
Student Name: Sevda Gyunaydan Beysim

Student ID: 1917693

**Programme: Leadership and Management Skills for the
Workplace- BMSW5105**

**Module: Workplace Culture and its impact on Organisational
Efficiency**

Lecturer: Toyin Adisa

Executive summary

The purpose of this study is to concentrate on the company Specsavers and its workplace culture to propagate the ethical dilemma they are facing. The study is also incorporating the importance of workplace culture with a brief involvement of the business environment scanning and analysis. This study also effectively includes the pestle analysis and porter's five forces as these would be effectively discussing the environment as well as the organisational tools. Furthermore, the study is accurately assessing the workplace culture of the Specsavers Company by highlighting the changes identified within the external bodies. It can also be determined that there is a critical evaluation based on the relationship between the culture and organisation performance concerning the financial and non-financial performance of the company. The study has also been designed to provide the readers with the efficacy of the legal statements that are being provided to the company.

Table of Contents

Task 1.....	4
a. Introduction	4
b. Brief introduction of the main business environmental scanning or analytical tools	4
c. Evaluate the chosen company	9
(i) Environmental technique.....	9
(ii) Organisational tools	13
d. Critical assessment of the workplace culture of the selected company as well as changes within the external forces	17
e. Critical evaluation of the relationship culture of the chosen company and relationship with company performance within a financial and non-financial performance	18
f. Explain the ethical dilemma and identify any two ethical dilemmas in the chosen company ...	18
g. Recommendations based on issues identified in an ethical dilemma	20
(i) Action plan to justify an ethical point	21
h. Conclusion	23
References	24
Task 2.....	28
Introduction	28
Discussion	28
Conclusion	30
References	31

Task 1

a. Introduction

As opined by Tampi *et al.*, (2022, p. 1621), work place culture has been indicated as a positive productivity that promotes engagement and improvement within staff motivation and experience. Work culture in contrast is effectively a constant for productivity levels, increment within turnover rates and also in leading through staff feeling disconnected from the work and workplace. Therefore keeping a good and enthusiastic workplace affects the aspects of business that is from being punctual to the contract terms and employee benefits. Henceforth, workplace culture is evident in aligning employees so that they have more likely to feel comfortable supported and evaluated through the process. Organisational culture is therefore considered to be varying through the basic impacts on employee performance rates and also in upgrading the motivational levels. This study has chosen the business company Specsavers which is one of the best-known companies for optical retailing in Britain. This study would incorporate this company's well-being and the ethical dilemma that they are facing.

b. Brief introduction of the main business environmental scanning or analytical tools

As per the view of Xenikou, (2022, p. 30), environmental scanning is considered the process of gathering determined information concerning the events and the relationships that are based on the internal and external environments. The major purpose of environmental scanning is considered to help the management to determine the effectiveness of the future direction of the company. With accurate usage of the pestle and Porter's five forces, the present study would be applicable to form effective strategic planning for the UK (Join Specsavers UK & Ireland. 2022). This has also been stated that environmental scanning is relevant to accessing limitations based on environmental scanning techniques. Environmental scanning is essential as these are considered to have rapid changes that are taking place within the environment. These are also determined to have a great impact on the working processes within business organisations. Furthermore, the analysis of the business environment would help identify the strength and weaknesses, opportunities, and threats of Specsavers Company. Moreover, the impact of environmental scanning and usage of analytical tools are concerned to form effective identification and monitoring of the factors that are inside and outside the company. It has also been concerned that the present factors are considered to uphold the effectiveness of environmental scanning.

Features	Sole Trader	Partnership	Private Limited	Public Limited	Franchise
No. of Owners:	1	More than 2	More than 2	More than 2	1
Liability of owners:	The sole trader has unlimited liability.	Liability of the partners is determined to be limited these are expected in the case of unauthorised acts, fraud and negligence.	There is the liability of each member or shareholder is identified as limited.	The liability of the shareholder is assigned to pay up to the nominal value of shares.	Franchisees are determined to acquire correct liability that would help in performing better within franchisee agreements and also in paying sums at the time of dues.

Capital provided:	Personal savings retained profits or working capital are used as capital.	Utilising the <i>Partnership Act of 1932</i> , which states no interest will be imposed on capital that would be provided to the partners of the company.	Private limited company to have their minimum pay of £0.1 million.	A public limited company is entitled to have a minimum pay of £0.5 million.	The franchise startup amount is 8507 GBP.
-------------------	---	---	--	---	---

Who gets the profit?	The sole owner gets the profits.	The profits are equally divided between the total numbers of partners in the firm.	At the end of the financial year, after the board meetings, the private firms are determined to hold their profits to be divided among Board Directors and the effectively approached shareholders of the company.	The profits are split between the shareholders of the company, employees, labourers, and the owner of the company.	The profits of the franchise are considered to be provided to the franchisor through royalty fees.
----------------------	----------------------------------	--	--	--	--

Risks:	Difficulty in raising finance. Unlimited liability Heavy work pressure	Huge organisational conflicts. Services are inflexible to the firm The crisis within the management approach	Liability risks The lawsuit and easy fines Cyber thefts Commercial crimes	There is an increase in governmental and regulatory scrutiny Strict adherence to global accounting standards.	Restricting regulations Initial cost imbalance Ongoing investment procedures Lack of the potential for conflicts Lack of maintaining financial privacy
Legal Requirements	The sole traders do not have a separate lawsuit through government specifications.	Partnership firms are recommended to use <i>the Partnership Act of 1890</i>.	Both private and public companies are recommended to use <i>the Companies Act, 2013</i>		The franchise needs to use <i>the Copyright Act, of 1957, the Trademarks Act, of 1999, The Design Act, of 2000, and the Income Tax Act, of 1961</i>.

c. Evaluate the chosen company

(i) Environmental technique

Pestle analysis

Factor	Impact on performance	Impact on organisational culture
Political	The involvement of political factors determined the company to relate their beneficiaries to concerning UK government. Moreover, the founders of Specsavers Mary Perkins have been determined to appoint a Dame Commander for recognising the services and business community of the company (Hanaysha and Alzoubi, 2022, p. 500). This proceeds in having a positive impact on the company.	There has been an indication of effective changes in corporation tax in further future of the UK. Due to this, the operations in Europe and other countries around the world are political regimes favourable in considering foreign investments. Therefore the introduction of Carbon Taxation may impose a negative impact on the organisational culture.
Economic	The involvement of economic factors in Specsavers is evident in ensuring consistency and in having clear pricing rates that help the company to stay motivated and maintain professionalism within UK market.	The company has been identified to face high sensitivity within the price change in UK marketplace and therefore the company is having high-end eyewear collections for various recession prone (Hasibuan, 2022, p. 50).

Socio-cultural	Socio-cultural factors are effectively having high advantages in growing demand and also in processing high-quality and cruelty-free products for their consumers (Jamali <i>et al.</i> , 2022, p. 19). This provides the consumers to believe in the company with its goods and services.	The effective changes within consumer tastes and lifestyles are determined to represent the effectiveness of opportunities and threats for this eye care industry. The opportunities that state for the best utility of high disposable income groups as these are stated to grow through the trends ongoing for spectacles as a fashion accessory. This presents that the social factors towards the organisational culture are effectively based upon the demand for eye care companies across the globe for better products and services.
----------------	--	--

Technological	IT technologies are considered to be high costs; however, through the initiation of the technological factors, the company would be able to meet the changing needs of the business idea. Therefore, these are provided with a positive impact on the company's performance as they can sell a high amount of products to their potential customers and are also able to attract new customers towards technologically advanced products.	The utility of high definition of Specs wear using IT technology has proven to form an effective flexibility that has been forming good technological opportunities for the company. Through the development of the generation, lenses would lead to the cost reduction process and improvement in workplace culture.
Environmental	The impact of the environmental factor is not effective for the company as the organisation has still not found an effective environmental aspect that would improve the profitability of the organisation.	The company has been identified to be using carbon taxation which is determined to harm Specsavers for future profitability (Alkaraan <i>et al.</i>, 2022).

Legal	The impact of legal factors on the company is not stable as the company is not able to systematically operate and run the franchises that are needed for vital legal technicalities. Specsavers is evident to be a complicated company and this is the fact that they required effective legal needs for the betterment of the company.	The company has been facing issues in maintaining the legal terms of the company for maintaining the quality of health and environmental issues. The company is required to be mindful of maintaining the data protection act for better freedom of storing large amounts of customer details.
-------	--	---

(ii) Organisational tools

Porter's five forces

Factors	Degree	Justification
Threats of new entrants	<i>High-medium</i>	The eye care industry is identified to face issues that are related to maintaining <i>economies of scale</i> , <i>proprietary product differences</i> , <i>brand identity</i> , <i>switching costs</i> and <i>also capital needs</i> . A strong brand is having a high degree of competition that works towards the advantage of the organisation that has easy access and capability which beats the competition (Wahyuni <i>et al.</i> , 2022, p. 1300).
The threat of substitutes	<i>for Low-medium</i>	Eye Care products are not having any substitutes as different companies provide different unique features for the eyewear. Moreover, for this reason, the price performance of the substitutes never matches. For no match, Specsavers can fluctuate their costs according to the buyer's needs.

Bargaining power of buyers	<i>High-medium</i>	The bargaining power of the customers is high as the consumers are anticipative and always decide on better options in marketing. Therefore, the buyer volume is high, and also the ability to switch costs relative to companies that are switching costs (Porter, 2008). Customers always identify the information of the product and then tend to buy those with the ability to integrate the background of the study. The buyers are also responsible to identify the substitution of the products and good differences and they would support the company's quality of the product choice.
Bargaining power of suppliers	<i>Medium-low</i>	Specsavers obtains to supply several big organisations that get exclusive designs that proceed in having suppliers having less power on the company. These are also identified in providing differentiation of the inputs, and switching of the costs of suppliers within the firm. The presence of substitute inputs is determined to harm the eye care industry.

Competitive Rivalry	<i>High-medium</i>	The eye care industry is facing a lot of competition in the UK however with the strong brand name the company is maintaining their consistency and high quality of goods. Therefore, the company would be effectively involved in effective industry growth and fixed costs of the company. The major competitors of the company are boots.com, goggles4u.co.uk, spex4less.com, and visionexpress.com in the UK. Moreover, these are intermittent for processing high-capacity of product differences (Buledi <i>et al.</i> , 2022, p. 110).
----------------------------	--------------------	--

Key drivers for the changes (Including Covid19) in the business environment

As per the emergence of the covid-19 situation in the UK, the Specsavers Company has been required to react to the quick changes in the market condition. These are also meanwhile determined to be delivering relevance within forming accurate advice to the key competitors of the company with the formation of covid-19 situation. The company, Specsavers UK has been retained to develop an effective usage of the COVID-19 Care Content Hub that proceeds in designing the effectiveness of the customer-friendly nature. It has also been established that the outbreak of the initiation stage of COVID-19 is evident towards having an effective exit planning for better research and insight into the validations involved in communication processes. Specsavers have specified their end goal to ensure fast delivery and accuracy with the help of varied forms of the website, social media and PR-related content hubs (Shin and Shin, 2022, p. 90). Based on another key driver of Specsavers is Brexit, and it had been identified that the company faced a lot of issues during this period as they had many workers who were Europeans, and they had to leave the company. This provided the company to have a certain downfall in the increase of product costs, high inflation rate and low real wage growth. Therefore to cope with this situation, the company had determined to upgrade their economic and financial strength, and

its product development facilities by utilising effective technologies and also forming productive recruitment processes.

d. Critical assessment of the workplace culture of the selected company as well as changes within the external forces

A workplace culture the organisational culture is based on the patterns based on which the company gets involved. Through the unwritten rules and regulations that influence the individual and the group, behaviours are determined to get stipulated through the factors that can influence the effectiveness of the company culture. These are also stated to evolve the company structure, system and also procedures of the company. With the help of Pestle and Porter's five forces, the company Specsavers are identified to get acquainted with the manufacturing company (Baykal, 2022, p. 1100). These are also responsible for encouraging and also rewarding the challenges that have been implementing change in the environmental society. With the initiation of the Pestle analysis, it has been identified that the changes that have provided the company with good growth are *economic factors and socio-cultural factors* for the product changes for the upliftment of the company. Furthermore, it has been determined that environmental factors and legal factors are stated to proceed in harming the company workplace culture. These may also reduce the sales and the services of the company which would also lower the productivity of the competitive market in the UK (Beier *et al.*, 2022, p. 340). Furthermore, based on changes technological advances within the Specsavers company have been identified to process effective changes that have also been stated to face high yield of sales and also better performance level of the organisation's potential. Furthermore, in comparison to Porter's five forces to understand the internal stability of the company is identified to possess high market entry that signifies a negative impact and the company is required to implement upgraded economic scale and also in gaining stability within pricing strategy (Thi Tran *et al.*, 2022, p. 270). Furthermore, the company has also been having high bargaining power with the buyers and the company is required to offer huge, differentiated values that would effectively retain the quality of the products. Moreover, the competitive rivalry is also high that signifies that the company implies a negative impact however, the company is determined to signify improved processes such as upgrading the usage of technological emphasis and also the usage of fixed costs that would help the company in better growth facilities.

e. Critical evaluation of the relationship culture of the chosen company and relationship with company performance within a financial and non-financial performance

Relationship culture of the organisation: The relationship culture of Specsavers UK is determined to be a private transacted system of definitions, values and also effective establishments used for partners within relationships based on consensual orders of interpretation (Sahibzada *et al.*, 2022, p. 720). Moreover, relationship culture within the company is also referred to as how the staff members are communicating with their leaders. Furthermore, decision-making and forming effective rules and regulations for the staff members are also determined as to be following and supervising the management. The high productivity of the company is, therefore, determined to experiment with new technological appliances and also in processing regular innovation goods.

Relationship with the company's financial and non-financial performance: With the initiation of the above analysis, it can be stated that the company is attracting and retaining its staff members through attractive financial and nonfinancial rewards. Financial rewards have been identified to involve above-industry pay scales as these are coupled with the involvement of non-financial incentives (Grabowska and Saniuk, 2022, p. 19). These are also based on the generous formation of holiday allowances, free eye tests and also in expecting low-cost spectacles. These are considered to provide the company with better staff significant benefits. Specsavers are determined to be passionate about delivering outstanding patient care. Furthermore, they have combined their frames with sound dispensing advice and also in the process good recommendations that best serve effective individual consumer requirements. Furthermore, through the recruiting of new staff members, Specsavers are determined to seek the definite identity of people who consider sharing their passion and need a better consumer preference (Li and Zhang, 2022, p. 320). Specsavers have also been determined to concentrate on over-centralisation. This is because the company's Head Office has a huge amount of purchasing power for the lenses and the frames. It has also been determined to process effective savings that are believed to be based within the centralised IT, legal and also finance & marketing sectors of the company.

f. Explain the ethical dilemma and identify any two ethical dilemmas in the chosen company

An ethical dilemma is determined as the issues faced within the decision-making processes that are identified to be involved within the two possible options mentioned below. Nothing has been acceptable from being involved within ethics perspectives. The main cause of the ethical dilemma

is for having the rise in issues that cannot be solved in a way that would be satisfied by everyone who are being involved.

Two of the ethical dilemmas:

Improperly fixed cut-off date- Specsavers have been identified to be facing issues relating their products to being tested first on animals and then sold. Without the usage of FCOD, the company has been selling their specs and other eyewear facilities to their consumers and therefore that proceeds having a high rate of degradation (Wei *et al.*, 2022). FCOD has been determined to be a state after which nine of the ingredients of the goods aren't tested on animals. This technique has been organised by animal welfare groups across the world that have imposed an effective benchmark for possessing cruelty-free specs.

Unstable eco-frame: There are various organisations in the UK that are working on processing eco-frames that suggest upgrading their specs to be sustainable in the environment. However, the company has been identified as not using ecological sustainability and for this reason, the company has been affecting the plantation and the animal welfare in a huge amount for making suitable frames (specsavers.co.uk. 2022). Furthermore, it has been identified that with the help of eco-specs the company can enhance their sustainability through 10% of its profits. Various people opt for ecological sustainability products and these products would be effective for those people.

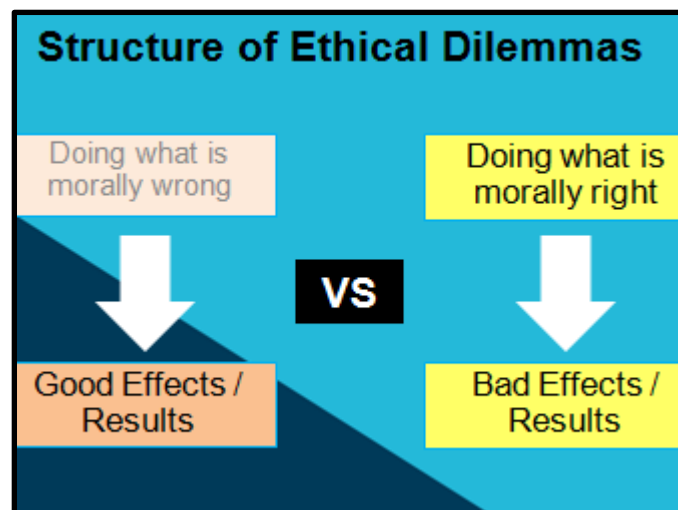


Figure 1: Business ethics and ethical dilemma

(Source: Taken from materials "Lecture 9- Business ethics and ethical dilemma")

g. Recommendations based on issues identified in an ethical dilemma

Government consultation: Specsavers Company is recommended to consult the government for better implications of the FCOD. This is because without the tests of the products and the quality of the products over the animals the company has been legally supplying their products to their potential consumers (Yalcin *et al.*, 2022). These are stated to be illegal steps and these would determine a negative impact on the consumer reaction and retention procedure. With the help of governmental impacts, the company would follow the legal authorities and the governmental body would be determined in noting the areas they would be finding any issues within the company.

Reusing and recycling: The Company with the initiation of legal authority's controls, they are also recommended to use the reuse and recycling procedures that would be providing the company with a high yield of productivity. Moreover, the company would be entitled to form the most efficient and sustainable procedures that would be efficiently meeting the demands of the company (Banka *et al.*, 2022, p. 190). These are also determined by believing in using the specs that have been used once or twice and reforming those with the initiation of ecosystem facilities.

(i) Action plan to justify an ethical point

Specific	Measurable	Attainable	Realistic	Time-bound
To mitigate the issues that arose from not using FCOD	The implication of governmental bodies and their contributions would be measured through formal documentation from Government to the company.	The available resources that would help the company in mitigating the issues are through having every legal documentation and legal formalities done through any governmental bodies.	The government consultation is therefore concentrated to form productive to the company, as the involvement of FCOD in the company is evidently in providing the company with good quality products and resources to other big companies and consumers.	1 year

To reduce the instability in using eco-frames	The implication of recycling and reusing methods within the company would be measured by knowing the sales scale of the company within a month.	The resources that are available within using this particular mitigating factor are evident in processing the usage of vulnerable conditions and in minimising the waste materials of the company.	The utilisation of reuse and recycling is determined to moment productive growth and also minimise the waste formation of the company. Moreover, this would also help the company to process better positions in the UK among other leading spec companies.	1.5 years
---	---	--	---	-----------

h. Conclusion

The above study can be effectively concluded after the discussion based on the productivity of the company and also for promoting better engagement procedures within a workplace that is Specsavers. The above study is also evident in providing effective features based on the legal formulations of the company. Furthermore, the study is also suggested to provide effective pestle analysis and Porter's five forces that are evident in providing acknowledgement based on the environmental and organisational factors. Furthermore, the study is effectively providing significance towards the main key drivers of the changes including Covid-19 and Brexit. Furthermore, the above study is effectively providing the study with a better relationship of company culture with financial and non-financial factors, and also is determined to concentrate on the ethical dilemmas of the company.

References

- Alkaraan, F., Albitar, K., Hussainey, K. and Venkatesh, V.G., 2022. Corporate transformation toward Industry 4.0 and financial performance: The influence of environmental, social, and governance (ESG). *Technological Forecasting and Social Change*, 175, p.121423. https://www.researchgate.net/profile/Fadi-Alkaraan/publication/356763441_Corporate_transformation_toward_Industry_40_and_financial_performance_The_influence_of_environmental_social_and_governance_ESG/links/6205c2397b05f82592e00dce/Corporate-transformation-toward-Industry-40-and-financial-performance-The-influence-of-environmental-social-and-governance-ESG.pdf
- Banka, M., Tien, N.H., Dao, M.T.H. and Minh, D.T., 2022. Analysis of business strategy of real estate developers in Vietnam: the application of QSPM matrix. *International journal of multidisciplinary research and growth evaluation*, 3(1), pp.188-196. https://www.researchgate.net/profile/Nguyen-Tien-32/publication/358021910_Analysis_of_business_strategy_of_real_estate_developers_in_Vietnam_The_application_of_QSPM_matrix/links/624594b321077329f2e4847f/Analysis-of-business-strategy-of-real-estate-developers-in-Vietnam-The-application-of-QSPM-matrix.pdf
- Baykal, E., 2022. Family firms and the effects of organizational culture on their innovation. In *Research Anthology on Strategies for Maintaining Successful Family Firms* (pp. 1082-1102). IGI Global. <https://www.igi-global.com/chapter/family-firms-and-the-effects-of-organizational-culture-on-their-innovation/288303>
- Beier, G., Kiefer, J. and Knopf, J., 2022. Potentials of big data for corporate environmental management: A case study from the German automotive industry. *Journal of industrial ecology*, 26(1), pp.336-349. <https://onlinelibrary.wiley.com/doi/pdfdirect/10.1111/jiec.13062>
- Buledi, J.A., Shah, Z.U.H., Mallah, A. and Solangi, A.R., 2022. Current perspective and developments in electrochemical sensors modified with nanomaterials for environmental and pharmaceutical analysis. *Current Analytical Chemistry*, 18(1), pp.102-115. https://www.researchgate.net/profile/Jamil-Buledi/publication/346112824_Current_Perspective_and_Developments_in_Electrochemical_Sensors_Modified_with_Nanomaterials_for_Environmental_and_Pharmaceutical_Analysis/links/5ff7361b45851553a02ad855/Current-Perspective-and-Developments-in-Electrochemical-Sensors-Modified-with-Nanomaterials-for-Environmental-and-Pharmaceutical-Analysis.pdf

Grabowska, S. and Saniuk, S., 2022. Business Models in the Industry 4.0 Environment—Results of Web of Science Bibliometric Analysis. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(1), p.19. <https://www.mdpi.com/2199-8531/8/1/19/pdf>

Hanaysha, J.R. and Alzoubi, H.M., 2022. The effect of digital supply chain on organizational performance: An empirical study in Malaysia manufacturing industry. *Uncertain Supply Chain Management*, 10(2), pp.495-510. <http://research.skylineuniversity.ac.ae/id/eprint/190/1/61.pdf>

Hasibuan, S., 2022. The effect of organizational culture, principal leadership and motivation on teacher performance in madrasah. *AL-TANZIM: Jurnal Manajemen Pendidikan Islam*, 6(1), pp.41-53.

<https://scholar.archive.org/work/n2g3skbxndndkjauxlf7yd2cini/access/wayback/https://ejournal.uja.ac.id/index.php/al-tanzim/article/download/3228/pdf>

Jamali, A., Bhutto, A., Khaskhely, M. and Sethar, W., 2022. Impact of leadership styles on faculty performance: Moderating role of organizational culture in higher education. *Management Science Letters*, 12(1), pp.1-20. http://m.growingscience.com/msl/Vol12/msl_2021_82.pdf

Join Specsavers UK & Ireland. (2022). *Explore Specsavers careers*. [online] Available at: <https://join.specsavers.com/uk/explore-careers/>. [Accessed 16 Nov. 2022]

Li, Y. and Zhang, S., 2022. Environmental analysis. In *Applied Research Methods in Urban and Regional Planning* (pp. 311-330). Springer, Cham. <http://j.academicdirect.org/~lori/cites/200102.pdf>

Porter, M.E., 2008. Competitive strategy: Techniques for analyzing industries and competitors. Simon and Schuster. <https://iberoamericanic.org/ojs/index.php/rev/article/view/38>

Sahibzada, U.F., Jianfeng, C., Latif, K.F., Shafait, Z. and Sahibzada, H.F., 2022. Interpreting the impact of knowledge management processes on organizational performance in Chinese higher education: mediating role of knowledge worker productivity. *Studies in Higher Education*, 47(4), pp.713-730. <https://www.tandfonline.com/doi/abs/10.1080/03075079.2020.1793930>

Shin, S.H. and Shin, Y.J., 2022. The impact of organizational culture and strategy on shipping liner's awareness and utilization of the 4th IR technologies. *Maritime Policy & Management*, 49(1), pp.78-96. https://www.researchgate.net/profile/Yongjohn-Shin/publication/346901214_The_impact_of_organizational_culture_and_strategy_on_shipping_liner%27s_awareness_and_utilization_of_the_4th_IR_technologies/links/61cba3a3da5d105e5

https://www.researchgate.net/profile/Yongjohn-Shin/publication/346901214_The_impact_of_organizational_culture_and_strategy_on_shipping_liner%27s_awareness_and_utilization_of_the_4th_IR_technologies/links/61cba3a3da5d105e5

[504d257/The-impact-of-organizational-culture-and-strategy-on-shipping-liners-awareness-and-utilization-of-the-4th-IR-technologies.pdf](#)

specsavers.co.uk. (2022). *Common queries about new glasses* | Specsavers UK. [online] Available at: <https://www.specsavers.co.uk/glasses/how-are-your-new-glasses> [Accessed 16 Nov. 2022].

Tampi, P.P., Nabella, S.D. and Sari, D.P., 2022. The Influence of Information Technology Users, Employee Empowerment, and Work Culture on Employee Performance at the Ministry of Law and Human Rights Regional Office of Riau Islands. *Enrichment: Journal of Management*, 12(3), pp.1620-1628.

<https://enrichment.iocspublisher.org/index.php/enrichment/article/download/628/481>

Thi Tran, Y., Nguyen, N.P. and Nguyen, L.D., 2022. Results-oriented culture and organizational performance: the mediating role of financial accountability in public sector organizations in Vietnam. *International Journal of Public Administration*, 45(3), pp.257-272.

<https://www.tandfonline.com/doi/abs/10.1080/01900692.2020.1841227>

Wahyuni, T., Ricardianto, P., Harits, A., Thamrin, M., Liana, E., Anggara, D., Abidin, Z., Setyowati, T., Sugiyanto, S. and Endri, E., 2022. The implementation of minimum service standards on ship operational performance: Empirical evidence from Indonesia. *Uncertain Supply Chain Management*, 10(4), pp.1297-1304. http://growing-science.com/uscm/Vol10/uscm_2022_81.pdf

Wei, X., Qiu, R., Liang, Y., Liao, Q., Klemeš, J.J., Xue, J. and Zhang, H., 2022. Roadmap to carbon emissions neutral industrial parks: Energy, economic and environmental analysis. *Energy*, 238, p.121732. https://www.researchgate.net/profile/Rui-Qiu-8/publication/353787058_Roadmap_to_carbon_emissions_neutral_industrial_parks_Energy_economic_and_environmental_analysis/links/61d67424b6b5667157cc66e4/Roadmap-to-carbon-emissions-neutral-industrial-parks-Energy-economic-and-environmental-analysis.pdf

Xenikou, A., 2022. Leadership and organizational culture. In *Handbook of Research Methods for Organisational Culture* (pp. 23-38). Edward Elgar Publishing. <https://www.elgaronline.com/abstract/edcoll/9781788976251/9781788976251.00009.xml>

Yalcin, A.S., Kilic, H.S. and Delen, D., 2022. The use of multi-criteria decision-making methods in business analytics: A comprehensive literature review. *Technological Forecasting and Social Change*, 174, p.121193. <https://www.sciencedirect.com/science/article/pii/S0040162521006260>

Task 2

Introduction

The assignment attempts to discuss the core areas of Workplace Culture and how it is impactful in terms of improving the efficiency of the chosen Organisation's Specsavers. In this part, self-reflection has been reflected to understand my learning ability and efficiency based on the above module. Thus, Kolb's reflective model has been used to demonstrate self-reflection in addressing the task requirements.

Discussion

Concrete experiences

What have you learnt during this module?

During the assignment, while assessing the important areas of Workplace Culture and its impacts, I have learned a lot of things regarding the proper environment of an organisation and how it helps in pursuing a common goal which can further provide desirable results and improve the standards of performance. Additionally, I have also learned about two main types of organisations which are private and public. As observed by LEYVA, *et al.*, (2018), the Private sector is further divided into profit, cooperative and non-profit sectors. There are crucial factors that affect the organisational environment as the business cannot operate as a separate sphere; it is interlinked with many other important factors which are Porter's five forces and Pestle analysis. According to Shtal, *et al.*, (2018), PESTLE analysis is a key tool to analyse several key external factors that influence the business model and the working pattern of an organisation. I have understood that the key factors are Political, Economic, Sociological, Technological, Legal and Environmental that directly contribute to the element and layers of the business environment. The political factors highlight the role of the Government in the business framework. Concerning the chosen organisation, Specsavers, I have analysed that several political factors can positively contribute to the growth of the company whereas the Carbon Taxation policy of the government can negatively impact the company. In terms of economy, I have understood that the company has a clear pricing strategy which helps the company to stay competitive. As I have observed Socio-cultural factors are highly crucial for any company operating in the UK. The changing consumer mentality and buying pattern positively contribute to the company's business pattern. Besides, I have learned technical factors are also crucial for the manufacturing system of the company and the legal and environmental factors are also impactful for the business model of the chosen organisation.

Demonstration of the factors that influence the attractiveness of a particular industry and analysis based on the factors of Porter's five forces is crucial which also enhanced my overall learning. This factor further helped me in evaluating investment options, and properly presenting an assessment of the competitive environment of any chosen company's prospective market.

Reflective observation

What went well during this module?

As an undergraduate student of the Leadership and Management Skills for the Workplace, the overall assignment enhanced my understanding of the business model of any organisation. During the assignment all the lectures that my class attended helped me to learn the structure of an organisation while also exploring the relationship between structure and organisational culture. The module on Porter's five forces and PESTLE analysis helped me immensely in properly preparing and presenting a comprehensive understanding of the structure and the business pattern of the chosen company Specsavers. The preparation of the chosen company's PESTLE analysis helped me to understand how a particular country's current Political, economic, and social scenario and the rules and regulations can affect as well as enhance the business relationship of every organisation. The overall assignment has been very enriching and I have gone through several resources like books, journals, Peer reviewed articles which extremely enriched my learning.

What has not been so great?

While I was starting with the assignment, I had issues in terms of comprehending the techniques/tools that are to be used in this task. Previously, I had an extremely limited understanding of a country's PESTEL factors and how they are related to an organisation. I had very limited knowledge regarding the technical equipment that is to be used in the eyecare industry. Regarding that part, I had to ask my peers and classmates for further clarification. I also have researched through various websites, books and journals where I was having complications in terms of understanding the terms and factors. At that point, I had to take assistance from my guide. I also had a limited understanding of the various crucial factors including Covid-19 for which I had to go through various recent articles and newspaper reports.

Abstract conceptualisation

Being an aspiring learner of Leadership and Management Skills for the Workplace, the assigned task of the evaluation of the culture and context of an organisation by applying various techniques for the appropriate analysing of environmental and organisational factors has been a crucial part of my learning. The understanding of Porter's five forces analysis improved my concept of the

factors that affect profitability and prospective revenue within a specific industry. Various major factors like COVID-19 and Brexit have been trendsetters for the future market.

Active experimentation

What can be used for employment?

As an aspiring learner of management skills, I have the desire to become a successful HR manager. This assigned task has been immensely helpful for Five Forces analysis which can help companies in terms of assessing the prospects in any industry. As observed by Bruijl, and Gerard, (2018), this can help to choose the right candidate for a particular industry. By applying the techniques of PESTLE analysis, I will be able to analyse a country's factors related to the socio-politico-economic situation and how it affects the work culture of a company within a country. With this understanding as an HR, I will be able to maintain the proper working environment within any organisation to achieve the desired position for the company. I will also be able to improve employee satisfaction and employee relation within an organisation.

Conclusion

I have mostly gathered, to operate effectively within any country, having an appropriate understanding of the country's socio-politico-economic scenario is crucial and can be analysed by applying tools like PESTLE. Additionally, the organisational cultures are highly affected by Porter's Generic strategy which helps the company to analyse its current position in the market and what are the prospects for the company.

References

- Bruijl, D. and Gerard, H.T., 2018. The relevance of Porter's five forces in today's innovative and changing business environment. Available at SSRN 3192207.https://www.researchgate.net/profile/Gerard-Bruijl/publication/326026986_The_Relevance_of_Porter%27s_Five_Forces_in_Today%27s_Innovative_and_Changing_Business_Environment/links/5c14165c299bf139c7593f03/The-Relevance-of-Porters-Five-Forces-in-Todays-Innovative-and-Changing-Business-Environment.pdf
- LEYVA, M., HECHAVARRIA, J., BATISTA, N., ALARCON, J.A. and GOMEZ, O., 2018. A framework for PEST analysis based on fuzzy decision maps. Revista espacios, 39(16).<http://repositorio.ug.edu.ec/bitstream/redug/62270/1/a18v39n16p03.pdf>
- Shtal, T.V., Buriak, M., Ukubassova, G., Amirbekuly, Y., Toiboldinova, Z. and Tlegen, T., 2018. Methods of analysis of the external environment of business activities.<http://repository.hneu.edu.ua/jspui/bitstream/123456789/19872/1/Methods%20of%20analysis%20of%20the%20external%20environment%20of%20business%20activities.pdf>