

MANAGING IN COMPLEX ENVIRONMENT

Malone's Superbuy shapes for the future

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Executive summary

Despite the high competitive environment in the food industry, Malone's Superbuy has managed to build a strong reputation among other organisations in the same sector. Over the last 100 years or more, Malone has been witnessing a significant progress and development that have made of it a strong competitor to other food companies of the same strategic group. However, the company is currently facing several challenges, such as high employee's turnover rate, which has a significant impact on the company's performance and overall success. Yet if Malone's Superbuy deals effectively with these issues, it will have the opportunity and potential to be the leader in food retail in the market.

The overall employees of Malone's Superbuy are 4,000, in which the majority of them are women and students, who work as part-time in the shop floor, and managers who work full time in the head office. The high turnover rate in the company is explained by the low wages, which are below the minimal national wage policy, unsocial long working hours, and the lack of work flexibility. Especially that the majority of workers (students and women) are type of employees who require a flexible working hours. Therefore, establishing a strategy based on diversity policy implementation and the flexible working hours will have a significant effect on employee retention.

In this report addresses the critical challenges that Malone's Superbuy is facing, and discusses them in depth. The report does also suggest the different recommendations to the company's HR strategies, in order to decrease the labor turnover and increase their performance.

The report is divided into two parts, the first one presents an internal and external analysis of Malone's Superbuy, and the second part proposes new HR strategies, for employees' attraction and retention.

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Introduction

In every organization, employees are the vital component for achieving the company's goals accomplishments and goals. A high retention rate contributes in building a powerful and competent workforce, which leads to a high performance and productivity in the company. In a world of fierce competition and business success uncertainty, organisations are required to secure their position in the market in order to remain in a competitive edge. Malone's Superbuy is not any different, the company needs to focus on ensuring a high employees' retention rate, and investing in a diverse workforce. As effective Human Resources, management is one of the key success factors for retailers and supermarkets.

Malone's Superbuy is doing well in terms of food quality and customer service. However, the latest board meeting has decided to decrease the company's turnover and increase productivity, through improving the quality of service offered to costumers, and cutting down labor cost.

I. Background

In order to propose the right strategy for Superbuy Company, it is imperative to carry out a brief study about the business sector.

Supermarket chains: supermarkets offer customers a great value of grocery products, their retail spaces are estimated between 3,000 and 25, 000 square feet (UK supermarket chain profiles, 2016).

- “Convenience Stores”: These shops are available and accessible to customers for long hours, and they offer a wild variety of food products, of at least eight types. They have a retail area of aproximatly 3,000 square feet.
- “Traditional Retail and Developing Convenience Stores”: same as convenience stores, they have 3,000 square feet. They have gas stations, green suppliers and newsstands.
- “Alternative Channels”: This category includes other substitutes such as, internet, home shopping collections, farmers ' markets, vending machines and other products.

There are 250 medium sized retailers in the UK with less than 3000 feet squares, which is the most competitive category out of all other ones, and Melon’s Superbuy Ltd is categorized among convenience stores. There has been accounted around 47,000 convenience stores in the UK which are making a turnover of approximately£ 38.0bn (UK supermarket chain profiles, 2016).

In the UK, food and groceries are the largest sectors of expenditure after housing and transports. It represents 9% of the total household expenditure. Around 51% of household’s is dedicated to food groceries (Office for national statistics, 2019).

According to freelance marketplace report, retail industry represents the largest employer in the UK, with 2.7m employee (Realbusiness, 2018). 1 m in total are employed by; Tesco, Sainsbury's, Asda and Morrison's.

“Tesco employs 310,000 people in the UK (Gain.fas.usda.gov, 2019), Sainsbury's employs 186,900 people (En.wikipedia.org, 2019), and Asda 140,000 employee” (Corporate.asda.com, 2019).

The industry is very competitive, not only in terms of customer's loyalty but in terms of staff retention as well. Therefore, an effective human resources strategy must be conducted.

1. Malone's Superbuy competitors

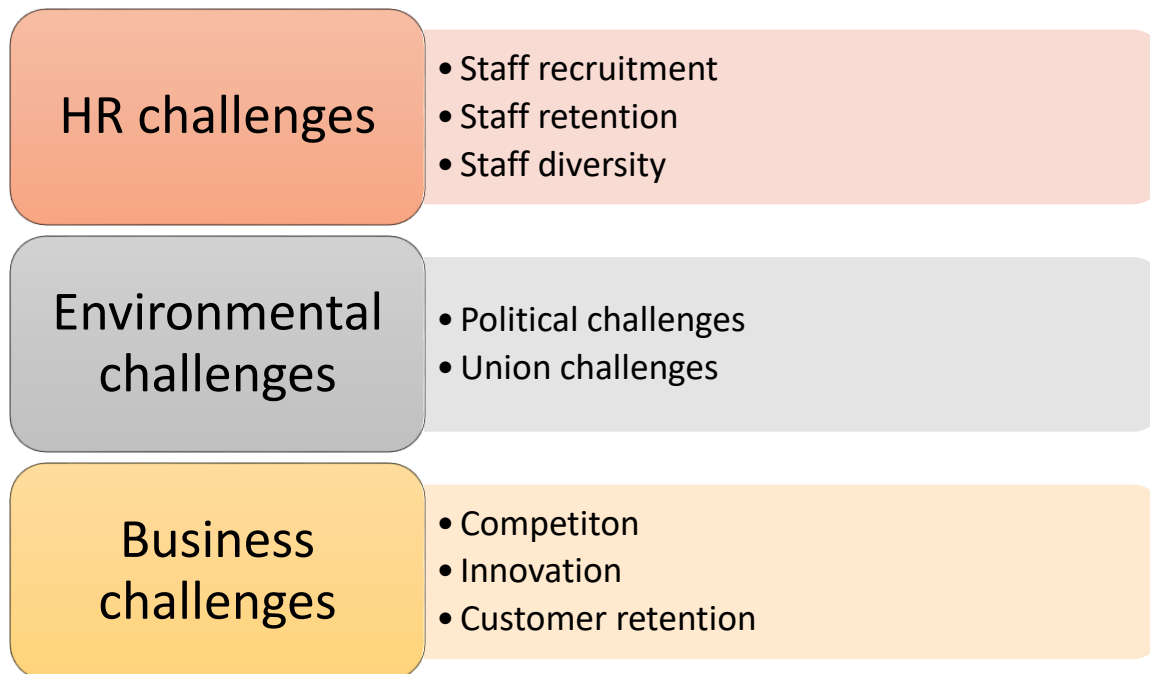
Malon's Superbuy direct competitors are FarmFood, Budgens, Heron Foods, Londis...as they are all the same size, when it comes to the market share and selling prices, but when it comes to retaining and attracting stuff to work in the food retail, all the food retail companies are considered as competitors.

Different companies have different Human Resources Management strategies, including employee's benefits and incentives. The following table indicates a comparison of employee's benefits system between three companies.

Tesco's benefits (Tesco-careers.com, 2019)		Waitrose benefits (JLPJobs.com, 2019)	Heron foods benefits (Careers.heronfoods.com, 2019)
• Holiday and sick pay • Maternity pay • 10% discount • Monthly pay day • Retirement Savings Plan • Annual Colleague Bonus Plan, offering up to 3.5% of base salary • Tea points for drinks • Fresh food restaurants • Health and beauty services, including a nurse, GP and massage therapists • Free onsite car parking	•	• Competitive Pay • Pension scheme • Bonuses • Up to 25% discounts • Paid holiday • Life insurance • Dining facilities • Sports clubs • Holidays or purchases interest-free loans • Cycle to work scheme	• Competitive pay • Training • Internal development • Part time and flexible working • Community • 10% discount • Paid holiday

A look at the company's history and background. This may have a direct or indirect link with the company's current situation. According to Johnson et al (2014) a historical analysis could help managers to look at their experiences with the previous strategies, to evaluate what did work for the company and what did not, and to learn from the past, so that a new course of actions could be recommended. Arthur (1989) states: "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" (Arthur, 1989)

Figure 1: Organizational history (current situation)



As shown in the figure, Malon's Superbuy struggles with several issues, including a high turnover that is due to recruiting part time workers, mainly students and women who quit quickly. The company also faces a high competition, which makes customer retention challenging.

The purpose of this report is then to provide an adequate strategy for the company's future growth, specifically decreasing the labor turnover, by implementing a scheme to encourage students progressing within the company after graduating. As well as, appropriating the labor cost for staff retention, and building a partnership agreement with the trade union.

2. Malone's organizational needs

Every company needs to undergo a review process at a certain level. Whether the common level or the secondary level, where the organization requires a deep analysis (Harrison, 2009, Body and Leary, 1996).

Reid et al (2004) explains that there are several reasons why companies such as Malone needs to undergo a review process,

“These types of review are done through a survey that will have the right performance indicators and measures of efficiency and effectiveness. In addition, it must make room for indicators of health and absence levels that might be included in the surveys. As Superbuy is planning, the firm should focus on objectives, policies, strategies, technology and procedures. In response to the current situation which there is a medium labor 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).

II. Underlying issues

Melon's Superbuy operates in different regions in the UK, including London, South West and South East of the UK. The company operates in a complex environment and settings. Meaning, Human Resources strategies in a specific geographical location may be different from another. Therefore, HR strategies should be aligned with the business environment settings, in order for them to be effective. Contingency model or best-fit approach is used to develop HR strategies, for companies running in complex environment settings.

In order to launch an effective HR strategy, it is necessary to carry out an analysis to examine internal and external issues;

1. Melon's internal issues

The company struggles of a high turnover, due to employing part time employees, especially women and students, for the shop floor. Melon does also enroll the staff to unsocial hours. Whereas the wage's rate is average compared with other companies in the same sector. The company did not adapt to the recent changes of the national minimum wage, and does not recognize trade unions. Instead, Melon relies on an informal-internal system, of committees that represent local employees, which has been abandoned recently. All this, is discouraging employees to stay for long. Which represents a challenge in front of the company, in terms of employee's attraction and retention. Especially as compared with what other companies of the same size offer to their workers.

2. External issues

Malone faces a high competition in the industry, not only in terms of consumers' loyalty, but also in terms of employee's attraction and retention. In order to understand the company's current position in the industry, an external analysis (PESTEL) should be carried out.

In order to evaluate the position of Malone's Superbuy in the market, and which strategic group it belongs to in the industry, a comparison with similar companies is necessary. Aldi and Lidl are identified to be the most similar companies to Malone in terms of structure and target market.

1.1 Malone's external analysis (PESTEL)

The reason why PESTEL model is used, is to analyze the external organizational environment, in order to draw an appropriate strategy for the business (Harvard professor Francis Aguilar, 1964). "It is believed that if the business can audit their existing environment and expected changes that might affect the organizational performances, the organization will be at a better position than its competitors to respond the uncertainty and unexpected situations" (Kotler et al, 2005). Companies that are struggling to survive in a highly competitive market need to align their strategies with their competitive advantages. Therefore, it is imperative to analyze the environmental forces, as it may affect the effectiveness of organizational operations.

PESTEL is a combination of Political, Environmental, Economic, Social, Technological and legal factors, that influence Malone Superbuy as well as other similar companies.

a. Political Context

The future of businesses and economic movements in the UK has become insecure after the Brexit. The current political changes in the government, is going to affect industries and its employment.

The future of business opportunities with European countries including, import-export regulations, tax levies on goods and services, and the prevailing trade agreements is unknown. It has already spread the fear to business leaders. Malone's supply chains is going to be affected, which may encumber extreme pressure on managers and workers in the company.

Due to Brexit, employment implications is going to be significantly affected. According to the report "Brexit implications employment and social Affairs": Facts and Figures (2017)', "around 3 million immigrants from European 27 countries are living in the UK in 2015, and a significant 7 number of those are young people age between 25 and 34. However, the number of UK citizens living in European countries is estimated at around 1.2 million". Taking into account that the UK citizens in the EU are occupying high skilled positions, unlike the EU citizens in the UK who are in lower skilled positions. Therefore, Malone and other similar businesses are going to be affected by losing many of their immigrant workers.

b. Economic Context

In the same context, Brexit has affected the UK's economy as well, during the campaign of Brexit the pound has gone down significantly. It could be dropped to \$1.00. which will lead to an increase in the living cost in the UK. "Gasoline is priced in US Dollars so that the energy prices will go up" (Ranking, 2017). Furthermore, the UK relies mostly on imports, with almost 60%, which affects the price with currency exchange rates (United Kingdom Retail Foods, 2017).

All this inflation may affect Malone and other businesses that will have to lower their operations, including employment opportunities. This critical economic situation has not only affected workers, but also consumers, who are cutting down their spending habits. Especially with the cost rise of the imported items, including groceries, retails and consumer goods. Which made the

supermarket leaders engage on a price war. Unlike Malone and similar small to medium size companies, which cannot survive with the strategy of cutting prices for consumer. Instead, these companies will reduce expenses in other areas, such as Human Resources. Which will make other employers look for better opportunities with other organizations, especially the skillful ones.

c. Social context

Education and health systems are two strong pillars of the social background in the UK. They are considered to be reliable and trustworthy. As they deliver their service to people of different backgrounds, equally. However, wages and salaries are unequal in the UK, especially among male and female workers. According to the Market line report (2014), “the UK is among the top countries of OECD in terms of increasing inequality”. Malone on the other hand, employs more female than male workers in the shop floors, which results a high turnover.

Most employees across the world take into consideration balancing their work and personal lives (Mathis and Jackson, 2011, p.67). Therefore, Malone is required to recognize the work-life balance, by implementing flexibility in the working environment, maternity leave etc. As workers are more attracted to organizations that acknowledge this matter.

d. Technological Context

"The UK is renowned for the quality of its R&D and its strengths in science and innovation" (Marketline 2014). The implementation of IT is crucial to ensure a successful business. Employers have witnessed a significant development in the technological field, at the workplace. As we live in a digital era, on-line businesses and e-commerce are taking over of traditional companies (in-store buying). Which makes it challenging for Malone and similar companies, which have to be

more innovative in terms of New Technologies, especially because of its low cost and high efficiency.

e. Legal context

“The UK's legal system is efficient, transparent and organized, This makes for an environment that is conducive to business, as legislation is passed in a practical manner, keeping all stakeholders in mind” (Marketline 2014). Which is why, the system offers a high level of business freedom (“5th between European ranking and 14th in world ranking; 2014 Index of Economic Freedom”). Furthermore, employees’ rights including health, safety and wellbeing insurance are guaranteed based on laws and regulations. Therefore, Malone should consider all these regulations and apply them accordingly. For instance, from 2019 all employees should contribute with 3% of their salary, and employers with 2% to the pension scheme.

f. Environmental Context

As the awareness and consciousness about the importance Social Corporate Responsibility, as well as the environment, is raising among people. It has become imperative for every company of any size, to implement the regulations and restrictions to protect the environment. Employers who care more about conscious about the environment, would prefer to work with organizations that are socially and environmentally responsible.

III. Recommendations

1. New HR strategy implementation

After the analysis that has been conducted in this report, an adequate HR strategy will be established. In order to survive in a highly competitive market and improve employee's satisfaction, the following points will be included:

- ✓ Diversity in workplace is becoming more popular. Especially in countries like the UK, more precisely London. Therefore, organizations need to respect and appreciate their employees with their differences. They should value their knowledge and skills, in order to maximize the company's performance and success. However, some companies failed to acknowledge this, which causes a loss of talents and a high turnover.
- ✓ HR strategy based on decreasing turnover and enhancing diversity in the workplace

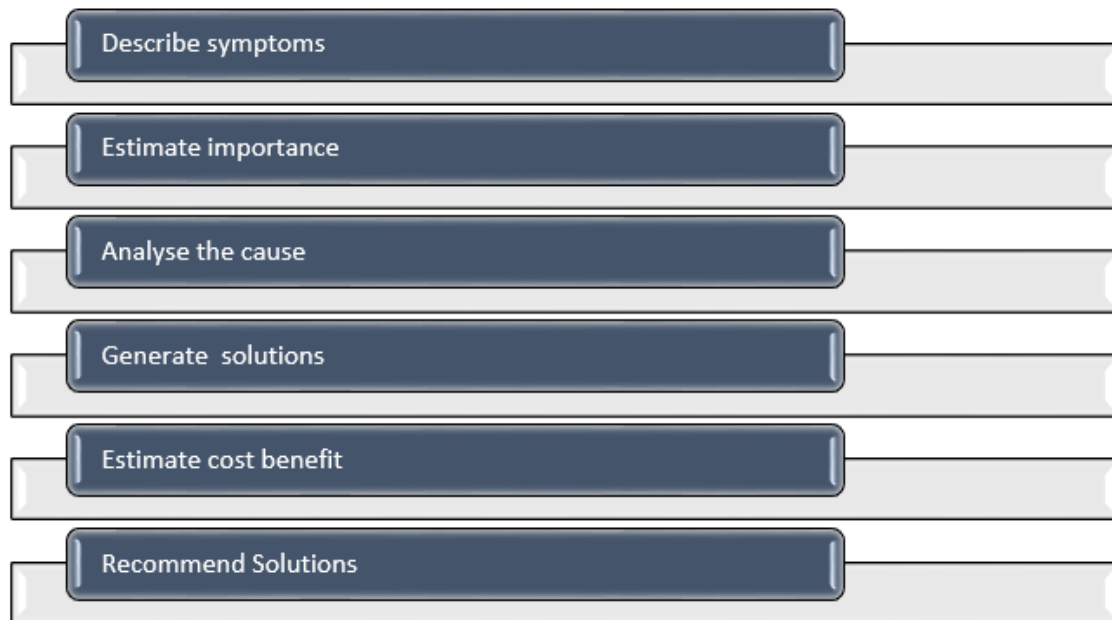
1.1 Performance development plan

Development plan and Trainings should be offered to employees in general, and those in managerial positions in particular (Stewart and Rigg, 2011).

The level of development is related to the level of performance achieved by the firm and its employees. In other words, if employees are lacking skills and knowledge, this can directly affect the company's overall performance (Stewart, et al (2011)). Therefore, Malone should commence the training and development program, by identifying the performance problems, and reasons why this training is required. Afterwards, this needs to be analyzed, observed and measured in order to understand the specific needs of each department. Malone's Superbuy can rely on performance

indicators and metrics to evaluate and monitor the company's performance. To achieve there are six steps that have to be considered (Rees et al, 2016).

Figure 2. Steps to address performance issue:



1. Describe symptoms: it is fundamental to focus on measurable and observable indicators, and not confusing them up with the problems.
2. Estimate importance: it is crucial that the actual and desired needs of Malone's Superbuy match up.
3. Analyse the cause: Malone is required to analyse the reason of the lack of performance, whether it is related to learning and development, or to a different factors, in order to take appropriate actions.
4. Generate solutions: Malone should look into different ways of learning and development.
5. Estimate cost/benefit: it is necessary to evaluate the cost/benefit of the provided solutions, in order to figure out whether or not it is worthwhile.

6. Recommend solution: after analysing the company's performance issues, solutions should be recommended and actions need to be taken by the decision-makers of the company.

1.2 Recruitment strategy

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

Recruitment and selection are two processes that go together. In order to recruit the most talented and skilled employees, a selection needs to take place beforehand, to be able to identify the most suitable applicants for that specific position. Malone's Superbuy is required to highly invest in promoting and presenting itself during the recruitment process, to attract the best applicants in the market. As the company's objective is to reduce the turnover, it is essential to focus on selecting employees who are more likely to stay in the company for long, those who are willing to grow and progress within the company Taylor (2016). On the other hand, Malone should be prepared to turn its strategy into promoting its workers regularly, based on their performance (Lievens and Chapman 2010). In addition, the company's recruitment policy for high skilled and managerial positions should start internally first.

1.3 HR strategy of existence employees' retention and new applicants' attraction

As Malone's Superbuy is willing to cut down costs from hiring, it is more convenient to consider recruiting, from existing staff, this will give them the opportunity to be trained and promoted, without having to invest extra costs in recruiting external employees. Moreover, the company could count on word of mouth recommendations, by encouraging employees to recommend their

families and friends to work in the company. If the recruitment is successful Malone could offer certain bonus to the employee, if the new employee stays in the organization period of time, Malone could offer him a bonus as well. This to encourage reducing the turnover.

As the report's analysis revealed, Malone Superbuy, recruits more part time workers, mainly students and women, which results a high turnover. As only full time employee's benefit from better working conditions, including job security, unlike part time workers. Malone is required to change and improve its recruitment strategy (Armstrong 2009), by focusing on using the right tools to identify applicants who can stay for longer, also, well promote the part time positions, by providing real promises to applicants, such as the possibility to grow and progress within the company, in a short period, based on the employee's performance. In addition, Malone should focus more on part-time workers, by providing them the necessary trainings, as the lack of expertise and competencies lead to a poor performance and a low quality production.

Malone's Superbuy is known of requesting employees to work unsocial hours, including weekends, some of the workers have to work for seven days a week with no day off. These issues need to be addressed accordingly. Especially, that most of the part time employees are students and women, who require more mobility. Especially that one of part time positions benefits is supposed to be flexibility.

1.4 “Unsocial” Hours” solution

In such a competitive industry, Malone should target those applicants who already have a relevant knowledge and skills for that particular role, if not the company needs to invest in trainings, as it costs less to train an existing employees than replacing them (Rees et al, 2016). The recruitment

promotion should target applicants from different locations, ages and backgrounds, especially in London.

1.5 Partnering with recruitment agencies

Nowadays, many companies acknowledge the efficiency of working with professional recruitment agencies. They have the power to hunt and attract the most talented and skilled employees, especially, the potential and most suitable ones for particular role. While also, well advertising the job position and the company.

Malone's Superbuy could collaborate with these professional recruitment agencies. It may add additional cost to the company's recruitment process, but it will certainly attract the most suitable employees, which will positively affect the company's turnover and performance. Therefore, compared with the return on investment, it is surely worthwhile.

1.6 Training and skills development plan

Training and development plans should be developed by the company on a regular basis. Especially, at the management level, whether in the middle or shop floor. This to ensure that the internally promoted staff are adapted to the requirements of their new position. Moreover, the company could recruit external managers, with relevant experiencing to bring in innovation and creativity to the firm. They can also supervise those newly promoted.

1.7 Equal opportunity and diversity

"Diversity values the differences in people and is expressed as recognising everyone as a distinctive individual; however, not leveraging organisational success actively on it. It recognises the advantage of having a very different range of views in problem solving and the employees

being representative of diverse followers and customers of the organisation” (CIPD, 2019). Diversity could include age, race, color and background differences. In every firm, there should be an atmosphere where all staff are valued and appreciated for their talents and skills, and utilise these to meet the organisation’s goals.

Diversity creates an organisational culture that enables employees regardless their personal differences, bring their creativity and innovation to the company, and work for their motivations, ambitions and career goals (Bagshow, 2004). Researches have shown that diversity accelerates the organization’s overall productivity and creativity (Investors in people, 2019).

Malone’s management is aware that similar companies in the same strategic business group in the industry, implement diversity policy. For instance, Aldi is a relevant example of successfully implementing the diversity plan. Aldi’s message about the organisational commitment and equal opportunities, state that:

"At Aldi we value diversity above all else and offer fair and equal opportunities for all of our colleagues and job applicants, regardless of age, sex, gender reassignment, race, colour, nationality, ethnic or national origin, religion or belief, disability or sexual orientation, marital or civil partnership status, part-time or fixed-term contract status, pregnancy or maternity. Our commitment extends to all levels of the company, and our Equal Opportunities and Prevention of Discrimination policy forms part of the contractual obligations of all colleagues." (Aldi.com)

Although, most organisations nowadays acknowledge the importance of diversity policies, its implementation remains challenging. Because companies believe that the implementation of Diversity, strategies should be conducted separately from other HR policies. Whereas, it is possible to integrate them all together.

Based on the current Equality UK act, Malone's Superbuy is like any other organization, required to follow and apply the laws and regulations related to diversity and equality. According to this act, companies are not allowed to discriminate against workers, regardless their age, disability, gender, marital status, maternity, race, religion, sex or sexual orientation. All these factors need to be considered in the new HR policy. "Equal opportunity focuses more on distinctions at the societal or group level, whereas diversity management focuses more on individual level, in the companies where they attempt to recruiting and 12 retaining people of different backgrounds and experiences" (Glover, J. and G. Kirton, 2006).

2. Principles of diversity policy implementation

Malone is required to consider the following principles, in the implementation of a diverse policy:

- ✓ Malone's leaders should demonstrate their interest in the implementation of diversity plan, and their commitment towards introducing the adequate strategies and practices in the organisation. It is also beneficial to demonstrate their solid efforts to all employees and public, through communications and promotions, as this may be an efficient strategy to attract new potential employees, and keep the existing ones.
- ✓ Diversity policy should be aligned and adapted with other HR policies. Some of HR policies should be modified accordingly. For instance, recruitment, flexible working, reward, and performance management policies integrate with diversity policy.
- ✓ Raising employees and managers awareness, through training and education. This is crucial in order to change the staff mindset about the importance of diversity policy practices, and build a new organizational culture, based on diversity and equality.

- ✓ Malone is required to create an atmosphere based on supportive practices, and accommodative culture. For the employees to feel themselves in an open and welcoming environment, even though they belong to different beliefs or backgrounds. This could be achieved by providing them opportunities to share their views and experiences, also provide them flexibility in the working environment.
- ✓ Malone should focus on career development opportunities, through engaging in the implementation of transparent recruitment procedures, and well promoting the different employment positions, internally and externally, so that people from different backgrounds get the opportunity to grow and progress within the company.
- ✓ Malone should evaluate and celebrate the success of any program. The evaluation could be carried out through gather feedback from the stakeholders of the program. This would give the management team the opportunity to monitor the policy's implementation.

3. ADDITIONAL HR STRATEGIES for MALONE SUPERBUY

1.1 Flexible working: Life/work balance

According to the law that took place in June 2014, in the UK, all the employments have the right to request for the arrangement of flexible working (breathe 2104). Therefore, Malone is required to offer to employees the option of working flexible hours. This would be more helpful for students and women. Especially that they work part-time, which is known to be flexible. “Such opportunities create a competitive advantage and a remarkable financial advantage to the organisation in this competitive economy. It is no longer an issue for women with children, people with parental responsibilities or students” (Corporate voice for working families 2005).

These are the reasons why Malone should implement flexible working policy:

Workplace flexibility is one of the strongest tools for recruitment and retention in every organisation. Statistics show that “almost one-third of US employees consider flexibility in working as an essential factor in taking up a job offer” (Hudson Highland Group 2008). A survey about hourly paid and low-income employees in 2008 showed that “80% of workers stated that workplace flexibility is one of the crucial factors for them in remaining in a job and accepting a new offer as a job. According to the HR managers engaged in this survey, 80% of them said that workplace flexibility improves their capability in recruiting employees; meanwhile 85% them believed that flexible workplace policies expand their aptitude to maintain the talented workers” (Corporate Voices for Working Families 2009).

Flexibility at the workplace is considered as a great support that make employees motivated and productive. A study that was conducted in the US in 2009, showed that “90 percent of workers said that workplace flexibility gives them a happy and a quality life to a great extent” (Pitt-Catsouphes et al. 2009), “and most of the employees rank work-life balance as the second-best predictor after economic security which makes workers quality health, reduces stress and good sleep” (Auman & Galinsky 2009). Implementing work flexibility strategy is also effective in decreasing absenteeism and turnover, as it reduces employee’s stress (Corporate Voices for Working Families 2005). A survey that has been established in the US revealed that “one-third of the organisational employees experience such stress, which leads to reduced productivity and high absenteeism which costs up to \$469 to \$1,984 per employee per annum” (McGuire et al. 2010).

1.2 How flexible Malone could be?

Malone’s Superbuy could apply work flexibility policy in several ways such as:

- Working from home, some employees, especially those who do not work in the shop floor, where presence is required, could work from home, as long as they are committed to deliver the same quality work.
- Job sharing; Malone should offer the option to employees, especially the shop floor ones, to swap their shifts and working hours with each other.
- Compressed hours – workers could be offered the opportunity to work less days than they are usually required to, especially to students during their exams period.

1.3 Implementation of Flexible working

Malone should create a well-defined and documented procedure, to explain the policy of flexible working to all employees, and the mutual benefits of it, in order to ensure they are familiar with it. All the roles and responsibilities of HR managers and employees should be defined and shared with the stakeholders. Malone could also initiate a trial of a short period before starting the actual implementation, to be able to evaluate and review the progress of the new strategy, based on employee's performance. The company should keep the documentation for further references.

1.4 Pension plan

“The pension's regulators” have been set up in the UK in 2004; it replaced “Occupational Pensions Regulatory Authority” from the sixth of April 2005. The purpose of this scheme is to protect employees' benefits. It promotes the high standards of an organisation, which will encourage more applicants to join Malone's Superbuy, and part time employees to apply for full time, in order to be able to benefit from the pension scheme. “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).

Conclusion

Attracting and retaining a strong and motivated workforce remains a challenge for every organisations. However, effective implementation of adequate Human Resources strategies could significantly reverse the labor high turnover rate of a company. As employees' retention influences directly the company's performance and success.

Malone is required to highly invest in creating a new HH strategy, based on attracting talented and skilled applicants, encourage diversity within the organisation, and retaining employees. Human Resources is considered the strongest component of every organisation. Satisfying employees has a significant positive impact on increasing the company's performance and productivity. Having skilled, motivated and happy workers, means a good service and quality offered to consumers.

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