



Tesco

Prepared for

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Module: Introducing to the modern workplace

Module No: LCBB4003

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Introduction

The group work is an excellent opportunity to collaborate on the process of learning and experience with other people. The case study in this group work is food retailer Tesco. In this study we will introduce Tesco: Goals and objectives; Leadership and management behaviour; Group and team behaviour; Motivation and perception.

According to Ralph M. Stogdill (1950), "Leadership the process of influencing the activities of an organised group in its efforts towards goal-setting and goal achievement." (Huczynski, A., Buchanan, D, 2013, p.652) On the other side, management is simply "do things right" (Huczynski, A., Buchanan, D, 2013, p.653).

To understand perception in the organisation we have to make categorisation and the search for meaning and pattern. That presented by the concept of perceptual organisation. According to Max Wertheimer "Perceptual organisation the process through which incoming stimuli are organised or patterned in systematic and meaningful ways" (Huczynski, A., Buchanan, D, 2013, p.264).

Tesco was founded by Jack Cohen in 1919. A son of Jewish migrants from Poland, Cohen start selling groceries from a stall at Well Street Market, Hackney in East End of London (tescoplc, 2019).

Five years later in 1924, he bought a shipment of tea from Mr. T.E. Stockwell. Mr. Cohen uses first initials from Mr. T.E. Stockwell (TES) and adds his first two letters from his surname (CO) and the TESCO brand was born. In 1929 the brand open store in Burnt Oak, North London (Clark. T., Chan, S.P.2014).

Tesco continued to grow in the 1930s, Cohen opening stores across London. In 1932 the brand becomes a limited company. In 1934 Mr. Cohen bought land in Edmonton, North London and build a warehouse. That was the first modern food warehouse in the country (tescoplc, 2019). "Tesco Stores (Holdings) was floated on the stock exchange with a share of 25 pence" (tescoplc, 2019).

Inspire of the visit to North America Mr. Jack Cohen decide to move into self – service. The first stores with self – service was open in 1948 in St. Albans, Hertfordshire (tescoplc, 2019). In the 1950s Tesco bought around 500 stores and introduced to the community the first supermarket opened in Maldon, Essex in 1958 (tescoplc, 2019)

The retailer made a big move in the 1960s when they started selling household and clothing. Another remarkable improvement for Tesco is opening the first "superstore" in Crawley, West Sussex whit 40 000 sq.ft. size in 1968 (tescoplc.com).

The next decade was all about to put petrol station on major sites, and cut the prices called "checkout at Tesco". In 1979 the founder of Tesco Jack Cohen passed away. Putting the end of an era (tescoplc, 2019)

Tesco continued to improve the value and add more range. In 1985 introduced to the public new own brand healthy eating range at affordable prices. And it was the first retailer in the UK to do so(tescoplc, 2019).

In the next decade, Tesco found a niche market and presented the small format of Tesco in the heart of the cities. The first store was opened in Covent Garden, London. Later in the same decade Tesco launched other formats "Tesco Express" and "Tesco extra". In 1993 the "Every little help" campaign was born. The year 1995 is when the food retailer went international and opened stores in Hungary. Next years Tesco open stores in the Czech Republic, Slovakia, Poland, Ireland, Thailand, Malaysia, and India. The same year Tesco launched the Tesco Clubcard and attracted around five million customers. And whit that Tesco overtook Sainsbury's. In 1997 Tesco introduced to the community the Tesco Personal Finance. The food store found a gap in the market and launched their own range "Tesco finest" (tescoplc, 2019).

The supermarket continued to grow in a range of products. In 2000 Tesco launched an own website Tesco.com (Clark. T., Chan, S.P.2014). 2001 bring to Tesco F&F a new affordable range of clothing to the customers. In 2003 Tesco entered the market of broadband and introduce Tesco mobile (tescoplc, 2019) In 2006 Tesco had an ambition to open stores in the US under the name "Fresh and Easy"(tescoplc, 2019)

By 2008 the retail had stores in every single postcode area in the UK. Exception Harrogate in North Yorkshire which does not have Tesco. In 2009 Tesco step on the financial market by launched Tesco Bank. Joint with Royal Bank of Scotland

(telegraph). "In 2010 the supermarket opens it's first zero-carbon supermarket in Ramsey, Cambridgeshire" (Clark. T., Chan, S.P.2014).

Conclusion

In the next years until today Tesco continued to amaze people with charity programs, helping to create healthy eating values for children, supporting communities with creating more green spaces in local communities. "Every little helps".

Concept of leadership and management behaviour

Leadership in an organisation is an ability that makes sound decisions to inspire others to perform well. According to Anderson *et al.* (2017), it is a process in which a leader influences others to accomplish and instructs the organisation to make decisions for a successful path. Tesco drives the same process in order to create a working environment in which the employees of the company can identify their isolated and collective potential. In this environment, employees are free to be creative and produce strategic thought to make effective vision.

Leadership in Tesco

Tesco processes a strategic management style in which the management folds up the strategic ideas that make effective decisions to achieve a goal and. It clears the organisation how to reach such goals and objectives for the coming future of the organisation. Its Leadership focuses on efficient work performance of the staff. So management centres on making decisions mostly strategic. According to Bolden (2016), the decisions which have been made through effective communication with the employee are executed by leadership. This process makes other influenced, motivated to contribute to the utility and success of the company where they are working. Tesco's management has announced that their main strategic task is restoring the trust of the stakeholders in general and consumers and suppliers in particular.

To prevent and overcome the wrong doings in future the new management has presented a new code of business conduct which has been supported by a training programme of the company. Tesco created simplification throughout the company which has been a major priority for the managerial team. In order to concentrate on availability, service and selecting on price, the company has declared the range of initiative. This vital declaration will help in restructuring a significant programme and in launching a renewal programme that restores trust in every field of the brand and

make financial discipline of the company. The new management has addressed the proactive issues in the relationship with the suppliers and also established a new helpline for supplier in order to take their trust in. the quickness and simplicity in their payment method and administration separate them from other competitors across the world. The main fundamental target of retailing strategy is to perform in competitive advantages (Shin *et al.* 2015). The retailer forms a firming position of the organisation to establish maintainable competitive advantages. Tesco has successfully minimised the carbon intensity and operating energy in the UK by 50% which led them to a huge savings of the company. The organisational culture has strongly helped Tesco in shaping the work process, satisfaction and relationship at work in the company. These changing leadership and strategic management are the main factor why Tesco is in the long term success.

Leadership theories and practices in Tesco

Tesco processes a valuable view on their employees by offering them competitive payment and convenience to cast a long term relationship. The management of Tesco has accommodated a new style of leadership, known as **democratic style**, where voices of the employee are heard at the time of decision making. This style of leadership keeps motivating the employees through which the organisation provides satisfaction to its customers. It is a notable fact that the management should emphasise the importance of appointing a new team leader in every department to tackle the processes of organisation (Shin *et al.* 2015). The leadership style initiated by the management has been limited by the team leaders of each department. Like the employees are led in decision making by the duty manager to support all the operation in store. The duty manager's duty is to ensure that all the team leaders are trained and ready to participate.

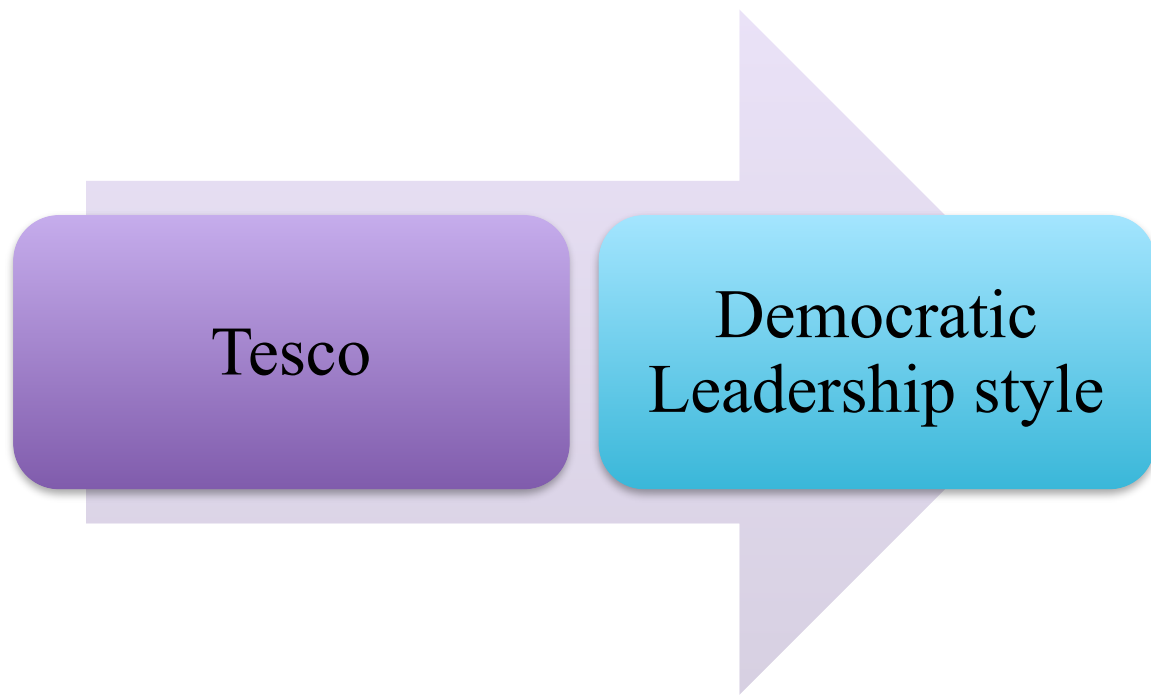


Figure 1: leadership style

(Source: Mulle and Turner, 2017)

Management behaviours in Tesco

Tesco has taken the blending of two approaches while the other competitors are driving only on approach. Tesco is focusing on the management issues by applying technicality of management along with social prospect at the same time. This is because the management issues technically may produce a long term bleak condition for the company as the social dynamics have characterised for its frequent changing which may cast a direct impact on the company (Mulle and Turner, 2017). In the earlier time of Tesco, the entire management strategy was constituted on output basis. However, by the changes of time, the management strategy has been changed from output basis to a view point where human resources and societies vary too. Currently Tesco is the largest retailing company across the world, spreading its operation into 12 countries including China, India, and Malaysia etc. Tesco's management is the key to their excessive success on the following year. Success cannot be brought in by luck or chance; it is a result of their strategic management and leadership that ensiled them from others. The company's strategy in regularly monitoring all aspects related to business, contributing new ideas to

employees and listening to the sound strategy of employee during decision making, illustrate the successful empire of Tesco in retailing market.

Conclusion

With all the demonstration of Tesco shows the vital role of leadership and management in the company. The theory which the company has used is clearly operating and bringing immense success. There are numbers of competitors behind Tesco applying modern strategies. Instead of continuing autocratic approach, Tesco has to adopt more democratic styles in order to be dominant in the world market.

Modern workplace is the term which is used for the organisation when they innovate something new such as products or software in order to maximise their operational efficiency (Angouri, 2014). Management try to build modern environment in the which help the staff members of the company to communicate in the internal operations in well manner to reduce the confusion. For the better understanding of this concept, this report based on Tesco Plc which is UK based Multinational organisations which is established in 1919 by Jack Cohen. This report based on Goals & Objectives of the Tesco Plc.

Goals of Tesco Plc:

Goal of the company is to stay as a leading retail supermarket organisation which provide quality products as well as post sales services at affordable cost in comparison to their competitors. Tesco ensure that each and every product which satisfy the customers will be available at single stores. Consumers wanted to satisfy their needs through consuming products & services with grate value. Tesco is retail sector organisation where they have to focus on customer service as well because in the current business environment it is the main factor to evaluate the performance of company in order to maximise productivity as well as profitability.

Why goals are important:

Goals are important to formulate because it motive the people to perform accordingly in order to achieve desired outcomes. Goals motivate everyone in the organisation to complete their work on time in order to perform their task. If individual does not have any goals, they are not able to give their 100% to accomplish their goals.

Through setting a goal which promote the team members as well as encourage them to work together or show their potential together in order to achieve all the goals & objectives which they are setting (*Importance of Goals*, 2019). If team members rewarded for their work then it will encourage them to enhance their potential which automatically maximise the productivity as well as profitability.

Goals increases the moral because if people go to work without any goals then they feel same in the workplace because there was nothing challenging to do. Goals will help the staff members to take ownership which feels good inside.

With the help of setting goals, organisation able to measure the success which is most important for the organisation. After evaluating success they have to build further strategies accordingly.

How to establish Goals:

Initially Tesco have to set some expectation and it should be realistic which any individual can achieve (Burrell, 2016). Along with this this, they have to set SMART goals that should be specific, measurable, achievable, relevant and timely completed.

Through tracking employees progress an organisation can measure the goals along with key findings. Managers of Tesco Plc analyse the current performance of the business operations and build future goals accordingly to achieve in the given time frame.

Objectives of Tesco Plc

There are various objectives set by the Tesco Plc in order to maximise the productivity as well as profitability and capture huge market share of retail sector.

These objectives are mentioned below:

- First and all time objectives of the company is to maximise the sales in order to increase the profit margin of the company.
- Reduce the price of their product or make shopping cheaper for the average household people (Dolton, Bondibene and Stops, 2015). Main aim of Tesco is to cut their product cost which make them able to sell their product on affordable prices for the consumers.
- Focus on producing healthier product into the range of groceries which they supply for the sales purpose.
- Another objective is to maximise online shopping experience for the consumers in order to maximise their sales as well as revenue.
- Tesco ensure that they provide jobs to the local community for the development of people in order to reduce the unemployment from their locality.

Why objectives are important:

- In order to get clear guidance or directions to complete their task or achieve their goals (*Importance of Objectives*, 2019).
- To motivate employees and encourage them to perform well more than their potential which increase the efficiency as well as effectiveness of an individual.
- Objectives are important because they help in building standards for the evaluation of individual performance.
- Objectives of the company used to develop the structure of the project plan which further minimise the efforts to perform task.
- It is also important in order to set budget because each activity should be required nominal spending.

For the above mentioned points are important to build objectives which help the organisation to perform their operational activities in well manner or ensure that

company maximise its productivity or profitability (Cobb, 2017). In order to get all the benefits, Tesco build objectives and in order to achieve their goals, objectives are important where managers make various efforts to achieve their objectives as well.

How to establish Objectives:

Objectives should be established through analysing the requirement of business which required to achieve in the particular time frame. Management of Tesco Plc need to ensure that objectives should be clear which make individual able to understand or perform in order to achieve their organisational goals. Goals, vision, mission and objectives all are should be related to each other because it will enhance the efficiency as well as effectiveness of the organisation.

CONCLUSION

From the above presentation it has been concluded that goals & objectives are important for the organisation so they build their strategies accordingly in order to achieve it. Organisation should develop their goals & objectives in order to achieve it or maximise the productivity as well as profitability. In order to get success in their operational activities they have to make goals & objectives and make sure to implement in well manner to achieve the desired outcomes.

According to Mullins (2016), motivation in its simplest form refers to the creation of incentives and a working environment that allows employees to perform to the best of their ability. It as a state of positive emotion resulting from the assessment of ones job experience. In fact, David and Anderzej (2010) have defined it as cognitive decision making with the intension of making behaviour aimed at achieving a given goal through initiation and monitoring. Mullin (2016) argues that motivation is the foundation of all organisational activities considering that the relationship between employees and the organisations is influenced by what motivates them to work and the satisfaction they derive from it. In fact, an organisation is most likely to achieve its goals and objectives if its workforce is highly motivated (Huczynski and Buchanan 2013; Mullins 2016).

According to Huczynski and Buchanan (2013), a motivated group of employees is a sign of a successful organisation. In fact, motivated employees are most likely to work and achieve greater output, reducing labour costs. They tend to show pride in their work, require less supervision and create a positive impact on customers, improving the overall performance. However, if work is repetitive, unchallenging and uninteresting, it is most likely to result in demotivation and boredom which will in tandem result in reduced loyalty and more sick leaves (Huczynski and Buchanan 2013).

Tesco's business depends on two groups of people (employees and customer) without which it can't operate. In order to support and motivate its employees, Tesco offers its employees rewards and supports them with a work/ life balance by offering them flexible working hours, discounted gym membership, competitive salaries, company share options, free to reduced rate health care among others. This is

because the company is aware of the fact that through valuing employees by offering them realistic goals and an interesting work environment increases employees' motivation. In fact analysts have argued that motivated employees are more loyal and focus on customers.

Through the years there are several theories that have tried to explain the nature of motivation. Motivational theories have been grouped into two groups; content theories and process theories as shown below;

An overview of the main theories of work motivation

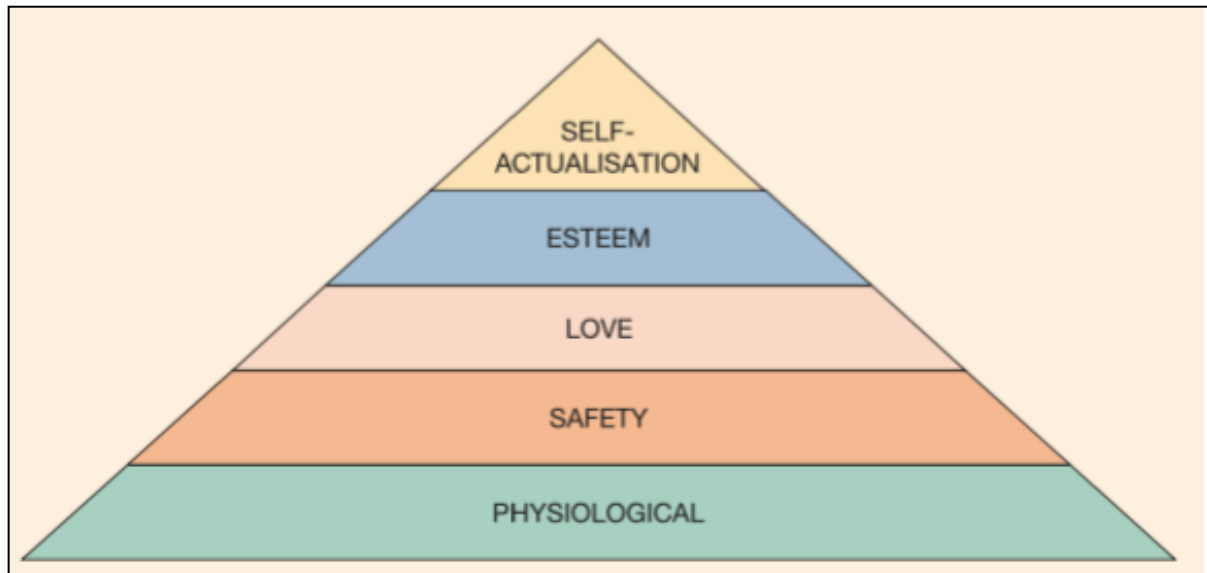
Content theories	Process theories
• Maslow	• Expectancy theory
• Alderfer	• Equity theory
• Nohria	• Goal theory
• Herzberg	• Attribution theory
• McClellan	

As noted by Mullins (2016), content theories explain things that motivate people to work while process theories try to explain the relationships among the dynamic variables that make up motivation as well as the actions required to influence behaviour and actions.

Maslow hierarchy of needs theory

Established in 1943, Maslow's theory believes that humans are motivated by essential needs. In fact, he argues that humans are wanting beings and always want

more yet what they want depends on what they already have. He formed a pyramid demonstrating all these human needs.



As illustrated in Maslow's hierarchy on needs, at the bottom there are physiological needs (basic needs) which naturally influence people to work, followed by safety, love (social needs), self esteem and self fulfilment (Huczynski and Buchanan 2013; Mullins 2016).

Coming from the hierarchy of needs by Maslow, content theories of job satisfaction revolve around employees' needs and the factors that bring them satisfaction.

Herzberg's Two-Factor Theory

In 1959 Frederick Herzberg conducted research that showed that certain factors were to blame for the motivation or satisfaction of employees. On the other half things like hygiene factors, created dissatisfaction if they were absent or inadequate. This could be prevented by implementing improvements in the hygiene but these improvements would hardly provide any motivation alone. Herzberg showed that to

truly motivate an employee a business needs to make sure there are conditions that make the employee feel fulfilled and appreciated at work.

Maslow and Herzberg demonstrated that employees can be motivated by many different factors. Tesco provides opportunities for its managers and staff to take greater interest in their own employment. Every single employee is an individual, with different needs and aspirations, the implementation of processes such as reviews and personal development plans can allow them to be recognised for their abilities and achievements, as well as potential development. The main benefit is that the employee is provided with career progression. It also benefits Tesco by making sure the business can deliver great customer service through its skilled and motivated employees. Through motivating its employees, the company has been able to maintain both employee and customer loyalty, maintaining its growth through the highly competitive environment.

On the other hand, Perception has been defined as the mental function of giving importance to stimuli such as shapes, taste, touch, colours, movement, sounds, smells, pain, pressures and feelings. Perception gives rise to individual behavioural responses to particular situations(Mullins 2016). From overestimating its profits by more than £250m and short-changing suppliers, to un intentionally selling horse meat and a hygiene scandal at one of its chicken suppliers, Tesco's image and perception have through the years been damaged because of many issues associated with it. Despite this, it has remained the UK's largest supermarket with a marketshare of at least 27% (Hammet 2018).

Based on a combination of factors including quality, value and recommendation perceptions of the supermarket have been on a steady upwards trajectory. The retailer has continued to drive perceptions of quality and value. As noted by

Armstrong (2009), it is the duty of a leader to change people's perception by creating deep collective identity through his followers. Since he became CEO in 2004, Dave Lewis has been working tirelessly to improve the company perception. Though it has completely changed, there has been a major improvement, as of 2018, it was the 5th most popular supermarket chain and the most famous, because of its good value, family friendliness, great offers and loyalty schemes.

However, it should be noted that cultural orientation affects the perceptions, attitudes, values, motivation, and behaviours of people who live in it. Like personality assessment, each of the orientations represents a separate cultural continuum (Mullins 2016; Armstrong and Taylor 2017).

Staneva

Tesco's customer service motto is to be the best for its customers.⁽¹⁾ It focuses around improving the quality of life of its customers as well as making their way of life easier. Tesco's core business is centred around its customers and therefore the ethos in which they serve its customers has a direct effect on its success.

Tesco specific business code of conduct ⁽²⁾

Tesco code of business set out how the employees should behave towards one another and to other 3d parties. They create equal opportunities for the employees irrespective of their gender, sexual orientation and background.

- Tesco believe that the good working atmosphere could be achieved by creating clear rules and giving equal opportunities to everyone. Their policy includes inclusion and diversity – they create diverse work teams irrespective of gender or sexual orientation. They would like everyone feels respected and valued in order to be able to fulfil its tasks in the best possible way.
- Dignity and fair treatment are other utmost values of Tesco's policy. Employees' safety and their wellbeing are considered of great importance. Rude behaviour is unacceptable, as well as the harassment is. The problem with the different cultures of the employees in the diverse team is with the offence that might be caused unintentionally, due to lack of information. To avoid it people must act in a safe way, taking responsibility of their own actions and performance.

- Tesco respect Human Rights and ethical trading. They choose their suppliers not only on the base of their products or trade terms but also in accordance to their values.
- Tesco trained their employee to have 0 tolerance to bribery and corruption. It is their employees' duty to alert the management for the risk of bribery.

The employees' behaviour is of greatest importance for the company's performance. It is the reason why the organisations pay special attention to the factors that defined the behaviour.⁽³⁾

The role of the managers is one of the basic factors. They set directions to the team members and make them aware of the values and policies of the organisation. To be able to do this they need to have clear communication and to look for feedback from their stuff. The managers have to support their team and help them manage with their everyday work and in acquiring new skills and knowledge.

Work culture is other important factor that influences employees' behaviour. Clear rules, positive atmosphere, respect, good relations between the stuff members make them feel good and help them perform their tasks in the best possible way.

Effective employees understand the importance of their customers. They are focused on them.

In terms of leadership behaviours they hold the 5 following keys values with particular importance.

- Innovation – staying alert to new thinking, looking to the future, taking small steps that make a big difference. Innovation and learning are important for the employees and organisations. They lead to improved job satisfaction for the

employees and for economic and social development at the level of organisation.

- Resilience – looking after yourself, making positive choices, knowing how to respond to challenges
- Collaboration – making connections with people, working as a team and sharing success, partnering with others. Collaboration improves productivity of the team and creates good employee relationships.
- Responsiveness – Embracing challenges, taking brave informed decisions, making decisions even if they aren't easy
- Empathy – Building strong trustful relationships, listening with colleagues and understanding their points of view, understanding differences and the strength this brings to the workforce.

Group behaviour

The group is a collection of people who interact with each other and work together. In general a common task might be assigned to them. In order to be able to accomplish the task people of the group need to communicate, discuss and work together.

Group size

The size of a group is one factor that can establish its likely behaviour. There are no rules how big the group should be. It could consist of two or more members. There is difference in the way the group is functioning depending on its size.

The group consisting of ten or less than ten members is quite effective. People in such a group can communicate effectively and discuss about the problems and the

task. It is observed that people working in smaller groups feel more motivated and satisfied than people working in big groups.

Big groups

In this regard members of bigger groups cannot communicate with each other. It is a reason why the big groups:

- Require a high degree of formalisation than smaller.
- Require clear lines of communication.
- Tend to pay less concentration to the need of individuals than smaller groups.
- Focus more on task necessities than personal issues.(3)
- Larger groups are more productive than the smaller groups.

Purpose of group

Groups are assigned definite purpose within the organisational structure. These groups are often asked to focus their efforts on explicit problems, usually of a short-term nature.

Communication

Communication is one of the most important factors that influence the behaviour of employees. The successful managers achieve this by use of clear communication. Communication helps the stuff understand what their managers expect from them. It also helps the managers get known the concerns of their stuff and the difficulties they meet. This feedback plays significant role in creation of good working

atmosphere. Knowing what is important or irritating for their staff give the managers clue how to improve the working conditions.

Clear and open communication brings for more effective teamwork. All team members should be united about the targets, responsibilities and timelines. This consistency is facilitated by effective communication.

Factors that influence the individual behaviour at work

Organisation behaviour

Tesco PLC states “Everyone welcome”. They believe if a person is passionate, striving, committed, flexible can work for Tesco PLC. They believe that their training and development program can help any individual to work with them. The support of management motivates the employee. If the employees are not motivated enough at work this will make the consumers to move to competitors. Stress is another factor that influences employees’ behaviour. It is a complex and dynamic concept. Stress is caused by various factors. It depends on the types of personality- whether the person is introvert or extrovert. The level of stress is in connection with the nature of job and the type of occupation.

The culture of the organisations is another important factor that determines the stress among the members. In case the employee feel their needs are understood and they will be assisted in their job then they enjoy a low stress atmosphere.

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