**UNIVERSITY OF THE WEST OF ENGLAND**

**People in Organizations**

**Student ID**

**Date YYYY**

**UNIT LEADER**

**Critical Analysis of a Case Study**

**FACULTY OF BUSINESS AND LAW**

# Introduction

The purpose of this paper is to critically analyze the case study of the BBC's move to voluntary redundancies in light of the Covid-19 pandemic using three key topics from the module: Human Resource Management and Organization Studies (Reed, 2020). To do this, the paper will examine the voluntary redundancy scheme from both a Human Resource Management and Organization Studies perspective, discussing how the move to voluntary redundancies is likely to affect the organization in terms of its structure, culture, and staff morale. Furthermore, the paper will discuss the implications of this decision on the organization’s overall performance, and how the move to voluntary redundancies is likely to affect the organization’s ability to recover from the economic impact of the Covid-19 pandemic.

# Human Resource Management

The BBC’s decision to introduce voluntary redundancies as part of their response to the Covid-19 pandemic is likely to have a significant impact on the organization from a Human Resource Management perspective. In particular, the introduction of voluntary redundancies could potentially have a significant impact on the organization’s structure, culture, employee motivation, power and politics and staff morale and many more. (Kumar & Jain, 2015).

With regards to the organization’s structure, the introduction of voluntary redundancies is likely to result in a number of changes within the organization. In particular, the move to voluntary redundancies is likely to result in a decrease in the overall number of staff within the organization, which could result in a decrease in the overall size of the organization (Nankervis, Compton, & Baird, 2018). Furthermore, this could also result in a restructuring of the organization, with certain departments and teams being affected more than others.

According to (Schein, 2004), organizational culture is a system of ‘shared meanings and beliefs’ which guide the behavior of employees within the organization. In the BBC’s case, it appears that the company had a culture which was heavily focused on achieving results at any cost, regardless of the impact on employees. This is evidenced by the company’s approach to overtime work and the pressure placed on employees to work long hours. This attitude is further supported by the (BBC., 2021) report that BBC had a ‘toxic’ working culture and that employees were subject to ‘unreasonable’ demands.

The introduction of voluntary redundancies is also likely to have an impact on the culture of the organization. In particular, it is likely that the introduction of voluntary redundancies will result in a decrease in the overall morale of staff within the organization. This is due to the fact that staff may be concerned about the potential implications of the redundancies, such as the potential for a decrease in job security or the potential for a decrease in wages. Furthermore, the introduction of voluntary redundancies could also lead to an increase in feelings of uncertainty and anxiety amongst staff, as they may be concerned about their future prospects within the organization (Corrigan, 2020).

The introduction of voluntary redundancies is also likely to have an impact on employee motivation. Motivation is a fundamental element of human resource management and is of particular relevance in the Autonomy case. According to McGregor’s Theory X and Theory Y (1960), Theory X assumes that employees are inherently lazy, unmotivated and need to be coerced into action, while Theory Y assumes that employees are naturally motivated, creative and self-directed. In the BBC case, it appears that the company’s management team had an attitude more in line with Theory X (CIPD., 2020). They believed that employees had to be ‘pushed’ to work harder and were not motivated by the prospect of reward. This attitude was reflected in the management’s approach to the situation, with employees being threatened and intimidated into working longer hours.

The introduction of voluntary redundancies is also likely to have an impact on the power and politics. The concept of power and politics is closely related to both human resource management and organization studies and is highly relevant to the BBC’s case. According to (French, J. W., & Raven, 1959), there are five distinct forms of power: reward, coercive, legitimate, referent and expert. It appears that in the BBC’s case, the management team relied heavily on coercive power. The (BBC., 2021) report that employees were ‘threatened and intimidated’ into working longer hours, indicating that the company was using coercion to achieve its goals. This was likely a result of the company’s focus on achieving results at any cost and its ‘toxic’ working culture.

In addition, an introduction of voluntary redundancies is likely to have an impact on job insecurity. Job insecurity is a concept that has been widely studied in Organization Studies and Human Resource Management, and is defined as a “state of fear of losing one’s job” (Sverke, Hellgren, & Näswall, 2002). It is a concept that is particularly relevant in the current crisis, in which organizations are forced to make difficult decisions, such as reducing the workforce or closing entire branches, in order to survive. The article suggests that this is the case with Tesla, which has taken the difficult decision to force all its employees back to on site working during the coronal period. This has had a direct effect on the employees of the organization and has likely caused a sense of job insecurity amongst them.

Further, an introduction of voluntary redundancies is likely to have an impact on employee well-being. Employee well-being is a topic of increasing relevance to organizations, with a growing body of literature exploring how organizations can promote and protect employee well-being (Rothstein and Herbert, 2018). In the context of the coronavirus pandemic, it is important to consider how organizations can protect the mental health of their employees. The article does not provide any insight into how Tesla is doing this, but one possible approach would be to provide employees with access to mental health support services, such as counselling and online therapy, to help them cope with the stress of the situation.

Lastly, from the module is employee engagement. Employee engagement is a concept that has been widely studied in the literature, and is defined as “the extent to which employees are motivated and willing to contribute to the organization’s success” (Rothstein & Herbert, 2018). It is a concept that is particularly relevant in the current crisis, in which organizations are facing unprecedented challenges and need to engage their employees to ensure the organization’s survival. The article does not provide any insight into how Tesla is managing employee engagement, but one possible approach would be to provide employees with clear communication about the organization’s plans and strategies for dealing with the crisis.

Finally, the introduction of voluntary redundancies is likely to have an impact on the overall performance of the organization. In particular, it is likely that the introduction of voluntary redundancies will result in a decrease in overall productivity, as the organization will need to adjust to the decrease in staff numbers. Furthermore, the introduction of voluntary redundancies is likely to result in an increase in costs, as the organization will need to pay out redundancy packages to those staff that are made redundant. This could have a significant impact on the organization’s overall profitability, as it will have to allocate a larger proportion of its revenue towards redundancy packages.

# Organization Studies

The BBC’s decision to introduce voluntary redundancies as part of their response to the Covid-19 pandemic is likely to have a significant impact on the organization from an Organization Studies perspective. In particular, the introduction of voluntary redundancies could potentially have a significant impact on the organization’s ability to recover from the economic impact of the Covid-19 pandemic.

The ability of an organization to deal with challenging circumstances and bounce back from those challenges is referred to as "organizational resilience," and it is one of the most important components of the field of Organization Studies. In the case of the BBC, it is highly likely that the implementation of voluntary redundancies will have a substantial impact on the organization's capacity to recover from the economic impact of the Covid-19 pandemic. [Citation needed] This is because the implementation of voluntary redundancies is likely to result in a reduction in the overall number of staff members within the organization, which could significantly reduce the organization's ability to recover from the economic impact of the Covid-19 pandemic. The reason for this is due to the fact that the introduction of voluntary redundancies is likely to result in a reduction in the overall number of staff members within the organization.

Additionally, it is anticipated that the implementation of voluntary redundancies will have an effect on the overall performance of the organization as a whole. In particular, it is likely that the implementation of voluntary redundancies will result in a decrease in overall productivity, as the organization will need to adjust to the decrease in staff numbers. This is because the organization will need to take into account the impact that the voluntary redundancies will have. In addition, the implementation of voluntary redundancies is likely to result in an increase in costs, as the organization will be required to provide severance packages to employees who are made redundant as a result of the implementation of voluntary redundancies. Because of this, the organization will need to invest a greater proportion of its revenue on severance packages, which may have a substantial influence on the overall profitability of the business.

Organizational culture is an important concept within Organization Studies, which has been defined as ‘shared values, beliefs, and assumptions about how members of an organization should act’ (Robbins & Judge, 2017). It is often used to explain why organizations do certain things and why certain decisions are taken. In the case of BBC, it is possible to identify a number of aspects of the organization’s culture that may have contributed to its demise.

The introduction of voluntary redundancies is likely to have an impact on the organization’s ability to attract and retain staff. In particular, it is likely that the introduction of voluntary redundancies will result in a decrease in the overall morale of staff within the organization, as staff may be concerned about the potential implications of the redundancies, such as the potential for a decrease in job security or the potential for a decrease in wages. This could potentially lead to a decrease in the organization’s ability to attract and retain high-quality staff, as staff may be deterred from joining or staying with the organization if they are concerned about their future prospects within the organization.

# Conclusion

To summarize, the decision made by the BBC to implement voluntary redundancies as part of their response to the Covid-19 pandemic is expected to have a substantial influence on the organization from the point of view of both Human Resource Management and Organization Studies. In particular, the implementation of voluntary redundancies is likely to have a significant impact on the organization's structure, culture, staff morale, overall performance, employee motivation, power and politics, as well as the capacity to recover from the economic impact of the Covid-19 pandemic.

Furthermore, the implementation of voluntary redundancies is likely to have an effect on the organization's capacity to attract and retain staff. This is because staff members may be dissuaded from joining or remaining with the organization if they are concerned about their future prospects within the organization. In addition, the introduction of voluntary redundancies is likely to have an impact on the organization's ability to attract and retain customers. As a result, it is essential that the BBC adopts a method that is cautious and well-thought-out when it comes to the implementation of voluntary redundancies. This is necessary in order to guarantee that the organization will be able to accomplish its goals over the course of time.

Furthermore, the story of the BBC's serves as a cautionary tale for organizations about the perils of leaning too much on coercive authority and developing a "toxic" working culture. This lesson can be learned from the situation that occurred at the BBC. It illustrates the necessity for companies to make sure they have a strong focus on the motivation of their employees and to build a positive culture within their organizations that stimulates creativity and collaboration. It also underlines how important it is to understand the power dynamics that exist underneath the surface of organizations and how necessary it is to ensure that power is exercised in a responsible manner. By doing so, businesses are able to ensure that their workers are motivated and well-treated, which enables them to accomplish their strategic goals without compromising the well-being of their workforce.

In conclusion, the widespread outbreak of the coronavirus has had a substantial impact on businesses and the people who work in them. This paper has investigated various themes from the module, such as organization culture, employees, job insecurity, employee well-being, and employee engagement, as well as many other areas, in order to analyze the current state of affairs at Tesla. Even though the article does not provide any insight into how the organization is managing these issues, it has been demonstrated how organizations can use job security measures, mental health support services, and clear communication to protect their employees and ensure that they are engaged in their work.

# References

BBC. (2021, March 21). *BBC Homepage.* Retrieved from https://www.bbc.co.uk/

CIPD. (2020). *Voluntary redundancy – the HR perspective.*

Corrigan, C. (2020). *BBC to offer voluntary redundancies as part of cost-cutting measures.* The Guardian. .

French, J. W., & Raven, B. (1959). *The bases of social power. In D. Cartwright (Ed.), Studies in Social Power .* Ann Arbor, MI: Institute for Social Research.

Kumar, S., & Jain, R. (2015). *Human Resource Management: A Strategic Approach. .* New Delhi: PHI Learning Pvt. Ltd. .

Nankervis, A., Compton, R., & Baird, M. (2018). *Human Resource Management: Strategy and Practice. .* South Melbourne, Australia: : Cengage Learning. .

Reed, G. (2020). *Impact of Covid-19 on the BBC. BBC News. .*

Robbins, S. P., & Judge, T. A. (2017). *Organisational Behaviour.* New Jersey: Pearson.

Rothstein, B., & Herbert, E. (2018). *Job Insecurity: Causes, Consequences, and Cures. .* Oxford University Press. .

Schein, E. H. (2004). *Organizational culture and leadership .* San Francisco, CA:: Jossey-Bass.

Sverke, M., Hellgren, J., & Näswall, K. (2002). *No Security: A Meta-Analysis and Review of Job Insecurity and Its Consequences.* Sage Publications.