

**WORKPLACE CULTURE AND ITS IMPACT ON ORGANISATIONAL
EFFICIENCY: A CASE OF EASY JET**

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Executive summary

The report discusses the workplace culture and its impact on organizational efficiency in EasyJet examines the relationship between the company's culture and its performance. The report finds that EasyJet has a strong workplace culture that values transparency, communication, and collaboration, which has contributed to the company's success. The report also highlights the ways in which a positive workplace culture can impact organizational efficiency, including improved employee satisfaction and engagement, increased retention and recruitment, better collaboration and teamwork, and enhanced innovation and creativity. The report concludes that EasyJet's strong workplace culture has contributed to its operational efficiency, customer satisfaction, and financial performance.

The report recommends that EasyJet continue to invest in its workplace culture by promoting a customer-centric approach, providing training and support for employees, and encouraging innovation and creativity. Additionally, the report suggests that EasyJet monitor and evaluate its workplace culture regularly to ensure that it continues to support the company's strategic objectives. Finally, the report concludes that a positive workplace culture is essential for organizational efficiency and success, and that EasyJet's culture has played a key role in the company's performance. By continuing to prioritize its workplace culture, EasyJet can ensure long-term success and competitiveness in the highly competitive airline industry.

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1.Introduction

1.1 Workplace culture

Workplace culture refers to the shared values, beliefs, attitudes, and behaviours of employees within an organization (Teasley, 2017). A positive workplace culture can have a significant impact on organizational efficiency in several ways:

Employee satisfaction and engagement: A positive workplace culture can increase employee satisfaction and engagement, which can lead to higher levels of productivity and performance. When employees feel valued and supported, they are more likely to be committed to their work and the organization (Teasley, 2017).

Retention and recruitment: A positive workplace culture can help attract and retain top talent. Organizations with a strong culture are more likely to have employees who are satisfied with their work and are less likely to leave for other opportunities (Teasley, 2017).

Collaboration and teamwork: A positive workplace culture can promote collaboration and teamwork, which can improve communication and decision-making. When employees feel comfortable sharing ideas and working together, it can lead to more efficient and effective outcomes (Kruse and Louis, (2008).

Innovation and creativity: A positive workplace culture can foster innovation and creativity by encouraging employees to think outside the box and take calculated risks. When employees feel empowered to share their ideas and experiment with new approaches, it can lead to new and improved products, services, and processes (Kruse and Louis, (2008).

Customer satisfaction: A positive workplace culture can lead to better customer satisfaction by promoting a customer-centric approach. When employees are happy and engaged, they are more likely to provide high-quality service and support to customers (Kruse and Louis, (2008).

In conclusion, a positive workplace culture can have a significant impact on organizational efficiency by improving employee satisfaction and engagement, promoting collaboration and innovation, and enhancing customer satisfaction. It is important for organizations to invest in developing and maintaining a strong culture to ensure long-term success and competitiveness.

1.2 Easy Jet profile

EasyJet is a low-cost airline headquartered in Luton, United Kingdom. The airline was founded in 1995 by Sir Stelios Haji-Ioannou and commenced operations in 1996. Today, easyJet operates flights to over 150 destinations in 35 countries across Europe, North Africa,

and the Middle East. It is one of the largest low-cost carriers in Europe and has a fleet of over 300 aircraft.

EasyJet operates on a low-cost model, which means that it offers a no-frills service with a focus on affordable fares. Passengers can purchase extras such as seat reservations, baggage allowance, and food and drinks on board for an additional fee. The airline has a point-to-point network, which means that it doesn't offer connecting flights.

In recent years, easyJet has focused on sustainability and reducing its environmental impact. The airline has set a goal to operate net-zero carbon flights across its network by 2050 and has invested in more fuel-efficient aircraft and carbon offsetting programs.

EasyJet has also prioritized digital innovation, with a focus on improving the customer experience through technology. The airline offers a mobile app for booking and managing flights and has implemented self-service check-in and bag drop facilities at many airports.

In conclusion, easyJet is a successful low-cost airline that has focused on affordability, sustainability, and digital innovation to remain competitive in the highly competitive airline industry.

2. Culture and structure

The relationship between culture and structure of an organization is complex and interdependent. An organization's structure refers to its formal system of authority, communication, and roles, while its culture refers to its shared values, beliefs, attitudes, and behaviours (Pheysey, 2002).

Furthermore, an organization's structure can have a significant impact on its culture, as it can influence how employees interact with each other, the level of collaboration and teamwork, and the degree of autonomy and decision-making power they have. For example, a hierarchical structure with clear lines of authority may result in a more formal, rule-bound culture, while a flat structure with more decentralized decision-making may encourage a more collaborative and innovative culture (Pheysey, 2002).

Conversely, an organization's culture can also shape its structure, as it can influence the design of the formal systems and processes. For example, a culture that values autonomy and entrepreneurship may lead to a flatter structure with more decentralized decision-making, while a culture that values stability and control may lead to a more hierarchical structure with more centralized decision-making (Rashid et al. 2004).

Finally, the relationship between culture and structure is complex and dynamic, and organizations must carefully align both to achieve their strategic goals and create a positive work environment for their employees.

2.1 Pros and cons of culture and structure in an organisation

The relationship between culture and structure of an organization is a complex and multidimensional phenomenon that has been studied by scholars and practitioners from different perspectives. While there is no single formula that works for all organizations, a critical evaluation of the relationship between culture and structure can help identify some of the challenges and opportunities that organizations face in this regard (Hofstede, 1998).

One potential challenge is that culture and structure can be difficult to change. Organizational culture is often deeply ingrained and can be resistant to change, while changing the structure of an organization can be a lengthy and complex process. This means that organizations may struggle to align their culture and structure, especially if they have conflicting values or goals (Lewis, 1994).

Another challenge is that culture and structure can have a reciprocal relationship, meaning that they can influence each other in different ways. For example, a highly hierarchical structure may reinforce a culture of control and conformity, while a flat structure may foster a more collaborative and innovative culture. This interdependence can make it difficult for organizations to identify the root causes of problems and determine the best course of action (Lewis, 1994).

Despite these challenges, there are also opportunities for organizations to leverage the relationship between culture and structure to achieve their strategic goals and create a positive work environment. For example, organizations can use their culture to guide the design of their structure, or they can use their structure to reinforce their culture. This requires a deep understanding of the organization's values, goals, and stakeholders, as well as a willingness to experiment and adapt as needed (Harris and Ogbonna, 1998).

Therefore, the relationship between culture and structure of an organization is complex and dynamic and requires a critical evaluation that takes into account the challenges and opportunities that organizations face in this regard. By aligning their culture and structure, organizations can achieve their strategic goals, create a positive work environment, and foster long-term success.

3.PESTEL analysis and organisation culture

PESTEL analysis is a useful tool for organizations to understand the external factors that can affect their business operations. By analysing each of the six factors - Political, Economic, Sociocultural, Technological, Environmental, and Legal, organizations can identify potential opportunities and threats that may impact their business environment (Christy, 2007).

For example, a company operating in a country with a stable political environment and favourable tax policies may have a competitive advantage over its competitors. Conversely, a company operating in a country with an unstable political environment or unfavourable tax policies may face challenges in conducting its business operations (Motivic , 2020).

Similarly, economic factors such as inflation, interest rates, and economic growth can impact an organization's profitability, consumer demand, and investment opportunities. Sociocultural factors, such as changing consumer attitudes or demographics, may require organizations to adjust their marketing or product strategies to remain relevant and competitive (Ogbonna and Harris,1998).

Technological factors can create opportunities for organizations to innovate and improve their business operations, but they can also disrupt existing business models and require significant investments in technology and training. Environmental factors, such as climate change and sustainability concerns, may require organizations to adopt more environmentally friendly practices or face reputational and regulatory risks (Smith, 1995). Therefore, legal factors such as labour laws, consumer protection laws, and intellectual property rights can impact an organization's legal compliance and potential liabilities.

And hence, PESTEL analysis can help organizations anticipate and prepare for changes in their external environment and develop strategies to mitigate risks and capitalize on opportunities. By understanding the external factors that affect their business, organizations can make informed decisions and stay competitive in their industry.

4.Ethical practices at easy jet and their benefits

EasyJet, a low-cost airline based in the United Kingdom, has implemented various ethical practices that have benefited the company and its stakeholders. Some examples of these practices include:

Carbon offsetting: EasyJet has implemented a carbon offsetting program that allows passengers to offset the carbon emissions generated by their flight by making a voluntary contribution to a carbon reduction program. This program has helped reduce the company's carbon footprint and improve its environmental credentials (Drucker, 1981).

Diversity and inclusion: EasyJet have a strong commitment to diversity and inclusion, with a goal to increase the proportion of women pilots to 20% by 2020. The company has also established a diversity and inclusion board to oversee its efforts and promote a culture of inclusion (Srivastava and Barton, 2012).

Ethical sourcing: EasyJet is committed to ethical sourcing and works closely with suppliers to ensure that their products and services are produced in a responsible and sustainable

manner. The company has established a code of conduct for its suppliers that includes requirements for fair labour practices, environmental sustainability, and ethical business practices (Ambrose, 2019).

Customer service: EasyJet places a strong emphasis on customer service and has implemented various initiatives to improve the customer experience, such as online check-in and mobile boarding passes. The company also offers a price promise guarantee that ensures customers will receive the lowest possible fare (Srivastava and Barton, 2012).

4.1 The benefits of these ethical practices for EasyJet and its stakeholders include:

Improved reputation: EasyJet's ethical practices have helped improve the company's reputation as a responsible and sustainable business. This can help attract and retain customers and employees who value ethical business practices (Srivastava and Barton, 2012).

Reduced costs: Some of EasyJet's ethical practices, such as its carbon offsetting program and energy efficiency initiatives, have helped the company reduce its costs and improve its bottom line (Noreen, 1988).

Increased customer loyalty: EasyJet's focus on customer service and ethical sourcing can help increase customer loyalty and repeat business.

Moreover, there is also improved employee engagement: EasyJet's commitment to diversity and inclusion can help improve employee engagement and morale, which can lead to increased productivity and performance (Ambrose, 2019).

Therefore, in conclusion, EasyJet's ethical practices have helped the company become a more responsible and sustainable business, while also benefiting its stakeholders and improving its financial performance.

5. Recommendations

5.1 Dealing with the difficulty in changing organisations culture.

Changing an organization's culture can be a challenging and complex process, but there are several recommendations that can help facilitate this change:

Start at the top: Change must start at the top of the organization with strong leadership and a clear vision for the new culture. Leaders must be committed to the change and actively communicate and model the desired behaviours.

Involve employees: Involving employees in the change process can help increase buy-in and engagement. Soliciting feedback, encouraging participation in focus groups, and providing training and support can all help employees feel invested in the change.

Address the root causes: It's important to identify and address the root causes of the current culture, such as outdated policies or management practices, and implement solutions that support the new culture.

Take a phased approach: Cultural change is a long-term process and should be approached in a phased and deliberate manner. Focusing on small wins and celebrating successes can help maintain momentum and motivation.

Provide ongoing support: Providing ongoing support, such as coaching, training, and feedback, can help employees adapt to the new culture and sustain the change over time.

Hold people accountable: It's important to hold people accountable for their behaviour's and actions that support the new culture. This can be done through performance management systems, rewards and recognition, and other incentives.

Be patient: Cultural change takes time, and it's important to be patient and persistent in the face of resistance and setbacks.

Overall, changing an organization's culture is a challenging but necessary process to stay competitive and adapt to changing market conditions. By following these recommendations, organizations can create a culture that supports their strategic objectives and improves performance.

5.2 Dealing with the interdependency between culture and organisation structure.

Dealing with the interdependence between culture and organizational structure requires careful consideration and planning. Here are some recommendations to help manage this interdependence:

Identify and define the desired culture: Before making any changes to the organizational structure, it's important to identify and define the desired culture. This can help ensure that any changes to the structure align with the desired culture.

Assess the current structure: A thorough assessment of the current organizational structure can help identify areas where changes may be needed to better align with the desired culture.

Implement changes gradually: Changes to the organizational structure should be implemented gradually to minimize disruption and allow time for employees to adapt to the new culture and structure.

Provide training and support: Employees may need training and support to adapt to the new culture and structure. This can include training on new processes or procedures, as well as coaching or mentoring to help employees navigate the changes.

Communicate changes clearly: Clear and consistent communication is essential when making changes to the organizational structure. Leaders should communicate the reasons for the changes and the expected outcomes, as well as provide regular updates throughout the process.

Monitor and evaluate the changes: It's important to monitor and evaluate the changes to ensure that they are having the desired impact on the culture and organizational structure. This can include gathering feedback from employees, measuring performance metrics, and making adjustments as needed.

Finally, managing the interdependence between culture and organizational structure requires a strategic and thoughtful approach. By following these recommendations, organizations can align their culture and structure to support their strategic objectives and improve performance.

6. Conclusion

In conclusion, workplace culture plays a crucial role in determining the success of an organization. A positive and inclusive workplace culture can increase employee morale, productivity, and retention rates. On the other hand, a toxic or negative culture can lead to low employee engagement, high turnover rates, and a decline in organizational efficiency. Therefore, it is important for organizations to prioritize creating and maintaining a positive workplace culture by promoting open communication, encouraging employee feedback, providing growth opportunities, and fostering a sense of community among employees. Ultimately, investing in a positive workplace culture can lead to significant benefits for both employees and the organization as a whole.

Furthermore, both culture and structure play important roles in determining the efficiency of an organization. While culture influences employee behavior, motivation, and communication, structure defines the organizational hierarchy and decision-making process. A positive and flexible culture, coupled with a well-defined and efficient structure, can promote innovation, productivity, and employee engagement, leading to improved organizational efficiency. On the other hand, a rigid or hierarchical structure coupled with a toxic or negative culture can lead to decreased employee morale, lack of innovation, and decreased efficiency. Therefore, it is important for organizations to pay attention to both culture and structure and strive to create a positive and efficient work environment. This can be achieved by promoting open communication, encouraging employee feedback, providing

growth opportunities, and fostering a sense of community among employees, as well as designing and maintaining an efficient organizational structure. Ultimately, investing in a positive culture and structure can lead to significant benefits for the organization and its employees.

Lastly, ethical practices play a critical role in shaping the culture of an organization. Companies that prioritize ethical practices create a positive work environment where employees feel respected, valued, and motivated to do their best. They also enjoy better relationships with stakeholders, including customers, investors, and regulators, leading to improved reputation and financial performance. On the other hand, unethical practices can lead to a toxic work environment, low employee morale, legal and financial risks, and a damaged reputation. Therefore, it is crucial for organizations to adopt and enforce ethical standards that align with their values and mission. This can be achieved by establishing a code of conduct, providing training and support, promoting transparency and accountability, and recognizing and rewarding ethical behavior. Ultimately, promoting ethical practices can foster a strong and positive organizational culture that benefits both the company and its stakeholders.

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