A.C. 3.2 Compare different approaches to retaining people

Maintaining a warehouse workforce at ImportantParcel has been more difficult because of the competition in the labour market, as well as job options in the logistics sector, retail distribution and e-commerce centres.

Approach	Strengths	Limitations	Suitability to ImportantParcel
Realistic Job Reviews (RJPs)	Provides honest expectations, reduce 'hire shock', lowers early turnover, improves trust	May discourage some candidates, require time and planning.	Helps to avoid hiring individuals unable to cope with shift work, physical tasks or fast pace
Induction	Improves early engagement, reduces anxiety, clarifies performance standards and safety procedures.	Poor induction leads to disengagement, resource-intensive.	Important for warehouse roles due to health and safety and process complexity.
Job Enrichment	Increases autonomy, skill variety and purpose, boosts motivation, supports development	Hard to apply if work is highly repetitive, requires supervisor buy-in	Suitable through task rotation, decision-making on quality checks, and minor process improvements
Reward	Directly addresses competitive labour market, enhances fairness and recognition	Cost implications, may create short-term focus	Helps compete with rival logistics employers offering higher hourly pay or attendance bonuses

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The effectiveness of RJPs at the recruitment stage is that most warehouse employees drop out early in the job conditions after finding out that the work is not as expected. ImportantParcel can mitigate early attrition by displaying to the candidates the physical characteristics of the job, the shifts, cold rooms or high seasons etc. Nonetheless, RJPs will have the ability to cut the number of applicants and it might be difficult in an already tight labour market. Organized induction helps in retention within the initial critical weeks (CIPD, 2025). In the case of warehouse jobs, it may explain the working expectation, safety measures and organizational culture. This makes the new entrants feel part and fit. On the contrary, an induction in a hurry may cause errors, accidents, and preterm disconnection. Though this will demand some form of investment, it will be cheaper than the turnover. The motivation of a job enrichment based on the model of job characteristics of Hackman and Oldham, may involve autonomy, skill variety, task significance, and feedback (Cotič *et al*., 2025). The enrichment may involve cross training of the employees in picking, packaging, and dispatch or engage the employees in constant improvement meetings. Lastly, reward plans are also a strong retention tool in the logistics sector where remuneration rates can be easily benchmarked (CHAUDHRY, 2023). ImportantParcel can be distinguished meaningfully in competitive salary scales, attendance bonuses, recognition schemes and subsidised transport among other things, compared with local competitors.

Reference

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