

BA Leadership And Management Skills for the Work place
Workplace Culture and its Impact on Organization
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INTRODUCTION

In the context of business unit, workplace culture is highly significant as it closely influences growth and performance. Now, for achieving success in highly competitive environment business unit needs to make focus on developing prominent culture which in turn enhances employee motivation. Thus, requirement in relation to building effectual culture has increased significantly over time frame (Gravina, Cummins and Austin, 2017). The present study is based on Morrison's which is one of the leading supermarket chains of UK. In this, report will shed light on the work place culture in Morrison's. Further, it will provide deeper insight about environmental aspects which have significant effect on Morrison's operations. It also depicts manner in which cultural and ethical aspects have an impact on organizational performance.

The workplace culture of an organisation have impact on both business and organisation. Culture at workplace provides a frame work for behavioural guidance of employees. This have both positive and negative effect of employees. Firms which considers its employees its integral part put emphasis on building employee-employer relationship. Along with this employee are encouraged to take active participation in activities of organization and decision making process (Huber, 2017). Employees become more determined and committed for achievement of their as well as organisational goal which have a significant effect of performance of organisation. In today's world and with increasing competition it is getting more complex to achieve organisational goals and missions. One of the major factor influencing organisational efficiency is workplace culture. There is a direct relationship between organisational culture and organisation efficiency (Wheeler, 2015). Individual behaviour of employee have a relevant effect on organisation's efficiency, productivity and its performance. To guide individual behaviour is also important for Morrisons as human resource are critical part of it. The values and morals of organisations shall be clearly stated among employees so that they know the ethical values of organisation and conduct their behaviours in that direction only. An ethical behaviour of employee have significant impact on workplace and will result in increasing efficiency and performance of both employees and Morrison's. For determination of factor that influence organisation behaviour SWOT and PESTLE analysis will be carried out (Dorling, 2017). With SWOT the strength and weaknesses of Morrison's will be determined and risk and factors and activities which are a threat to Morrison's will be identified, also, opportunities in market and inside organisation of Morrison's will be found out and proper strategies will be formed to

exploit such opportunities. Pestle analysis will determine the external factor which will affect workplace culture of Morrison's. Another factor which will be discussed in the present report is relationship between employer and employees in Morrison's (Ghodse and Galea, 2017). An analysis of hierarchy and flow of information from top level to bottom level management will be done (White, 2018). So Morrison's have a moral and ethical duty to take care of society and its environment. To evaluate duty of Morrison's towards society a study of corporate social responsibility and sustainability will be carried out.

Main Body

Critically assessing the workplace culture of an organization

Culture of a workplace: the culture of Morrison's is the personality and character of an organisation. The culture at the workplace defines the organizational practices. (Holmes, and Stubbe, 2015). The culture of Morrison's makes the working environment unique and different from other organization. The perceptiveness at workplace is the sum of values, beliefs, interactions, behaviours and attitude.

Importance of workplace culture

Culture is an integral and important part of Morrison's perceptiveness, the significance of workplace culture is defined below:

Derives retention and engagement of employees: the work environment at Morrison's strengthens its relation with the employees (Helmreich and Merritt, 2017). The more positive the environment more happy and satisfied the employee are, which results in retention of existing workers. A positive culture at workplace attracts potential job seekers and talents and towards Morrison's and be a part of it.

Attracts talent: a potential job applicant will analysis and evaluates the work culture of Morrison's. A positive, strong, clear and well communicated workplace appreciation attract a potential talent toward the organization.

Ensures employee happiness: a positive and strong culture at the place of work make employees happy, which results in increment in their potential and efficiency. The employee's happiness can be directly linked to a strong and positive work culture (Guiso, Sapienza and

Zingales, 2015). A happy and satisfied employee led to the attainment of organization goal in more efficient and effective manner.

Gaining competitive advantages: Morrison's with stronger culture at its workplace outperforms their competitors with regard to financial performances and such organizations are more successful than the other.

Factors affecting workplace culture:

The culture at Morrison's is changing with becoming more of task based culture rather than power culture of past.

Leaders and interaction with employees:

The manner in which a leader communicate and interact with its employees affects immensely the workplace culture of a Morrison's. What leaders communicate, what they emphasize, the future goals and vision are discussed (Laschinger and et.al., 2014). The concept was introduced by Marc Ballond in which. The employees were told about the expectations from them, they recognize and celebrates the success of employees, the decision are taken with the participation of employee which build a sense of trust and makes the perception and belief of employees strong for the organization.

Management and communication hierarchy

How Morrison's is managed- the systems, procedures, the movement of hierarchy, the controlling process, organizational structure nag the importance given to objectives and goals of the business defines the management of an organization. An effective management in Morrison's was introduced through professional, process driven and business-like approach which results in increasing effectiveness of the managers and empowerment were given to the employees in Morrison's. A constant interaction and participation in the decision process empowers the employees.

Policies and philosophies:

The policies at workplace includes dress code, attendance, code of conduct and scheduling. These are the policies which can be applied to the extent which employees can tolerate, too rigid with the policies makes employees unsatisfied and unhappy at work which at

Morrison's are flexible. The philosophies of Morrison's are hiring policies, compensation, leaves, performance and appraisal, internal promotions and transfers, all this lead to create a positive work environment.

Values and ethics:

The clarity of mission, vision and value is essential for Morrison's because these are the pillars on which the business of Morrison's survives for financial and moral success. The managers shall see that whether they honestly reflects the beliefs and philosophies of the organization. The inspiration they give to the employees and extent of their stability. They must be communicated properly in the organization among the employees and shall be continuously emphasized upon.

People at the workplace

The personalities, behaviours, ethical and moral values, various skills, the temperament of the person an organization have a major impact on the work culture of the Morrison's. The everyday behaviour, the types of interaction among the employees, affects the overall work culture. Morrison's keep its focus on maintaining the interaction positive and keep a healthy environment among the employees.

Providing a critical evaluation of an organization environmental aspects in which organization operates

Critical evaluation of an organization.

Morrison is a leading supermarket in United Kingdom. Business entity has more than 498 stores. An organization has its own websites from where customers can easily access the information about company. Business entity offers wide range of products including other brand as well as own label goods.

Organization evaluation is defined as systematic procedure which is conducted in order to gathered information about business performance. This process also assists manager in identifying the factor which has direct as well as significant effect on organizational performance. An organizational assessment differs from other types of evaluations because the assessment focuses on the company as the primary unit of analysis.

Swot analysis is considered to be as an effective tool which can be utilized by manager in an enterprise for executing the internal assessment of an organization. Another major advantage of using swot analysis is that it helps an organization in identifying the way to gain competitive advantage. The major limitation of swot analysis is that certain capabilities or factors of a company can be both a strength and weakness at the same time except Swot, Tows analysis is also considered to be as an appropriate technique which help manager in identifying the strength, weakness, opportunities and threats (Ray, 2014). Tows analysis is an instrument which support management in identifying ways to overcome weakness and increase its strength.

SWOT analysis

This is a process used to evaluate the micro environmental factors which helps in identifying overall strengths and weaknesses of Morrison's. It has four different factors, for example,

- **Strengths:** This factor helps in identifying the internal strength of an organization which can help in improving their business. For example, Morrison's has a good brand name in industry which can be its strength. It has highly skilled workers as well.
- **Weaknesses:** In this factor, it helps in determining the weaknesses possessed by company in their system requiring improvement. For example, Morrison's is not that good in product demand forecasting. Also, they have poor financial planning which can affect their business.
- **Opportunities:** This factor helps in determining opportunities that are available in market. For example, Morrison's can expand their business in different countries which can help them in generating a good revenue. New trends in consumer behaviour is also a good opportunity for the organization.
- **Threats:** There is huge threat for Morrison's which they have to deal effectively. For example, there is high increase in the market share of their competitors like, Tesco and Asda. Increase in taxes and change of government policies is another threat for organization.

Critical success factor of Morrison is that business entity has effective management system. Manager in an organization have good leadership quality. The another critical success factor of Morrison organization is high performing culture which has driven organization

towards achievement of success and fostering of growth. In addition to this Leadership is success factor for firm which has assisted manager in developing team of highly talented and skilled workforce. Policy of Morrison is to set clear expectations as well as benchmarks in order to develop high performing culture.

Morrison has able to establish good position in the market and has able to maintain reputation by offering good quality of products at reasonable price to customers. Business entity has differentiated itself and has achieved leadership position in an industry due to high quality of products. Morrison offers wide range of products to its customers. In addition to this, business entity has an efficient supply chain and distribution network through which an enterprise has able to provide quick delivery of products or services to customers. An organization also have more than 450 stores in United Kingdom which has allowed business venture to deliver goods and provides services to people at different location. Strong supply chain networks has enabled an enterprise to provide high level of satisfaction to customers. An organization has own distribution network (French, 2015). Business entity has strong infrastructure which has helped an organization in reducing the cost. Strong brand portfolio is another major strength which has allowed firm to expand business. An organization with its dedicated customer relationship management department has able to achieve a high level of customer satisfaction. Business entity has successfully built a culture among distributor as well as dealers where these stakeholders not only promote company's products but also invest in training the sales team. There is highly competitive as well as effective working environment within an enterprise which has assisted manager in motivating employees to work for benefit of an organization. Effective working culture as well as safe working environment has supported business in retaining as well as attracting more highly skilled and talented workers.

Besides the strength, the major weakness of Morrison is that firm has low Market share. In addition to this business entity also have limited geographical reach as compared to some other big brands.

Another weakness of firm is that due to quality issues, Morrison organization has to suffer from Product recall which has negative influence of reputation of company. Management in Morrison need to invest more in the training of its employees to improve their services. Company in house services and outsourcing facility of products is complicated and can pose

issues during its expansions of stores. Big weakness of Morrison is that Organization structure is only compatible with present business model which has limited the expansion in adjacent product segments. In addition to this high employee turnover as compared to other business entities in an industry. This is considered to be as major weakness, as high employee turnover rate has negative effect on business performance of an enterprise. Low customer recall as well weak loyalty program are weakness of an organization. In addition to this, business entity does not have high potential to provide quick response to changes. This factor has great influence on culture of an enterprise. Evidence of the statement is that Morrison organization has failed to adapt itself to technological changes. Company struggling for achieving leadership has great effect on company culture as well as working environment.

Some business opportunities which can be captured by Morrison includes international expansion of business. Morrison company can increase its market share by developing effective promotional strategies (Denhardt, Denhardt and Aristigueta, 2015). Manager in an organization can attract more number of customers by providing additional facilities through online channel. In addition to this by creating new policies for employees and providing appropriate training to them, company can retain its highly talented and skilled workers. Another weakness of firm is that it provides the late response to changes.

Some threats which Morrison organization has to face is increase in level of competition, inflation etc. The big competitors of Morrison are Tesco, Sainsbury and Asda etc. Another threat is changes in law, business entity may be exposed to various liability claims given change in policies. Increase in technological risk is another major threat faced by an enterprise. Another threat is changes in external factors might have negative effect on the business performance of company. In addition to this changes in pricing strategy by competitors can lead to the decline in profitability by an enterprise.

PESTLE analysis

<i>Political factors</i> Changing governmental policy will place negative impact on taxation. Further, Brexit will impact operations of firm in several manner	<i>Economic factors</i> Company has its own suppliers. Economic condition of UK has recovered significantly after recessionary session.
<i>Social factors</i> Now, customers prefer to purchase cost effective and healthier products or services.	<i>Technological factors</i> High level of emphasis needs to be placed on social media marketing and online selling. By

Thus, for gaining success Morrison's need to meet such changing customers need and preferences.	focusing on such aspects firm can get success in the competitive environment.
Legal factors Morrison's need to comply with several laws and legislation while operating in UK such as Employment Act, Consumer Protection Act.	Environmental factors For attaining success business needs to lay more focus on recycling. Hence, company needs to perform activities in an eco-friendly manner for enhancing brand image.

Culture in a company indicates the beliefs, ideologies, policies, business practices conducted by an enterprise. It provides workers with the sense of direction. Organizational culture includes people, resources, company's aims as well as objectives and value for people those who works in a company. Culture within an enterprise plays important role in development as well as implementation of business strategies. Success and growth of business is completely based on the culture within a company. It is very much essential for leader or manager in an organization to develop the understanding about culture, as this tactic will help leaders in making suitable decisions. Manager in Morrison organization is required to view strategic management from a cultural perspective, as this tactic will assist an enterprise in improving business performance (Piaget, 2013). Culture within an enterprise has direct as well as major effect on individual as well as overall business performance.

Morrison operates in highly competitive as well as dynamic business environment. Changes in external as well as internal factors have direct as well as significant influence on organizational performance as well as effect on culture within an enterprise For instances changes in employment law has direct as well as significant influence or effect on relationship between employer and employee. Another example in amendment in health and safety law has direct impact on working environment within an organization. In addition to this, other constituents such as changes in social, technological, political factors have direct effect on the company culture as well as business. On the other hand, internal factors plays crucial role in influencing the working environment as well as culture within a company. Some internal constituents are business structure, communication, values, leadership style, etc.

Value plays important role in influencing the culture within an organization. It is the factor which determines the inner culture of a company. Manager and leaders make important

contribution in developing high performance culture within an organization. It is very much essential for manager or leader in Morrison to respect the views of employees and listen their problems, as this tactic will enable employees to feel themselves as important part of company (Hogg and Terry, 2014). It will also help leader in developing as well as maintaining strong relationship with employees which is very much crucial for developing as well as maintaining effective culture within an organisation.

Goals and objective of, it includes the process as well as strategies adopted by an enterprise in order to achieve desired objectives also have major influence on organisational culture. For instance, employee working in government company is required to follow systematic process for completing the task.

Effective business structure includes such procedures and policies which provides high level of satisfaction to employees. Such type of business structure supports manager in inspiring workers to work for the benefit of an enterprise. In context of Morrison, manager in an organization has formulated reward as well as incentive scheme or system in order to motivate employees to increase their participation in decision making process as well as other business activities.

Leadership style, this factor has major effect on culture as well as working environment within an organisation. The style adopted by leaders and their behaviour has direct as well as major influence on employees' attitude as well as performance. It is required by leaders or manager in Morrison to have positive attitude and adopt supportive leadership style. In addition to this participative leadership style can also be adopted by leaders, as it will help leaders in measuring the performance of workers and analysing the behaviour of subordinate during the task. It is required by leaders as well as manager in Morrison to gain knowledge about management, develop leadership qualities and additional skills (Braun and. et. al., 2013). Core competencies as well as abilities will assist manager in developing an effective working culture within an enterprise. It will also support leader in creating a team of highly talented and skilled workforce which is very much important in order to drive organisation towards achievement of business objectives. In Morrisons, manager or leader in a company enables subordinate to make their own decision. Such type of culture helps leaders in developing strong relationship with subordinates.

Resources, it is major as well as long term effect on company culture as well as working environment. Lack of resources has direct effect on employees' performance. It also has great influence on business performance. As unavailability of resources might lead to the conflicts at workplace which have negative influence on culture as well as organisational performance. Resources such as money or capital is required to develop effective culture within an enterprise. Management in Morrison need to make investment for providing training to employees in order to make them behave professionally with customer.

Business policies and code of conduct created by manager within an enterprise has great effect on the culture. Regulation as well as policies are developed by manager in an organisation for maintaining discipline and encouraging employees to become professionals. Business policies and regulation have positive impact on employees as well as business performance. It helps management in ensuring highly level of commitment from workforce which is very much crucial for Morrison in order to maintain leading position within an industry (Alavosius and et. al., 2016). It is required by manager or leader in Morrison to set specific standards, as this will help an enterprise in maintaining leadership position in market. Rules created by manager helps them in controlling the behaviour of employees.

In addition to internal factors, some external constituent which have influence on company culture as well as working environment are technology, amendments in norms, policies etc.

Commercial relationship has significant influence on employees' behaviour as well as culture within a firm. For example, if Morrison has relationship with other business entities that business is based on high prospects, Employees might react in their working as the reason of those high prospects.

Technological factors plays important role in bringing positive as well as drastic improvement in organisational culture. Manager in Morrison company can create competitive culture can create competitive culture within an organisation. By implementing technology at workplace, manager or leader in Morrison can encourage people to increase their working efficiency as well as productivity. Technology reduces the face to face interaction which is the drawback of employing the technology within an enterprise.

Economic constituent is the important factors which has direct as well as significant effect on organisational culture. For instance, financial performance of an organisation is greatly affected by changes in economic situation in the country (Barbaranelli, Paciello and Tramontano, 2018). During the economic crisis in the country, management in an organisation has no choice to terminate the employees in order to reduce the labour cost which eventually have influence on culture at workplace.

Human resource manager and leader in Morrison organization is required to develop the understanding about the factors which can have effect on working culture, environment as well as relationship between employer and employee. Manager in an enterprise need to ensure the organization has the people it needs to deliver its goals.

Evaluating cultural and ethical behaviour in the context of Morrison's

Business ethics is defined as the principles as well as standards or procedure followed by an organisation for accomplishing desired objectives. In present scenario, in highly competitive business environment, it is very much important for business entities to follow systematic procedure as well as ensure ethical practices. As customer in the market are much concerned about the procedure through which specific product has been developed. Ethical practices assist an organisation in enhancing brand reputation and support an enterprise in gaining competitive advantage in the market. It also assists firm in gaining the customer loyalty which is very much important for growth of business (Kitchin, 2017). Business ethics represents the values of an organization to its employees. Manager in Morrison should ensure ethical business practices, as it will help an enterprise in improving business performance and developing effective culture.

It is very much essential for Morrison to comply with the laws formulated by government, as this strategy will help an organisation in increasing the sustainability.

Strategies for establishing a culture of sustainability within an organisation

There are few strategies which can be adopted by manager or leader in Morrison for establishing a culture of sustainability in an enterprise.

One of suitable strategy is that it is required by manager or leader in a company to explain workers about importance of sustainability. Manager should involve maximum employees in planning as well as formulation of strategy, as this tactic will assist management in identifying the innovative solution or way to deal with sustainability issues.

Another strategy is that it is required by human resource manager in Morrison to hire experience as well as highly skilled people. Business entity in order to create a culture of sustainable performance, should employ people those who are cross-functional collaborators. Manager in Morrison is required to create learning environment within an organisation. It is required by human resource manager in an organisation to provide training to the employee and support workers in developing competencies. Providing training as well as education to workers is important in order to maintain sustainable high performing working culture within an enterprise (Carroll and Shabana, 2010). Manager or leader in Morrison should provide employees an opportunity or chance to get involved in sustainability planning and implementation procedure. As this strategy will support management in eliminating the barriers which might occur in execution of plan. Another strategy is that management can develop Continuous Improvement program to review processes, environmental issues and generate new sustainability initiatives. It is duty of human resource manager or leader in Morrison enterprise to provide all the essential resources in order to enable employees to make significant contribution in sustainable business practices.

In addition to the corporate social responsibility, an organisation also accountability towards preventing the environment from degradation which has been caused due to its business operation. Fulfilling the responsibility towards society as well as environment will assist an organisation in gaining competitive advantage. It will also support an enterprise in gaining various benefits. Morrison has implemented the advance technology at workplace in order to reduce the waste produced during the production of products. Modern technology has assisted business entity in improving the quality of products (Du, Bhattacharya and Sen, 2010). It has also enabled business entity to deliver high value to customer and provide clients with good quality of products at reasonable price. In addition to this business entity is participating in events organised for social welfare, which has assisted an organisation in getting the recognisance in market. This tactic has also supported an enterprise in developing the strong relationship with customer and assisted firm in retaining profitable customer for long time.

Corporate social responsibility assist manager or leader in increasing the employees' morale. Morrison's company ethical culture is such that benefits and rewards are provided to employees for making contribution in driving an organisation towards achievement of objectives. Manager in Morrison's enterprise has organised special programs for staff members, which has

helped business entity in reducing employee turnover rate. For example, Business owner of Morrison has discovered that there were some quality issues in product. An entrepreneur has made ethical decision to recall the product from the market.

An enterprise has a responsibility to conduct business in manner that is not destructive to the environment. As unethical business practices can have negative impact on growth of firm.

Barriers to effective functioning in an enterprise

Complex business structure: greater number of management levels can lead to the communication barriers which has adverse effect on business. As ineffective communication or incomplete flow of information can give rise to confusion or misunderstanding at workplace.

Strategy: It is required by manager in an organisation to provide open communication channel to employees, as this will enable workers to share their views, opinions about business operations. In addition to this manager or leader should facilitate continuous communication with employees, as this tactic will aid in eliminating confusion or misunderstanding (Gainer, 2010). Complex business structure, contributes to delay in decision making procedure, due to which an enterprise might have to face short as well as long term losses.

Lack of resources: Unavailability of resources can create big hurdles in smooth functioning of business. Lack or limited resources can lead to the conflicts between employees which has negative influence on organisational culture as well as business performance.

Strategy: It is required by human resource manager in an organisation to arrange resources and provide the same to employees, as this will help in eliminating the barriers.

Organisational rules and policies: There are some circumstances, in which strict rulers can restrict employees or workers from executing specific task or activity. Because of strict rules, workers might escape from sharing their views, problems etc. and they may also escape themselves from sending any message (Okpara and Idowu, 2013). For instance, if in case, manager in an enterprise applies employee policies inconsistently, it can create big barrier and this factor can have adverse effect on employees' productivity.

Strategy: manager in order to avoid barriers to workplace productivity is required to specify performance expectations for all workers' in an organisation. It is important for manager to define the roles as well as responsibility of all employees.

CONCLUSION

It has been concluded from the report that culture have direct as well as significant influence on employee behaviour as well as business performance. Study has successfully highlighted the factors which has effect on organisational culture as well as on business. It has been also concluded that enforcement of regulation is important on order to avoid problems as well as sustainability issues. Report has also concluded that effective communication is very much crucial in order to avoid the issues related to cultural diversity. Assignment has also provided the detail about the barriers which might occur in an effective or smooth functioning of an organisation.

Manager in Morrisons has been provided a suggestion to ensure that ethical business practices are being executed within an enterprise. As Ethical practices will help business entity in eliminating ethical as well as legal issues. Some strategies have been recommended which can be adopted by Morrisons organisation in order to establish culture of sustainability within an organisation. It has been recommended to Morrisons that business entity should full fill corporate social responsibility, as this will help firm in improving reputation as well as will support an organisation in gaining customer loyalty.

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