

Assignment 1

Managing People

Morrison's

Desislava Hristova ID-1813113-team leader

Penka Petrova ID-1814115

Diana Atanasova ID-1813116

Todor Dimitrov ID-1814106

Tutor: Husam Alharahsheh

Module code: LCBB5004

Table of Contents

INTRODUCTION- Diana Atanasova	3
BACKGROUND OF THE ORGANISATION- Todor Dimitrov	3
CHALLENGES FACED BY MORRISON IN RELATION TO HUMAN RESOURCE- Penka Petrova	3
WHY CONTEMPORARY ORGANISATION NEED ROBUST AND PROGERESSIVE HRM POLICIES- Diana Atanasova	4
HR PLANNING, RECRUITMENT AND SELECTION AND HOW THESE ARE LINKED WITH HRM STRATEGY- Desislava Hristova	5
KEY RECOMMENDATIONS- Todor Dimitrov	6
CONCLUSION- Penka Petrova	7
REFERENCES.....	8

INTRODUCTION

Human resource management and human resource policies are very important and essential aspect of every organisation as it is necessary that the employees of the company are effectively managed and controlled by the staff. Human resource Management refers to the system or a department in a company which is responsible for looking over the needs of personnel in the entity and entitled to manage the workforce (Leroy and et. al., 2018). The report below covers various topics starting with a thorough introduction and background of the organisation. Moving forward challenges which are faced by Morrison in relation to human resource are highlighted along with understanding the need of robust and progressive human resource policies. Moreover, in the end some recommendations are given to the company in respect to manage and effectively operate their employees in the most potential manner.

BACKGROUND OF THE ORGANISATION

Morrison's is the fourth largest train of supermarket in the united kingdoms which was established in 1899 by William Morrison and headquartered it in England UK. Morrison is one of the most preferred and largest supermarket stores in the united kingdoms of its kind and serves through its approximately 500 stores in different locations of the UK. The supermarket chain deals in various products such as food and drinks, clothing, books, and magazines (Shore, Cleveland, and Sanchez, 2018). Morrison has a very large employee base holding around 120,000 employees in the organisational structure in different departments and in different locations. The company was started by William Morrison as an egg and butter stall in the Rawson market of Bradford, England. In 2004 the Store location was the primary focus in the north of the England but with the takeover of Safeway the presence of Morrison increased significantly in the whole England, Wales as well as Scotland. The market share of the supermarket is continuously increasing which made it one of the largest supermarket stores in the UK and became a great competition to many large companies such as Asda and Tesco. Morrison got listed on London stock exchange in 1967 which made it a public limited company. Morrison always have worked with the policy of innovation and diversification which change it into a huge success as the organisation continuously and increasingly improved its operational units and profit accordingly which made it is the largest supermarket store and IV position is acquired.

CHALLENGES FACED BY MORRISON IN RELATION TO HUMAN RESOURCE

There are several different types of organisations present in the business environment are involved with large number of employees. Therefore it is said that human resource management is one of the most essential and necessary activity which is needed to be conducted by all different types and structured company in order to manage their requirements of work force and bring in a best experts at the time of need (Lee, 2019). There are various challenges which are faced by all these organisations while managing their human resource. Morrison's states that their employees and workforce are one of the most important assets of their business model in order to render best services to the customers and maintain their high standards of

delivery. The organisation also faced few challenges for maintaining and managing its workforce which are as describe and elaborated underneath:

- **Employee retention-** The employee turnover ratio or rate is around 22% per annum of Morrison. That means that only 33% of employees remains with the organisation for more than 5 years others leave the job and move out in search of new jobs. This implies that the first challenge which is faced by Morrison while managing the human resource is high cost of training and development and lower employee retention ratio. Morrison's human resource department spends a lot of money and time on recruitment and replacement of staff and on providing employees respective training and development sessions. But this is recognized as a loss for the organisation as many employees leave the company in very few months or years. There are several reasons behind people leaving the job at Morrison and one of the most potential one is several jobs at Morrison's are not great jobs and they do not provide job satisfaction and enough pay to the employees (Carter and et. al., 2018). Along with it are the attitudes of individuals which make them leave the job as they do not feel very proud and great to be working with Morrison.
- **Talent management and long-term employment-** As discussed in the above segment that very potential challenges faced by Morrison in relation to the human resource is there employee turnover and lower retention ratio. This causes another challenge in front of human resource department of Morrison in relation to the workforce as it becomes very difficult for the organisation to manage and secure talented staff for a longer duration of time. In other words with increasing employee turnover and regularly people leaving the job at Morrison due to lower satisfaction with job role and low wage payments another challenge which is being chased by the company is of high training development cost and low talent management and retention of employees for the longer duration (Hunt, Altman and May, 2018). People in the company leave the job in less than 5 years due to which the human resource department of Morrison again needs to conduct recruitment and selection for acquiring an expert and talented staff in the required field and department.

WHY CONTEMPORARY ORGANISATION NEED ROBUST AND PROGRESSIVE HRM POLICIES

A contemporary organisation refers to an organisation structure which is more flexible and adaptable as compared to the traditional organisational structure. Contemporary organisation is that 88 contemporary structure of a company which reduces management layers from the entity and improve the information sharing process with personals and all the skills across the different departments of the entity. One is the best example of a contemporary organisational structure is matrix organisational structure (Combs and et. al., 2018). This structure gives the company more flexibility and encourages cooperation between different departments and their respective staff members. This allows the company to make maximum use of their human resource. Basically, contemporary organisation is those which are developed according to the modern and changing business environment for facing the new problems and improving the use of employees and their skills for the benefit of the company.

Morrison is an organisation is following a matrix organisational structure which is an example of a contemporary organisation. The matrix organisational structure allows Morrison to be

more flexible and allowing the employees to work with cooperation and coordination with all different staff of the company to attain all the objectives of Morrison. But these type of contemporary organisation needs to develop a robust and progressive human resource policies to manage the staff and their abilities in the best potential manner which is available for the organisation and the workforce both. The first and foremost reason which arises the need for more robust and progressive HRM policies for Morrison is distribution of power and authorities. Sometimes in in organisations leaders fights with one another and becomes competitive to acquire more and more power in their hands. This is the main reason why Morrison needs to develop a progressive insurance policy that will allow the human resource department and manages to effectively control the workforce and provide them job satisfaction in order to keep them motivated and satisfied with the job roles.

As in contemporary organisational structure the employees of Morrison need to report to two different managers that is there departmental head and to the team leader. This causes a problem for the team members as the managers may be competitive with each other for power and showing their authority they can confuse the staff while performing their job roles. The team members may not be sure who's order to give priority and how to perform their respective duties (Peterson, 2019). This can hinder their performances and ultimately the overall performance of Morrison. Therefore, it is very important for human resource department of Morrison to develop a progressive and robust HRM policies and strategies to manage and control the workforce of the company.

HR PLANNING, RECRUITMENT AND SELECTION AND HOW THESE ARE LINKED WITH HRM STRATEGY

The human resource management is a very broad task which involves various functions and actions in relation to potentially manage and fulfil the HR needs of the respective organisations. The three main HRM functions and their purposes are as follows:

- **HR planning-** The company should always carry out human resource planning to meet the business objectives and gain competitive advantage over other players in the market. The age of learning process is basically a comparison between the present state of the organisation with its goals for the future in respect to the human resource. With the help of HR planning the entity identifies what changes it should make in its human resource to meet their goals. In other words each are planning process enables the organisation to analyse and determine its need of recruitment and selection of new employees in the company in order to bring in more expertise in the company and game competitive edge over others for being one step ahead in the marketplace by making use of the expertise of the workforce (Cooke and et. al., 2019). The main purpose of conducting a HR planning process is to identify the needs and requirements of company in relation with the workforce for either increasing or decreasing the number of employees and expertise.
- **Recruitment-** The role of human resource recruitment is basically to build supply of potential candidates that the organisation can rely upon if the need arises. In other words, human resource recruitment is a process of creating and developing a pool of potential candidates which are suitable for the organisation and with the primary purpose of identifying and attracting potential employees towards company. The recruitment process is a positive process as all the candidates which are seen potential

and beneficial for the company are welcome by the human resource department (Einarsen and et. al., 2018). Recruitment of staff can be done through two processes internal and external. The internal recruitment process is very simple and less time consuming as the existing staff are promoted or transferred to fill the vacant position. On the other hand, the external recruitment process is very expensive and time consuming but it increases the chances for company to acquire and attract best expertise with fresh talents and ideas in them which are beneficial for the entity.

- **Selection-** The selection process is regarded as one of the most important function of HR department of all different types of companies. The selection process in shows the organisation that it has the right number of employees at the right time in the right place and of the right kind. In simple words selection process enables a company to acquire the best expertise and talented employee for filling the vacant position in the timely manner (Marks, 2019). The selection process is very complex as it is the process of differentiating between applicants to identify and higher those individuals with the greater ability and likelihood of success.

All these three HRM functions are very important for Morrison and play a very important role in developing an effective HRM strategy and policies. the three HRM functions are linked with HRM strategies because the people which are recruited and selected by HR department needs to be trained and oriented. These training and development sessions which are essential for Morrison to conduct are very important aspect of the HRM strategy and depends upon the expertise acquired. For instance, if a new position is weekend of a sales manager in Morrison as the existing manager left the organisation. The HR department function of HR planning enables them to identify the need for recruiting and selecting an expert sales manager for their department. The HRM functions and the data gathered from it will allow the HR manager to develop an effective teaching strategy and more importantly training and development session for the new comers in order to provide them with appropriate knowledge and information about the organisation, its culture, its objectives and its goals. therefore different HRM functions such as HR planning recruitment and selection are interrelated and interlinked with teaching strategies which are developed by the HR manager of Morrison in order to potentially manage the workforce and the needs of people in the company.

KEY RECOMMENDATIONS

- The main challenges which are faced by Morrison and the human resource department of the company is related to the retention of employees in the organisation. It is identified that the people leave the organisation in less than 5 years as did not have job satisfaction. It is recommended to Morrison and the HR manager that the company should make better plans and strategies in order to motivate and encourage staff for rendering their best performances and to be loyal towards the company (Randel and et. al., 2018). In order to enhance the job satisfaction of the employees Morrison and the HR manager should make arrangements and provide better rewards and appraisals so that employees stay motivated and stick to the organisation in order to reach to higher positions and move forward in their careers. Basically, it is suggested to Morrison that it should provide better opportunities to the individuals so that they do not move out

and look for other job options which provide them flexibility and better career opportunities.

- Another challenge which is faced by Morrison in relation to the human resource of the company is talent management and long-term employment with the organisation. As mentioned above that is important for Morrison's to provide better career opportunities to the individuals and keep them motivated which will provide them job satisfaction. It is also suggested to Morrison's and to its HR manager that they should also conduct their functions of HR planning recruitment and selection in more productive manner, so that they can develop effective HRM strategies and practices in relation with management of staff and effective control over the human resource of the entity (Mattingly and Kraiger, 2019).

CONCLUSION

The report conclusion human resource Management and different human resource practices are very essential for organisations to undertake to fulfil their requirements of employees at the correct time by engaging with the right person for the right position. In the above report there are challenges which are faced by the company in relation to the human resource management are highlighted which are increasing employee turnover and lacking in talent management in the organisation. According to these challenges it is suggested to the organisation that it should provide better career opportunities to the employees in order to keep them motivated and Anchorage for sticking with company and being loyal with rather than moving out for grabbing other potential job opportunities. It is also suggested that the company should make effective teaching strategies and policies with the help of HRM functions so that employees can be motivated and directed towards the right path and their engagement in the company can be enhanced. Furthermore, the intern relationship of HRM strategy and different HRM functions are also highlighted. The HRM strategies and functions are interlinked with one another and it is beneficial for the company for aligning their HR practices to keep their staff and maintain them effectively.

REFERENCES

Books and journals

- Carter, W. R. and et. al., 2018 The effects of employee engagement and self-efficacy on job performance: a longitudinal field study. *The international journal of human resource management*. 29(17). pp.2483-2502.
- Combs, J. G. and et. al., 2018 Making sense of HR in family firms: Antecedents, moderators, and outcomes.
- Cooke, F. L. and et. al., 2019 Mapping the relationships between high-performance work systems, employee resilience and engagement: A study of the banking industry in China. *The International Journal of Human Resource Management*. 30(8). pp.1239-1260.
- Einarsen, S. and et. al., 2018 Climate for conflict management, exposure to workplace bullying and work engagement: a moderated mediation analysis. *The International Journal of Human Resource Management*. 29(3). pp.549-570.
- Hunt, J., Altman, J. and May, K., 2018 *Social benefits of Aboriginal engagement in natural resource management*. Canberra, ACT: Centre for Aboriginal Economic Policy Research (CAEPR), The Australian National University.
- Lee, R. G., 2019 *Community and forestry: continuities in the sociology of natural resources*. Routledge.
- Leroy, H. and et. al., 2018 Managing people in organizations: Integrating the study of HRM and leadership.
- Marks, S. A., 2019 *The imperial lion: Human dimensions of wildlife management in Central Africa*. Routledge.
- Mattingly, V. and Kraiger, K., 2019 Can emotional intelligence be trained? A meta-analytical investigation. *Human Resource Management Review*. 29(2). pp.140-155.
- Peterson, G., 2019 *Valuation of wildland resource benefits*. Routledge.
- Randel, A. E. and et. al., 2018 Inclusive leadership: Realizing positive outcomes through belongingness and being valued for uniqueness. *Human Resource Management Review*. 28(2). pp.190-203.
- Shore, L. M., Cleveland, J. N. and Sanchez, D., 2018 Inclusive workplaces: A review and model. *Human Resource Management Review*. 28(2). pp.176-189.