

LCLM5002

Developing and Managing Individuals and Teams

Sabar Shah

Student 2333265

Lecturer: Amer Kareem

Component 2 - Individual Report

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Introduction

I have been a part of the HR team here at Tesco's for a month now. I am drafting this formal report to make all whom it may concern aware of the changes that our company may have to consider to maintain employee satisfaction. When i began this job i assumed it would be like my previous job as i have a HR background but i quickly realized that there are way more matters to be dealt with here that i have ever experienced before. This may not just be a consequence of company policies but could also be because of political factors or the economical and financial changes that our country/world is currently going through.

Factors related to business transformation

As I'm sure most of us are aware of already, things are changing rapidly in the economic world. Many companies adopted or at least trialed new methods of employment. In the current climate, especially since the 2020 lockdown, many employees have had the option to work from home via telephone or laptop. This has created many benefits for employees such as no longer having to sit in rush hour travelling to and from work, no longer relying on so much childcare costs and many more to say the least.

Another change within the company has been related to employee flexibility. Some of our employees now work 4-day weeks whereas others have opted to change their hours from 9am - 5pm to 8am - 2.30pm. Again, I believe this has many benefits for the employee as some may still get to make their school runs (if they implement the usage of breakfast clubs and such) and they also work fewer hours per week.

The staff that work on the tills have raised concerns for quite some time now ever since the invention of self-service checkouts. They believe that their jobs are potentially at risk of becoming obsolete and I believe they need re-assurance that all loyal and dedicated staff will always be prioritized and looked after at this company.

As technology continues to develop so rapidly, in-store employees have noticed a substantial drop in walk-in custom. 'The COVID-19 pandemic and ensuing lockdown measures have led to an increase in e-shopping. Using longitudinal data from before and during the pandemic, we find that the number of respondents in our study who shop online at least once per week increased nearly five-fold between fall 2019 (11.6%) and spring 2020 (51.2%). We estimate a series of ordered logit models to establish who is responsible for this recent rise in e-commerce, and to help assess whether it will be temporary or longer lasting. We then discuss the equity implications and urban and regional restructuring that this change in e-shopping behavior may entail' (Young, M 2022)

Tesco's been rolling out AI across the business, and staff have definitely felt the impact. Some jobs have disappeared, new ones have popped up, and everyday tasks look pretty different. The big idea behind all this? Make things run smoother, faster, and keep the business tough enough to handle whatever comes next. You see it right away with job changes. Tesco cut back on management layers and shut down most of those old in-store counters since fewer people wanted them. That move affected thousands of jobs. It wasn't just about AI, but tech had a big hand in it. Instead of just letting people go, Tesco tried shifting staff to other roles or creating new ones—like the 1,800 shift leader jobs now handling things directly on the shop floor. AI and

automation have really changed how the supply chain works. Now, they use AI to plan delivery routes and track stock, which means fewer mistakes and no more endless manual checks between departments. Teams spend less time buried in paperwork and more time actually getting things done. Then there are those Urban Fulfilment Centres—basically, mini-warehouses inside stores. Staff don't have to roam the aisles picking online orders anymore. Machines bring products to them, so they can process way more orders every day. On the shop floor, staff use some clever tools. The "Tess" chatbot handles loads of those simple IT and HR questions fast, so the Learning & Development team can help more people without getting swamped by one-on-one requests. Shelf-edge cameras watch stock levels and ping managers when something's running low, speeding up how fast shelves get restocked.

Creative teams have their own AI helpers. With Adobe's generative AI, they whip up campaign ideas much faster and spend more time actually creating instead of just cranking out variations. Even staff safety's had an upgrade. There's an app that uses AI and GPS to check in on employees traveling late or in risky situations. If someone needs help, they can raise an alert, and only the control room can see their location. Training's changed, too. Online tools let Tesco keep everyone learning and connected, especially when the pandemic made in-person sessions impossible. Overall, Tesco's betting big on AI to keep things efficient and stay ahead of rivals. It's not always easy for staff, but the company's aiming for a future where everyone works smarter, not just harder.

HR practices to address aforementioned factors

Here in the HR department. It is our duty to make sure that our employees feel valued and are as productive as they can be. It has come to our attention that many of our employees at our call centers have opted to work from home instead of travelling to work everyday. I believe this has optimised their employee satisfaction and based on the feedback that we have received, the change has increased their general wellbeing. Employees at call centers believe that if they can do the execute the exact same tasks from home that they can at the office, then why bother with the hassle of sitting in traffic, buying expensive lunches, paying for petrol/diesel/travel etc.

We have maintained a policy that requires them to still come into the call centers once a week to do the job from the office and to also check in with the department so we can make sure that everything is running smooth and provide any further assistance.

Another 2 policies that we have adopted is 'Flex hours' and reduced working hours. The former meaning that as long as the employees work the same amount of hours in a week they can choose the hours that they work (as long as it within their core working hours). The latter meaning that employees can enquire via HR to reduce the amount of hours that they work a week (usually revolving around their childcare responsibilities). This supports those within the work place that need extra assistance from us as working full time from the hours of 9am to 5pm for single parents has proven a quite strenuous situation. This can lead to factors such as mental health issues and difficulties to remain working. If you're experiencing stress in the workplace, you might notice changes in the ways you work, because of the way your thoughts and feelings affect you.

These changes can make it harder to be productive, and can negatively impact your behavior and quality of work.

If you're constantly under pressure in your job, this can lead to burnout – a state of physical and emotional exhaustion (NHS, 2025). According to Herzberg's Two-Factor Theory, workplace stress is linked to poor hygiene factors (such as low pay, unfavorable conditions, and unfair policies), which lead to dissatisfaction, while motivators (such as achievement, recognition, and growth) drive satisfaction and engagement. Stress is more than just a lack of motivation; it frequently results from inadequate hygiene factors creating a negative, stressful environment, so

managers must first address hygiene before adding motivators for true job enrichment and less stress.

Ever since the invention and implementation of self service checkouts at superstores across the country. It has caused widespread concern amongst our employees, especially our cashiers. The main concern is that on average we used to have 10-12 cashiers open at all times per store and now that number is down to an average of 2-3. This implicates that less staff will physically be needed in the near future and certain jobs will become obsolete. In 2019, a report found that 75,000 retail jobs were lost to self-service tills and other automation – most of them once occupied by women. Men were able to pick up the jobs that were created by the machine revolution – namely delivery driving and warehouse work. But women were often out of their jobs (The Guardian, 2019). I believe this will affect a lot of our staff, especially the females. This is mainly a factor because statistically - most of our cashiers are female.

Ever since The covid 19 pandemic in 2020, and the subsequent lockdowns, many more people have turned to alternative shopping methods such as online shopping. People felt a lot safer just ordering their groceries online to be delivered straight to their door. This is all good for drivers and logistic-based employees but not so beneficial for the in-store workers.

The value of online sales suddenly spiked in 2020 and 2021 due to lockdowns and stay-at-home advisories throughout the primary years of the COVID-19 pandemic. Since then, online grocery has stabilized into a steady market of its own and now serves as a readily available option for shoppers regardless of their preferences (Statista, 2024). This benefits our drivers (which are mainly Male) but not so much our in-store employees.

We need all of our managerial staff to reassure the rest of the staff that they will be looked after under any circumstances. Many stores up and down the country have already stopped using self-service checkouts because they have sometimes proven to be unreliable and incompetent. After years of encouraging shoppers to scan their own groceries, some supermarkets are checking out a move back to traditional tills.

Asda said it would put more staff on checkouts, while Morrisons admitted it might have "gone too far" with self-scan. Northern upmarket chain Booths has got rid of them altogether (BBC News, 2024) This does not however mean that we will be following our competitors in their methods but we may trial and error our own methods moving forward.

Conclusion

At this rate, it is quite clear that the grocery shipping industry is not ready for a complete changeover from human to automation when it comes to checkouts and humans will never be fully replaced at our company. Our managerial staff must regularly remind all shop floor workers and call center staff that their jobs will be secure as long as they continue to work hard and remain loyal to the company. Also, all alternative shift methods should be presented to all staff so that those that would prefer to have them implemented can have the opportunity to do so.

Most people at work are worried about the future and the implementation of AI (artificial Intelligence), but i believe that we should take one day at a time and focus on today. Today, the main factor that will affect your work is EI (Emotional Intelligence). EI has received considerable attention as a key aspect of both personal success and managing other people effectively. People capable of controlling their own emotions, who can relate meaningfully to the emotions of others and are comfortable in social situations are likely to be successful in the work situation. Landale refers to EI as the glue that holds people and teams together (Mullins, 2025). Being able to optimize your stress level and understanding of your duties and work environment, is a key factor of success for all of our employees.

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