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Introduction:

Within this paper I will be presenting and identifying factors which affect the culture of an organisation, how this may cause a substantial difference to the result within a business and how culture is to be considered one of the most important aspects in Business Management.

It is important to comprehend the diversity amongst individuals and that if explored and enhanced correctly, the correct combination of cultures may result in a rewarding one for the organisation.

(2) MCS Cleaning Group LTD.

The organisation that I will be evaluating is MCS Cleaning Group LTD, the current company that I work and have worked with as a General Manager for the past 5 years. MCS has been in the market for over 19 years providing cleaning services for establishments across the UK, being hotels or restaurants and even pubs providing employment for over three hundred employees.

This is the ideal company as to investigate the impact of cultural efficiency on an organisation as MCS is based in one of the most diverse cities on earth, with people from all over, all capabilities and all cultures. The ideal place to find employments which have been adapted to fit people of every custom and religion.

(3) Definition of Organisational culture and its importance to strategic management.

When people group up in arrangement's that may include living, working or studying, the more time they spend together the more they learn to share, understand and respect each other's belief, religion, manners and customs all of which combined forms their unique culture. Culture can be defined as "a pattern of shared tacit assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid in organisation and it

is necessary to be taught to new members as the correct way to think, perceive, and feel in relation to those problems that occur in many organisations today” (Schein 2009)

Culture may also influence and impact the people that would be selected for a particular role of a particular employment which therefore will create an effect on how tasks are carried out, how projects are delivered, how the organisation shows itself to the public essentially creating an image of the workplace culture for that particular place. By the addition of the word organisation to be combined with culture, it may be defined or even described as the certain “patterns of beliefs, values and learned ways of coping with experience that have developed during organisation’s history, and which tend to be manifested in the behaviours of its members” (Brown 1998).

The fact that the place of your employment will be where most of your time is spent, with people who essentially you might see more than your own family, you learn their habits, their values and essentially take into consideration what they say and believe in. After a certain amount of time, one tends to absorb all that goes around them therefore in some, even most, occasions being influenced by those in your workplace, enabling your behaviour, actions and even thoughts to be altered.

“Strong organisational cultures are important strategic asset as it is the heart of all strategy creation and implementation.”

Organisation culture can be, when used efficiently, strong strategic assets to an organisation, as mentioned by Berry (1983) in the early 1980s.

(4) Key characteristics of culture in an organisation.

It is the personality and experience of the individuals of an organisation that creates, shapes and forms the culture of the organisation, therefore all of the individuals and stakeholders within the organisation are key characters in how the culture is defined. An example of this would be that if the individuals of the workplace are extroverts and sociable then the automatic result is that the organisation will be seen as open and exciting. It is important to comprehend that the all the other characteristics of culture isn’t made singularly, it’s a combination of the group of employees as a whole as no culture is created by a single individual. The employees of the workplace should attempt to modify the work environment, the leading direction, the manner in which the services are executed, even the way that decisions are determined via the rules, norms and procedures of the workplace.

“Its difficulty to change is another characteristic of organisational culture” (Heathfield 2012) therefore stating that once a culture is established, the major difficulty is to disassemble it. To cause a change in culture, individuals are required to modify the way in which they behave. People often find it difficult to diverse from their inherited ways or habits of doing things, to therefore begin to endeavour new habits and behaviours in a consistent manner. Both time and effort is taken to alter the culture in an organisation.

It's important to understand, as Beamish (2008) research suggested, that culture is not static, therefore it may be modified, directed in different manners by the existing leaders and even future leaders that are trained, developed and prepared to modify the ways in which an organisation performs. Additionally: “overtime, the environment changes, new technologies develop, new social norms occur, and new competitors emerge, cultures will evolve to match these developments” (Beamish 2008)

(5) Internal and external factors that impact organisational culture.

Many factors contribute to how the organisational culture turns out, whether being internal or external, they have a huge impact on the end result of the organisational culture. “Organisational culture originates and keeps evolving from the dynamics of the interaction between internal and external factors” (Wilson and Bates 2003).

Internal factors that affect and impact an organisational structure in regards to culture is leadership, style, structure and values that the organisation itself holds. Values and principles within an organisation may establish how the inner culture of each individual employee is defined, what person they tend to be or demonstrate be. It must be also considered that managerial focus and leadership style both have proven be a key contributor toward the shaping of organisational culture, it strongly proves that it could provide an innovative and creative culture to aspire within the organisation. A healthy organisational structure usually includes and involves certain procedures, expectations alongside norms policies which make it more likely for an individual to be motivated, to prove be more efficient and innovative and creative which results as a huge benefit within the culture in an organisation.

Furthermore, there are also external factors that hugely create an effect on organisational culture these of which include business relations both personal and formal, modern technology, policies and laws (Kwamme 2010). Relationships within the workplace tend to have a significant impact on an individual's behaviour therefore creating an impact on the culture within an organisation. An example of this is if a business has mutual association with another organisation which is based on high

quality services, employees might have a motivation which will enforce these qualities and enhance these performances due to the work ethic and culture of the workplace. Modern day technology may inevitably lead to alterations within the culture of an organisation, especially with an increase of interaction between human and machine therefore reducing contact with their colleagues which reduces the way that culture is instated.

The combination of internal and external factors have a definite impact which will influence an organisation's culture therefore having a direct effect on interpersonal relations. "What is important is to be aware of it and to take account of how plans to develop the organisation may be affected by and affect its culture" (Wilson and Bates 2003).

(6) PESTLE and SWOT Analysis.

Within a workplace organisation, both PESTLE and SWOT can prove to be highly effective tools for analysis which assist you throughout the process of planning creating and developing a strategic motive/plan for the organisation. It is interesting how much effectiveness and use that may come of them when being used combined, despite their full ability to function individually.

Whilst the **PESTLE** analysis takes into account the broader environment context which effectively has an impact on an organisation and the alterations it may cause to it, the **SWOT** analysis considers these results, builds them up and develops them to determine specific strengths for the business alongside the weaknesses, both threats and opportunities. For this reason, the most effective manner to have them combined would be that the PESTLE comes in first

'The big picture' is often the aim of a PESTLE analysis, by providing an external evaluation the environmental influences of an organisation which assists the development, planning and therefore enhanced strategic decision making. The hypothesis is that is an organisation is able to evaluate, audit and analyse the current

environmental factors affecting the business, it may therefore provide the business with the opportunities to access what potential issues may arise and therefore have a more competitive advantage over their competitors.

Pestle is an acronym for **P**olitical, **E**conomic, **S**ocial, **T**echnological, **L**egal, **E**nvironmental.

Political. This is the representation of the extent in which the government has power and influence over the economy and the hold over certain businesses. These include all forms from the government to the council in your county. An example of this in association to MCS would ideally be any tax laws, new elections, change of government and one recent one which was the effect of the new Covid-19 guidelines which effect the business greatly, via the manner in which your business may operate, provide services and carry out the 'usual' activities.

Economic. This relates to unique areas of the economy and the direct influence it may have on an organisation, these of which may include inflation rates, economic growth, the value of the currency, interest rates, property prices. All of which may not have a direct influence on your business but guaranteed that most will. When being a provider of services it is important to understand that we rely on the success of other organisations for them to have the resources to contract us for our services, a chain of events in the economy may not have a direct effect on us but a chain effect on the growth rate of our business.

Social. This relates to demographic factors, these of which may include rates of the growth of population, cultural views, customs and aspects, age distribution of the population, alongside the constant altering social behaviours; for e.g. individuals utilizing social media applications as a form of marketing in which they discuss products and services, making reviews of services more and more valuable by the minute. Most of these factors have the power and influence to impact the manner in which provide your business to your customers along the ways of interaction you might maintain with them. A current example of this would be how social interaction caused the automatic negative reaction and impact on businesses due to COVID-19, the amount of people requiring the services decreased as there was a direct impact on who would be able to hold the simple contact with one another, no social interaction yet a combines social reaction made most businesses in the UK and the World to fall back and not know where to land.

Technological. This relates to the rate of modern technological alterations alongside Research and Development (R & D) activities, automation, and incentives. These factors are the influence toward outsourcing quality, decisions, along with efficiency considerations and notations. Examples of these may include the influence of 4G internet, smart mobile phones, video meetings, location-based searching, arising of Artificial Intelligence and so on.

Legal. Are all factors that may affect the way your business runs, immigration laws, employment laws, the impact of Brexit and the newly found situation of which even Europeans will have to abide by certain immigration laws.

Environmental. This relates to all the factors which are directly influenced, impacted or determined by the environment surroundings. These of which may include uncontrollable facts such as the weather alongside natural disasters, climate changes, the position geographically and sustainability. Things such as the higher rates and frequency of natural disasters have a direct influence and impact on an organisation and the near and distant future of it. An example would be a flooding on the seaside towns in London, a natural disaster which would devastate tourists, decreasing the town as a tourist attraction, hotels having to stay at the lowest capacity therefore causing an automatic neglect on the cleaning services of which we provide.

A **SWOT** is essentially an internal assessment of the strengths and weaknesses of a business that may have been caused by external PESTLE factors. SWOT is an acronym for **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats. There are specific questions to be asked when conducting a SWOT analysis.

Strengths. What are the advantages to your business; the wide cultural involvement and opportunity toward the public, a service that most people can be trained to conduct, and most establishments require. What do you do better than your competitors; the efficiency of our services, the flexibility in having a no contract-based option and effective training toward all employees. What are the unique resources that you may rely on that others may not; the advantage of having trained managers with over 20 years of experience in the sector which can provide effective training and development in the organisation. The strength that individuals in your market validate; high value and low cost, long lasting commitment and efficiency in providing the service. What guarantees that you continue to renew the business; constant word of mouth recommendations whilst also having a 4.7* review base on trust pilot. And finally, our USP being that we provide a free trial of our services, with PPE guaranteed and lowest cost for the highest value found.

Weaknesses. The improvements to be made; a higher development basis for employees that lack abilities such as speaking the language fluently, having a better turnover of staff whilst causing less trouble when there is layover. What should be avoided; direct confrontation with competitors, respect should always be established as you never know what step you will be on the ladder of success. The weakness that individuals are most likely to identify; the negative effect of guaranteeing a low price which later may alter due to more resources being required for the service to be performed. And finally, the factors which may cause us to lose business would be the negative feedback of customers, lack of compromise and honour to the promises made initially whilst also being presented as a 'scam' as the work provided isn't to it's promised standards.

Opportunities. Opportunities that we are able to identify; a new training system and method due to the new guidelines and requirements for disinfection services due to the covid-19 guidelines. The interesting trends that we have been may aware of; the influence of 'staying safe' due to covid-19 which encourages potential clients to search our services as they require the much desired promise of safety.

Threats. Obstacles would essentially be the fact that we have reached uncharted territory, the lack of ability in how to move forward when no one knows specifically what promises we are able to provide to our clients, the guarantee that our service is efficient.

(7) Organisational culture, ethos and value

The comprehension of values and its direct relation with other elements of a person's psychological state for example; goals, beliefs, dreams, attitudes, ethics along with behaviour which provides us with a situation for evaluating its impact on the cultural aspect in an organisational culture. The values in the culture of an organisation may cause the direct influence of the perception of situations along issues, the entire way and process of selection of choices within decision making as well as provide and impose limits to ethical behaviour within the decision forming. It is from within the hierarchy of values that ethical premises are required and the necessities for decision making. Therefore, the main mechanism for changing corporate culture is the organisation's ethical premises. Vedantic ethical system values focus on character as morality concretization. One's character is a source of power for both managerial and corporate excellence for high ethics organisations.

(8) Establishing a culture of sustainability within the workplace

The employees of the organisation should feel empowered as they are an essential consistent part of the organisation. There must be constant and effective systems in place that assure that the employees feel gratitude and constant evolution, to believe that they are being a part of something and essentially are working within an equality based environment where all are provided with opportunities to develop and grow. The promise that training and development methods will be in place is essential and critical that the culture of the organisation shows that it includes opportunities within and not just externally. Moment At Which teammates share and divide information, experiences and successes, it promotes a culture of positivity and progress based on service along with working closely together. Employees also know they matter individually. It's more straightforward for them to relate with one another and the company as a whole.

(9) Barriers to effective functioning in the organisation and ways to overcome them.

Change is among one of the few constants within our employment lives. Independent of the company/organization size, or leadership team experience, your team or organization must go through a variety of changes in order to grow and adapt professionally. When placed in a leadership title, one is considered to be the unique point which should anticipate and plan for transitions therefore increasing the benefits and divert problems and issues within the organisation.

Most of our human nature includes on us being highly sensitive to certain types of perceived threats in our social environment, which by extension involves our workplace. Harvard Business Review outlines ten reasons why individuals tend to resist change:

1. "Loss of control, particularly over the processes that have been built up over time."
2. "Excess uncertainty, that we seek to avoid at all costs."
3. "Surprise changes with little to no room for psychological preparation."
4. "Changes to day-to-day work habits and routines."
5. "Loss of face, especially for those who built their reputation on the status quo."
6. "Concerns about competency as it relates to the new environment."
7. "More jobs, particularly in the transitional period."

8. "Ripple effects, as the change that starts to affect other departments and even clients."
9. "Past resentment that can arise against the person responsible for or affecting the change."
10. "True risks, to both your team's happiness and employment."

Addressing these identified as threats at both an individual and team and organizational levels is key to successful change management.

Successful organisational alterations is the result of a highly successful communication basis. Moreover, one study found that the overlapping reason as to fix organisational failure to successfully implement any kind of change is "clear and frequent communication." When paired with your team's natural resistance for change outlined above, this barrier makes sense. In fact, every single one of the 10 reasons for individual change resistance can least be partially mitigated through intentional and proactive communication.

Overcoming cultural barriers to change management requires a deep comprehension of who all the company stakeholders are and essentially what they care for most. Continued communication, proportional representation within your implementation team, and upward feedback channels are key to managing change in a way that integrates rather than alienate diverse stakeholders within your organisation.

Conclusion

To conclude, it is important that it has been established the importance in organisational efficiency when leading with cultural changes and adaptations within a work place. In unprecedented times it is hard to know ideally the risks that the future brings but by investing and essentially providing a united front for the barriers of cultural diversion and inclusion within an organisation, the organisation with uphold the essential values and ethics in order to move forward. The ideal being that the organisation comes together to form the ideal 'person' with ethics, values and understanding. The ability to grow is the ability to understand one another and by understanding one another, we grow together.

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