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# Malone Superbuy Shapes for the future

A Business report recommending strategies that will enable Superbuy to compete effectively in the Food industry

Course: Managing in Complex Environment

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## EXECUTIVE SUMMARY

This report addresses the future of Malone Superbuy in relation to the business environment in which it operates. It seeks to examine the present situation at the company in relation to its existing policies on staffing, problems associated with medium to high labour turnover and the lack of competitive strategies that can make the company compete effectively in the food industry. It seeks to evaluate the organisational competencies in line with preparation for the 'No deal' Brexit and whether these existing competencies can suffice or modifications need to be made.

The result of the evaluation will lead to the enumeration of recommendations for strategies that could be employed in order to overcome challenges that may arise from the future business environment that Superbuy may find itself. These challenges are political and competitive in nature and if care is not taken, they are wild enough to disturb the flow of business. Strategies that will be mostly recommended will be to address the continuity and stability of the business in the face of the political climate of Britain in relation to a "No deal" Brexit which may affect selection and recruitment of staff leading to low labour turnover. Part of these strategies will also be to address how the company can improve its employment capabilities with special focus on recruitment, retention and reduction of labour turnover.

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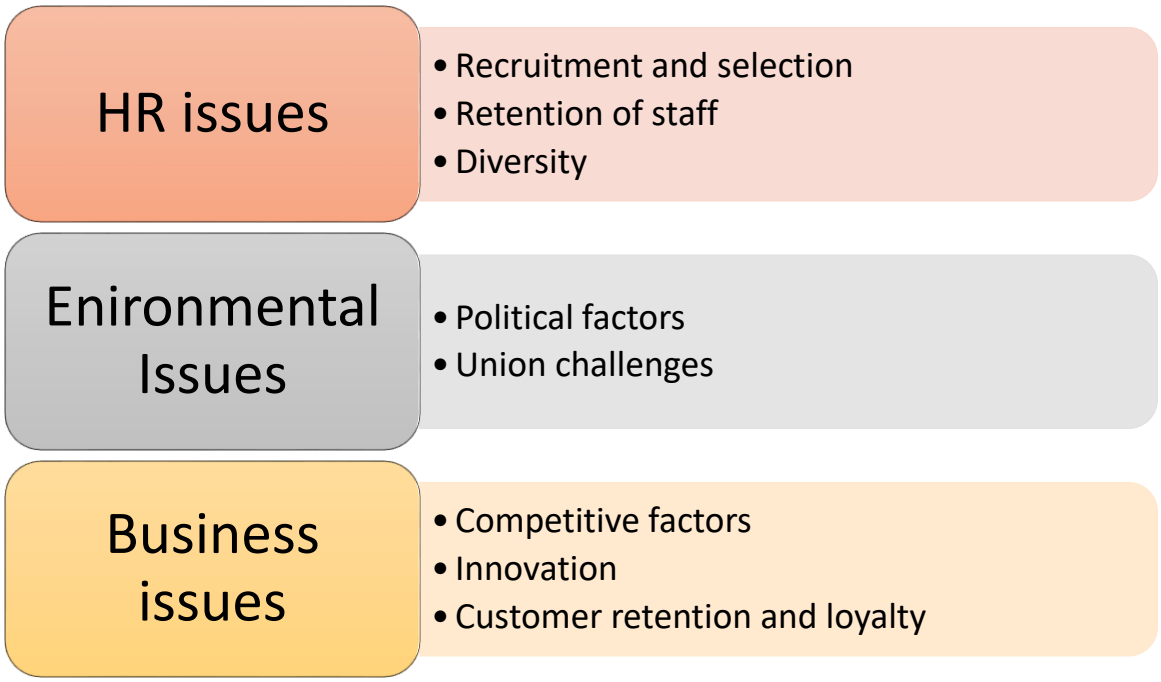
## HISTORICAL BACKGROUND

We cannot begin to proffer solutions for the future of Superbuy without looking at the background leading to the present situation in the company.

According to Johnson et al (2014), it is very important to look at the history of the company as this can influence the direction of the strategy to be proposed. Historical analysis is important so that managers can look at their own experiences and factor these into strategy development. It is imperative to learn from the past and look at what worked best and what didn't work so that a new course of action could be proposed.

According to Arthur (1989), considering the history of a company paves the way for path dependency where early events and previous decisions establishes the policy paths that future decisions can thread upon.

**Figure 1: Organisational history leading to adoption of new strategies**




Superbuy has had a medium to high labour turnover which was as a result of employing part time workers who are mostly women and students that usually do not stay long. The main fulltime workers are at company's Head office.

There is the issue of working hours which have been referred to as 'unsocial'

Superbuy has also had brushes with the workers union who are bent on recruiting their staff into the union.

There is also the competitiveness of the retail industry which Superbuy operates in and the competition is high.

Malone Superbuy at the present struggles with labour retention, union representatives, external competition, customer retention and staying afloat in the present political climate.

This report is therefore written to design strategies for future growth, maintaining the quality of the food to their clients, addressing the issues surrounding medium to high labour turnover, bring a scheme in place to see if the students can stay after graduation and become permanent staff, addressing the trade Union (Unite Union) and the price wars going on in supermarkets.

These strategies will in turn satisfy the business expectations of the company which are geared towards improving the quality of service offered to customers, appropriating the labour cost in order to improve retention, building a better relationship with staff by accepting the trade union presence and building a partnership agreement with them.

Adopting these strategies will provide a better climate to deal with economic challenges that may arise with a 'No deal Brexit'

## THE LEVEL OF SUPERBUY ORGANISATIONAL NEEDS

There are two types of development needs at organisational levels; the common level which exist in every organisation and the secondary level which is a form of organisation analysis. The depth of the analysis will depend on the timing and the reasoning for the organisation's needs (Harrison, 2009, Body and Leary, 1996).

Reid et al (2004) stated that there are many reasons why companies like Superbuy have to undergo review process. This review process includes organisation review; looking into human resources, getting ready the training budget and plan which might include corporate planning. In this, the firm has to focus on the current performance level and the future performance projections.

These types of review are done through a survey that will have the right performance indicators and measures of efficiency and effectiveness. Also, it must make room for indicators of health and absence levels that might be included in the surveys. As Superbuy is planning for the future, the firm should focus on objectives, policies, strategies, technology and procedures. In response to the current situation which there is a medium labour turn over which is affecting the performance of the organisation. This can be linked to external factors like competitors' activities especially from bigger super markets and legislation, or some might perceive it as an opportunity. The importance of these is that Superbuy will develop the talent and development needs to continue doing what is accepted performance standard, learning and the development required to do better and new things (Frederick et al 1996, pp177-80).

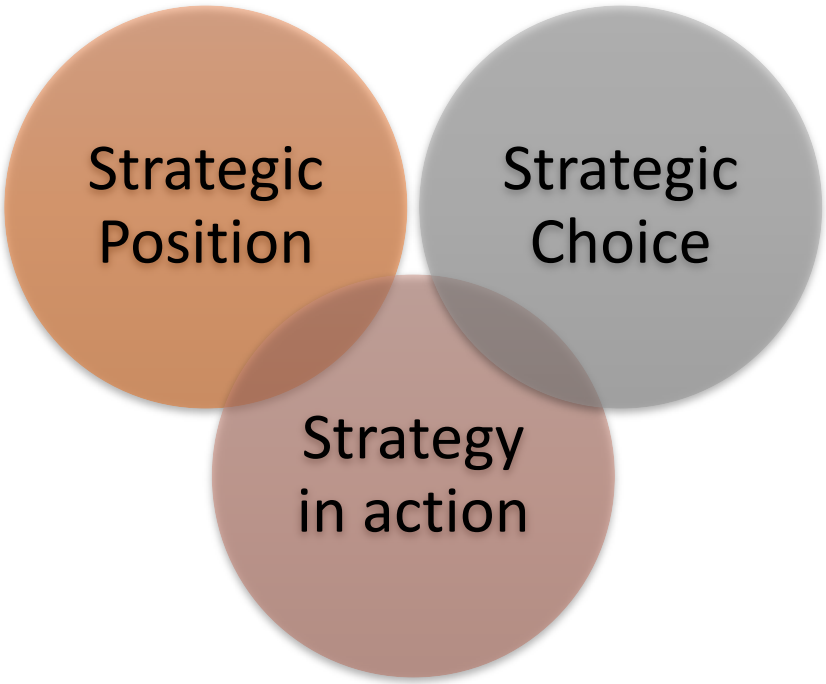
## DELIBERATE STRATEGIES

Strategies are developed to address key issues for the future of an organisation which in the case Malone Superbuy is to address how the company will continue to operate profitably in the business environment it finds itself. Strategy according to Chandler (1963) is the planning for the adoption of courses of action and how resources will be allocated based on the long-term goals and objectives of the organisation. The long-term direction of the company can be

deliberate or incremental nevertheless these strategies help the company to know their differences which will help them in coping with competitive challenges.

In designing strategies for Malone Superbuy in order to prepare for the future, the strategic model of Johnson et al (2014) will be explored which will be based on understanding the strategic position of the company, evaluating the strategic choices for the future of Malone and putting structures in place to manage strategy in action.

**Figure 2: Strategic Model**




**Strategic Position**

The strategic position of Maole Superbuy is concerned with its present strategic capabilities which include its resources and competencies, the goals of the company and its culture.

**Environment:** right now, Malone Superbuy operates in a highly competitive environment with major supermarkets using cost and innovation to attract customers and personnel. there is also the political factor of a possible 'No deal' Brexit which is affecting many organisations in the UK. There is the need to look for strategies that can make it cope effectively with changes in the environment.

**Strategic capabilities**: Malone Superbuy's capabilities is in its long-time existence for over 100 years with its own customer base. Nevertheless, the business environment is changing and becoming more complex which necessitate the formulating and redesigning of strategies to ensure that the company can compete effectively.

**Strategic Purpose**: it is very imperative for organisations to understand the reason for strategy development and formulation which in the case of Malone Superbuy is to shape the company for the future and ensures it copes with challenges in the business environment in relation to retention of staff and gaining a competitive edge.

**Organisational culture:** As Superbuy has been in existence for over 100 years, it must have built its organisational culture which must be evident for all to see. A well-rounded organisational culture according to Alversson (2002) is a point of attraction for potential talents and employees. It speaks a lot about what the organisation stands for and believes in so it is easier for those that want to identify with such culture to apply to the organisation and stay longer because of their agreement with it. The organisational culture at Superbuy is not stated or evident so I will recommend that the firm follow IKEA model by making its orgasniational culture open, introducing it to its existing employees by training and employing those that identify with it (French et al 2015)

### Strategic Choices

Strategic choices according to Johnson et al (2014) are made in relation to the direction the organisation wants to take and the methods available to reach the destination. The direction of Malone Superbuy is to prepare for the future of the industry in line with competitiveness and the political climate needed to sustain retention of employees. This is basically what this report is set to address in order for Malone Superbuy to have a business strategy that will make it compete at the individual business level.

### Strategy in action

It is not just enough to formulate strategy according to Johnson et al (2104), it is imperative that they are implemented. Therefore, systems will be put in place at Malone Superbuy to implement proposed strategies and monitor its effectiveness.

## STRATEGIC HR ACTIONS PROPOSED TO MALONE SUPERBUY

Superbuy needs to plan an adopt deliberate HR strategies that will ensure retention of employees and their support in order to achieve a competitive edge

The deliberations on strategy for future development of Superbuy will involve the planning and formulating of these proposed strategies on the continuity of the firm which will attract the involvement of management of the company in their implementation. The strategies to be formulated will be done with special consideration for the overall vision and mission of the organisations it is easier for everyone to work together effectively (J. Colins and J. Porras 1994).

**Performance development plan**

Proper training and development plan for existing employees especially those that are to be promoted to the managerial positions (Stewart and Rigg, 2011)

As in it is well known, development is associated with the performance levels of firm and that of each employee. When the performance level is not attained or the performance description is not achieved, it affects the level of development expected to attain. Firstly, the performance shortfall can be identified as a problem and the problem can be identified as an existing development problem. Following this line of reasoning for stakeholders of Superbuy can be tough. The strategic or management team should avoid being named as contributors to the problems or disrupting the solution for the progress of Superbuy. Rather it is pertinent that the root cause of the problem be identified with a view to providing appropriate solutions to it

When there are performance problems which can be seen as development problems, these can cause drawbacks and negative consequences for effected employees. Lack of Knowledge, skills and Ability (KSA) in employees can significantly affect the performance expected of them in the organisation according to Stewart, et al (2011)

For the training and development to commence, it is essential to analyse and establish the extent at which the training and development is required so that the symptoms and causes can be found out.

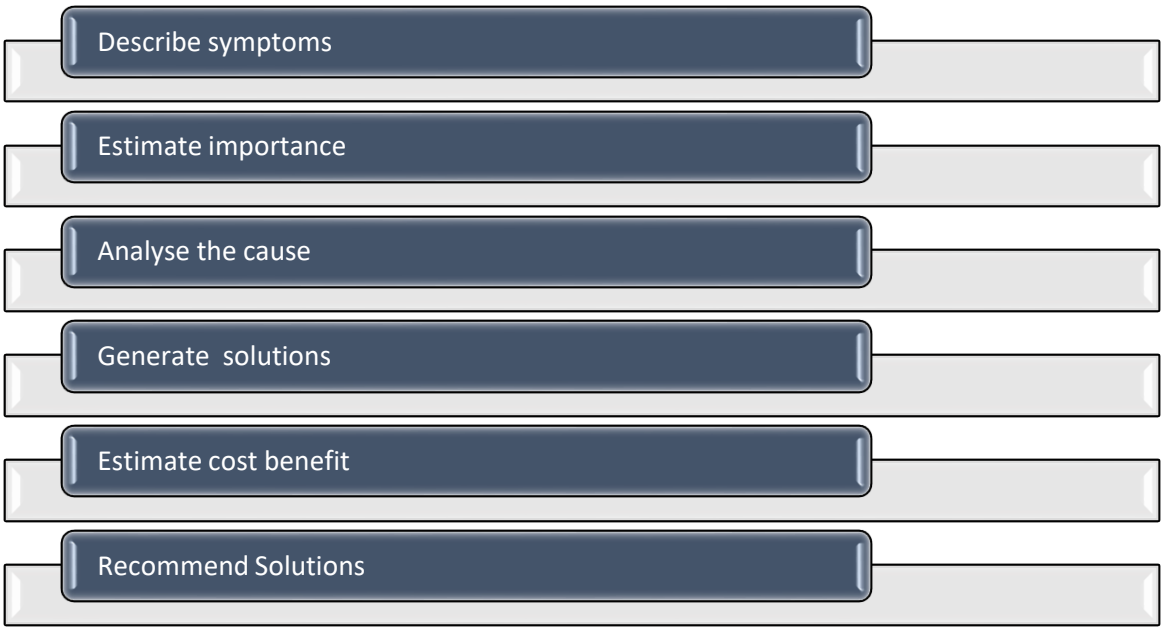
For Superbuy to move forward, it is necessary that we find out if the performance problems are actual or desired. When the actual is compared with the desired performance, it becomes a problem, so the easiest way can be to modify the desired to match the actual. This, as Stewart (2011) puts it, can show that most of the problems might be human and social created.

The symptoms of these problems need to be analysed, observed and measured to identify the specific needs of each department and the nature of the problem. In that context, the organisation can employ some performance measures and indicators or metrics to monitor the organisational performance, the functional performance and the individual performance (Harrison 2009). This strategy can be applied to measure the exact state of performance or state of affairs at Superbuy.

To solve this, we have to tackle the causes of the problem and this cannot be done without analysing the symptoms. These analysis and specification are to form the basis for the primary analysis and to establish individual needs on organisational levels.

There six steps that has to be taken of as stated by Rees et al (2016) are as follows:

**Figure 3: Six steps to addressing performance problems**




1. Describe symptoms: the fundamental principle is to focus on the observable and the measurable indicators without mixing it up with the problems.
2. Estimate importance: it is important that the actual needs of the organisation match the desire or for the desires to match the actual.
3. Analyse the cause: Superbuy should critically analyse and establish the cause of the problems, by doing so, they will decide if the cause is relating to learning and development leading to lack of KSA or it could be other factors which would need to be identified.
4. Generate solutions: Other learning and development solutions can be looked into including in-depth development needs
5. Estimate cost/benefit: it is also important to determine the estimate cost and benefits of and solution, accessing it holistically to see if it is a worthwhile solution, that is its feasibility in cost and benefits
6. Recommend solution*:* it is not just enough to analyse problems, the activity should be geared towards finding a lasting solution. When the solution is identified, it should be recommended to the decision makers within the organisation.

**Recruitment and Selection strategies**

Recruitment is a process by which selection of capable people is generated to apply for a job in organisation while the selection is the process where managers use techniques to choose the best presumed applicants for the job. (Taylor, S. 2016)

These two terms are believed to be working together but they can have differences in human resources management activities. With Superbuy, recruitment can involve looking for prospective employees for the company while selection can be the method employed through which those applicants fill the identified vacancies. During the recruitment process the Superbuy management can use the opportunity to sell the company in other to attract the best applicants in the market. With the medium to high labour turnover in the firm, selection can be quite tedious as it will be pertinent to search for those who will only reduce problem of labour turnover while others will be turned down according to Taylor (2016). Future employees will like to know how they will be treated if they are selected to work for the company and this will be based on how the recruiters present the company and the jobs they are advertising. Prospective employees must see the selection process or method as fair during their recruitment. (Lievens and Chapman 2010)

**HR strategies that can be employed to retain existing employees and attract suitable applicants**

It is worth knowing that the information about the job is made known to the applicants during recruitment through company websites or other platforms through which the job is advertised. This will enable the candidates to know the right attributes and experience that the organisation is looking for so as to reduce the number of unwanted job applications.

As the firm desires to save cost even from hiring, it could look into training and promoting internal staff as it was mentioned earlier that the cost of recruiting a new staff is usually higher that the cost of updating the skills of an existing staff, other forms of cutting recruitment costs can be through the promotion of word of mouth recommendations, that is, staff could be encouraged to recommend families and friends for employment. This recommendation can be boosted with a bonus attached to successful recruitment of a recommended employee to the employee who did the recommendation. Further bonuses could be introduced to be given after the new employee has stayed for a certain amount of time which will be initially agreed by the management. This however can be restricted to certain applicants, so that the best might be considered.

The present strategy of recruitment and selection in Superbuy focuses on part time workers, women and students, and this has resulted in medium to high labour turnover.

Part of the recommendation will be that the firm should consider partnerships with the institutes that the students are coming from.

The problems associated with the present recruitment and selection in Superbuy include getting the right candidates which will stay longer. This can be corrected by identifying and using the right tools to source for the applicants. In order to get this done, it is imperative for the company to analyse the strength and weaknesses of their recruitment and selection process according to Armstrong (2009), as this will form the basis of the value proposition and corporate image of the organisation. Presently, the employee benefits of Superbuy are focused only on full time employees who enjoy job security and better working conditions. These conditions are not yet available to part time workers which form the majority of the working population.

For the company to meet up with the competitiveness of the industry, it has to redirect its focus on part-time employees as these people do not have much experience of the internal workings of the firm or the knowledge, skills and abilities to carry out their duties. The present level of

focus on temporary staff will make it hard to get new employees with the right behaviour and competencies to perform their roles. Lack of expertise and competencies will invariably lead to low quality production hence low-quality products, inefficiency and unproductivity.

The company's previous reputation of asking workers to work unsocial hours with some of them having to work for seven days a week needs to be addressed. Problems associated with this situation include mobility for workers as most are students who might find it difficult to have their own transport or get transport home after these unsocial hours.

**Solution to the "Unsocial" Hours**

The strategy to that will be recommended to Superbuy will play a pivotal role towards shaping the firm's effectiveness and performance in this competitive industry. It is imperative that the company targets those that have relevant knowledge of the work, skills and aptitudes towards the specific needs of the particular role. The company needs to be hiring such category that can help in avoiding undesirable cost involved in staff turnover, poor performance and low-quality products as stated by Rees et al (2016). It is costlier to replace a lost worker than to train an existing one to be more productive. The cost of replacing a worker could run up to £6000 or more depending on the time it will take to replace the role.

The recruitment strategy needs to be spread across geopolitical zones. This means that the recruitment should not only focus on geographical position within the locality but designing tactics that can attract potential employees or talents from outside their present catchment areas including all ages and different backgrounds.

**Working closely with recruitment agencies**

Many companies have recruited the best hands through professional recruitment agencies. Their work is to scout or hunt for the potential employees, check their suitability for the position advertised and recommend the suitable ones after a satisfactory selection process. This takes the load of seeking for suitable candidates from the company to those who know how to. The use of professional recruiters can also be profitable in the sense that they have a pool of applications to choose from and they are aware of where to get the required candidates from.

I will recommend that Superbuy make use of these professional recruiters by advertising with them and registering their interest which will help in the recruitment of the right candidates. All these will be done for a token which can be more cost effective than recruiting in-house.

**Training and skills development plan**

At the management level especially the middle or shop floor management, I will recommend a proper training and development plan that can help internally recruited managers to adapt to the demands of their position. In addition, the organisation can employ the services of professional recruiters to get qualified and experienced managers to supervise the workforce.

In addition to this, the company can also recruit new managers from recruitment agencies who can come to redefine the status quo, bring innovation and creativity to the firm. It is imperative that the management should take time and effort to attract and recruit the best.

The company should also look into employing some motivational tools that could help to maximise or enhance the organisational atmosphere so that existing staff can commit themselves to staying on

## ADDITIONAL STRATEGIES THAT WILL SECURE THE FUTURE OF MALONE SUPERBUY

### A proper pension plan

The Pensions Regulator is a department, that is, a public body which is responsible for work-based pension which became an Act in 2004 replacing Occupational Pensions Regulatory Authority (OPRA) from April 6th 2005 which has wide powers given to them by the government.

The Pensions Regulators have their objectives which form the purpose it was set up.

These include to protect members' benefits, reducing the risk on call on pension fund, improving the way the pension is being managed based on the pension scheme, encouraging employers with automatic enrolment and to minimise an impact that can affect the growth of an employer. For the Scheme to achieve these objectives, they focus their resources on the security of the benefits of the members. The Regulator promotes high standards in the management and they make sure that those that are involved in managing the pension have the right skills and knowledge which will encourage more people to join Superbuy and those working as part time to apply for fulltime. This is because the student, women and part time workers Superbuy currently have in its workforce cannot benefit from these. It is well known that there is a very huge relationship between a good retirement package and employees' in their productivity, this can lead to positive outcome for Superbuy on effectiveness and efficiency. (Kotun, A., et al 2016). This issue of pension management can affect the part time workers in their incomes or what beneficiaries can receive when they retire, fall sick or die at extreme circumstances. The employees of Superbuy will have the hope that when they retire they will not be stranded. This has been a continued process globally with the continuous change in their economies and politics (Blake, 2003). The contribution will be taken from employees monthly that they might not feel it much.

The objectives which can be sold to the employees will be as stated by Kotun A., et, al. (2016):

1. To assist all employees to save towards their retirement

2. To encourage staff to retire in Superbuy as their pension is guaranteed.

It has been discovered over time that Superbuy has overlooked these plans which affected the productivity of the firm and the attempts at achieving their long-term corporate objectives.

Productivity Theories of Pension

The Productivity theories of pension by Dorsey (1998) are of two sides—demand and supply. On each of the side representing each theory, it is agreed that establishing a pension schemes is part of incentives and productivity or their output performance. The employees will pay into the pension funds to save towards their retirement. They will have reduction of income tax, retirement benefits, interest in social security and the dividend that is gained from the investment. This motivates the employee to put in their best for benefiting retirement reward.

**An effective pay structure that will constantly be reviewed to reflect competitiveness**

There two types of salary structure that is well known, the first is the grade-based structure where the group of jobs that have similarities are joined in the same pay grade. Each position is fitted into a certain level based on your job description, the level of your position in the company, the skills and how long you have been on or known the company.

The other one is job-based structure where the pay is determined by the position. This will help to reach the target market which include where Superbuy is situated, its size and what other supermarkets pay.

I will recommend grade-based structure which is common in this type of industry. The salary structure can help in retaining and hiring staff in a tight market. History has shown that employee can stay or leave a company because of their pay and the cost of losing an experience or talented staff can be costly to the organisation.

I will also recommend a Pay Scale structure that will help to identify the role that is in a very fast-moving sector and this can be monitored every month knowing the job that is experiencing a very up and down pending on the market.

**Designing the wages for the unsocial hours a 50% increase over and above that of the social hours**

The unsocial hours can be seen as staff that do anti-social hours, evenings/night, weekends, and bank holidays. The employees of Superbuy have contract right to their wages when they work unsocial shifts. When this is put in their contract, it will encourage the employee to stay.

The employees can be paid a 50% increase on their normal rate during weekend and that will help them while encouraging them to be more loyal to the organisation.

**Periodic solidarity visits from the top management to the shop floor workers**

The Managing Director and other member of management should be visiting the staff to give them sense of belonging, encourage and be a show of gratitude for their jobs. Employees at the lowest cadre are very important to the smooth running of operations within an organisation. They are often overlooked and the outcome of their performance can affect the oerall

performance of the organisation significantly. It is therefore recommended that Malone Superbuy should recognise these employees more and see them a vital force within the organisation by visiting them in order to encourage them on greater participation.

**Equal opportunity and Diversity**

The main reason that equal opportunity was developed in UK was to have level-playing grounds in which the minorities' rights will be protected, but some groups were also not included like women and the white employees who are treated as homogeneous which are often stereotyped groups. As French (2015) stated that research has shown that multicultural teams at work are better than mono-cultural groups in performance and these groups should be managed effectively.

Superbuy should recognise that everyone is different even that some may share some characteristic like gender, age, race and others. In the firm, there should be an atmosphere where everyone is valued and their talents are fully utilised to meet organisational goals and objectives.

These are few reasons while Superbuy should apply diversity:

*A. People's issues*- where everyone feels valued it helps in recruitment and retention. The employee will like to work for the organisation when they feel valued at work and there is good working condition. With competition that Superbuy is facing, the company needs to employ from the pool of diversity attracting the best talent for any role. Diversity helps the workforce to be very productive and be very committed which lead to low labour turnover, decrease in work boredom, increase in creativity with innovation.

B. *New Product market competitiveness*- with diversity in the work force, they can develop new products and services, create new market opportunities and expand their market share.

C. *Corporate reputation*- A very good business does well in healthy society and needs the people with the community. Superbuy should consider Corporate Social Responsibility in diversity context.

When people are not treated well in their work place, they will be less-committed and this will lead to underperformance.

As there is current staff shortage in the organisation, Superbuy requires a flexible, adaptable change, highly skilled workers and a team that will be able to compete with other super markets.

**Performance management strategy**

Performance management can be viewed as the way in which the employee activities at work could be managed. Performance management encourages improvement at every stage; it can provide Superbuy the guidelines to introduce to the staff, the benefits to the employee and the benefits to the firm as stated by Rees, et al. (2016).

It is known fact that when performances are linked to reward or performances are adequately rewarded, it serves to motivate staff to greater performance (Kuvaas, 2006). When rewards are

introduced and linked to performance according to Koster (2011), there is greater commitment and job satisfaction.

For this to be effective, during recruitment and selection, Superbuy should explain to the new applicants what the job is all about, theirs and the expectation from the company. This will enable the prospective applicants to be selected with their agreement with the roles and expectation read out to them thereby saving cost and efforts on those that will not be successful. During this process, Superbury will know the applicants whose values are in line with their mission and objectives.

During induction, the new staff will be given orientation of the firm, they will learn the formal and the informal rules of behaviours and the reality of what can be allowed in the organisation

In induction crisis, it has been identified as problems both short term and long term that 4% of new starters leave their job because of poor induction program and 93% has stated that their poor performance is due to the effect of poor induction which can affect their productivity at work (Reed Consulting Survey, 2004). There should be a feedback from employees leaving and feedback during reviews and appraisals. Superbuy should recognise the value of constant positive feedback and develop from there. The effect of positive feedback in Behaviourist learning (Skinner (1953) as cited in French et al (2011) shows the extent at which positive feedback reinforces desired behaviours which lead to employees repeating more of those actions to gain recognition. The Positive reinforcement will increase the employees "self-efficacy beliefs" which in turn increase performance (Bandura 1993).

However on payment strategy, the employees are not only expected to perform at a standard but to exceed it in order to receive recognition. Superbuy should recognise their employee that worked above the standard to avoid slide in their standard and performance.

## Ways to Manage Performance

### Balancing work life with home life

This is one major factor that influences individuals and social structure. This has been interpreted by Pierre Bourdieu (1993) as the way power is well understood not as a property of individuals but between individuals and social structure. It relates to how Superbuy will take the wellbeing of her employees. Pierre (1993) introduces this as the concepts of Habitus Capital which is used to make sense in the power dynamics of all social environments including work. Habitus describes the inclinations and ways of perceiving the employee understanding and how they interact socially. This will reflect on how Superbuy employees will speak during management meetings and to their colleagues with their sense of entitlement to listen, their roles of operations and how this influences others. It can guide the setting of the rules that governs the operations at Superbuy. Habitus can be a combination of the Superbuy employee's personal life, professional training, experience and social background. It is worthwhile to recommend this to Superbuy. These organisational patterns can be acquired through a very long exposure to particular social conditions by the internalisation of external constrained variables and other possibilities. The workers can share similar experiences irrespective of whether they have differing or common matrix (Wacquant 2006, p6).

**Using caution in hiring a rival's employees**

*Encountering a rivalry employee*

The rivalry employee will not deliver a quality job and they can undermine the efforts of others. They try to cause tension between the fellow employee there, causing managers to lose their objectives. They can be gossiping and arguing, distracting others from doing their jobs. The best is to quickly fish out such employees before they spread the poison, which they are, across the workforce.

**Creating a strategy-supportive culture**

We can discuss strategy when an organisation does what she is supposed to do. In strategy, the structure and the system of Superbuy must be involved. For this to be successful, it is expected that the strategic decision makers of the organisation are to be involved, as without them, there will be a poor implementation. In every organisation, the two key elements of an organisational design are the organisational structures and the systems as stated by Johnson, et al (2014).

The structure mainly will define the roles, lines of reporting, the responsibilities of every staff, and it can be seen as skeleton in which the framework of the organisation is built on.

The system that Superbuy will put in place will help to support and control the employees as they perform their roles and responsibilities.

In Superbuy, there should be strategy, structure, system and they all work hand in hand where they reinforce one another. The firm has to reshape its structure to align with the organisational strategy.

Superbuy has to have their configurations which are the brain behind organisational design. These include the strategy, the structure and the systems. These can also include the styles, skills and superordinate goals which are in the McKinsey's 8S framework.

Managers of the firm can draw organisational chart by mapping out the structure, with this there will be a formal structure defining the roles and levels in the organisation.

The Divisional structure cannot be overlooked so that each department will focus on the products or services they produced and this can be controlled or monitored anywhere.

The following are what form the structure.

*System:*

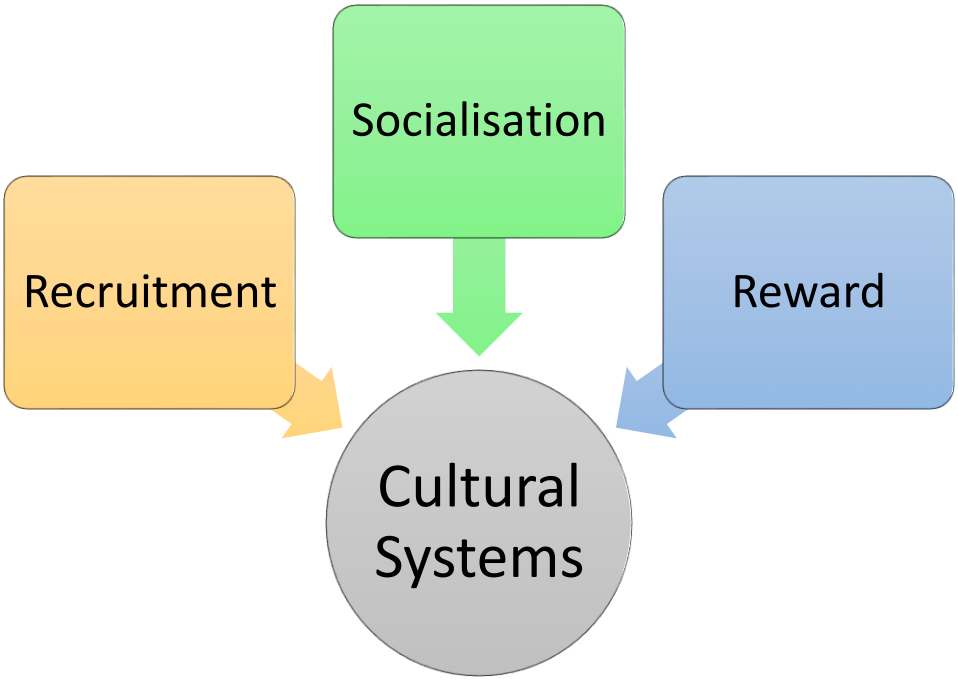
The structure of the organisation is the brain behind organisational success, it cannot work if there is no formal or informal systems put in place. With the system, the strategy can be implemented. As Superbuy has thousands of employees, it needs more elaborate structures and systems to be effective. The system will help to monitor the input and output, control the financial resource and human resources which will lead to satisfactory results.

*Cultural systems*:

Superbuy has distinctive culture which expresses the assumptions, beliefs that are held by their employees which might be taken for granted. This can be seen as indirect manager's control in which managers can influence organisational culture in a deliberate mechanism to achieve all kinds of mechanism to tailor their employee towards a particular strategy. The culture systems tend to standardise the behaviour within an organisation to achieve its objectives. With cultural system, there can be indirect form of control in which no supervision is needed which will be the matter of willing conformity or self-control of all their employees.

There are three key cultural systems as stated by Johnson, et al:

**Figure 4: Three cultural systems**




*Recruitment*: The cultural conformity should be used during recruitment process selection for the applicants who will fit into the culture of the company as applicants that can be team players.

*Socialisation:* The staff of Superbuy can be shaped by social group they are in at work, this can start through the training given to the new staff, the inductions and the monitoring programmes set aside for them. This can continue throughout the time they are in the organisation, this can lead to the way they dress, the language that is allowed and those that can be future leaders

*Reward.* There should appropriate reward to encourage employees in their pay, those that merits promotion should be promoted and those that are needed to be praised for their good works should receive those public praises.

Performance targets, there should be performance targeting system known as Key Performance Indicator (KPI) which helps to monitor each department and know where improvement needs to be done.

**Developing a corporate wellness program**

*Development Centre for Superbuy*

There should be a development centre wherein interviews or assessment are done. This will be used to recruit and identify the best talents that can be developed for the benefit of Superbuy future. This can be designed with the psychometric test that will stimulate the work environment for applicants. There can be role play, team of excises and other interviews that can be used to asses individual competency against the job profile as stated by Steward, et al. (2011). What the management will achieve here will be to predict future performance of applicants mirroring the job they are to perform, observe them and measure their behaviours. There are common behaviours that could be observed, how does the applicants relate to others, the stress level, planning, organising, motivating, adaptability, leadership skills, communication, decision-making and using their initiatives (Steward, et al, 2011).

When this mechanism is adopted by Superbuy during its assessment and selection, this can be used in a situation for the development of a specific required competency. The staff can change their behaviours followed by feedback as there will be training that will address the gap.

Introduction of bonuses: the company should introduce different types of bonuses like Christmas bonus and profitability bonus. The firm can develop social relations where bonuses are paid to the employee at the end of the year, this will depend on whether the firm performs well or not.

Celebration Day: the employees of Superbuy can have a day like this to mark the day they joined the company, they can be rewarded by being paid a time and half or taking a day off and they will be paid, this will encourage employees to look forward to that and to stay longer in their job.

**The nature of supply of labour in the present situation of "No deal Brexit"**

Background to the 'No Deal' Brexit

June 23rd, 2016 was very significant day in the UK when the people voted to exit from EU. This led the succeeding Prime Minister, Theresa May, who recently resigned from office on this same issue of Brexit, to invoke Article 50 of the Lisbon Treaty which allows UK to start the process of leaving European Union, and there have to be an agreement between both parties, that is regarded as Brexit with a "deal". This arrangement met a lot of opposition, and eventually led to the demise of Mrs May's tenure in the office. Now the UK is meant to leave EU by 31st of October 2019 with "no deal" and this will have consequences on the economy, importation, immigration, exportation and mainly employment.

There will be staff shortage as many EU citizens might be going back because of the political uncertainty and those that would like to come will be encountering difficulty through the boarder. In other words, Superbuy needs to prepare the best ways to overcome any problem associated with supply of labour or lack of as a result of "No deal Brexit",

Superbuy can encourage and help EU and non-EU citizens who are presently in the company's workforce or who intend to join in the future and can improve the company to apply for the EU Settlement Scheme. This will make these citizens to stay in the UK as the application is free

but the affected staff will need guidance which can be accessed through employer toolkit. As of August 16, 2019, according to CIPD, one million EU nationals have been given citizenship, those who have less than five years status will be given pre-settled status. Superbuy should be ready to pay yearly subscription to have very versatile applicants. They must be ready to help the workers registering with government job centre.

**Developing a diverse work force**

The management of Superbuy can affect the way managers manage their employees' characters, while the company must also allow those who have investment orientation to utilise them for the benefit of the organisation as stated by Rees, et al ( 2016).

Meanwhile, considering the provision of the law pertaining to discrimination, it can be noticed that every employee has statutory rights which is an important part of their employee's terms and condition, and there is specific legislation against unfair discrimination in terms of race, sex, age, religion, belief, sexual orientation or disability. As we all know that the law does not allow discrimination that has no connection with the job.

So, for Superbuy to obtain and retain employment for their employees, there has to be equal opportunity with good working condition. That is, Superbuy needs to avoid discrimination against her employees on the grounds that are irrelevant to the job they have applied for as noted by Chryssides, et al (1996). The firm should have a specific procedure so that legal requirements are met and there is equal treatment to all employees. In the legislation, the neutral principle of anti-discrimination has been the bedrock of organisations setting their policies and procedures which was designed to have the same treatment meted out to all employees during and after recruitment. Foster, C., et al (2005).

Superbuy should avoid targeting only students and women. This will help them avoid any claims of unfavourable treatment. The firm should also look into employing more EU citizens as managing diversity is one of the main focus of Lisbon Treaty 2009. In UK, there is the equality act 2010 which protects the right of all. As more people are moving to the area, managing diversity can be done strategically, as there is a change in the demography of the area. In Superbuy managing diversity, they should focus on individuals not the group or association that the management come from.

**Conclusion**

**Diversity policy for the reduction of labour turnover**

As earlier mentioned, people should be treated equally and be given the same opportunity irrespective of their gender, religion, belief, race, disability or sexual orientation. With diversity, Superbuy will meet its market demand. The equality Act 2010 demands that employers should not discriminate against an applicant irrespective of race, gender and the other sources of discrimination.

The following are pats of the ways this can be achieved:

Equal treatment: it must be included in the culture that employee should be treated equally. There should not be direct or indirect discrimination against anyone.

Harassment: there should not be any harassment that can be offensive at the place of work that can harm the dignity of the workers.

Victimisation: the employee should not be treated in a certain way because they have complained before.

**The existing problems of diversity in Superbuy that needs attention**

One of the existing problems of Superbuy is the large population of women, students in the workforce thereby leading to labour turn-over

This could have led to inconsistency on the part of the company in its application of rules, regulation, rewards and punishments, and other aspect of the company's reputation. And this needs urgent attention.

Superbuy can enjoy from these six benefits of having a diverse workforce:

1. Women and minorities have different insights, opinions, and perspectives that should be considered.
2. A diverse workforce portrays a firm committed to non-discrimination.
3. A workforce that mirrors a customer base can help attract customers, build customer loyalty, and design/offer products/services that meet customer needs/wants.
4. A diverse workforce helps protect the firm against discrimination lawsuits.
5. Women and minorities represent a huge additional pool of qualified applicants.
6. A diverse workforce strengthens a firm's social responsibility and ethical position

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Appendix

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