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“Superbuy Shapes Up for The Future”

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Executive Summary

The growing competition within the food retail sector has resulted firms to adopt different strategies to remain competitive from improvement in service quality to reduction in costs. Malone Superbuy as one of the UK large food retail companies is experiencing a medium-high labour turnover. This resulted leaders in the company to take appropriate strategies to improve the employee turnover rate as well as deal with complex problems around the recruitment and retention due to uncertainties around a “No Deal Brexit”.

This report looked at different strategies where companies could adopt to deal with problems of recruitment and retention in the event of “No Deal Brexit” as well as ways to encourage employee’s loyalty and motivation. This report found that in the short-term Malone Superbuy could shift their recruitment system and retention improvement through changing their recruitment system and strategy. This could be achieved by relying on contingency and agency workers till the uncertainties around “No Deal Brexit” is over. Offering job security is also a main point to consider. EU employees must be informed and educated about the options they have for staying in the UK with no restriction including EU Settlement Scheme. The change of recruitment strategy asking for less skills but provide training to develop skills and knowledge as well as diversification in its employee ranges targeting male workers and graduates are also other options to tackle the problem of recruitment and retention.

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In the long-term building resources through offering apprenticeship could result in higher retention in light of Brexit. This would benefit employees to gain experience and necessary knowledge as well as qualifications to be able to build up a long-term career plan. Also, investing towards automation could benefit companies to increase efficiency, save cost and be less reliable for physical workforce through investing in Near Field Communication (NFC), self-scan machines and automated stock control.

Regarding the problem encouraging employees for motivation and loyalty, this report analysed different strategies. Offering flexible working including flexible hours could benefit Malone Superbuy to motivate its workers in particular part-time female workers and casual students. Hiring locally could also encourage loyalty and motivation. Malone Superbuy could target employees living where their branches exist as local employees would understand the opportunity and be loyal to its employers.

Also, training programmes and career development believed to help Malone Superbuy to solve the problem of high employee turnover. Training programmes will provide the employees with necessary skills and knowledge enabling them to understand how their role fits with organisation objective and thus motivated to work well and for a long term. It is also important to offer career development and promotion to encourage employees.

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Introduction

Malone Superby as a UK large food retail company has built up its reputation since twentieth century through providing quality food and targeting discern shoppers for its market. The company has more than 4000 employees which majority includes part-time female workers and casual students in the shop floor with full time management staff in head office and stores. Due to the growing competition within the food retail sector both from market leaders in the UK as well as European retailers, the big firms are now using different strategies to remain competitive. In response, Malone Superbuy has decided to improve their service quality as well as find ways to cut labour costs.

This following report outlines and discuss strategies in response for employee support to increase competitiveness within the company. This report will be focusing on HR strategies in facilitating company's future development considering the problems of recruitment and retention for Multinational Corporation (MNC) both global and European due to the uncertainties around a “No Deal Brexit”. The impact of “No Deal Brexit” for Malone Superbuy might be different to MNCs due to the company size and scope. Malone Superbuy could be compared with retail food supermarkets such as Aldi, Costcutter and Nisa Local. Second, Malone Superbuy experience medium-high labour turnover due to unsocial hours as well as temporary nature of students. in the Thus, this report will consider strategies in re-evaluation of reward policies to encourage greater employee loyalty and motivation.

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Malone Superbuy to achieve its objective in improving service quality is highly dependent in its employees. However, due to high employee turnover and its strategy to reduce labour costs to remain competitive has resulted the company to consider on strategies in achieving sustainable organisation performance. This report will look at strategies such as employee flexible working, voice and engagement, training programmes and career development aiming to improve employee attitudes, behaviour, lower level of employee turnover and high level of service quality to customers.

This report begins by explaining the potential impact of Brexit for MNC companies and Malone Superbuy both internally and externally. Then it will talk about a HR strategy that Malone Superbuy could be used in facilitating the future development of the company. Next, will discuss on strategies about problems around recruitment and retention in a “No Deal Brexit”. Then it considers policies that the company could be used to encourage greater employee loyalty and motivation. Next, will provide recommendation for Malone Superbuy which found to be the best strategy the company could conduct in achieving its objective. Finally, this report will conclude on main points discussed in this report.

Analysis of the Issues

Potential Impact of Brexit for MNC companies

In 2016, the UK referendum decision and following that the triggering of Article 50 of the Lisbon Treaty started the formal processes of what is known as “Brexit” (CIPD, 2018). After

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more than 2 years of negotiation and failure achieving deals acceptable by both parties there are great chances that the UK's membership of the EU will end in 31 October 2019 with “No Deal Brexit”. Despite there are still talks regarding the expected shape of the labour market, immigration policy and employment law companies should now start positioning themselves to respond with agility to these changes (Gosling, 2016). The “No Deal Brexit” will have a potential impact for employers in MNC companies ensuring that the organisation has necessary workforce and skills to continue in achieving its objective.

The UK leaving the EU will have major implications for the companies in retail food sector that hire high share of EU nationals (McGuinness, 2017). The UK has introduced its intention in attracting “Brightest and Best” EU and overseas nationals after the UK leaving the EU (McGuinness, 2017). However, this has negative impact for industries with need of un-skilled or low-skilled labour. According to the research conducted by House of Commons in the first quarter of 2017 there were 2.3 million of EU nationals and 1.2 million of Non-EU nationals are working in the UK (McGuinness, 2017). They found that workers from European Union nationals (E27) are more likely working in low-skilled occupations with 23 percentage compared to 10 percent of UK nationals (McGuinness, 2017).

Malone Superbuy outlets are mainly located in London, South East and the South West of the UK. According to the Office for National Statistics (ONS) Labour Force Survey Microdata in 2016 majority of EU residents living in London with more than 420,000, South-East with 160,000 and South-West with 70,000 (CIPD, 2018). In year 2018, an estimated 202,000 EU

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citizens have immigrated to the UK and about 145,000 emigrated abroad resulted in net migration of around 57,000 which is the lowest since 2009 (FullFact, 2019). This shows that the number of EU citizens have dropped dramatically resulting companies including Malone Superbuy to be affected (FullFact, 2019). This can be argued that due to low level of net migration and the dependency of retail food sector on this type of employees will be hardly affected.

MNC's are now should start thinking about their workforce planning to avoid or decrease negative impacts that Brexit might bring. In a “No deal Brexit” scenario the UK will end free movement of EU citizens right after the UK leaves EU on 31 October 2019 with no transition period (Tetlow and Stojanovic, 2018). This would negatively impact companies to respond confidently as they are not, yet immigration rules and trade arrangements have agreed. There are currently on a wait-and-see mode due to the uncertainties and difficulties in putting a place measures to eliminate potential labour shortage threat (CIPD, 2018).

A research conducted by CIPD¹ and NIESR² shows different reasons why UK companies are employing more EU nationals. According to their results 25 percent of employers responded the difficulty attracting UK-born applicants for un-skilled or semi-skilled jobs (McGuinness, 2017). Then, better work ethic and motivation, commitment and fit with organisations objective

¹ CIPD (Chartered Institute of Personnel and Development) is a professional body for development and HR.

² NIESR (The National Institute of Economic and Social Research) is UK independent economic research institution that is independent.

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and better job specific, knowledge or practical with 24 percent, 20 percent and 18 percent are ranked next main reasons, respectively (McGuinness, 2017). “No Deal Brexit” will affect sectors and occupations differently and retail food sector due to its dependence for EU nationals will be highly affected. This could be the same for Malone Superbuy, while it recruits 4,000 employees, this can be argued that majority part-time female workers and casual students could potentially be from European Countries which the Brexit will affect them directly.

While some organisations have already started preparing for Brexit, there are still some organisation which have not adopted any approach due to uncertainties (McGuinness, 2017). However, whether the impact comes as a threat or opportunities HR needs to work with senior management and internal teams in taking strategies that provides the people and skills, they need in order to facilitate the future development of the company. PESTEL analysis is found to be the best tool that provides a clear understanding of the external factors affecting the organisation and help to ensure whether they ready for changes (CIPD, 2018). It looks at six factors including environmental, political, economic, legal, sociological and technological (CIPD, 2018).

External factors like above mentioned in the PESTEL analysis with internal factors can impact organisational strategy. In the internal factors, workforce is playing a key role thus it is important that HR know its organisation workforce.

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Talking environmentally, there is not any affect it might cause about the recruitment and retention due to Brexit or problems with the loyalty and motivation. Politically, we could think of tensions between the EU and UK due to high level of UK contribution to EU membership resulted in political tension between two parties. This adversely affected the companies both in the UK and EU. Economically, the uncertainties around the Brexit and also high level of employee turnover would negatively affect Malone Superbuy. This would affect Malone due to drop in Pound Value, high cost of employing new people as well as training costs.

Regarding the Legal, the uncertainties around “No Deal Brexit” result Malone Superbuy to incur legal charges. These are the costs associated with understanding the policies and rules around the Brexit to provide the need that employees will have before and after the UK leaves EU. Sociologically, the high employee turnover and uncertainties around Brexit would result in negative interaction between the employees and cultural gap within the organisation. This is a huge cost for Malone Superbuy as it will lead to higher turnover rate. Technological factors, in Malone Superbuy case does not affect the company. This could be effective in long-term as nowadays companies in food retail are moving towards automation and thus given Malone Superbuy to not invest in automation would result the business to be negatively affective.

MNCs HR departments should take a strategy to tackle the problem of workforce in the event of “No Deal Brexit”. Below are the strategies believe the company should consider:

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- **Human Capital Management**

At the start, the company is recommended to know how many employees EU and non-EU nationals are in their organisation. It is also important to collect other data including skills, length of service and age to retirement, in order to maximise their business value (CIPD, 2018). This could be collected using range of techniques including updating HR records, voluntary and mandatory surveys, and submitting documents copies to be checked by HR (CIPD, 2018). This is crucial for HR to understand the exact numbers of its EU and non-EU national employees to be able to plan and set its future strategy.

According to the Baron and Armstrong (2007), Human Capital Management (HCM) is about obtaining data, analysing it and reporting it in which helps the company to direct people management strategies, operational and investment decisions at both levels of front-line management and corporate management. This is helpful in particular for Malone Superbuy to collect the necessary data about its employees, analyse them and then report it to management to plan and set their objectives to minimise their risk exposure to uncertainties around Brexit.

- **Employee communication and gauging sensation**

Communicating with the employees are key in Brexit activities for HR. They need to continuously communicate and support the workforce regarding immigration concerns. Also, another key set of information that the MNC companies need to understand is about employee's sentiment about job security, potential intention to leave and satisfaction (CIPD, 2018). While,

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these set of data might not be accurate however it provides an overview picture of likelihood employee turnover after the Brexit. This also provides companies with flight risk assessment regarding consideration for potential retirement, people with capability to adopt to new changes and to develop new skills (CIPD,2018). Companies could use employee surveys and focus groups to collect these data.

Appropriate strategies addressing employee recruitment and retention

Short term strategies:

- **Shift in recruitment system and retention improvement**

Improving retention should be an important focus for MNC specially when there is a high rate of employee turnover or employees exposed with Brexit uncertainties. A research conducted by Harrison found that retention is more important than attraction (Harrison, 2014). The employee turnover in grocery retail industry is higher compared to any other industries (Harrison, 2014). Boushey & Glynn, 2012 in their research found that employee turnover would cost grocery chain 16 percent to 20.4 percent of employee’s annual salary. This is a huge cost for any company and thus it is essential for Malone Superbuy to improve employee retention in a “No Deal Brexit” to gain a competitive advantage.

Shifting on recruitment system and offering more flexible working could result companies to outrage other competitors (CIPD, 2018). Due to uncertainties around Brexit and questions on whether be able to recruit necessary workforce it is important to consider whether it is worth

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Malone Superbuy to recruit themselves. One option would be to use contingent workers from agency staff, fixed or temporary workers.

However, decision on relying on contingent workers depends on whether companies would be able to secure enough workers and whether they are good enough compared to the permanent hires (Charan, Barton and Carey, 2015). It is important for companies to have the right people and makes a difference in an organisation. This report will discuss further in more depth regarding retention factors in next chapter (see page 18).

For example, Nisa Local is working with different agencies to hire their staff for shop floor. Majority of Nisa Local stores are owned and operated independently where agencies send applicants to stores to be accepted by store managers (ACS, 2015). This way they reduce their cost not having to decide centrally. However, regarding recruitment of management staff they hire using their central office to make sure they have the right people.

Changes in recruitment strategy could also be an alternative option where companies could use around uncertainties around “No Deal Brexit”. Companies are looking for candidates’ soft skills to decide whether they are the right person for the company or not. To enable to meet employee need companies could change their recruitment strategy asking for more generalised skills but provide training programmes to develop their skills. The disadvantage of this is the cost associated with training programmes. Providing training required resources and excessive funds to able to run and specialise staff.

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- **Job Security**

One of the main concerns of Brexit with EU employees are their job security. CIPD, 2018 reported that 48 percent of employers believed that Brexit has led to increase in EU employees expressing job security while the concern is believed to higher in public sector compared to private sector with 58 percent and 45 percent, respectively (CIPD, 2018).

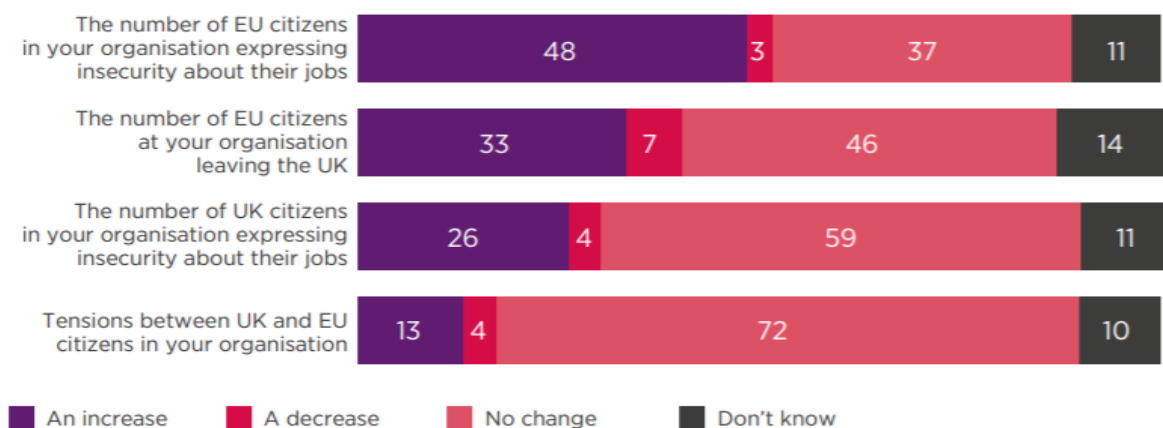


Figure 1 Impact of Brexit on job security and employee relations

Source: CIPD, 2018

The perception about the job insecurity could be partially explained by low levels of awareness about the EU settlement scheme (CIPD, 2018). The EU Settlement scheme allows the EU citizens to stay in the UK under the same rights as they had before under the free movement (CIPD, 2018).

According to the (CIPD, 2018) 55 percent of employers know nothing or very little regarding the EU settlement scheme and majority do not know EU employees right if the UK leave the EU with “No Deal Brexit”. On balance, employers believe that the scheme would help in

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recruiting and retaining EU citizens (CIPD, 2018). Thus, it is important to raise awareness and educate employers on EU citizens right. It is also important to provide assurance and raise awareness between employees too (CIPD, 2018). They need to be reassured that they could stay and work with no restrictions if they apply for the settlement scheme. In fact, the companies could run workshops educating and helping employees in EU settlement scheme and how to apply.

However, a survey conducted by CIPD, 2018 shows that around 10 percent of employers that currently employ EU employees says that the scheme would meet the demand for medium skilled labour. In comparison, majority with around 48 percent said that it would not meet the demand (CIPD, 2018). Similarly, those who employ un-skilled with around 10 percent believed that the scheme would meet their demand (CIPD, 2018). However, majority around 39 percent said that it would not meet demand (CIPD, 2018).

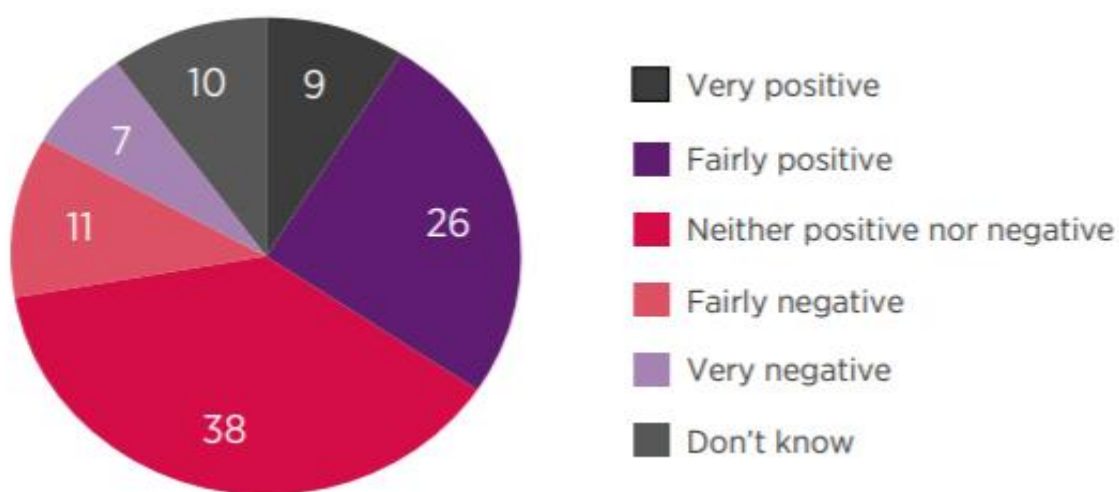


Figure 2 Employers response about EU Settlement Scheme

Source: CIPD, 2018

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Long-term strategies:

- **Automate**

Automation is one obvious way for MNC's in reducing their exposure to labour availability. There have been considerable improvements in technology in the retail grocery industry including online ordering, click & collect and online payment which reduce the need for labour (CIPD, 2018). In the event of “No Deal Brexit” and need for labour, automating grocery shops would be a good option.

This year a new shelving system announced which already rolled out to some Kroger stores replacing price tags with digital incarnations which can be remotely changed in real time (Walton, 2019). This would reduce the need for staff to change the tags all the time and would save the companies a lot. Two years ago, Sainsbury's revealed to cut thousands of jobs to introduce new more efficient and effective structure (Marlow and Armstrong, 2017). Replacing tills with self-scan machines, strengthening the online ordering and delivery to customers, and digitalising the stores are all among the Sainsbury's automation plan (Marlow and Armstrong, 2017).

There are also some disadvantages involved with automation. These include the massive capital it requires to digitalise and automate shops and systems (CIPD, 2018). Also, building complex relationships between customers will also be affected. Machines would not be able to

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communicate and interact in a way human does and help customers if needed which might give unpleasant experience.

For example, the introduction of NFCs resulted food retailers to use these technologies to offer friction-free and easy shopping experience. Now, some food retailers offer no waiting to pay a cashier and scan products at self-checkout machines (NXP, 2019). They can simply scan barcodes using special apps while they are shopping, and the total sum will automatically be debited from their account.

Another disadvantage of automation is a threat to workers within the organisation. According to the research conducted by Guardian, (2019) automation threatens 1.5 million workers in UK where they are at high risk of losing their jobs. A research done by the government found that those who are in part-time and women are the most that affected. This can be true for Malone Superbuy as they hire high number of part-time workers and casual students.

- **Building Resources**

One strategy to deal with workforce uncertainties is to switch from continuous hiring to building resources within the organisation. One way to strengthen the organisation workforce is to offer apprenticeship. The workforce development is a beneficial strategy for organisation long-term strategy and would help business sustainability in the event of “No Deal Brexit”.

There are advantages for building resources within an organisation. Work experience and offering qualifications could potentially attract employees to join and stay in the company.

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Through successful completion of the scheme qualification could be provided that is valid internationally. This attract employees to use qualifications to be hired any where in the world. As a result, this lower employee turnover, increase in employee efficiency and better customer service.

However, there are also some disadvantages including high cost in training employees in all levels which could reduce company's willingness to adopt these programmes.

For example, Aldi offers apprenticeship in three different sectors, logistic, stores and drivers (Aldi, 2018). They provide and teach apprenticeships with knowledge and skills about ins and outs of Aldi both practical and theoretical (Aldi, 2018). Through their apprenticeships they also offer qualification and permanent job motivating individuals to join this programme. This would help Aldi to build up long-term employees with necessary skills and knowledge to provide the best service to its customers and meet its long-term objectives.

Strategies encouraging greater employee motivation and loyalty

There are different strategies and factors that could be used to encourage greater employee motivation and loyalty. It is very important to undertake investigation to determine which factors affect the retention at most to enable organisations to intervene to address these challenges. Below, are factors which believe would benefit companies for greater motivation and loyalty of staff.

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- **Flexible Working**

As mentioned above, offering flexible working could results in higher employee retention. One way of flexible working is to offer flexible working hours meaning at a specified core period allowing employees to arrange their hours which suits them better (Corecruitment, 2018).

There are various advantages including employees to be in their own control, reduction in employee turnover and increase in employee efficiency and engagement (Corecruitment, 2018). However, there are some disadvantages including difficulties in organising employees working hourly rota, mis-communication between employees and some employees taking advantage of flexible hours such as not being efficient in workplace (Corecruitment, 2018).

For example, Asda does offer flexible working to its employees (Tatum, 2014). Before 30 June 2014, Asda used to offer flexible working to certain employees mainly working mums however from the date they now extended to all employees allowing employees chance to shape their working hours around other commitments they have in their life (Tatum, 2014).

According to a research by Institute of leadership and management they found that 82 percent of managers reported on productivity improvement, retention and commitment and 63 percent of managers reported flexible working resulted in better customer service and meeting their needs (ILM, 2016).

Offering flexible working could result in improvement in retention for MNCs (CIPD,2018). In the event of “No Deal Brexit” and MNCs dependency on EU and oversea workers it is

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important for companies to retain their staff. Offering flexible working by offering more flexible hours, hiring locally and targeting wider types of individuals than students and female workers could result in more retention (Charan, Barton and Carey, 2015).

It is also important to target wider community for diversification when hiring employees. Targeting specific types of employees such as students results in high employee turnover. Student workers are always temporary, and they will leave after finishing studies, thus it is important to target different types of individuals including hiring locally, hiring both genders and targeting broader age ranges based on the requirements. The disadvantage of targeting broader community and individuals are that they might not fit with the organisation objective achieving a goal. For example, in retail sector the sales person is preferred to be women due to their communication and psychology thus hiring men might not fit in that role.

Hiring locally can be beneficial for small-medium sized companies to gain advantages of investing in local economies and talent pools (Craig, 2019). According to the Institute of Grocery distributions (IGD, 2018), 54 percent of grocery shoppers prefer to buy locally sourced food to support their local community which same applied to companies hiring locals. While, it benefits companies it could also benefit employees including no relocation difficulties, understanding the opportunity and welfare improvement. As a result, helps encouraging greater employee and motivation. There might be some disadvantages including not finding the necessary skilled person. For example, there might be a need for an electric technician while you cannot find the required person in that community.

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For example, now MNCs such as Sainsbury's and Tesco as well as medium size companies such as Aldi and Lidl are moving towards investing in their local economies and target local people to employ for their available roles (Craig, 2019).

- **Voice and engagement**

One of the key factors in increase in employee loyalty and motivation is to hear their voice and allow them to engage giving their ideas and thoughts (acas, 2012). To do this it is important to develop trust within organisation through showing behaviours including working in teams and sharing information (Charan, Barton and Carey, 2015). In retail grocery supermarkets relationship that is built on trust between the store managers and an employee is key to good engagement of employees (Keller, 2001).

A research conducted by Varis (2017) identified four factors that drives the engagement. First is the leadership; leaders are the one that create a space by their behaviours and actions and how their perceived have significant impact on trust within the organisation.

Second is the line manager; there is a high consensus that the relationship affect trust is the one between the employee and the line manager (acas, 2012). The reason is that the behaviour developed through behaviours on a day to day activities when setting goals, showing their trust to employees and giving feedback (acas, 2012). Third is the employees voice (acas, 2012). To hear employees voice it is essential to build a trust where then employees would be honest and open about their views (Keller, 2001). According to the research trust is high where the employees motivated to make a difference. Finally, Integrity is another factor results in an engaged workforce (acas, 2012). Organisations in order to successfully build the trust it is important to make sure that the leaders in the organisation exemplify these values in their day to day activities and respond to those that ignore (Keller, 2001).

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For example, Tesco works hard in offering employee engagement in day to day activities. Tesco’s UK Personal Director, Judith Nelson said that Tesco takes employee engagement very seriously and run an annual staff survey called Viewpoint. Through this Tesco understand the core aspects of working for Tesco. This would enable them to understand the problems and thus work to solve the problems in other words called listen and fix. This programme is a two-way communication aiming in understanding employee problems and acted on their answer.

- **Training Programme and career development**

Another way to improve motivation and loyalty within an organisation is through providing training programmes. A work force is filled with full of employees who are eager to learn and develop new skills (Feigenbaum, 2005). Those employees who are engaged in their jobs are interested to learn more about the company and industry to learn new skills and improve their performance (Feigenbaum, 2005). Training help employees to understand how their role fits with organisations structure, goals, objectives and achievement (Feigenbaum, 2005). As a result, they will be more motivated and excited about their jobs as they now understand how what they do results in company’s success.

For example, Lidl does training programmes to all their staff from operational to managers (Lidl, 2017). They ensure that all employees are provided with key knowledge and skills to successfully start their career and make a difference within the organisation (Lidl, 2017). To ensure that their training is a success they supported by training mentors and regional training consultants.

Career development is also one way to improve loyalty and motivation. Many workers join the organisation not to just have a job but to develop a career (Feigenbaum, 2005). Organisation must provide an opportunity for advancement for employee retention and motivation (Hirsh,

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2007). Now days majority of companies offer promotion and career development to attract their employees to work hard and keep motivated (Hirsh, 2007). It is essential that they observe and experience promotions and not exist in theory as then the employees become disenfranchised.

One of the companies offering great training and career development programme is Amazon (Hirsh, 2007). They offer a month intensive training and leadership programme enabling them pioneer career at Amazon (Hirsh, 2007). This programme enables the candidates to receive and learn skills and knowledge to further enhance their career opportunities within the organisation.

Recommendation

Malone Superbuy is a UK based company hiring more than 4,000 employees, thus it is considered as medium sized company. Below, provides recommendation for Malone Superbuy regarding appropriate HR strategy that would facilitate the future development of the company in light of the problems of recruitment and retention in “No Deal Brexit”. This report will also provide our recommendation about the best strategy the company could use to encourage employee motivation and loyalty.

Malone Superbuy is currently having its own recruitment system hiring both staff for its generic labour as well as management roles in the office. They mainly dependent on part-time female workers and casual students. Due to the uncertainties around the “no deal Brexit” and concerns

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regarding the recruitment and retention, the Malone Superbuy must adopt best strategies to minimise the cost and uncertainties around it.

Thus, the company should first collect the necessary data to understand the number of EU and Non-EU employees within its organisation as well as gauge their sentiment on their role to have an overall picture of its employees' incentives.

The company should consider whether it is worth having their own recruitment system where there is high uncertainty due to the Brexit. The internal recruitment system is currently costing company substantially while it might be not useful at all. For example, the HR could hire an EU national having to train and invest in the individual and due to the “No Deal Brexit” result the person to leave his role.

Malone Superbuy should rely on recruitment agencies or contingent workers to hire its generic labour till the uncertainties around the Brexit are over. This gives an advantage of numeric flexibility where Malone Superbuy could flex workforce numbers based on demand. For example, HolisterCo does the same strategy. They recruit contingent workers in shop floor in an aim to fill the work slots when needed. However, because the management staff are important assets of a company, Malone Superbuy should have its own recruitment system than rely on external agencies. This is because majority of management staff should be differential types of labour that makes a difference in the organisation. Malone Superbuy should make sure these staff have the necessary skills and knowledge that does fit with organisation objectives.

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Malone Superbuy could also change its recruitment strategy and offer job security to its EU employees. They could reduce their skills requirements but provide training to develop employees' skills and knowledge. Offering also job security to EU employees could further increase their retention

Second, the company is experiencing a high employee turnover. Malone Superbuy should offer more flexible working to its employees. The company could offer flexible working hours to both part-time female employees and casual students. Female workers at some point due to family reasons, child care and or pregnancy would welcome more flexible working hours. This also applies to casual students which due to studies, university or college and exams are interested in flexible working hours. Offering this option would result in high employee retention rate and encourages employee motivation and loyalty.

Third, Malone Suoerbuy is highly dependent on part-time female workers and casual students. The company should also diversify its range of employees including Male workers and graduates. The advantage this offer is to provide Malone Superbuys with more options and numeric flexibility to hire employee. For example, looking at Aldi, they hire individuals with any background, age, gender and occupation. Thus, this would be an advantage to have a wider variety of employees to hire and retain them.

Fourth, to encourage employee motivation and loyalty the company should focus more on hiring locally. The company has branches in London, South East and South West meaning that

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they could target individuals locally where the shops are located. Now many companies are moving in this direction; investing in local economies and talent pools. As mentioned, employees are not required to re-locate, welfare improvement and understanding the opportunity result them to be encouraged to be motivated and loyal to the company.

Finally, now organisations in all sectors including retail grocery are moving toward automation in an attempt to reduce the cost, increase efficiency and reduce the need for physical workforce. Thus, Malone Superbuy should take the same strategy automating its cashier machines, shop floor, behind shops and management office. For example, investing in Near Field Communication (NFC) for behind shop for stock control, having more self-scan machines and online shopping should all be among the company’s strategy.

Conclusion

This report outlined and discussed the contemporary issues around the people management of Malone Superbuy, a large food retail company. The company was facing several issues including medium-high labour turnover and possible problems around the recruitment and retention of its EU and Non-EU employees around “No Deal Brexit”.

The management were considered regarding the problems of recruitment and retention in the event of “No Deal Brexit” and were looking for strategies to minimise and eliminate the risks associated with it. This report looked at different strategies that the company could deploy including short-term and long-term strategies. Short-term strategies were to shift its recruitment

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system and retention improvement through offering flexible working and job security. Long-term strategies were to invest and shift towards automation such as self-scan cashiers as well as invest in building resources through for example offering apprenticeships.

Since, the company was experiencing a medium-high labour turnover. Malone Superbuy management were looking for strategies to improve employee loyalty and motivation. Thus, this report provided strategies that would motivate employees including flexible working, hiring locally, voice and engagement and training programme and career development were among them. Offering flexible hours target employees living where the company branches exist, allowing employees to contribute and engage in an organisation. Also having training programmes providing necessary skills and knowledge and thus career developments within the organisation were among the strategies that found to encourage employee motivation and loyalty.

This report also provided recommendation to Malone Superbuy regarding the concerns of recruitment and retention in the event of “No Deal Brexit”.

First Malone Superbuy to run Human Capital Management collecting the necessary data to understand number of EU and non-EU employees and their incentive about staying or leaving. Then, companies in short-run could shift their recruitment system and strategies through employing for example contingency workers or agency workers and asked for generalised skills but provide training to develop their skills and knowledge.

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Then, Malone Superbuy should start offering more flexible working including offering flexible working hours. Majority of Malone Superbuy employees are part-time female workers and casual students and offering flexible hours can motivate them to arrange their own time and result in more motivation and loyalty. The company should also look to diversify its range of employees targeting male workers and graduates too.

Another strategy to encourage employee motivation and loyalty recommended is to hire locally. Malone Superbuy should consider hiring its employees where its shops are located. Local employees would understand the opportunity and there is no need for re-location which results in better motivation and loyalty.

Finally, this report recommended Malone Superbuy to start automating its services and shops in the long-run. This would result in better efficiency, long-term cost effective and reduction in need for physical workforce. This would benefit Malone Superbuy in long run as they are currently do not have the necessary resources and funds to invest hugely in this project.

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