

# Recruitment selection and retention and sainsburys management essay



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Human resources are the people who work in an organisation; they are the most important people in every organisation. Human resources can provide hard and clear method of their value to look up the performance. Human Resources Management (HRM) is to enables the organisation and member of staffs to use their skills to achieve the goals and relationship. At the means time, HRM must guarantee the agreement is satisfied.

Human Resources Management (HRM) at Sainsbury's is to recruit, develop and maintain quality of staff because the staffs are come from different resources to work in the same organisation. The HRM department is deal with recruitment, training, motivation, salaries, induction and career planning. The reason of training is to give opportunities to the staffs to develop knowledge, attitudes, and skills to help Sainsbury's to achieve the goals. To be successful, Sainsbury's has found out about the needs and objectives of every single staff, for example through the assessment process and then creating the opportunities within the organisation and outside the organisation for staffs to improve themselves.

### **Sainsbury's HR Policies**

Sainsbury's has given the applicants an equal opportunities policy to be treated at the same way. The Sainsbury's is respects applicants privacy. Any information that applicants have given is security and keeps with extreme care. The HRM will ensure and keep all the information safely. They will only use the information in a sensible time. They will store the information that the applicants provide to them for a limited time only if the application is unsuccessful.

## **Recruitment, selection, and retention**

Recruitment for Sainsbury's is the process to have the right person, in the right place, at the right time. It is important to organisational performance. Recruitment is an important activity, not just for the HR team but also for line managers who are increasingly involved in the selection process. All those involved in recruitment activities should be aware of relevant legislation.

There are two main processes for selecting applicants: short listing and assessing applicants to make a decision who should be offered a job. To use a variety of tools appropriate to the time and resources available to make to decision of selection. To ensure Sainsbury's is fair and reliable; all the tools they use should be certify and regularly review.

Recruiting and selection the best member is only half of the conflict. Sainsbury's realise that to maintaining and developing their members are more important. Sainsbury's has found the best way is to keep their members around the goal and provide plenty of opportunities for everyone, to achieve their potential. Sainsbury's has started their retention program since 2004, and they have reduced the number of non-management members leaving each year.

Sainsbury's will advertise their vacancies in their website [www2. sainsburys. co. uk](http://www2.sainsburys.co.uk). When applications want to apply for a position, they will need to provide their personal information as below: -

Name

Address

Postcode

Date of birth

Marital status

Qualifications

Employment history

National Insurance Number

2 references contact information

CV (for certain roles only)

The HR department will use all this information to: -

To process the recruitment application

They may use telephone or email to contact the applicants to discuss their application

If the applicant's approval to the application, they will be consider for selection position which may be equivalent to

Internal record keeping

Complete their legal obligation

Frame recruits records if application is successful

If the applicants are successful in their application, HR department will contact referees to get references

When HRM department post a job advertisement, they will always follow or remember about Anti Discrimination Legislation.

The Sex Discrimination Act 1975

Makes criminal to discriminate in an advertisement by mention sex

The Race Relations Act 1976

Makes criminal an advertisement that discriminates against any particular race

The Age Discrimination Regulations 2006

Makes criminal to discriminates against employees on account of their age

## **Task 2: Building Winning Team**

“ The principles of team working may be easy to understand, but the mission of installing it can be quite scary. Introducing team working is not straight forward job, the simple matter of adding a new idea to those already in place. It is about making a fundamental change in the way people work. Every team working application is different. Each organisation, department and individual group is faced with unique problems and in some situations it is more about getting rid of old ways of doing things than injecting new ones.” (J. Wilson, ‘ Building Team- with attitude’)

Meredith Belbin a British researcher and management theorist, best known for his work on management teams. He developed one of the most popular and widely used analyses of individual roles within a work group or a team. Teamwork has always been a system that has proved productive over the year. The most consistently successful team involve a range of roles undertaken by a mixture of members. Meredith Belbin has carry out a study that took many years of work, and the results are held in high regard. Belbin has created nine useful types team roles.

## **Belbin Team-Roles Inventory**

### **Team roles**

#### **Strengths**

#### **Allowable weaknesses**

Plant

Creative, imaginative, personal

Solves difficult problems

Ignores information

Too thoughtful to communicate well

Monitor evaluator

serious, tactical and sensitive

Sees all options

Judges accurately

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Lacks drive and ability to inspire others

Specialist

Single minded, self sharing, enthusiastic

Provides knowledge and skills in rare supply

Contributes only on a narrow front

Dwells on technicalities

Shaper

Challenging, active, succeed on pressure

The drive and courage to overcome problem

Can hassle others

hurts people's feelings

Implementer

Disciplined, reliable, traditional and well-organized

Turns ideas into handy actions

Always refer to the roles

fairly inflexible

Slow to response to new possibilities

### Completer

Careful, hard-working, nervous

Searches out errors and omission

Delivers on time

Inclined to worry unduly

Unenthusiastic to delegate

### Co-ordinator

Mature, confident, a good leader

Clarifies goals, promotes decision making

Delegates well

Can be seen as manipulative

Off-load personal work

### Teamworker

Co-operative, mild, perceptive and diplomatic

Listens, builds, averts friction

Unsure in crunch situations

### Resource investigator



outgoing person, enthusiastic, communicative

Explores opportunities

Develops contacts

Over optimistic

Loses interest once initial enthusiasm has passed

### **Task 3: Evaluate leadership**

The way in which the managers normally perform towards members of the teams is known as leadership style. There are four types of leadership style are using by Sainsbury's as below: -

Laissez-faire leadership

Autocratic or Authoritarian leadership

Bureaucratic leadership

Democratic leadership

### **LAISSEZ FAIRE LEADERSHIP STYLE**

Laissez-faire style is the leader who does not actually control or involve in the task. The leader will empowerment the members to make decision, to decide what they think is best. Laissez-faire style also known as a “ hand off” leadership style because the leader doesn't gives direction to the members.

Most laissez faire styles offer no or very little guidance to the members of the same group, amidst leaving the making of decisions to other group

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members. As much as it could be clearly effective in those situations where most members happen to be highly qualified and skilful in their area experience and know-how, it has often led to poor roles definition plus a sheer lack in motivation.

The advantages and disadvantages of Laissez-faire leadership style: -

#### Advantages

If the members are very responsible

If the members are guided by his own target

#### Disadvantages

Members feel that they don't have their sense of direction and focus

Poor management and no good results

Members lose motivation and interest to finish a task

Less communication between the teams and leaders

## **AUTOCRATIC LEADERSHIP STYLE**

Autocratic leadership style is the leader does involves and responsibility in all task. The leader can be possible to reserve the right decision. The leader will make all the decision and they will not ask or allow any of the members to give any suggestion and opinion. All the members are under control by the leader.

Autocratic leadership style is one of the oldest styles and is the easiest style to see the immediate goals. When the important tasks are handled quickly and correctly, the leader need to make sure all the members are exactly know where they need to be and doing their job. This leadership style will make the assistants depressed because there is too much direct inspection

To be a successful autocratic leader in Sainsbury's, the leader needs to remember few things as follow: -

Respect the assistants

Explain to rules

Be consistent

Educate before enforce

Listen, even if you don't change

The advantages and disadvantages of Autocratic leadership style: -

Advantages

Where control is necessary

Very effective when is stressful

Members can become more potential to improve the organisation

Leaders have the best idea

More motivation for the members

Quick decision and less argument

Disadvantages

Create a panic and offence environment

Progress will delay

Sometimes can be annoying the team members

Leaders are responsibility for the results

Members feel unhappy and fail to appreciate

Less chances to communicate with each other

## **BUREAUCRATIC LEADERSHIP STYLE**

Bureaucratic leadership follows a close set of standards. The leader does everything should be according to procedure, rules and policy. The entire task done in an exact, specify way to make sure safety and truth. The leader normally works in a dangerous environment and need to specific some necessary procedures to ensure the safety.

Advantages

Team members have to follow the routine which is given

Team members need to know certain principles or procedures

Team members are given security and safety training

Members of teams are involving in cash handling if require

Leader will always need to communicate with team members

Disadvantages

Members lose their motivation and interest

Members do only what is expected

## **DEMOCRATIC LEADERSHIP STYLE**

**Democratic leadership style is called the partnership style because it encourages team members to be a part of decision making. This leadership style is a very open and collegial style of running a group. The leader will always discuss with or ask permission from members before decide anything.**

**Advantages**

**More motivation and interesting**

More chances to communicate between leader and team members

Can get or share different idea, opinion, experience

Can build a good relationship between leader and members

Decision will be more accurate

Disadvantages

Spend more time to make a decision

Situation can develop where responsibilities are not clear cut.

Cooperation can result in actions that are not the most effective

## **THEORIES OF LEADERSHIP**

Great Man Theory

Behavioral Theory

Management Theory

Relationship Theory

### **Great Man Theory**

Great Man theory believed that the ability for leadership is natural, means that the leaders are born but not made. Also describe the leaders are brave enough, mythic and designed to develop the leadership when it needed.

Early research on leadership based on the study of great leaders. These people were often from the elite, as some of the lower classes had the opportunity to lead. Contributed to the impression the leadership had little to do with reproduction.

Great ideas mythic domain of human thought that in times of need, a great man, will create magic with almost, lost. Easy to verify that people like Eisenhower and Churchill was the point, go back and forth only those with time, even Jesus, Moses, Mohammed and Buddha.

Gender issues table when the “ Great Man” theory was proposed were not. Most leaders were male, and a great woman’s thought leadership in other areas was generally. The researchers were also male, and andocentric bias to worry about was a long way from being realized.

## **Behavioral Theory**

Behavioral theories of leadership do not seek inborn traits or capabilities.

Rather, they see exactly what politicians do.

If success can be defined in terms of describable actions, then it may be very easy to work on the same way other people. It's easy to teach and learn then the more short-term 'property' or 'capabilities' adopt.

Behavioral trait theory assumes that leadership ability that can be contained rather than, can be learned is a big leap. It opens the floodgates to leadership development, as opposed to simple psychometric assessment that with the leadership of the kind of people who will never get the chance.

Develop a behavioral theory is quite simple, as you just assess both leadership success and the actions of politicians. With a large enough study, you then can correlate with success statistically significant behavior. You can identify the behaviors that contribute to failure, thus adding another layer of understanding.

## **Management Theory**

Management Theory, also identified as Transactional theory, it is focus on the role of supervision, organization and group performance. Team members perform their best if the task is clearly given and they need to be carefully and make sure that expectations are met. The management theory is bases leadership on a system of rewards and punishments. When team members are performing well, they are giving reward; when they performing poorly, they are giving punishment. For management theory is very important to

have rules, standards and procedures. The management theory is more effective if the tasks are simple and clearly defined, so the team members are not expected to be creative.

## **Relationship Theories**

Relationship theories, also known as transformational theories, it is focus on the connections between leaders and followers. Transformational leaders are normally active, excited and passionate. They are not only involved and concerned in the process but also motivated and encourage people by helping group members see the importance and higher good of the task. The leaders also have high ethical and moral standards.

## **TASK 4: Work and development needs**

### **Development needs of individual**

For Sainsbury's to be a successful organisation and to achieve the goals, it is very important that to monitor or measure the team members performance on a regular basis. Normally Sainsbury's will measure the individual member's performance every six month. To measure member's performance is not only to accurate performance review but also to judge and measure member's potential. Sainsbury's is using the ways below to measure individual performance: -

Quantity- the number of units produced, processed or sold

Quality- the quality of work performed

Timeliness- how fast to finish a job



Attendant- how regular the member work

Personal appearance- how they dress for work

Feedback- positive and negative feedback from colleagues and customers

360-Degree or “ Full-Circle” Appraisal: The member’s performance is appraised by everyone who works together. Including managers, customers and members of other departments.

After the performance measurement, Sainsbury’s will improve their members by giving them more training, motivation, incentives. Incentives included increasing salary and rewards. If the members are performance well they will be given rewards like presents, gift vouchers, etc; or by increasing their pay rate. Training and motivation are to provide and increase the job knowledge and individual skills at each level. It also helps the members to expand the horizons of human brain and an overall personality.

### **Factor affecting the quality of performance**

Productivity- to increase the productivity of the members to achieve the long team goal of the organisation.

Team spirit- to improve the sense of team work and relationship of team members.

Organisation culture- to develop and improve the organisation health culture and effectiveness

Quality- to improve the quality of work and work life

Morale- to improve the morale of the work force

Health and safety- to improve health and safety skills

Training- to improve and make sure team members understand