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Change management
HR effectiveness measurement
Leadership development

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Introduction

Human resource management is essential for any business enterprise to employ efficient people and monitor them and ensure quality performance on the employees' part for the betterment of the organisation (del-Castillo-Feito et al. 2022). HR management in different organisations follows different theories of human resources according to the aims and objectives of the organisation. In this study, there will be discussions on an overview of the company TESCO, change management, HR effectiveness management, and Leadership management. This study will also mention some models and theories to demonstrate the aforementioned areas. Further recommendations will guide the organisation in implementing strategies to enhance its management system.

Overview of the organization

Tesco Plc is one of the largest retailers in the UK and has expanded its business in various other countries over the years. Tesco was established in 1919 in the East end of London and has its headquarters currently in Greater London (Klakhaeng, 2021). Tesco Plc has become famous because of its wide ranges of products such as groceries, baby products, healthy food options, fast foods, beverages, beer, bakery, home appliances, electronics, and many more. Tesco has also expanded its business in the banking and insurance sector with the help of Tesco Bank. Tesco has been successful in winning the hearts of millions of consumers because of offering various product ranges in different size options at an affordable range. Tesco has dedicatedly served its customers with more than 300,000 employees in both offline and online stores and has been able to attract more consumers through the years (Taqatqa, 2021).

Change Management

Change management refers to the modifications in the procedures and strategies of an organisation to execute alterations both inside and outside of the company. These modifications not only involve the execution of strategies to bring change in the organisation, but also mentions planning and inspection of the activities after the implementation of new strategies. Change management is essential for an organisation, as it ensures the enlargement of productivity and profitability of the company. The international marketplace is altering constantly and to cope with that

organisations need to prepare and execute proper effective strategies and policies to ensure a change in the management. One of the most crucial parts of change management is to make the employees aware of the change and guide them in being comfortable with the change (Sung and Kim, 2021). The employees must be comfortable with changes both in technical and non-technical areas which will further guide in the enlargement of sales and revenue.

ADKAR's change management theory

The ADKAR Model of Change Management is a goal-oriented strategy for lowering resistance to change inside of an organisation. Establishing separate goals at each step of the process may be done with its assistance to make change more manageable (Lazuardi and Muhyi, 2021). Since the ADKAR Model has five interdependent purposes, it has the potential to discover regions of resistance, which is one of the benefits of using this model.

Awareness: On completion of the awareness step, it states that everyone is knowledgeable of the need for change and is conscious of it. Everyone must understand the reasons for the change and why it is important. Workers will not be motivated to engage in the changes unless they are provided with a comprehensive explanation of why the change is necessary. Consequently, the likelihood of the change being effective is diminished. Thus, the company's management must ensure that everyone understands the significance of the need for change.

Desire: By taking this step, everyone will be eager to support the change and participate in it. First, if they are dissatisfied with the current state of what is taking place. The second is for individuals to realise how detrimental it is to retain things as they are. Third, individuals must be willing to participate in the transformation on their own. To achieve the desired outcome, it is critical that everyone understands what they will get from the agreement, such as opportunities for advancement and even financial incentives.

Knowledge: The ADKAR Model divides knowledge into two categories, which are how to change and what to do while changing. Furthermore, they must be made aware of the competencies and behaviours that will be needed after the change is implemented. One may argue that information is only useful when both steps have

been completed (Bennet and Soylu, 2021). Furthermore, the person is already aware of what must be done and wants to change. There are various ways to share this information, such as through formal education and training.

Ability: At the conclusion of this phase, the individual may demonstrate the desired behaviours and newly acquired abilities. The gap between theory and practice is a significant part of what makes the ADKAR Model appealing. After developing a framework for knowledge-based change, the individual needs assistance in developing and practising the new behaviour on a regular basis (Luke, 2021).

Reinforcement: The last step supports each person's newly selected change and any new behaviours. This is often the most challenging stage since, as soon as one change is accomplished, the organisation shifts its emphasis to the next change, leaving little time for reinforcement to take effect.

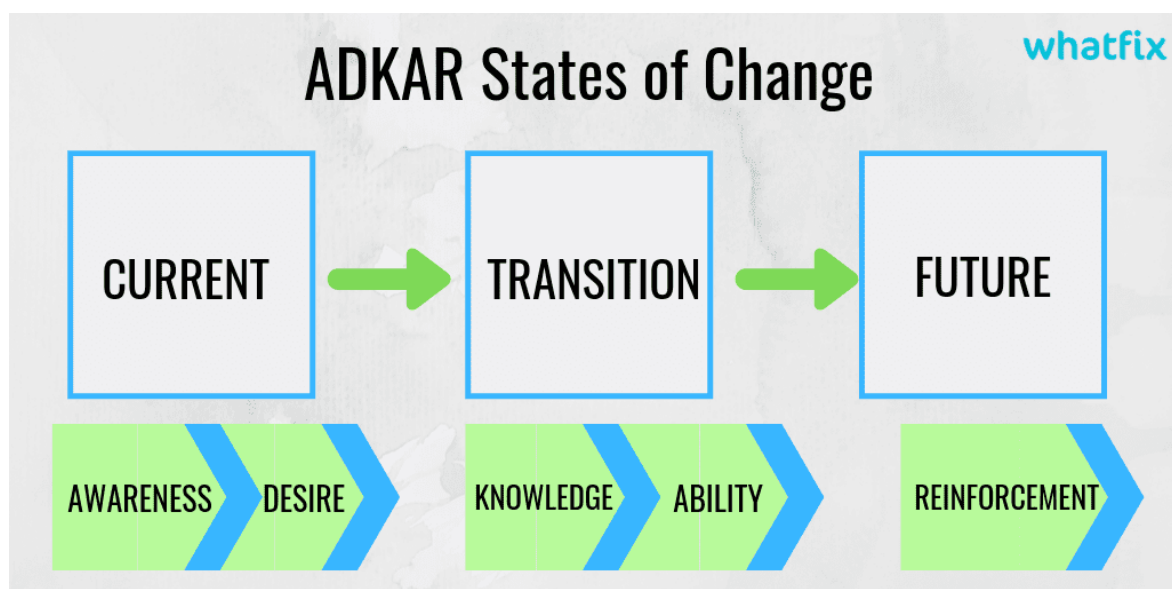


Figure 1: ADKAR's Change Management Theory (Source: whatfix, 2019)

Application and relevance of HR practise and policy

To make changes work well, Tesco must involve all its employees in the change management process. Employees will first ask why change is important, which is creating **awareness**, and what will happen if the change doesn't happen. To solve this problem, it's important to bring up past failures and use skilled leaders in the change management process. Since it would be hard to make Tesco employees get hold of certain changes, the second step, **desire**, is often more difficult. Employees at Tesco

must be persuaded to change by pointing out companies where change management has worked well and emphasising the need to get qualified sponsors on board (Faishol and Subriadi, 2022). Tesco needs to put money into training its workers for the third level, which is based on **knowledge**. Tesco may give its employees efficient training and tools to help them understand how important change is and give them information on how to deal with change in their organisations in a positive way. The fourth stage is the **ability** stage, and at this stage, Tesco may try to improve the skills of its employees by encouraging good communication, figuring out how long it will take to make the change; and getting people to effectively communicate with each other during training. The last step is **reinforcing** the changes, which is extremely important since the whole change management process would be pointless if Tesco did not hold on to the changes. Tesco could give rewards for the success of the change management process and come up with a good way to keep track of the change to make sure it stays (Ali *et al.* 2021).

HR effectiveness measurement

The department of HR plays an essential role to analyse the talent of the individuals who fit the accurate recruitment procedure. The efficacy of HR is being scrutinized by the authority of the company such as the human resource manager. The recruitment process is conducted with the help of qualifications, skills, and other kinds of knowledge required for operating the activities of the business. The HR mainly scrutinized to determine the presence of these abilities within the candidates before the process of recruitment. Fourteen key metrics points are utilized for evaluating the efficacy of HR (Pak *et al.* 2019).

The following section will discuss these metric points to reflect their efficacy and significance in scrutinizing the proficiency of HR. The recruiter of the organization mainly used these metric points to maintain and hire the qualitative workforce

Metrics for measuring HR effectiveness

Some specific key metrics are being used to determine the proficiency of HR and scan the cost of the department to ensure the maintainability of the budget, and guide to avoid additional expenses. It will reflect the pattern by following the budget spent (Macke and Genre, 2019). It helps in measuring the days between the opening related to the new position and the recruitment of the employee. Another superficial metric

associated to measure the effectiveness of HR concentrates to scan the amount of cost of each recruitment which is defined as the time that has been taken by the company for hiring the new employee. In addition, there is a metric named Last big promotion that guides to determine the cause behind the dissatisfaction of employees due to which the subordinates prefer to quit or resign from the position.

The potential and the performance metrics help to indicate the workers are not giving the proper performance followed by helping those workers in obtaining the optimum performance (Peccei and Van De Voorde, 2019). It is the metric that will assist the company in finding out profound employees who are experts in providing the best performance. The turnover rate will guide to reveal the number of employees who have resigned from an organization in a specific year along with the retention rate of employees associated with the company.

Relevance and application in the context of Tesco

From the above-mentioned HR effectiveness measurement and metrics for measuring HR effectiveness in an organisation, it has been understood that the execution of proper strategies in the HR department is necessary for the head of the HR department to ensure recruiting efficient employees and for providing a proper work environment. To grasp the importance of HR management metrics the HR process of Tesco will be analysed.

Tesco currently has more than 300,000 efficient employees in various stores and offices to ensure better performance of the organisation (Kase et al. 2022). Tesco Plc has followed and executed a few effective HR strategies to employ excellent candidates in order to ensure the targeted productivity and profit margin. Tesco has recruited its employees after proper interviews and test procedures to examine the capabilities of the candidates. The company executes both off-the-job and on-the-job training methods for its employees to make them educate about the objectives and aims of the organisation, and also for handling different situations in the workplace respectively (Sunny and Salathiyan, 2022). After executing the training sessions, the HR department plans one or two more training sessions for the employees to help them in mitigating their weaknesses, and in utilising their capabilities in the workplace. Tesco heads have understood the importance of communication and hence, provided a comfortable working environment for them to avoid any conflict that can decrease the performance of the employees.

Leadership Development

Leadership development is defined as inculcating habits within individuals that bring forth their leadership qualities. In simple terms, it is the techniques which aid an individual in enhancing their leadership abilities and monitoring the workflow of an organization. Efficient leaders are well capable of formulating necessary business strategies to help the organization attain success. Practical knowledge of skills like confidence development, assistance and coaching skills, communication skills, creativity and innovation, and decision-making are essential for proper leadership development. The development of these skills will help an individual in the proper management of teams and businesses, or business deals required to fulfil the objectives for the successful growth of the company. The predominant cause of leadership development in an organization is to generate proactive and responsible employees who can take important decisions for the betterment of the company and be confident enough to lead the company on the path to success.

Models of Leadership Development

Leadership models primarily determine the process of inculcating leadership habits within individuals via adopting several principles known as leadership models. These models help regulate the key skills in an employee required for the development of an efficient leader. According to the figure given below, there are six accepted leadership styles adopted by organizations for efficient leadership development.



Figure 2: Leadership styles (Source: culcsantadm.wordpress, 2018)

Affiliative leadership model: This specific style of leadership mainly focuses on creating a strong emotional bond between team members and leaders (Vogel *et al.* 2021). This leadership style generally prioritizes emotional intelligence to form effective team collaborations wherein team members and leaders independently share opinions and partake in decision-making and work more as friends rather than corporate workers to achieve one common goal.

Authoritative leadership model: This style of leadership is the most practised one in most of the corporate sectors. Despite being time-consuming, authoritative leadership are well-effective for the growth of an organization. This leadership style integrates vision and motive to motivate the team members to work for a common goal (Eva *et al.* 2021). Leaders in this team provide necessary directions and constructive feedback to the members required for their development for the overall achievement of the organizational objectives.

Pace-setting leadership model: This style of leadership sets a high pace for the team and expects them to meet the standards withheld by their leaders to achieve success as well as organizational development. In this style of leadership, the team members work in a way as expected by their leader. In simple words, the leaders upheld high standards for the team and expect the same to follow in their footsteps (McCauley and Palus, 2021).

Democratic leadership model: This leadership style is also known as the participative leadership style wherein the employees are expected to participate in group discussions and efficiently contribute by expressing their opinions and helping in the decision-making process. Overall, this leadership style believes in imparting freedom and liberty to employees and allows equal participation in business matters for the successful development of the company.

Coaching leadership model: This style of leadership mainly utilizes motivational and encouragement theories for the improvement of each employee. The leaders adopting this style of leadership minutely recognize the true potential, strengths, and weaknesses of their team members and motivate them to improve (Joseph-Richard and McCray, 2022). The leaders also devise necessary strategies required for the improvement of the employees for the success of the organisation.

Coercive leadership model: This style of leadership is also known as autocratic leadership wherein the leader practices full authority over their team members and expects the same to maintain strict compliance. The leader gives instructions to the employees and expects them to obey at any cost. Despite demanding positive results, this leadership style is highly unlikely to forge productive growth in an organisation (Leroy *et al.* 2022).

Relevance and application of this theory in the context of Tesco

The development, as well as the growth of the company, is highly dependent on the pattern of the leadership which helps the organization to meet the relevant targets. Tesco is considered a well-known retail store based in the United Kingdom and has several branches in various portions of the world. According to Bush, (2020), the organization consists of a large amount of human capital along with experienced and profound authorities who have the potential to regulate the motive of the company (Ding *et al.* 2019). Tesco has been attentive to using several models of leadership to create the capabilities within leaders of becoming a stable authority to meet the relevant objectives. The capabilities of leadership are superficially created within the individuals for maintaining the proficient correlation followed by the generation of favourable externalities.

Recommendation

The above study has properly stated the importance of effective HR departments in an organization. The proper department of management associated with human resources must focus on an effective talent acquisition system for recruiting rate candidates who can maximize the profit (Boon *et al.* 2019). The focus must be provided by the HR of Tesco to create a strong collaboration among the subordinates for maintaining the profound work culture necessary for the success of the organization. The department needs to pay attention to providing training to employees for computing tactics which are necessary to generate effective results for the improvement of success. The department associated with human resources must focus to eradicate the weakness associated with employees followed by the generation of favourable possibilities.

Conclusion

The study discussed the efficacy of the human resource department of Tesco along with its leadership qualities. The focus has been provided on illustrating the change management of Tesco with the help of ADKAR's framework of change management. The concentration has been provided to explain the effectiveness of HR associated with the HR departments of Tesco along with the explanation of the HR metrics. The study has described leadership development with the help of the framework associated with leadership. The emphasis has been made on explaining the implementation of leadership theory on Tesco with the proper recommendation of improvising the HR department.

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