that are required from applicants (UN Women Leadership, n.d). The organization uses an ethnocentric strategy in recruitment as the headquarter sets out the selection strategy which creates an unified culture (Sutton, 2018). This may lead to resentment in the host country, such sentiments have been showcased in the UN Women Office of Southern Africa where local job-seekers complained about corruption and a lack of opportunities for locals as expats where placed in offical positions (Intercity Press, 2016). If an applicant is hired, (s)he will go through the mandatory training process. All UN personnel needs to complete the Bsafe Security training and the Diversity Course (UN Pool, 2019). Through social learning employees learn by watching their peers/managers and copy the demonstrated behavior (Sutton, 2018). This behaviour modelling training also displays itself in the E-Learning Portals and descriptive manuals the organization provides the employees with (UN Women, 2010). Throughout their career, employees receive various continious learning opportunities through the E-learning Portal.

HR Strategy

The Workforce Planning Flowchart clarifies how the organization's business strategy will be operationalized through the HRM practices. It helps ensure the right number of people with the right set of skills are employed at the right position (Sutton, 2018). As the enterprise and corporate strategies have been explained previously, this section focuses on the analysis, forecast and action planning.

Analysis

Based on the PESTEL-analysis, informed decisions regarding workforce planning can be made (Sutton, 2018). The current UN Women staff consists out of 1102 paid employees (UN Women, 2010). The performance levels of this staff is best explained through the Job-Demands/Resource Model (Giauque & Varone, 2019). A recent study concerning the well-being of UN employees investigated the high-turnover rate of the organization (Giauque & Varone, 2019). Through the use of the JD-R Model, the study concluded that red tape (high bureaucracy) and the expat status of employees form the 'job demand'-element of the model and thus have a negative effect on the employee performance level. However, social support and work-life balance are important resources to employees in order to cope with stress and possible turnover intentions (Giauque & Varone, 2019). Former employees sharing their experiences through recruitment websites mentioned the job insecurity, no maternity leave, high stress level, bureaucratic red tape and poor management as disadvantages to their former job (Indeed, 2020). A specific action plan on how to improve this dissatisfaction will follow in the following sections. However, since 2010 UN Women has been actively seeking a solution to improve the performance level through the Work-Life Balance Policy (UN Women, 2010). An internal study within UN Women and female staff within the UN in general led to some important findings (UN Women, 2010). Firstly, acknowledging the ever changing demographics of families and its affects on single parents holds, dual careers and increased private life pressures leads to the conclusion that a good work-life balance is essential (UN Women, 2010). Secondly,

according to the Work-Life Balance report, flexibility in assisting employees to integrate their personal and work lives helps to increase employee engagement, well-being and productivity (UN Women, 2010). A key finding in this research was that the high amount of work pressure (a job demand) was highly influenced by the sense of amount of control employees felt they had over their own time. After implementing the Work-Life Balance Policy, which allowed employees to work remotely, take more days off and make more autonomous decisions, 69% of employees reported a higher satisfaction level (UN Women, 2010). It can be observed the organization makes use of two of Suttons' HR strategies (2018). Firstly, the high performance strategy implemented by organization's HRM aims to improve performance levels by improving the Work-Life Balance (UN Women, 2010). Secondly, the high commitment strategy aims to enhance employee commitment thus lower the turnover-intention (Sutton, 2018).

Forecast

However, one of the critiques many employees gave on the organization was that they were often subject to poor leadership (Indeed, 2020). This poor leadership is a common seen problem in front-line management. The overall goals and mission statement of UN Women is clear on the surface level, however there is a discrepancy between the theory and practice. According to recent HRM research, front-line managers are increasingly charged with the implementation of many HR practices (Hutchinson & Purcell, 2007). Poor management as indicated by former employees, will have a negative effect on the organization in the future. Higher stress, work pressure and low performance might lead to a higher turn-over intention as explained in the JD-R model if no action is taken to help balance the work and private life (Giauque & Varone, 2019). However, even if discontent employees have a turnover-intention, they are less likely to leave a job within UN Women due to its status. This will result in unmotivated employees trapped in their positions in the future(Giauque & Varone, 2019).

Action planning

Concrete action includes the facilitation of recruitment channels such as the new UN Recruitment Channel that has launched in 2020 (UN Pool, 2020). The organization has provided a specific action plan in order to improve its workforce planning which included an improvement of employee engagement (work life balance report). Increased engagement can be achieved through more employee involvement in local decision-making processes and organizational evaluation rounds (UN Women, 2010). By implementing more engagement the organization would then hit all three HR-strategies as proposed by Sutton: high performance, high commitment and the high involvement strategy (2018). The latter then allows employees to contribute to the organization by increasing their involvement in the decision-making process (Sutton, 2018). The most significant action the organization can take is to improve the Work-Life balance. As the researches have shown, a better work-life balance will increase the performance levels, job satisfaction, decrease turn-over intention and have a positive effect on the overall organization (Giauque & Varone, 2019). Implementation of this aspect has been going on for the last decade and includes flexible working hours, maternity leave, remote workplaces and organizational social support (UN Evaluation, 2018). Along with the specific action plan, it can be noted that HR-practices are related to improved organizational outcomes and employee outcomes (Vermeeren, Steijn & Tummers, 2014). Firstly, the implementation of HR-practices is related to improved financial outcomes and organizational outcomes such as client satisfaction (Vermeeren et. al., 2014). The Work-Life Balance study conducted within UN

Women has shown how a strong implementation of HR-practies led to a higher job satisfaction level and higher performance level (UN Women, 2010). The success of the implementation of the HR-practies was highly dependend on the front-line managers and their ability to implement the abstract set HRM goals. The fulfilment of the roles of front-line managers relies in the manager's own sense of motivation and commitment and is tied to the overall well-being (Hutchinson & Purcell, 2007). Since 2010, UN Women has highly invested in adequate training of the staff of local departments in order to ensure the implementation of its HR-practices (UN Women, 2010). This has successfully led to 67% of the questioned employees reporting to work more effectively and being more satisfied with their jobs. The UN Women report noted that flexibility for a better work-life integration was implemented in several policies throughout the organization but the effectiveness of the policy depends on the implementation practices. The flexible work arrangements are made available in theory but they actual implementation is unevenly distributed and in some departments even absent (UN Women, 2010). This explains the mixed reviews former workers leave on UN Women on recruitment websites. Some mention how they have a sense of autonomy to balance out their work and private life, while others complain about the lack of maternity leave, autonomy and freedom in general (Indeed, 2020). The Work-Life Balance policy has shown improvement in productivity , facilitation of retention of employees and enhancing the health and well-being of employees. Insight in general absence rates are not provided by UN Women therefore, this paper looks at the employee job satisfaction level. The well-being of employees has improved due to an improved work-life balance and a sense of control employees felt they have over their own work and personal time (UN Women, 2017). This HR-outcome can also be measured in terms of turnover-intention. According to Giauque & Varone, turnover-intention is decreased when the job satisfaction (job resource) is higher than the more demanding elements such as a high bureaucracy (2019). Alongside with the social support and work-life balance, workers have a strong desire to serve the public. This intrinsic motivation can be linked with the traits of ethical leadership (Sutton, 2018).

Leadership and skills

Different leadership models can be distinguished and considered as sufficient for the organization. The leadership behavior model identifies the behaviors associated with leader success instead of seeing leadership as an inborn talent (Sutton, 2018). The two dimensions that belong to this model are the consideration the leader has for the employees and the focus of the leader on the tasks (Sutton, 2018). Under this model one can look at the path-goal theory which aims to integrate the leader behavioral dimensions. The theory as described by Sutton, explains how a leader identifies the goals and best path to achieve them (2018). Based on the model, four leader behaviors can be distinguished: directive, supportive, participative and achievement-oriented (Sutton, 2018). These theoretical frameworks can be applied to the HRM-elements of UN Women. In 2017, the UN System and UN Women adopted the UN Leadership Framework (UN Women Leadership, n.d.). The framework provides five leadership characteristics required for leaders in the organization. The leadership elements of the framework reflect back to the leadership behavior model which assumes effective leadership traits are behaviors and not inborn qualities a person is endowed with (Sutton, 2018). The leadership and management competencies set out by the framework are:

1. Managing for results: this entails a goal-path theory approach to the overall action taking. Management on the Heads and deputy of Missions level are responsible for

creating a shared vision, clear goals and setting a strategic path in order to achieve these goals (UN Women Leadership, n.d.). However, employees are still held responsible for the actual implementation of these goals.

2. Building and nurturing teams: the UN Women culture is highly collaborative and requires individuals and teams to achieve results through active collaboration and continuous self-reflection and peer-feedback (UN Women Leadership, n.d.). The higher management level actively seeks out any involvement of senior leaders and shareholders. Overall, the core competencies such as promoting good morale and awareness of gender equality throughout the process, form an important element. The framework highlights the importance of investment in the overall career path and well-being of employees (UN Women, 2017).
3. Driving transformational change: throughout UN Women, the culture is set out to be centralized around change. Transformations are made with the help of share- and stakeholders who have a shared vision in improving the overall well-being of the public. In this aspect, leaders show an eagerness to engage in change management, personal engagement and changing the ‘world’. The leaders operate with equity, transparency and integrity, these are all values closely linked with the servant ethical type of leadership (Sutton, 2018).
4. Thinking and leading strategically: Strong strategic management is needed as UN Women operates in a highly complex environment in which conflicts need to be resolved and peace building need an adequate response (UN Women Leadership, n.d.). Therefore the ability to make decisions in times of crises, in a multi-cultural highly complex environment is needed.
5. Encouraging integrity & inclusion: the overall organizational culture is norm-based and highly emphasizes the importance of diversity and inclusion. It requires leaders to act in accordance with these ethical values under which they need to uphold the integrity mission of the (UN Women Leadership, n.d.).

These models and the overall framework are considered to be effective leadership models in order to increase the organizational and employee performance levels (Sutton, 2018; Purcell & Hutchinson, 2007).

Leadership styles

As explained in the previous section, the organization highly emphasizes the use of transformational and servant ethical leadership. The transformational leadership is focused on change and charismatic leaders (Sutton, 2018). The goal of these leaders is to inspire and foster social relationships. Inspiring the followers to achieve certain goals has a strong impact on organizational outcomes such as performance and satisfaction (Sutton, 2018). A mix between a transformational leadership style and the ethical servant leadership style can be noted in the organization. As UN Women leaders are strongly encouraged to focus on change, putting followers’ needs first, inspire and seek intellectual stimulation they are simultaneously challenged to adhere to the servant leadership style (UN Women, 2017; Sutton, 2018). A servant leader is one who feels privileged as it is able to serve the people, improve their well-being and empower them (Sutton, 2018). This privilege is accompanied by a great sense of humility and high ethical behavior, two of the reoccurring required competencies in UN Women Leadership Framework (UN Women, Sutton, 2018). Ethical leadership has a positive influence on the organization as it reduces turnover intentions, increases job performance, job

commitment and increases ethical behavior of subordinates (Sutton, 2018). UN Women's Executive Head Phumzile Mlabo-Ngucka, known for her Global Women in Leadership program, is known as a highly ethical, charismatic and transformational leader (Murray, 2016). She has been able to establish multiple organizations that accelerate women rights, gender equality and participation in leadership (UN Women Leadership, n.d.). Media describe her as a 'change maker' and a champion for integrity and gender equality (Murray, 2016). Overall, the transformational and servant leadership styles are clearly showcased within UN Women.

Conclusion

In conclusion, UN Women aims to accelerate the position of women worldwide by promoting gender equality. It highly values competencies such as integrity, respect for diversity and professionalism. These values are reflected upon throughout the whole organization; from the vacancies to the required skills recruiters should obtain, thee three core values remain important. However, its ethical aspect of the value framework is not fully reflected upon in the cooperation strategy. The decision to collaborate with organizations such as Coca Cola and the Gates foundation involved in unethical practices, might seem like window dressing. Nonetheless, UN Women remains its prestigious labor market position which allows it to use specific highly demanding recruitment channels. Job specifications include seven years of experience, a masters degree and an endless list of required competencies. Through social training and development, the organization aims to invest in its employees. Over the years, the organization has had a high-turnover rate due to a poor integration of work and private life. However, after the implementation of the Work-Life Balance policy, performance levels, employee well-being and job satisfaction increased whereas turnover-intention decreased. To conclude it is important to note that the contribution of different leadership styles and correct implementation of HR-practices by front-line management are crucial to the organizational effectiveness. It is therefore recommended to the organization to continue the improvement of the Work-Life Balance Policy and to question its current partnerships with unethical organizations that may not fully reflect UN Women core integrity values.

Personal reflection

According to my self-reflection and the feedback given by various peers in class, I am a transformational/ethical leader. I am able to deal with unexpected situations and try to look for a solution wherever I can. I am able to show humility towards my employees in my current business and in my side job where I work as an assistant manager. In both settings I really focus on integrity and the overall importance of ethical leadership. What is right is right and what is wrong is wrong and should not be condoned. I highly emphasize the value of diversity within a team and an approach, as I like to think outside the box. My peers see me as someone who is able to translate a vision into practice and realize set goals. A good example of this is my new start-up in which I was able to translate ideas into practical concepts. When I consider a situation or process inefficient, I am very much focused on change. I try to motivate employees to achieve this change collaboratively. I have done so in the past by designing a 'compliments wall' and an evaluation cluster in which employees on the operational core were able to evaluate the top management in order to create a sense of fairness and relatedness. I am aware of my pitfalls, which are restlessness, bluntness and impatience. These reflect in the way I operate as a leader. I do not like to leave a task unfinished and often this leaves me restless as I am constantly thinking of new ways to improve my work, no matter what time. I

acknowledge that this may bring discomfort or unnecessary pressure to employees who are not thinking of work once they get home. I also understand the bluntness element as I highly value honesty and direct communication, some things I say may come across as blunt. These are elements I would like to work on in order to improve my leadership skills. If I were to work in UN Women, I would face many challenges in the corporate strategy as my ethical values would not allow me to work with such organizations. I am aware such organizations are subject to red tape and filing an integrity issue against a practice, employee or department would take months if not years. I think my impatience and intolerance for unethical practices would challenge my leadership style. Change is not as easy to implement when you are surrounded by red tape.