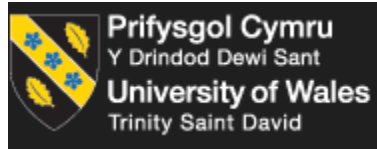


University of Wales Trinity Saint David



INNOVATIVE HR STRATEGIES FOR SAINSBURY

Name : Karthick Murugan

Student Number : 2130644

Module : LCMB7000

Lecturer : Dr Gladius David Kulothungan

Course : Master of Business Administration

Module Name : Human Resource Management

Submission Date : 14/09/2022

Title : HR Management assessment 2

Table of Contents

1	INTRODUCTION	3
2	Overview of the organization.....	3
2.1.1	Sainsbury goal:.....	3
2.1.2	Basic principles of Sainsbury.	4
3	STAFFING – RETENTION:.....	4
3.1	Literature review I.....	4
3.2	Findings from the survey.....	5
4	CHANGE MANAGEMENT:.....	5
4.1	Literature review II.....	6
4.2	Prosci’s ADKAR Model.	6
4.2.1	Awareness.	7
4.2.2	Desire.	8
4.2.3	Knowledge	8
4.2.4	Ability	8
4.2.5	Reinforcement.....	8
4.3	Advantages and disadvantages of Prosci’s ADKAR Model.....	9
5	Complementary management:	9
5.1	Literature review III	9
5.2	Review of complementary management:.....	10
5.3	Difference between complementary benefits and Rewards.....	10
6	Recommendation:	11
7	Conclusion:	12
8	References.....	13

1 INTRODUCTION

This report aims to show the overall process in HR management for Sainsbury like how they are recruiting people and implementing some changes in the organization, which cause positive impact or negative impacts within the organization. the human resource strategies are critically evaluated and their advantage and disadvantage or drawbacks of human resource strategies and some recommendation to improve the company's value

Human resource management plays a leading role in the organization and implementing the strategic approach to increase the effectiveness and efficiency in managing people.

The Human Resource department handles hiring employees, supplying training, finding the skill of the employee, giving opportunities to develop knowledge in that skill, and learning the other skill offered by the employer and making use of that skill in the work, which profits the organization and us.

The Human Resource manager's role is to maximize employee performance to increase the value of the company.

2 Overview of the organization

Sainsbury's was founded in 1869 by John James Sainsbury with a shop in Drury Lane, London, this company was the largest UK retailer of groceries for most of the 20th century, it is the second largest chain of supermarkets in the United Kingdom with a 14.9% share of the supermarket sector, the workplace of Sainsbury has Total Number of employees 189,000 .they are making their product which is having good quality at fare price, Sainsbury's, a UK retailer, has chosen a workforce management solution, provided by Kronos, to control labor costs and improve productivity.to manage the time, attendance, and scheduling of over 150k employees across the UK for this issue, The organization named Kronos Solutions is providing solutions to this problem.

2.1.1 Sainsbury goal:

By delivering quality and making shopping a memorable experience for its customers with great products at fair and competitive market prices. It aims to exceed its customer's expectations for healthy, safe, and fresh tasty food,

making their shopping valuable. The values of the Sainsbury's brand is healthy food and tasty food at affordable prices

2.1.2 Basic principles of Sainsbury.

- a. The best food and health,
- b. Respect for the employee,
- c. making a positive difference,
- d. creating a suitable place to work.

3 STAFFING – RETENTION:

What is retention?

- Retention is nothing but, keeping an employee to work for your organization by supplying salary increments, promotions, bonuses, etc. they follow some strategy
- Supplying benefits like house rent, bonus.
- Recognize and appreciates them in front of others
- Feedback about their work performance
- Giving respect and keeping equality to all
- Promotion from the current position

3.1 Literature review I

Sainsbury followed their rivals in supermarket strategy like supplying better salaries to the staff who are all already working (MCCULLOCH, 2022)

Sno	year	Old salary	New Salary	Department
1	2019-2021	9.50	10.00	Delivery
2	2019-2021	9.75	10.50	Outer area
3	2022	10.10	11.05	Inner area

In Sainsbury, the employee working in the different departments had issues with the difference in their salary so the issue got into court, in court, they already faced issues like that before so they made to approve “ employee working in the different department has rights compare with another department” (MOSS, 2021)

According to the previous year's incident, they calculated employee turnover higher but it exceeded 18 percent higher than the expected rate, but the major issue the manager had to face real deal they had a lot of pressure because by recruiting new employees and providing training, will take more time and cost a little bit, so they retained their old and the current employee and the time required for training

will take less by promotion of an employee, the company performance will be increased. (Helen Tupper, 2022).

I considered ten components, which are classified into direct and indirect variables, which are used to evaluate the staff or an employee in the organization, all the components are interrelated with employee satisfaction, by implementing high diversity management, Sainsbury is making progress towards success in their field (Md. Abu Rashel, 2017)

3.2 Findings from the survey

According to my analysis, the above passage shows that there is some problem with salary because the cost of living in the united kingdom is increased if they are not able to pay the rent and some other expenses they will move to another location, and if the working location is far from living area they will quit the previous job and join another if that person very important or more knowledgeable then organization losing their valuable assets in terms of skills. For keeping skilled employees, organizations can come up with new strategies like promotion, bonuses, organizing vacations or organizing get together, or training camps and providing some benefits like reduction in the purchase of groceries and so on like this the organization can improve their overall performance in their trade market

4 CHANGE MANAGEMENT:

Change management is one of the strategies to come up with innovative ideas to improve the organization.

The process of changing the existing method and implementing a new method to increase the progress of the specific department or the organization is called change management

There are some types of theories or models in change management, they are

- Kotter's Eights Step model.
- Bridge's Transition Model.
- Roger's Technology Adoption Curve.

- Kubler- Ross Five Stage Model.
- Prosci's ADKAR Model.
- Lewin's change management model.

4.1 Literature review II

Sainsbury's current supermarket's Business Director of Fresh Food and food service, wanted to accelerate the food department, so they made some changes in the department, so they made changes in the department of food and delivery department to speed up the group's customer transformation, save money, and provide quality food (KAMCITY, 2022).

After Brexit, all the trade markets experienced a very high impact, for minimizing that impact, change management is applied like delivering orders at the correct time and so on they used Lewin's change management theory and Kotter's eight-step model to bring up solutions (ahmedabid5, 2019)

During the discussion about bringing a change to an organization. The managers, HR department, CEO, and managing director are present in the discussion room after the discussion, when they apply change at that time they will inform the employee about the changes made in the organization (Marlene S. Neill, 2018)

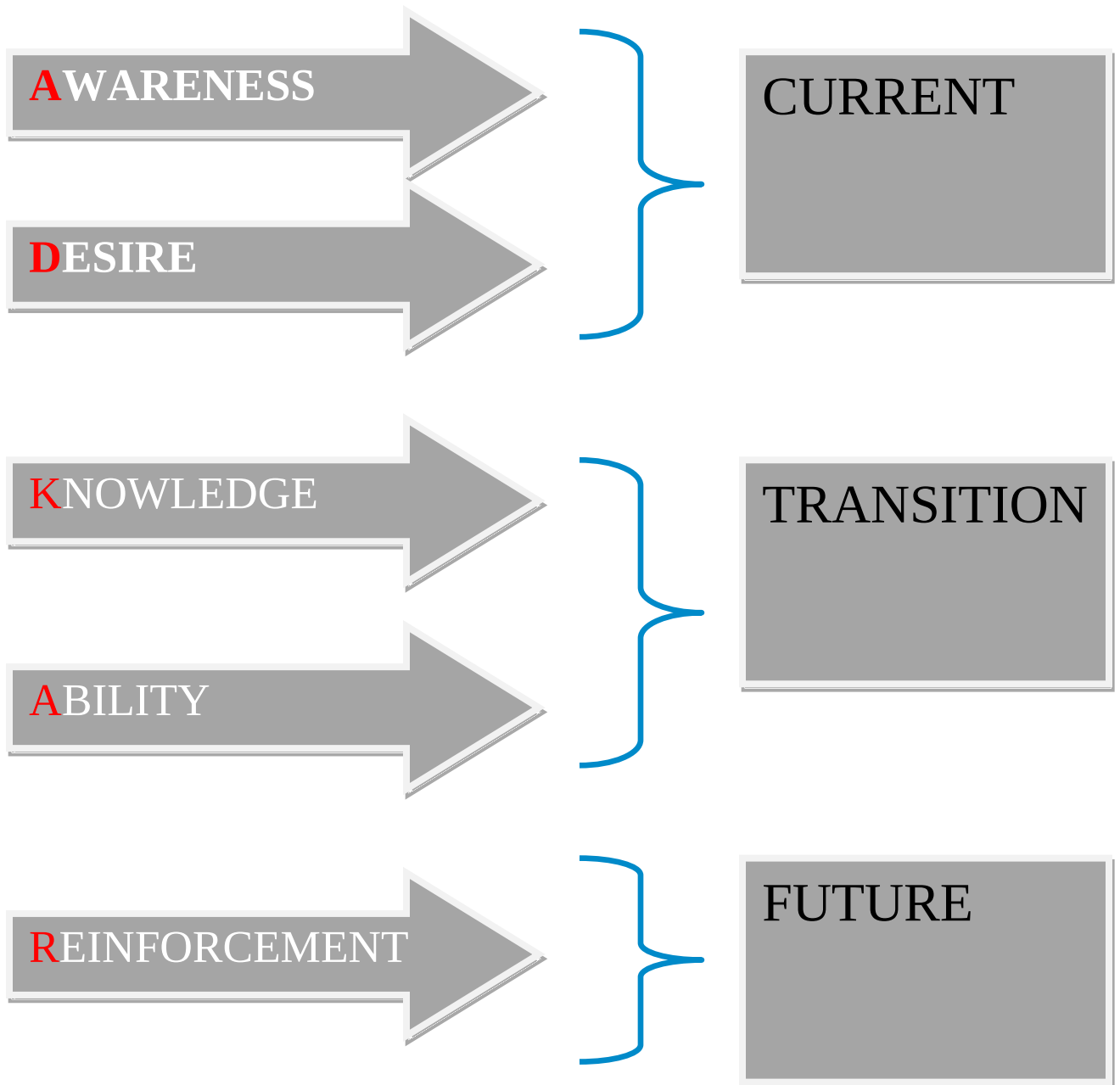
The government proposed a campaign "Help for Households", which is aimed at helping families who are all affected by rising costs, Sainsbury takes action and implemented their old strategy "feed your family for a fiver" for a lower cost. (Nazir, 2022)

As there are many models available in change management, I am going to use prosci's adkar model

4.2 Prosci's ADKAR Model.

Prosci developed this model by surveying over two hundred organizations, this model can be used to evaluate the change in activities like communications and training. Until the desired result is obtained.

This model has five stages they are,



4.2.1 Awareness.

The purpose of change, according to the internal and external environment, for example, is when we will change the strategy. if

there is an issue, at first, we will enquire about that issue, then ask or conduct a survey in the department, then inform about changes to the employee, and last implement new strategies, that are most favorable to the internal and external environment

The internal environment is referred to as an employee of the organization.

The external environment is referred to as the customer

4.2.2 Desire.

The impact or results of the recent changes in the organization.

For example, if the changes made in the organization, the organization will monitor that changes, if the changes had a positive impact we should not worry about that but if the changes made a negative impact we should know what's the reason if the employee can't adapt changes the organizations should explain about the changes and benefits of the change.

4.2.3 Knowledge

Training will be given to the employees according to their capability, for example, the employee will have a certain set of skills, some may need a little bit of training, some others need more training, in the IT sector, the employees are given training for a year. because they should know the basic knowledge about the software, even the project leader and the manager will be trained and given extra resources to develop themselves, like that all of them are not have the same knowledge they may be strong in practice, and some may be strong in communication. the training should be specific, and a wide range of resources should be available for the employee.

4.2.4 Ability

The changes made in management will be monitored for a continuous period and feedback is provided. for example, after the implementation of the new strategy, there will be a result, some employee may lag or some others will not have any idea what they are doing or some others needs extra attention, providing feedback and help at the time of need will improve the training and lead to success

4.2.5 Reinforcement.

After The implementation of the new strategy in a specific department or organization, the manager will continuously monitor, until the desired outcome is

attained, encouraging the employee, and providing positive feedback or appreciation.

For example. On the last stage or day of training, some of them require some attention, and after successful completion of training. we should ensure that training made satisfactory results, which should be the desired or expected outcome of change in management. That change should increase the employee performance and the organization's performance

4.3 Advantages and disadvantages of Prosci's ADKAR Model

Advantage	Disadvantage
It encapsulates business	The role of leadership is missing
Provides clear management to manage change	

5 Complementary management:

The employee receives rewards or benefits, which may be financial or non-financial for his excellent performance it is called complementary management

5.1 Literature review III

In the survey conducted on retail shops, a lot of questions were raised at end of the survey, the results showed that they are happy with the reward system, because the reward system boosts employee performance and proportionally it will increase the performance of the employer (Alka Rai, 2018)

Creating a good relationship between human resource management and the employee, it can enhance the performance of the employee, and provide compensation and benefits and reward for their performance, self-appraisal, and career opportunities, this will enhance all employee performance. (Nor, 2018)

Implementing a resource-based view and behavioral-based view, which helps to develop and research the study model which are in current practices, To examine whether the HRM practices have a direct impact on the development of the human capital and the attitude and behavior of the employee's commitment which shows the effect of strategic HRM practices, the results show that developing human capital and employee commitment, that has a

direct impact on strategic HRM practices on a sustainable competitive advantage (Lawrence Emeagwal, 2018).

Engaging with employees has become very crucial in today's growing competitive business environment. Having financial and other resources may help the organization to run but reaching the top spot without employees' presence and co-operation, the organization can't have success it would be a dream. Under the diplomatic situation deploying employees, and engaging measures might look like a tough job but believe me it isn't. by using the present-day technology, we can find solutions easily, but it depends upon how the resource is utilized by employees and boosting their morale for better productivity. (Talukdar, 2022)

Considering employees as a person, valuing diversity, bringing up challenges and solutions from the bottom-up, and ensuring that the employee should feel connected to the organization and then their work will have value in the coming months and years (Emily L Marczak, 2021)

5.2 Review of complementary management:

As we know, complementary management is the reward or benefit which are given to the employee. There are some differences between the benefits and rewards

5.3 Difference between complementary benefits and Rewards

Complementary benefits	Rewards
Complementary benefits are also known as additional offers other than salary like pension, life insurance, etc., but this can be received by any employee or person For example, If a person is selected as an employee in the IT industry or any organization, he will receive a pension or insurance, accommodation, or loan with low	A person who was striving to achieve something greater with challenging work, for respecting their efforts a reward is given For example. If a person works day and night other than working hours in accompany or finishing the job within the allotted timing with the perfection that kind of people receive rewards like a bonus, promotion, appreciation, and respecting the employee by giving

interest, if the employee is in a higher post they might receive company vehicles, apartments, or flats, and vacation, etc. In another case, if the person is working as a government employee he will have benefits like a government house, loan, medical treatments, pension, etc.	awards like “employee of the month”, etc.
---	--

As there are many types of benefits and rewards systems in practice to improve the efficiency of the employee,

the rewards and benefits mean not money or something else, major of the employee will eager to receive the rewards in terms of money, some people work for respect and dignity, to gain the trust of an employer, for this kind of people we should promote them from current position If the organization is maintaining their work environment with respect, equality, healthy and peaceful this will boost employee performance,

6 Recommendation:

Sainsbury is already following their strategy. By analyzing all the factors, I am suggesting this method, it may be helpful in the future.

- By creating a peaceful or pleasant environment.
- Showing equality to all.
- giving respect to employees
- creating good relationships or trust between the employer and employee
- giving positive feedback about the work
- conducting a survey once in four months, on how the employee is feeling and discussing the issues with the employee because the employee is also part of the company their performance will show the company's performance.

- provide salary according to the cost of living, if someone is not sufficient with monthly salary then performance will somewhat reduce which will affect the organization and the company can't give higher salary to others but consider their performance and giving an option for overtime to increase salary. because the company can't give the same salary to all, they must prove them by their performance.
- Providing medical treatment.
- Conducting an event within the employee to reduce stress caused by work.

7 Conclusion:

As there are many practices developed by the human resource department, the most efficient method to improve the Human Resource strategy is the staff-retention method and complementary management method, other than the method there are some things which makes an increase in performance of the company and which are more expected by an employee that are, Making a peaceful environment in the work area and responding to the employee and providing feedback and creating good relations between employee and employer and continuous monitoring of the employee and trusting the employee and giving some respect to employees will increase the performance of the organization, even though they are not related to financially this has great impact, this is not rewards or benefits this are mandatory one to improve performance of the company. with additional benefits and rewards, the performance can be increased to another level. The above conclusion is the findings and suggestions provided by the author for the improve the performance of the company, it may suitable for the company, or may be not the HR department will implement which will be more efficient according to the situation. For Sainsbury, the above suggestion can be implemented to improve the performance of the organization. further research should be done to improve HR strategies which will be useful for the upcoming generation.

8 References

ahmedabid5, 2019. *word press*. [Online]

Available at: <https://ahmedsleadershipblog.wordpress.com/2019/11/05/change-management-brexite-and-sainsburys/>

Alka Rai, P. G. R. C. R. S., 2018. improving in-role and extra-role performances with rewards and recognition: Does engagement mediate the process?. *Emerald Publishing Limited*, pp. Vol. 41 No. 8, pp. 902-919.

Emily L Marczak, R. M. Y., 2021. *delivery pdf*. [Online]

Available at:

<https://deliverypdf.ssrn.com/delivery.php?ID=404002065095093008118016075097098031102074091084049053125004111000112100122124018025056004106123018045005081074087111022076102107034037021035116001067029000072073023059081002005087072116003069070094094001076029>

Helen Tupper, S. E., 2022. . [Online]

Available at: <https://hbr.org/2022/07/its-time-to-reimagine-employee-retention>

KAMCITY, 2022. [Online]

Available at: <https://www.kamcity.com/namnews/uk-and-ireland/supermarkets/sainsburys-shakes-up-management-team/>

Lawrence Emeagwal, K. O. O., 2018. MAPPING THE PERCEIVED ROLE OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES IN SUSTAINABLE COMPETITIVE ADVANTAGE. *Academy of Strategic Management Journal*, pp. Volume 17, Issue 2..

Marlene S. Neill, 2018. Change Management Communication: Barriers, Strategies & Messaging. *Public Relations Journal*, p. Vol. 12 Issue 1 .

MCCULLOCH, A., 2022. [Online]

Available at: <https://www.personneltoday.com/hr/sainsburys-to-raise-pay-for-shop-workers-to-10-an-hour-minimum/>

Md. Abu Rashel, M. T. P. L. Y. T. L., 2017. Human Resource Management Policies and Diversity. *Journal of Economics and Sustainable Development*, pp. Vol.8, No.4.

MOSS, R., 2021. [Online]

Available at: <https://www.personneltoday.com/hr/sainsburys-equal-pay-shop-floor-distribution-centre-comparison/>

Nazir, S., 2022. *retail gazette*. [Online]

Available at: <https://www.retailgazette.co.uk/blog/2022/07/sainsburys-asda-morrisons-back-plans-to-help-brits-with-cost-of-living/>

Nor, A. I., 2018. ENHANCING EMPLOYEE PERFORMANCE THROUGH HUMAN RESOURCE MANAGEMENT PRACTICES: A REVIEW OF LITERATURE. *European Journal of Human Resource Management Studies*, pp. Vol 2, No 1.

Talukdar, A. D., 2022. *business2community*. [Online]

Available at: <https://www.business2community.com/human-resources/5-tips-for-practicing-employee-engagement-amidst-the-covid-19-pandemic-02300396>