

Case Study

About the Client:

XZ is an Interior decorating company that was established in Nigeria in the 1900s, the aim of the company was (and still is) to provide luxury and elegance to Nigerian homes and for the most part they succeeded. Then the 2010s came and the shareholders and Management found that they had a recurring problem, their attrition rate went up and so too did their profits.

In this case study, we will analyze XZ's retention problems and compare it against current HR trends.

Challenge x Trend:

It is no news at this point that work has significantly evolved over the years we are in the post-industrial age and work is still changing. We have witnessed a global pandemic and might be facing a global recession and those who will come out on top in these times are those who pay attention to the current trends in 'marketplace'.

As mentioned earlier, the management at XZ Interiors found themselves confronted with a serious problem of retaining employees. In 2022 they blew through five General Managers within three months, and had other employees quit their jobs within weeks of being hired.

When we spoke to the employees that were still at the company, the apparent problem was that all of them were unhappy with their Job and the working environment.

Trend #1: Building a comfortable work environment

XZ interior prided themselves on paying their employees well enough given the economic situation of the country. The employees however highlighted that their work environment was toxic.

They weren't allowed to leave immediately their work hours ended (if they did they were reprimanded) and the MD had a knack for constant criticism of the employees.

Nowadays people are choosing peace of mind over a fat paycheck and refuse to stay in an environment that doesn't foster growth.

In over 200 interviews we conducted in the second half of 2022, a question that about 75% of candidates asked pertained to the culture and work environment of the company they were interviewing for. That was a major criteria for their decision.

For most of the employees at XZ that was a deal breaker and regardless of how well they were being paid, they left the company.

Trend #2: Employee Wellbeing

The most important asset that companies own in this post-industrial age like it or not, is their human resources. No matter how brilliant business owners are, they cannot effectively implement every single

strategy to make their enterprise grow, they need people. Therefore if your workforce is unwell the business would be impacted quite negatively.

This was another aspect that the management at XZ interiors failed to acknowledge. An employee resumed work with a swollen leg and in pain because her salary was to be deducted for every day that she was sick and absent from work.

Two employees were denied sick leaves, public holidays (including Christmas and New Years) because, according to management, they worked in shifts and if that time was calculated, they had enough days off. The management also did not consent to a remote or hybrid work situation, and the employees were required to work six days in a week and the entire week for some.

All these negatively affect the wellbeing of the employees and in turn the business. The management complained that they had seen a decline in sales and certain stagnancy in other areas of the business. Therefore confirming an HR theory; unhappy employees produce mediocre results.

Trend #3: Humanizing The Work Experience

Most employees today are on the top part of Maslow's hierarchy of need (Esteem and Self Actualization). A trend that is sure to be common in successful companies in 2023 is the human experience. Research has shown that people would stay longer and be more dedicated to their jobs when

- There is an active investment by the management in their advancement i.e sponsored employee trainings or paid traineeship leaves
- They are given a voice and shown that their opinions matter i.e internal promotions
- Empathy is at the heart of the policies made by management.

At the moment, XZ is certainly lagging behind on numerous HR trends. The management is willing to see a change in their business but is blind to the fact that it is a change in the human experience for their employees that will birth the progress they are seeking.

Way forward:

After meeting with the management at XZ and having conversations with the company's employees, we proffered a few solutions such as

- Reconstruction of the company policy, with special focus to the current HR trends and consideration of the issues brought up by the employees
- Recommendation of a different reward and discipline system
- We also recommended a different managerial style, that focused more on developing the employees instead of constant criticism.

None of our proposed changes worked for XZ because the management refused to incorporate them.

What We Offer:

Humans are constantly evolving and as we are, so too is the work environment and employers who are not ready to move with the current trends and choose to be rigid, may soon find themselves without a business to run.

Using XZ as a learning experience, we learned to identify these trends in other clients and created bespoke solutions that also put current HR trends into consideration. Our portfolio is bursting with successful businesses that have trusted and tested us. It is our aim and passion to replicate this success for as many employers as we can by offering our expert HR Consultancy services which include;

- Advisory service
- Staff counseling
- Payroll management
- Recruitment
- Training
- HR auditing Process