

The challenge and the issues of the cultural factors in the workplace: A case study of TJX Company (TK Maxx)

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Giorgiana Andone



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

BA Business Management Degrees by Examination and Dissertation

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1. This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

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3. This dissertation is the result of my own independent work/investigation, except where otherwise stated.

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Abstract

Language, communication style, behavioural patterns, organisational structures, and other factors all contribute to culture. Both good and negative effects of the organisation's culture can be seen in the organisational outcomes. An organisation's culture shapes the working environment, which can inspire people to work harder. The organisation may improve employee capacities by fostering a flexible workplace culture, and top management can effectively assist employees. On the other side, employees may not anticipate organisational complexity brought on by a complex working culture. Therefore, it is crucial for an organisation to create a productive working environment that supports the achievement of its goals and objectives. The most crucial factor affecting how an organisation's actions and outcomes are determined is its culture. Different cultural elements have varying effects on organisational operations and outcomes. Organisational problems can be brought on by the organisation's cultural elements, or they can help the organisation. The challenges and organisational elements will be examined in this study using an appropriate data gathering procedure. The research has been developed with the help of both primary and secondary data collection. Data has been analysed with the help of both qualitative and quantitative processes.

Keywords: Culture, differences, environment, strategy, flexible.

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Chapter 1: Introduction

1.1 Introduction

Culture is the most important thing within an organisation that determines the outcomes and activities of an organisation. Different cultural factors impact on the organisational operations and results in different ways. The cultural factors and issues of an organisation include leadership systems, behavioural pattern within the organisation, communication process and so on (Montgomery et al., 2011). The cultural factors of the organisation can facilitate the organisation or can bring challenges for the organisation. In this research, the issues and factors of the organisation will be analysed with proper data collection process. The significance, origin, aims and objectives of the research will be discussed in this section of the research.

1.2 Introduction of the Topic

Culture is the combination of language, communication pattern, behavioural patterns, leadership processes, internal operations etc. The cultural factors of the organisation impact on the organisational outcomes both positively and negatively. Culture develops the working environment within an organisation which can motivate the employees to perform better (Limwichitr, Broady-Preston and Ellis, 2015). Flexible working culture can help the organisation to enhance the capabilities of the employees and support the employees by the top management effectively. On the other hand, complex working culture can create complexity within the organisation which is not expected by the employees. So, it is important to develop an effective working culture by an organisation which is supportive for the organisation to achieve the goals and objectives successfully (Hiekkataipale and Lämsä, 2019).

1.3 Origin of the Research Idea

Organisation culture is a crucial element of an organisation that helps to enhance the quality of activities and enhances the capability of the organisation to support the employees. The employees can achieve success within the organisation by improving the performance with the help of a flexible working culture (Roscoe et al., 2019). For this reason, it is required to develop an effective working culture for every organisation which is the same for TK Maxx as well. For this, the idea of this topic to research came up on mind to facilitate the users with proper information regarding culture and issues of culture.

1.4 Significance of the Research

All employees cooperate to achieve the organisation's objectives when there is a positive organisational culture. Therefore, it is crucial to comprehend the numerous facets of organisational culture and take the required actions to create a strong organisational culture in order to achieve the intended goals (Arokodare, Asikhia and Makinde, 2019). Additionally, the corporate environment always presents fresh difficulties, which significantly affects organisational culture. Therefore, in order to create a positive culture, a corporate organisation has to grasp the concerns and obstacles linked to each of the cultural variables (Asatiani et al., 2021). Therefore, this study has a very high level of importance.

1.5 Purpose of the Research

Every business organisation is unique, thus research on a particular subject pertaining to a particular business organisation can produce the required knowledge to make an informed conclusion. In order to help TJX Company (TK Maxx) create a strong organisational culture, the goal of this research is to analyse the cultural aspects that contribute to that company's culture.

1.6 Problem Statement

Everyone in the company holds the organisation's culture in high regard. The culture of the business is important when choosing new hires. The culture of an organisation is crucial in luring in experienced workers. Employees that make extraordinary contributions to the organisation will get both monetary and non-monetary rewards in an environment with a strong workplace culture (Adisa, Mordi and Osabutey, 2017). If an employee feels that their efforts are respected and appreciated, the likelihood that they will stay committed and loyal to the organisation increases. This research report has been developed to better understand the difficulties and problems posed by workplace cultural influences (Al-Bahussin and El-Garaihy, 2013). A company's organisational culture may be thought of as including all of the beliefs, perceptions, and behaviours that exist both inside and outside of the company. It can also include the language used, the customs and procedures followed, the organisational goals and values. A positive organisational culture aids a worker's understanding of the nature of the worker's position and how to interact or behave in a team (Anitha, 2016). In order to create a positive organisational

culture, it is therefore crucial to identify the influencing variables and associated problems, and this is the subject of the research.

1.7 Research Aim

This study aims to find out and understand the key challenges and issues of cultural factors in the workplace of TJX Company (TK Maxx)

1.8 Research Objectives

There are some objectives to be achieved through this research that are given below:

- To understand the influence and key determinants of cultural factors of the TJX Company (TK Maxx)
- To identify the challenges of the cultural factors in the workplace of TJX Company (TK Maxx)
- To assess the overall cultural condition of TJX Company (TK Maxx) and provide some recommendations to make a strong organisational culture.

1.9 Research Questions

Objectives of the research will be achieved through collecting data with the help of some research questions such as:

1. What are the key challenges and issues of the cultural factors that TJX Company (TK Maxx) faces?
2. What can be the strategic actions of TJX Company (TK Maxx) to solve all issues and challenges of the cultural factors to make a favourable organisational culture?

1.10 Structure of the Research

This research on the cultural issues and factors of TK Maxx is developed with the help of five different chapters. In the first chapter, the introduction of the research including aims, objectives, significance, origin purposes etc. In the second chapter, information of published articles, journals and books are presented in the of literature review to present the available information about the issue. In the third chapter, the methodology and methods of the research including data collection and analysis process have been presented. In the fourth chapter, collected data has been presented with the help of proper presentation and discussion. In the last chapter, the conclusion of the research has been presented efficiently for getting the right results of the research.

1.11 Conclusion

The research will be completed with the help of proper data collection and analysis process based on the aims and objectives. The research is accomplished based on the information of TJX Company (TK Maxx) with the help of collecting data from the organisation effectively.

Chapter 2: Literature Review

2.1 Introduction

This section has been developed with the help of the collection of secondary data. Data of this section is collected from published sources. Published sources such as articles, journals and books have helped the research to develop the literature review about the cultural factors, issues of cultural factors and challenges of the cultural factors within an organisation.

2.2 Organisational Culture

This is the specific form of some attributes of any society, area or people in the world. The way people talk, language, religion, culture, customs, values, eating habits etc. are generally thought to be the attributes of culture. People can understand the culture of a particular individual or the society through the behaviour and activities of the people from the society (Adisa, Mordi and Osabutey, 2017). Culture is the base of the reaction and behaviour of a particular human being from a specific culture. Culture can be represented through the reaction of an individual towards any situation or activities while people can identify the culture through the activities of the people as well. Human activities are the reflection of the culture (Cadden, Marshall and Cao, 2013).

As each society contains a culture that is represented throughout the behaviour and actions of the people of the society, each organisation contains a specific organisational culture which is needed to be followed by the employees of the organisation (Al-Bahussin and El-Garaihy, 2013). Organisational culture is the combination of attributes of the customs, behaviour and the way of communication within the organisation that must be followed. The working pattern including the working time, communication modes and tools, bonding, teamwork system, language, preferences structures, systems etc. are included in the organisational culture (Babnik et al., 2014). Each organisation contains different culture which modifies the performance level and overall actions of the employees. Organisations need to set an effective culture of the organisation to develop efficient standards of the organisation and get the right outcome from the use of cultural preferences (Gountas, Gountas and Mavondo, 2014).

2.3 Different Cultural Factors within Organisations

There have several factors that affect the culture of an organisation like the diverse employees' perceptions, and ways of interacting inside and outside the organisation, as well as the language, traditions, processes, and structures, as well as the organisation's purpose, vision, rules, and values (Anitha, 2016). Each of the factors may introduce several challenges if the perception of each of the employees is different than it will be very challenging to drive the organisation as per attaining the organisation's mission and vision as it reduces the employee motivation level as well as performance in many ways. There are different factors of culture within an organisation such as:

Leadership

This is a key to effective culture for operating and leading a business organisation to move towards success. An effective leader can assist the organisation by developing proper leadership and controlling the actions of each employee (Asatiani et al., 2021). This develops the culture according to the standard of leadership.

Workplace environment

The flexibility and complexities of the workplace are other motivators for developing the culture and maintaining the culture of the organisation. The workplace environment is determined according to the actions and patterns of the employees which is another facet of a culture of an organisation (Lapiņa, Kairiša and Aramina, 2015).

Communication pattern

The pattern of communication within and outside of the organisation is another factor of culture within the organisation. The way how organisation accomplishes the communication with the employees and among the employees determines the culture of the organisation (Tong, Tak and Wong, 2015).

2.4 Challenges of Cultural Factors

Understanding cultural differences' effects is a crucial component of managing a diverse workforce. Employees' cultural origins may provide managers insight into the reasons for their routines and actions in the workplace (Skakni, Inouye and McAlpine, 2022). Once managers have awareness of the numerous ways culture may affect how individuals behave at work, they can resolve disagreements and give proper incentives to each person (Arokodare, Asikhia and Makinde, 2019).

Culture is a term that encompasses a variety of facets of an individual's background, experience, and society. There are several elements might contribute to workplace cultural disparities. A varied workplace has individuals of many ages, degrees of experience, faiths, and economic backgrounds. Racial, ethnic, and national histories all affect workplace norms (Owoyemi and Ekwoaba, 2014). Certain cultures are more explicit, while others have more implicit in their work practices. Similarly, whereas some nations expect workers to constantly defer to authorities and wait for chances to present themselves, others want people to take the initiative and fight for recognition (Zhu, 2015). Religion has a huge effect on people's values that may affect their conduct and priorities in the workplace. Religion may have an effect on how an individual look at ethical issues, hence it affects his or her decision-making process (Adisa, Mordi and Osabutey, 2017). Moreover, education level may be a factor in determining how well someone fits into a work setting. Individuals with varying educational backgrounds possess varying forms of cultural capital, which they use to solve issues and approach job settings (Al-Bahussin and El-Garaihy, 2013).

Employees' attitudes toward collaboration and independence may also manifest in the workplace. Some individuals are taught to be self-sufficient and problem-solvers, while others thrive on cooperation and community (Serpa, 2016). For more clarification, they gave an example that Gen X and Gen Z are both known for their independence, but Millennials and Baby Boomers are known for their teamwork.

So, various factors affect the organisational culture and it is essential to analyse the overall factors of a business organisation to take the necessary steps to make a favourable culture (Babnik et al., 2014). Several pieces of research have been conducted on this topic regarding the challenges and the issues of the cultural factors in the workplace but these are not adequate for an individual business organisation. The geographic location, organisational decision-making process, resources, abilities, number of employees, management styles, etc. are different from one another (Cadden, Marshall and Cao, 2013). Therefore, to make an organisational culture favourable and effective, it is highly urgent to conduct research on the different aspects of a business organisation that's why this research has been undertaken. By conducting a literature

review, several aspects of organisational culture can be analysed and identified (Deserti and Riszo, 2019).

2.5 Strategies to Solve Issues and Challenges of Cultural Factors

Organisations face different problems and issues due to cultural factors. The organisations contain specific cultural preferences that are required to be maintained by the organisations. Differences in the culture of employees are other problems within the organisation and organisational culture (Anitha, 2016). For overcoming the issues and challenges, the organisations can develop and implement different strategies. Some of the strategies are given below:

Developing desired values

The organisation must consult with the employees and the management to know their preferences to act and behave within the organisation (Tong, Tak and Wong, 2015). By this way, the organisation can develop effective values for the organisation to develop the standard and efficient culture for the employees and the brand image of the organisation (Asatiani et al., 2021).

Connecting culture and the employees

The organisation needs to connect the culture with the employees by making the employees habituated with the organisational culture so that they can perform accordingly (Arokodare, Asikhia and Makinde, 2019). This is the best way to improve the cultural activities within the organisation.

Arranging training facilities

Organisations can develop effective training facilities for training and educating the employees to cope up with the culture and the changes in the culture to enhance the efficiency to perform according to the standard of the organisation (Al-Bahussin and El-Garaihy, 2013).

Developing transparent cultural elements

The organisation needs to attract the employees to the culture so that the challenges and issues can be minimised. For this reason, the organisation needs to develop transparent cultural elements to convince the employees for making the employees interested and ensure active participation of the employees (Cadden, Marshall and Cao, 2013).

2.6 Conclusion

The researcher has found a study gap while taking into account certain unique differences between the organisations, such as the fact that no two businesses have the same management style and that an authoritarian approach may be suitable for some but not others. In order to help TJX Company (TK Maxx) create a strong organisational culture, this research will be done to analyse the cultural characteristics of the company (Adisa, Mordi and Osabutey, 2017). It is crucial to evaluate each of the elements that influence organisational culture in order to motivate the organisation to develop a positive organisational culture since organisational culture has a significant impact on both employee and business performance. One can only hope that the results of this research will be useful.

Chapter 3: Research Methods and Methodologies

3.1 Introduction

This section of the research has been developed with the help of research methodology and data collection process. Data of this research has been developed with the help of proper data collection. In this section, the philosophy, methods, approaches, research strategy, data collection and sampling process and data analysis methods are discussed for accomplishing the research successfully.

3.2 Research Philosophy

Depending on the results of the inquiry, the researcher must select one of several types of research philosophy, including positivism, interpretivism, etc. In the positivist philosophy, an objective analyst dissociates oneself from personal values and works independently, whereas interpretivism holds that researchers tend to be more subjective and analyse things using ideas that are challenging for the social world to understand (Snyder, 2019). As a result, the research will follow a positivist philosophical framework. This also gives the researcher the opportunity to conduct the study utilising impartial and statistical analysis and to provide narrative data that will aid in achieving the research's goals.

3.3 Research Paradigm

A research paradigm is a framework or approach to doing research that is seen as the gold standard by a sizable portion of researchers working in the field due to its long history of validation and use (Wang et al., 2019). The three most common paradigms are constructivism, positivism, and pragmatism, and categorising these concepts depends on epistemology, ontology, and methodology. The philosophical foundation of the research paradigm is ontology. It has to do with the nature of reality and how much human beings can understand about it. The researcher makes clear the ontological position of his or her work at every stage of the research process (Varghese, Ramesh and Veeraiyan, 2019). As a result, this research will adhere to this paradigm in light of the nature of the study and its supporting philosophy, positivism.

3.4 Research Approach

The research strategy is the process or method used by researchers to gather, analyse, and interpret specific data using broad assumptions. In order to better grasp the

circumstance, a context must be established before research can begin. Research can be carried either deductively or inductively. A deductive method entails formulating one or more hypotheses based on accepted theory and then developing a research plan to test those hypotheses (Rajabov, 2019). The deductive approach to research also enables data analysis and implementation of the study plan evaluation. Deductive reasoning will be used in this study.

3.5 Research Methodology

The methods or strategies used to identify, choose, design, and analyse data on a certain topic are referred to as "research technique." The two types of research methodology that are most frequently used by researchers are qualitative and quantitative approaches. When information is gathered through conversational methods and focuses primarily on non-numerical facts, qualitative research is used (Leedy and Ormrod, 2019). The quantitative approach also employs numerical metrics and a methodical approach to data analysis. Depending on the situation, the researcher will employ any or all of these methods.

3.6 Research Strategy

A researcher uses a variety of techniques to gather and analyse the essential data. Both primary and secondary research will be done for this study, and both qualitative and quantitative data will be gathered. One-on-one interviews and surveys will be utilised in this study to get the essential data, with surveys being used to gather quantitative data and interviews used to gather qualitative data (Sileyew, 2019). The researcher will analyse the data after gathering these two types of data in both qualitative and quantitative methods. Additionally, secondary data will be gathered from several trustworthy sources.

3.7 Sampling technique

In order to obtain quantitative data for this study using the survey questionnaire approach, a straightforward random sampling method will be used to choose the respondents. This method helps to ensure that the research is free of data biases. Additionally, in order to gather qualitative data, the researcher will hold interviews with 35 departmental managers (Ayed et al., 2019). In this case, a practical sampling method will be used because the

population is quite small and it would be difficult to reach the desired person within a given time frame due to their busy schedules.

3.8 Data Collection

Due to the large population size and the short amount of time available, the sampling approach will be used for this study. To gather the primary and quantitative data in this instance, the researcher will choose 35 respondents, or workers of the TJX Company (TK Maxx) headquarters. The researcher will also gather qualitative primary data through interviews, and for this purpose, four TJX Company (TK Maxx) managers will be chosen in accordance with a practical sample strategy. Additionally, secondary sources such journals, publications, newspapers, other people's research papers, etc. will be used to collect both the qualitative and quantitative data (Dodds and Hess, 2020).

3.9 Data Analysis

The gathered data will be evaluated with the help of various tools and suitable methodologies. Here, the content analysis approach will be used to understand the qualitative data, and in order to speed up the analysis, the researcher will record the entire interview session with consent (Wang et al., 2019). Additionally, the researcher will employ the statistical approach to analyse the quantitative data, and in this case, MS Excel will be utilised to analyse and show the results using suitable graphs and charts.

3.10 Ethical Consideration

This study has covered every ethical consideration. A written consent form will be sent to the chosen respondents before data collection in order to explain the research and get their approval. Additionally, participants have the ability to revoke their agreement at any point throughout the study and to skip any question in order to collect only true data (Snyder, 2019). Additionally, the researcher shall adhere to every requirement of the Data Protection Act. Once more, the researcher will not alter the research results in any unethical methods.

3.11 Conclusion

Both primary and secondary data are collected in this research while both qualitative and quantitative research have helped to accomplish the research. Interviews have helped to develop the qualitative data and surveys have helped the research to collect required data.

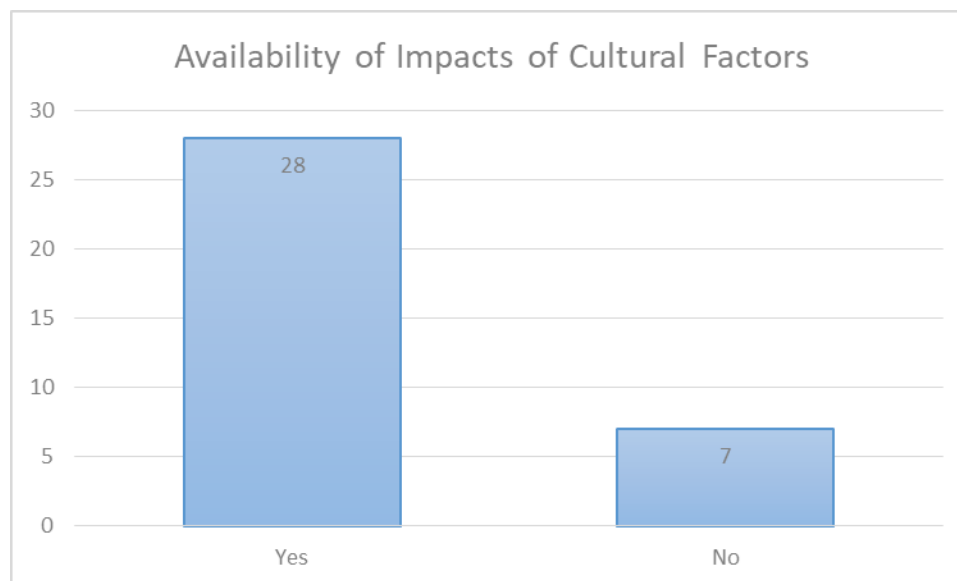
Chapter 4: Data Analysis and Discussions

4.1 Introduction

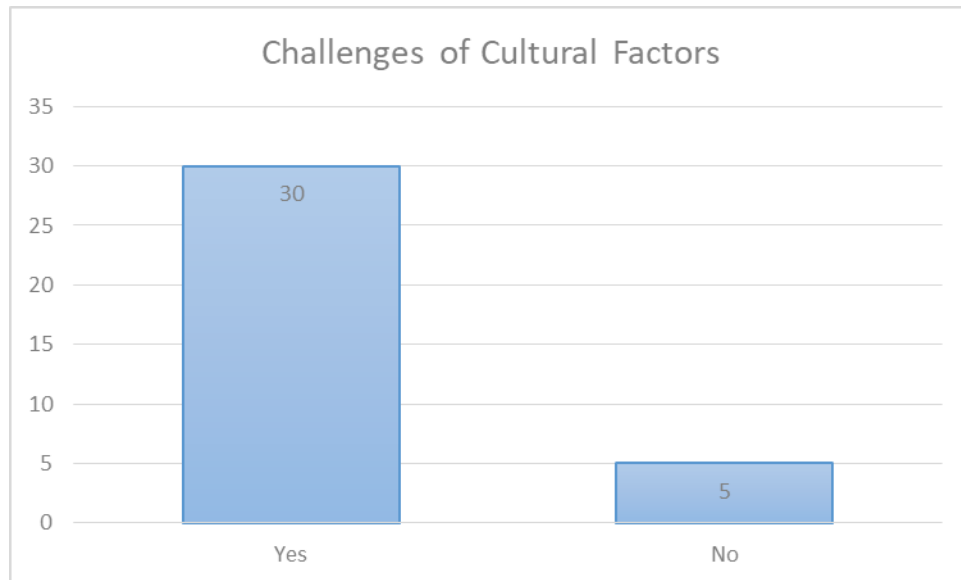
Collected data and information have been discussed in this chapter which will help to come to a conclusion effectively. Both qualitative data and quantitative data have been presented in this section with the help of case study approach and graphical representation.

4.2 Quantitative Data Analysis

A close-ended questionnaire survey has helped the research to collect the quantitative data of the research. In this section, quantitative research has been developed with the help of proper graphical representation.



There are different cultural factors available in any kind of organisations. The organisations and the stakeholders need to face different impacts of the cultural issues and factors. 35 respondents of the research were asked whether there is any impact or not of the cultural factors. 28 respondents among 35 said yes and 7 respondents among 35 respondents said no in return to the question. So, there are different impacts of cultural factors on the organisations.



The organisations and the internal employees need to face different challenges in terms of handling the cultural issues of the organisation. In the survey, the respondents were asked about the challenges of cultural factors on the organisation. 30 respondents said yes in the reply of the question whether only 5 respondents said no to the questions' reply. So, there are some challenges of cultural factors on the organisation.



There are several challenges that TK Maxx needs to face in terms of the cultural factors. Some of the challenges of cultural issues within an organisation are language barriers, cultural differences, communication patterns and prejudices and stereotypes. Cultural difference is the most significant challenges of cultural issues within an organisation as

18 respondents voted for this option. Communication pattern is another challenge for which 8 respondents voted for. Around 5 respondents voted in terms of communication barriers and around 4 respondents selected the option of prejudices and stereotypes. So cultural difference is the most significant challenge within the organisation.



There are ways of reducing challenges within the organisation. The organisation must develop proper strategy to reduce the challenges. Some of the strategies are knowing different cultures, sharing knowledge, employing diversity training and ensuring clear communication. Among 35 respondents 17 employees of TK Maxx replied with the option of employing diversity training. 7 respondents replied with the option of clear communication. Knowing different culture said about 6 respondents and 5 respondents replied with the option sharing knowledge.

4.3 Qualitative Data Analysis

Semi-structured interviews have been taken based on the cultural factors and challenges on the management and employees of TK Maxx. The respondents of the interview were asked about the factors and challenges of cultural issues within the organisation.

The respondents of the organisation said that cultural factors such as language differences, different communication patterns, changes in the cultural activities, prejudices etc. are some of the challenges those impact negatively on the organisation. Positive impacts of cultural differences contain different issues. The organisation can develop diversified cultural and working environment within the organisation. Teamwork

can be assisted by this kind of cultural differences. The employees of different culture and diversity can perform better within the organisation with the help of different skills and capabilities.

Among all of the challenges of cultural issues, cultural difference is the most significant challenge that impacts on the organisation negatively. The cultural differences and different working patterns impact on the employees negatively that creates conflict. So, this challenge needs to be handled with the help of proper strategies. The organisation needs efficient employees who can perform better within TK Maxx. Employees of diversified culture can perform the best in terms of managing the performance as the organisation consists of several types of activities. To reduce the conflicts and challenges of the diversified employees within the organisation, TK Maxx can arrange the training of diversified cultural employees to manage the standard of communication and behaviour to bring balance within the organisation.

4.4 Discussion

Organisational culture is the collection of traits that must be adhered to in terms of behaviour, conventions, and communication inside the organisation. The organisational culture includes the working pattern, which includes working hours, communication channels and tools, interpersonal relationships, collaboration systems, language, preferences structures, and other factors. The language, traditions, practises, and structures of an organisation, as well as its purpose, vision, rules, and values, are just a few of the many factors that influence its culture. Another important factor is the perceptions and interactions of its diverse workforce both inside and outside the organisation. Each of these elements might present a number of difficulties. If each person has a different impression of the organisation, it will be difficult to lead the organisation to realise its goal and vision since this would negatively affect employee motivation and performance in many ways.

A successful leader may help the organisation by cultivating adequate leadership and managing each employee's behaviour. As a result, the culture is developed in line with the standards of leadership. Other drivers for creating and preserving an organisation's culture include the workplace's flexibility and complexity. Another aspect of an organisation's culture is its culture of behaviour, which includes how its people behave in

the workplace. Another aspect of organisational culture is the style of communication used both inside and outside the organisation. The culture of an organisation is determined by how it achieves communication with its workers and among its personnel. Organisations encounter many concerns and problems as a result of cultural considerations. Specific cultural preferences inside the organisations must be upheld by the organisations. Other issues with the organisation and organisational culture are differences in employee culture. Organisations can create and use a variety of solutions to address the problems and difficulties. In order to understand how they choose to operate and behave inside the organisation; the organisation needs consult with both the management and the workers. In this method, the organisation may establish successful principles that will help it create a consistent culture that will benefit its workforce and its brand image. In order for the organisation's culture to be connected to its workforce and for that workforce to perform as expected, the workforce must become used to the organisational culture. The greatest approach to enhance the organisation's cultural activities is through this. Organisations may create efficient training facilities to educate and teach their workforce on how to adapt to changing cultural norms and improve performance in accordance with organisational standards. Employees must be drawn to the organisation's culture in order to minimise hurdles and problems. In order to persuade the workforce to become engaged in their work and to actively participate, the organisation must generate clear cultural aspects.

TK Maxx faces different problems and challenges among which cultural differences within the organisation is the most significant one. The organisation can reduce the problem of this cultural issue from the organisation with the help of proper diversity training for the employees and management. This can solve the cultural issues and problems within the organisation.

Chapter 5: Conclusion

People often consider language, culture, customs, values, eating habits, and religion to be characteristics of a certain culture. People can gain an understanding of a society's culture by seeing how its members behave and go about their daily lives. Culture serves as the foundation for how a particular individual from a certain culture reacts and behaves. A person's response to any event or activity may serve as a representation of their culture, and individuals can also determine a person's culture via their behaviour. Human behaviour is a reflection of culture. Organisational culture is a vital component that contributes to improving the effectiveness of operations and the organisation's capacity to support its workforce. By increasing performance with the aid of a flexible working culture, employees may succeed inside the organisation. This makes it necessary for every organisation, including TK Maxx, to create a productive workplace culture. In order to provide consumers with accurate information about culture and cultural challenges, the concept for this study subject emerged as a result. The problems that have a detrimental effect on the organisation include biases, varying communication styles, changing cultural activities, and language barriers. Different concerns are positive effects of cultural diversity. Within the organisation, a variety of cultural and working environments can be developed. Such cultural differences can be beneficial to teamwork. With the aid of diverse talents and capacities, people from various cultural backgrounds may perform better inside the organisation. The most important obstacle that negatively affects the organisation among all cultural difficulties is cultural diversity. Conflict arises as a result of the negative effects of cultural diversity and various working styles on the personnel. Therefore, this difficulty needs to be overcome with the aid of appropriate approaches. The company requires capable workers that can perform better at TK Maxx. Given that the organisation engages in a variety of activities, employees with diverse cultural backgrounds can manage performance the best. TK Maxx may set up the training of diverse cultural employees to control the standard of communication and behaviour to create a balance inside the organisation in order to lessen the disputes and issues that arise from the organisation's diverse workforce. Some recommendations for reducing the cultural differences within the organisation are given below:

- The organisation can arrange individual learning sessions for improving the capacity of the employees to cope with the cultural changes within the organisation.
- TK Maxx can develop incentives processes for motivating the employees for working with the employees of diversified culture to develop effective teamwork to enhance the productivity and profitability of the organisation.
- The organisation can develop rotation facilities for the employees capable to work in any section by developing practices to work in different departments of the organisation.
- The organisation can enhance the capability of operations by enhancing the strategies of communication to involve maximum employees in the activities of the organisation.
- The company can communicate with the diversified employees to know the perception and intentions of the employees in terms of getting knowledge about the employees so that they can serve the employees effectively.

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Appendix

Questionnaire

1. Do you think cultural factors have severe impacts on the organisation?
a. Yes b. No
2. Is there any challenge of cultural factors on an organisation?
a. Yes b. No
3. What is the most significant challenge of cultural factors within an organisation?
a. Language barriers b. Cultural differences c. Communication pattern
d. Prejudices and stereotypes
4. What is the best way to reduce challenges of cultural issues?
a. Ensuring clear communication b. Employing diversity training c. Sharing
knowledge d. Knowing about different cultures