA: Sage Publications, Inc.)

2. Employee turnover issue:

According to the association of London government (ALG), stated that none organizations in London region can hope to begin to manage the supply of high labor without the understanding of its turnover rates. In addition, they stated that employee turnover can be divided in to two broad category such as employer initiated and employee initiated. Some employee turnover occurs because of the employers wants it or early retirement, dismissals and redundancies are all employer initiated. However, the normal age, illness and accident in work place and death in services are all factors resulting in turn, over. The one and big predictable category of turnover is usually voluntary resignations by employees. According to ALG survey 2004/2005, they stated that the mean resignations rates in London borough was 9.1% and the median was 8.8% and around the range

was in between 4.4% to 18.3%.the accountable resignations over all was 59%.in addition to that its showed that the resignation rate for 2004/2005 is higher than the figure for 2003/2004.according to the reports conformed that there was a huge and steady increase in dismissal rate. As the inner London the dismissal rate was 1.1% and for outside London was 0.6% so all accountable rate of dismissal approximately 6% of all leavers.

Employee turnover it's very expensive and that can be cost thousands of pounds when we replace one staff member. they also stated that costs are not purely financial, organization can also loss of skills, knowledge and experience, disruption to service provisions and the effect on staffs morale top so this can also be included if we lose one staff and this can also affect company prestige. The Royal borough of Kensington and Chelsea (RBKC) has developed its own model to cost employee turnover and it's include direct cost, indirect cost and also assumptions about the effectiveness of new employees in the job. The have summarized some findings. For example,

Gross annual cost excluding vacancies salary savings (reported in 2004)

Total annual cost of turnover was \$4.5 million pound.

Average cost per leaver \$7354 pound.

Percentage of average salary 26%.

Net annual cost after accounting for salary saving during vacancy period

Total annual cost of turnover was \$1.2million pound.

Average cost per leaver \$ 1875 pound.

Percentage of average salary 7%.

If we take RBKC's average cost per leaver figure of \$1875 and multiply by the total number of leaver gives the total cost of almost \$27 million or just \$900,000 per borough. By taking this example of RBKC's we can see that employee turnover can be expensive however, it also depends on organizations to organizations depending upon small medium and large. As like UniCall it's also depends upon how many employees are employed and also what kinds of resources are available.

According to the new research by Robert Half UK, claimed that UK business are dealing with the high turnover as its increase as over a third (36%) of human resources officers have seen the number of leaves rise over the past three years. While some of the businesses recognized the issue like current retention strategies and some business are already giving offers like incentives for the employees to stay. Current survey shows that the issues with internal poor work life balance (31%), boredom and frustrations and also the current role in particular company are the main reason why employees choose to leave the company. Boredom has been identified as the main reason for staff turnover across all the companies' small (27%) and medium scale (35%) but especially in large business (42%) they affected by this issue. (Robert Half UK, 2017). Employee high turnover it's the biggest problem in services-based organizations like call center and banking sectors (Heskett et al, 2008).

In the view of Hokey Min (2007), employee turnover in an organization is something that is determined by a wide range of demographic variables. Examples in this respect include gender, the level of education of a person and age, in addition to knowledge, skill sets, experience, firm size, industry standards etc. There are both push and pull factors that have a vital role to play in influencing the decision of an employee to continue working with an organization. More often than not, a poor or inadequate relationship with the top levels of the management is something that has a vital role to play in influencing the decision of an employee to leave an organization and go and take up employment elsewhere. With regard to the high turnover rates that are prevalent in organizations like Uni-Call for instance, it may be said that the fact that employees are dismissed within just a few months of their recruitment into the organization goes a long way in getting employees to feel adversely about working long term over here. The recruitment process is often carried out in below average fashion with the human resource administrators seldom ever taking care to recruit the right people with the right sets of talents and skills to work for the organization. Instead of giving employees the chance to grow and evolve with the organization, the organization seems hell bent on picking on the flaws of employees and terminating their employment or tenure at the earliest possible instance. This is something that is definitely contributing to a high employee turnover rate while also influencing, the business growth and development of the organization.

If the survey reports pertaining to resourcing as well as talent planning are to be believed, as of the year 2017, then it can be said that both the recruitment as well as talent management budget is one that is likely to see a huge increase in the years between 2017 and 2018, something that will likely help in the process of recruiting the correct set of employees for the jobs pertaining to the organization rather than recruiting employees who feel like there are fish out of water in the new work environment, contributing to high employee turnover in the process.

Recommendation:

1. Making change management more effective:

It is clear that the process of change is one that is so complex. There is no single solution for the management of change. Yet, there are a few key areas as identified by CIPD and transformational change research in collaboration with the University of Bath that may be applied in an effective manner in a wide range of change management scenarios for the purpose of instigating effective forms of change management in an organization. These areas are as follows -

The proposed change transformation theme:

BALOGUN, J. and HOPE HAILEY, V. (2009) Final report of the Change Management Consortium. Proposed below transformation theme which can be effective of change management.

The proposed change transformation theme:

Design:

- Reading as well as rewriting the context.
- Aligning the strategy and also culture.
- Delivering highly radical change in the most opportunistic way.

Techniques:

- Ambiguity as well as purposeful instability.
- Narratives, then storytelling as well as conversations.
- Physical representation, and metaphor as well as play.

Management:

- Relational leadership.
- Building trust. Voice, dialogue and re thinking resistance.
- Emotions, energy and momentum.

Designing the transformation:

Reading as well as rewriting the context:

Major changes required strong guidance. The structured and well-mannered changed management approach of UK service industry like UniCall should design and change process should be secure and sustainable. According to the CIPD, by addressing both structure and the people side change, the transformation can reach full impact faster and in a more sustainable way.

The leader of change must read context as well as design in such a way that process and the implement should be easy and easy to understand by the employees. The leader or the managers or the designers should make sure that they should clearly read context for evaluating and identifying aspects which cannot be changed as such. Moreover, the UNICALL as a company their manager should and needs to design change programs that contain the initiatives that are needed to rewire or rewrite context for the purpose of overcoming obstacles to achieving that change.

Culture and Strategy

In this global world now, a day all the companies going internationally so keep this in mind that if transformation is to be successful a company should align strategic as well as cultural aspirations for change management system. A new goal oriented culture needs to be identified by organizations as a starting point.

Techniques for the building of understanding:

Ambiguity as well as purposeful instability:

Change is something that may be facilitated if the organization vision happens to be ambitious and it is also presented in very simple and clear terms, with the intentions of inspiring individual to actively question and to understand what their situations are all about. That's the best example of employee engagement which can also enhance the organizations change system. Transformations change requires individual in the particular company to let go to past and develop new understanding about company visions and missions and the company's nature and the efforts made by the company to develop new work practices as well as new modes of

thinking about business. In particular specially at UniCall they also can do the same let the employee decides which roles suits them well and depends on work if company gives proper training according to their company purposes so that the employee will be happy to and also company can make use of their employee and make good productions in terms of profitability.as almost all the businesses are becoming internationally specially private service organizations like UniCall, as they are going internationally they are becoming more modern and also becoming more participative. In fact, ambiguity is something that can play a vital role in the manner in which individuals function in workshops, where individuals come up with new ideas and methods about how change can be proposed or implemented.

Narratives, and storytelling and conversations:

Narratives as well as stories are those that may be used by organizations to make content of business strategy as well as the implications associated with such strategies a lot easier to understand and also improve and enhancing individual's ability to perform and able to translate change in to meaning full actions

for themselves. Workshops and seminars can be also the effective mode of engaged individuals to enable them to translate change in to meaning full change related actions.

Physical representation metaphor and play:

Symbols and metaphors can have a vital role to play when it comes to understanding what transformational change is all about and implanting it as well. Individuals who engage in modelling and drawing activities during a meeting will be able to remember all the important elements or aspects pertaining to the discussion far better. Uni-Call in particular should encourage its employees to take part in the exchange of ideas and use symbols and metaphors as far as it is possible to do so during a meeting, so that they are able to grasp the basic concepts behind very complex issues.

Managing the transformation:

Relational leadership:

If transformational change is to be implemented by an organization, then transformational leadership is what is required. Leaders need to interact and engage with their employees in the form of face to face meetings, discussions and group activities in order to understand their strengths and weaknesses. Leaders also need to make sure that employees are able to strike a good work – life balance and identify with the goals of the business organization with those of their own, in order to do their best for the organization that they are working for. When an employee is able to relate to the values of the organization that has employed him, he will be able to motivate himself to work for that organization in a way that allows him to achieve business goals and objectives as quickly and as easily as possible.

Building of trust:

If organizational change must be brought about, it is necessary for leaders to be trusted by those who work under them. Kindness and integrity must be shown by leaders at all times, and efforts must be made by leaders to demonstrate their skills and competencies in the organization in a way that those who work directly under their leadership are people who have full faith in their abilities. Employees who trust their leaders will be in a far better position to work well for the organization and bring about change than those who harbour high levels of distrust for the top management.

Voice, dialogue and rethinking resistance

Resistance to change can be avoided and a democratic environment for the purpose of facilitating change in the organization is something that can be created by engaging employees at all possible levels of organizational activity. It is only when employees are made to engage in depth in the different activities of the enterprise that they actually feel that they are a part of it and work towards its benefit and progress. Care needs to be taken on the part of HR managers in particular to provide spaces for employees in which they can express their doubts and scepticism as much as possible and express their opinions and thoughts about organizational matters as freely as possible, as the more democratic the work space, the more conducive it is likely to be for the implementation of change.

2. Solution/recommendation for Employee Turnover:

The first step to improve the employee turnover is obtain and having an awareness of realistic measurement of the employee turnover, employee retention and also cost employee turnover for the particular organization. The next important step in process of improvement in employee turnover is development of employee retention strategies. The employee retention strategies should consider various aspects include identifying the major cause of employee leaving the organization, impact of employee retention on business, including financial effects.

It is demonstrated that, apart from basic pay and general benefits, implementation of other various factors can have positive effects on improvement of employee retention. These factors include,

Realistic job previews:

It is very important at the recruitment stage, company provide accurate and more naturalistic job preview to future potential employee instead of overselling or underselling the job.

Employee's career growth:

It is essential for any management to be aware and understand their employee's career expectation. It is one of the important duties of the management team in any business to create and increase the opportunities for skill development and further career growth for their employees. In Unicall, staff motivation can be increased by emphasizing on fact that further career opportunity can be opened for newly recruited staff to progress up to managerial level with acquiring sufficient experience and skill required. In addition to it, another way to balance work interest and enhancing opportunities for Unicall young generation employee can be their involvement in basic computer software and IT training program related to banking sector and providing opportunity to get work experience in online banking sector. This approach may be potentially help in positive manner in matter of staff recruitment issues for upcoming Uniline project.

Employee consultation:

It is necessary that employee's opinion and saying is acknowledged by the management. Employee 'voice' is an absolute necessary in any business development process. It is a highly essential means through which employee can express their views and can put positive input into company decision making process There are range of techniques which can be used to by management in order to understand the employee voice and improve the business development process, It can be achieved via direct connection with employee or indirect way by engaging with employee representative. In case of direct connection, following way can be followed,

- Employer can have face to face discussion by regular staff meetings.
- Use of social media like enterprise social networks (ESNs) for sharing ideas or opinion and use of electronic media like email for sharing and involving individual employee in work development process.
- Use of Suggestion schemes and providing the opportunity to employee to put their views and idea to the management team. The reward can be provided to the most successful suggestion
- Use of staff attitude surveys to measure and get real insight of employee's view and experience for specific work aspect.

In given case study, Unicall management can adapt some of the above mention way and take some innovative steps like to arrange regular staffs to discuss the company policies and employee views, use of ESNs to engage the staff and introducing suggestion scheme to get accurate insight of view and idea from newly employed and redeployed staff from Unibank as well.

The indirect connection includes collective representation, like via union representative or use of partnership scheme. In this type, communication and exchange of ideas only occur between employee representative and employer instead of at individual employee level. It should be noted that in given case study, indirect way of communication via representative (mainly through union) may not be very attractive option because Unicall staff have little negative perception that union is mainly interested in Unibank branch closing and job redundancy and not very keen in Unicall work aspect issues.

Flexible approach:

It is well known fact that flexibility in working times and hours tends to positively attract employee. Management should carefully consider to accommodate individual need for working hours of their employee. It should be noted that on same time, close monitoring of workload is also essential to balance it with staffing level in order to run work process efficiently.

Fairness in workforce treatment:

It is demonstrated that a major reason for voluntary resignation is employee sensation of unfairness treatment among employee. It is observed that among Unicall employee, especially young generation have perception of unfair treatment regarding paying scale in compare to older generation. It will not be untrue to say that this perception can lead to future volunteer resignation from Unicall young employee on availability of other job option from different call center. It is noted that there is huge difference in expectation from work place between young and previous generation of workforce and attitude towards career. (1) For younger generation, there is high importance for extrinsic values like financial incentives in compare to intrinsic values like workplace loyalty. It has been showed in survey that approximately, 92% employees in their first job position, tends to actively involved in job hunting. The new work generation does not believe job hoping is negative trend and in contract, some believe it as a means to increase 'personal brand' effect. It is important for Unicall management to acknowledge this difference and take necessary initiative steps to preserve their young trained workforce. It is noted that Unicall management should consider to apply appropriate strategies like some of the leading companies, for example, Paris-based credit-insurance company Euler Hermes and California based on-demand Internet streaming media provider, Netflix Inc. to encourage high performing staff. These companies have introduced the incentive policies in which they offer the salary adjustment according to the skill and performance of the employee in their annual review.

Unicall management can consider similar approach and consider strategies like providing bonus or incentives on purely base of work targets fulfillment regardless of age or experience of the employee in company. Recognize the importance of having a well-designed defend system for organization in order to protect the intervene of head-hunters and staff poaching by competitors. It is noted that in future, there is high chance of stealing attempt by various competitor call center in area for talented and trained Unicall staff. So, by taking cautious measure include, introduction of non-compete clause in employee contract with clear restriction for time scale and geographical location for employee future work place may reduce the risk for Unicall employee turnover. It is good business practice to promote avoidance of 'presentism' culture among employee to order to create healthy and comfortable work environment

Conclusion:

In summary, it has been noted that Unicall management is facing various people management issues, with main focus on change management, employee resistance and employee turnover for purpose of this report. Firstly, it is clearly observed that lack of change management strategy in company and strong employee resistance as a result of it has created major negative effect on Unicall and ultimately Unibank business development. It has been suggested that by adapting the effective change transformation aspects like introduction and designing the content of change with appropriate strategy and with consideration of need of new structure and engagement of employee in it have huge impact on the desired outcome of the change. In addition to it, use of various technique like physical metaphor can help to promote the changes to employee level in better way. It has been noticed that building the trust, providing rational leadership and increase the employee engagement in Unicall employee can help to maintain the desired change outcome in business. Secondly. It is shown that Unicall is facing potential issue of high employee turnover.

The high employee turnover at Unicall is result of combination of various factors. For example, job dissatisfaction, boredom and frustration have played significant role to push the young employee of Unicall and some of the pulling factors like availability of better career opportunity at competitor call center have played negative impact on Unicall employee turnover. It is recommended that unique employee retention technique should be implemented by Unicall management to tackle this issue including providing realistic job review at recruitment stage in Unicall employee, providing them enough career growth opportunity within the business, acknowledge their "voice" in business issues and encouraging their involvement. Furthermore, considering flexibility of hours according to individual and business need can be the option to have positive impact on employee and also providing the sense of fairness in treatment have huge role to play as well.

The provision of financial incentives on base of high performance in Unicall can be beneficial move for current condition at Unicall. Finally, Unicall should adapt more vigilance approach to defend their talented and experienced workforce from head hunters by making necessary amendment in employee contract by introduction of non-compete clause.

In conclusion, in current competitive business environment, management of companies like Unibank and Unicall needs to pay close attention to continuous rise in various people management issues within business and put strong efforts to tackle those issues on priority base in order to survive, provide healthy and efficient workplace for employee and to gain high customer satisfaction.

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