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Executive Summary

Lawnfield House has 40 rooms that houses elderly individuals for dementia care. The current report aims to identify organisational efficiency in a workplace with special reference to Lawnfield House. Alternatively it has been observed Lawnfield House makes use of extracurricular activities such as music to engage their patients. This activity is a clear use of available human resources that marks as a clear strategy of improving organisational efficiency. The report also makes use of theories social cognitive theory to assess the relationship between the organisation and employees. Additionally the report also makes use of SWOT of Lawnfield House to assess the strengths, weakness, opportunities and threats of the chosen organisation. On the other hand, a PESTLE has been carried out to evaluate the current position of the organisation. The current position of Lawnfield House has been analysed based on presently operating political, social, legal, environmental criterions. Based on the analysis carried out a final set of recommendations have been provided to mend the existing gaps in the organisation. Lastly all the series of findings and analysis has been backed up with final conclusions.

Table of Contents

1. Introduction.....	
2. Findings.....	
2.1 Organisation culture.....	
2.2 Formal and informal relationship between organisation and people	
2.3 Barriers to effective functioning	
3 Analysis.....	
3.1 SWOT analysis	
3.2 PESTLE analysis	
3.3 Culture sustainability in workplace	
3.4 Relation of personal ethics and organisation culture	
4. Recommendation	

1. Introduction

In the current context it could be clearly stated that organization is comprised of group of people who work in coordination to achieve organization goals by respecting organizational culture. The current report discusses about the culture of workplace and its effect on organisational efficiency. The report highlights on formal and informal relationship between the organisation and people. The term work culture implies the existing features of work environment in an organisation. These are in terms of ethical behaviour, social responsibility, and internal- external communication, scope to maintain the rules, regulations and policies of the concerned sector of that organisation. These factors impact on the workforce in the organisation. As the positive exercise of above mentioned factors increases the work efficiency of the staffs also enhances. On the other hand, absence of these impacts works efficiency of the organisation negatively.

The concerned organisation of this report, Lawnfield House is an elderly care home in the United Kingdom. Hence, in order to provide better service to old health care users requires a safe, trustful work environment for the staffs. The ethical responsibility of the organisation for its staffs and consumers positively affects on the work efficiency of their staffs. This helps to build trust and confidence capacity of its employees and consumers.

Based on above example it could be stated, an interactive environment is important to maintain proper communication among employees, customers and administrative hierarchy. The study explores the culture of organization and how the same can be applied to improve the operations of the organization. Proper communication ensures transparency in job roles and service delivery and heightens the cultural value of Lawnfield House. In addition to that proper work culture with rules and regulations helps the employees to feel safe and empowered thereby increasing their productivity.

2. Findings

2.1 Organisation culture

The culture of an organisation includes exercise of the professional, ethical and behavioral approaches of the employees collectively in the organisation. The work culture of an organisation includes ethical considerations of issues of staffs as well as consumers. This implies right action approach of the leaders. The open discussion culture between the staffs and the management of an organisation increases confidence capacity of its workforce. In

order to provide better service to the consumers of the organisation the staff should be provided a safe and respectful work environment free of biases and disturbances (Højberget *et al.*, 2018). The democratic leadership of an organisation helps to promote creative and innovative thinking of the employees. They can share their ideas, views independently. This helps to improve the decision making ability of staffs. The flow of interactive communication helps to promote transparency in the services of the employees. This facilitates proper correlation in the entire management unit in the organisation. This helps to meet their commitment to their customers. Opportunity to improve skills of staffs and recognition of their effort creates a good, confident work culture in the organisation.

As opined by Dudycz, Osbert-Pociecha and Brycz (2015), the friendly relationship amongst the staffs creates a good business environment. In the concerned health care organisation, Lawnfield house which provides a responsible, professional service to their residents exercises good ethical norms and actions for their employees as well as their residents also. According to the organisational culture theory, culture of an organisation encompasses social behaviour, values, norms, collective beliefs of the staffs of the organisation. It is a system of behavioral action of the employees, their way of communication, attitudes towards each other and client, dressing sense, work ethics etc. As opined by Greer *et al.* (2016), the moral norms and consideration of the management with regard to society, business, and environment affect on the assumption and psychology of their employees. In the concerned organisation the old age consumers are needed to be treat with full of responsibility, dignity so; that they can overcome their health issues. As opined by Zingget *et al.* (2015), the present structure work environment in Lawnfield house provides their residents a home like environment, where they get quality service from the employees. They are cared with full of responsibility by the staffs. The organisation, maintains the policies, norms with respect to health care for old age people according to the 'Health Act 1999 of the UK government. It is a nonprofit health care home for the old age persons. The health issues are faced here with humanity especially Dementia.

The disease causes forgetfulness amongst patients. Therefore, the staffs are always concern of their residents who cannot remember their names, family members, address at critical stage (gov.uk, 2017). The administrative assistance to the employees in order to take any decision in a critical situation is supportive. The staffs work here with full of with their patience. In the Lawnfield House, the staffs are rewarded by the authority for their good service. The sense of personal ethics of the leaders with related to the organisation always forces employees to take right action and act logically in any circumstances. As stated by

Tierney *et al.* (2015), the communication amongst the management and the employees helps to build confidence capacity of the staffs. The rotational duty system helps the staffs to work efficiently. They get training by health professionals to improve their knowledge and better service. The staffs are well paid here by the organisation. All these motivate them to improve their work efficiency.

2.2 Formal and informal relationship between organisation and people

The formal relationship helps to work systematically. These work approaches are usually taken by the manager of an organisation. The formal relationship includes professionalism amongst the employees where each of the staffs is assigned to a specific job. In an organisational structure the formal relationship helps to enhance the decision making ability of the staffs. This approach distributes the workload amongst the professionals. Formal relationship includes a chain of superior and subordinates. As opined by Greer *et al.* (2016), this enhances the relationship of the employees by coordinating them in order to achieve a common goal. In a formal relationship the accountability of the employees is a notable feature in a top down approach. This facilitates official communication in hierarchical structure. The top management passes command to their subordinates and they receive report from them. This type of relationship in an organisation helps to remove functional overlapping.



Figure 1: Features of Formal Relationship in an Organisation.

(Source: Created by author)

In case of informal relationship, the communication facilitates by the spontaneous participation of the staffs of the organisation. It is based on group discussion to share views, experiences, ideas etc. In this relationship no command and report structure is followed. As opined by Anton (2015), all the members enjoy equality. Informal relationship provides a scope to improve interpersonal skill of the staffs. This type of relationship does not exercise any responsibility, accountability or professionalism amongst the staffs of the organisation. This relationship never enjoys any stability. The employees of an organisation are not guided by any norms, rules or regulations. To satisfy the social and psychological requirement of communication the staffs of an organisation facilitates informal relationship (gov.uk, 2017).

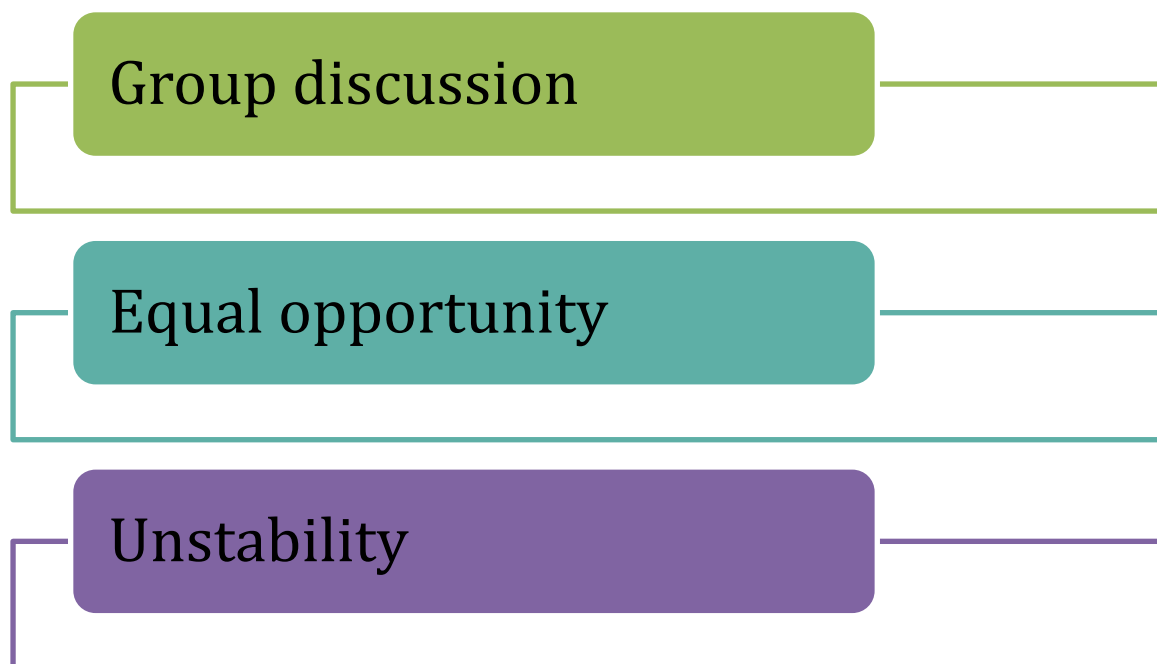


Figure 2: Features of informal Relationship in an Organisation.

(Source: Created by author)

As opined by Loureiro Leal and Silva (2017), the concerned organisation, Lawnfield House provides residential, personalized, respectful environment to their residents. The staffs of the organisation always cooperate with each other. This helps to maintain the ethos, values of the organisation. The relationship between the people and the concerned organisation is formal. The staffs of the Lawnfield House, care old age Dementia patients with full of responsibility. The staffs maintain formal relationship with their management. They produce report to their authority and maintain accountability (independent.co.uk, 2017). **[Refer to appendix 1]**

2.3 Barriers to effective functioning

In the Lawnfield house, the policies related to old age care according to the government of the United Kingdom is followed. These especially include the ethical norms. The concerned organisation is a non-profitable organisation. The basic of its work culture is based on humanity, dignity, respect, full care of body and mind. The atmosphere of work is open and fair. This helps the staffs to work with patience, responsibility. This Health care organisation deals with Dementia patients. The policies regard to the dementia care for old age people in the United Kingdom is followed in this health organisation. But maintaining the efficiency level in this regard is becoming harder for the staffs. As opined by Mitonga-Monga and Flotman (2017), there are several barriers in this regard. The staff of the organisation needs real time operation management. One of the obstacles for the staffs is to manage record efficiently. Proper communication flow is hindering in this organisation. The limited number of resource is the major barrier for the employees to work efficiently. As opined by Anton (2015), this is because the lack of modern communication device to communicate with the clients, digital data record system. The management of the organisation finds it difficult to provide personal care to the residents with limited no of human resource. Therefore, possibility of violation of ethical norms can trigger legal problems to this organisation.

In turn which may hamper the work efficiency of the employees? The violation of rules and regulation can affect the reputation of this health care home which can decrease the trust and confidence capacity of the employees. In turn this can affect negatively in the decision making ability of the employees (cpa.org.uk, 2017). This will decrease the work efficiency of the staffs. The staffs of this organisation is facing difficulty to provide better service as they are lacking in training programmed with the updating of time. Due to the lack of computerized data logging system the work efficiency of the health care home is also getting impacted negatively. The existing informal relationship in the management of the organisation is another barrier for enhancing good work culture.

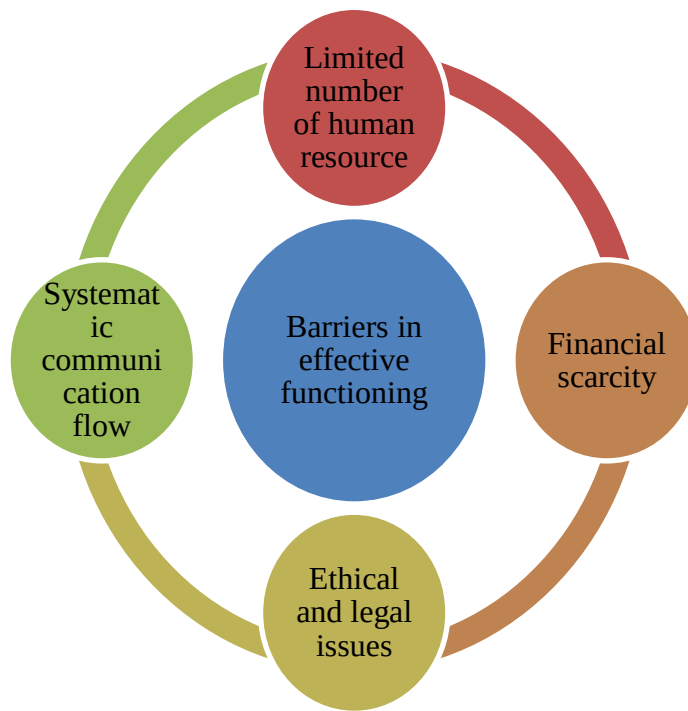


Figure 3: Barriers in effective functioning in the organization

(Source: Created by author)

This is hampering the subjective goal of the organisation. As stated by Jordan *et al.* (2015), the lack of accountability of the employees is increasing in this work culture. The overlapping function of different management unit is hampering the work efficiency of the workforce of this organisation. Proper flow of command and report is hindering the work culture of the staffs. As opined by Anton (2015), the lack of top down hierarchy in the operation management is hampering the work environment of this health organisation. In recent years the lack of sufficient capital is affecting negatively the organisation to improve their work culture. As opined by Alvesson (2012), the staffs are not getting motivated. This is because, without sufficient money employees never get any motivation to work efficiently. The lack of scope for getting promotion in this organisation is hampering the work environment of the concerned health care organisation. **[Refer to appendix 2]**

3 Analysis

3.1 SWOT analysis

STRENGTH • As opined by Dudycz, Osbert-Pociecha and Brycz (2015), the organisation is a non profitable organisation. The basis of its operation is associated with respect, dignity, humanity. • This moral issue of dealing with its residents inspires staff of this health care organisation, to work better. • The proper arrangement of staff residential place is helpful for the employees to work in a better way. • The transport and communication facility is one of the major points for the staff to work efficiently here (dcfireland.co.uk, 2017). • The formal relationship between the employees and the organisation helps to work staffs in a subjective way to meet the goal.	WEAKNESS • The existing weakness in terms of lack of proper resources in the organisation is hampering the work culture negatively. • The lack of modern communication device in the organisation hindering staffs ability to communicate with client effectively (mha.org.uk, 2017). • The lack of sufficient human resource in the organisation is hampering the work efficiency of the health care home. As, one employee is required to manage more work rather than their ability (mha.org.uk, 2017). • The work culture of the management in this organisation for recent years is not encouraging formal relationship of communication. Hence, the subjective approach of achieving target for the staffs is getting overlapped with different module of functions. • The lack of financial resource is another weakness to motivate staffs by paying them good remuneration. •
OPPORTUNITY • There can be better work culture for	THREAT The threat in the work culture in this

the staffs of the organisation, if they get motivation from their management. • The quality of work of staffs can be enhanced by the introduction of proper training programmed. • As opined by Dudycz, Osbert-Pociecha and Brycz (2015), different skill develop programme by professionals can help to improve the work culture of the organisation. • The health care home can communicate with their stake holders for better funding. So that they can inspire their staffs by paying them sufficient salary. • The organisation can go for advertisement and sponsorship globally (mha.org.uk, 2017).	organisation can be • The staffs may loss their motivation to work and leave the healthcare organisation. • As opined by Dudycz, Osbert-Pociecha and Brycz (2015), the lack in decision making ability of the staff can decrease their confidence capacity in order to take important decision in critical situation. • The organisation may face legal issues
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Table 1: SWOT analysis

(Source: Created by author)

3.2 PESTLE analysis

PESTLE	Factors	Impact
Political	UK government is taking initiatives to mitigate the deteriorating economy.	This has a positive impact on the concerned organization and its culture.
	This intervention includes a mixing of the fiscal and monetary incentives.	A stable government with proper law implementation has limited the number of organization liabilities. The
	The political scenario is stable in relation to proper	health organization is under strict obligation to maintain

	implementation of national rules and legislations. Initiatives are taken to strengthen the country's healthcare system (Galpin, Whitttington and Bell, 2015).	healthy and safe employee working environment.
Economic	In 2017 UK GDP of UK has fallen and the current OBR GDP forecast is 2% (independent.co.uk, 2017). The fiscal balance for 2016 is -3.0 (Weller, Boyd and Cumin, 2014). The inflammation rate is 1.6. The unemployment rate is 4.9 in 2016 which shows decreases from 2015 (cpa.org.uk, 2017). Their current international balance is 124 USD.	As opined by Rothaermel (2015),the high economic growth of the country has positively impacted the organization culture.However,the unemployment rate negatively affects employee turnover in the organization. Inspire of the available of international funds; lack of proper budgetary have limited its use in the care home.

Socio-cultural	The working demographic group in UK has been noted to be 67% (dcfireland.co.uk, 2017). Its healthcare system and the policies of NHS have helped in maintain a stable social and health condition throughout. However, gender and income disparity exists. ·High rate of education in UK.	The proper implementation of the NHS norms has made it obligatory of the concerned care home to safeguard patient and employee interests. High rate of education contributes to availability of skilled healthcare staffs (Højberget <i>al.</i>, 2018).
Technological	The technological hindrance of the organization in communication system exists.	This is affecting negatively the efficiency of the workforce of the concerned health care home.
Legal	The possibility of facing ethical and legal issues exists in the organisation. As stated by Willis <i>et al.</i> (2016), with poor workforce, it is becoming difficult for the organisation to maintain all the norms, rules of the health policies of the UK government.	Tucker and Aderiye (2016) stated that This may affect the organisations work culture negatively. As, this decreases the trust and confidence capacity of the staffs.
environmental	The existence of gender biased work environment in	·As stated by Saraç, Efil and Eryilmaz (2014), this

	the organisation.	may hamper the equity concept of workforce to work in efficient manner.
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Table 2: PESTLE analysis

(Source: Created by author)

3.3 Culture sustainability in workplace

Sustainability in a workplace means minimizing the impact of negative actions and making the work environment positive to work efficiently. As opined by Campbell and Zegwaard (2015), there are some internal and external factors which affect the work environment of an organisation in both ways either positively or negatively. The existing work ethics, people involvement to achieve a goal, trust and confidence building capacity of staffs, communication etc. are the parts of internal factors of work culture of an organisation. The management of an organisation should promote positive work environment by acting and taking decision accordingly. Their actions will motivate the staffs to work in a right way. As opined by Pot, Totterdill and Dhondt (2016), leading approach of the management should include all the staffs in order to achieve a target. Their contribution should also be recognised to inspire the staffs by promoting the concept of equality in work. The formal relationship of an organisation helps in the execution of official communication, accountability amongst the staffs.

Systematic flow of internal communication in top down hierarchy of management provides real time information capacity inside the organisation. As opined by Willis *et al.* (2016), this contributes towards the transparency in action of the organisation. Biased free, open work environment creates confidence and trust amongst the employees and inspires them to work efficiently. As influenced by Riivari (2016), the management should make review of requirements of staffs in the organisation in order to value them. When the staffs feel that they are recognised by their higher authority for their good job, their requirements are also getting value; they feel respected, dignified. Their level of work efficiency increase and led towards a sustainable work atmosphere in the organisation. **[Refer to appendix 3]**

The external factors in this regard include the participation of other competitors in the market. This can be a threat for any organisation to create sustainability in the market if its internal work environment and people to people bonding is not properly managed. As influenced by Riivari (2016), the external communication of any organisation with their

competitors should be very systematic, subjective so that the staffs get a proper view of their organisation's stand in the market. The discussion of annual report should include the participation of all staffs. These parameters contribute towards the sustainability of work culture. In the concerned health care home, the Lawnfield house, internal work environment is lacking related to lack in managerial review of employees need. Existing hindrance of internal communication, lack of systematic flow of information, lack of proper managerial scheme, bias work environment is hampering the sustainability of work atmosphere. Hence, the staffs are losing their motivation to work efficiently (Højberg *et al.*, 2018).

3.4 Relation of personal ethics and organisation culture

1. Low/High power distance dimension

In the chosen organization of Lawnfield it can be clearly stated that there was an exhibition of high uncertainty avoidance with a relative number of equitable power distance. On the above scenario it can be clearly mentioned that, some health issues are rooted to the culture (cpa.org.uk, 2017). Similarly assessment of organizational culture is important to improve health outcomes in Lawnfield, enhancing better tolerance levels for individual adjustment. Similarly it can be clearly stated, this high power dimension helps in stress control helping to reduce staff burnout in the chosen culture.

2. Collectivist/Individualist dimension

On learning the criteria for each individualist and collectivist it can be well stated that the chosen organization follows a collectivist mentality. The above method is justified since group of members are responsible for providing better health outcomes to group of suffering individuals (Weller *et al.*, 2014). So it is important to initiate a value of belonging that helps to work collectively and provide better health outcomes. Thus it enhances the culture of Lawnfield to provide better services and enhancing the work culture.

3. Masculine/Feminine Dimension

The work in Lawnfield is carried out with a feminine dimension with a fluidity in gender roles during the working hours. Since working in Lawnfield requires co-operation so the above method is useful since it stress of togetherness and environmental awareness. Here the service keeps employees motivated rather than simple ambitions.

4. Low/High uncertainty avoidance dimension

The high uncertainty avoidance works best for the Lawnfield. It can be stated under the mentioned dimension uncertainty is termed to be life threatening and needs to be avoided.

Similarly clarity in work roles is a must since it helps them to deliver better health outcomes. Formal rules and regulations are necessary as per the medical guidelines to ensure that work culture is ethical and well maintained in Lawnfield (gov.uk, 2017).

5. Short-term orientation versus Long-term orientation

However when it comes to apply avoidance dimension it can be clearly stated, short term determination is the best suited for Lawnfield since it requires self determination which is an important to serve people with health issues. It is the determination of health service employee that would ensure better health outcomes.

4. Recommendation

The report highlights that in the concerned organization the work efficiency of the staffs are getting affected due to the present management structure. Lack of good work culture reflecting on motivation of staffs. In order to promote a professional and efficient work environment the authority must ensure their stand in this regard. To maintain the accountability and transparency in actions the authority should introduce formal communication environment. The flow of command and report in the top down hierarchy of management should be subjective and logical. As influenced by Tucker and Aderiye (2016), the organisation is lacking in modernisation of proper information system to manage and record data of clients, reports to the management etc. The staffs should be trained technically to operate that system. The management required to promote an open work environment where staffs can share their views, ideas; their requirements should be analysed by the management logically. The ethical issues related to the staffs and clients should be managed with humanity, morality.

These factors will help the organisation to built the trust and confidence capacity of its staffs. The authority should go for open discussion with their stakeholders, sponsors to overcome from their financial scarcity. The staffs should be paid right remuneration and scope for promotion is required to b discussed with them clearly. Stability in financial front of the concerned organisation will help to improve trust of the employees on the organisation. The managers are required to introduce modern digital operational system in management. This will help the staffs to get real time information which will be useful for them to provide better service to the residents.

The managers should value their staffs by behaving with them respectfully. The contribution of each staff should be recognised and recorded. In the annual report of the organisation all the achievements, success of the health care home and contribution of the employees should be published clearly. This will inspire the staffs to work efficiently. The authority of the concerned health organisation should explain about the motivation of the organisation, their social responsibility, dignity in serving in this organisation. There should be fearless work environment where people can discuss their problems with the authority. The concept of equality at their workplace should be viable by their decision and action

5 .Conclusion

The Lawnfieldhouse provides service to the old age dementia persons in the United Kingdom. It is a non- profitable organisation. Here staffs are required to perform with full of their responsibility, patience. The organisation inspired by its humanity and hence motivates its staffs. But in present situation the work environment of this organisation getting hampered because of certain issues. This includes lack of financial stability, modernisation of communication system, formal relationship and flow of information among management units. The poor operation management of the organization causes hindrance of strong ethical culture in the work environment, maintenance of professionalism, lack of motivation and participation of the employees in the decision making system of the organisation etc. All these are impacting negatively the efficiency of the workforce of this health care home. Its reputation is also getting affected negatively. All this requires modernisation of the operation system of the organisation. Exercise of strong work ethics, proper remuneration of the staffs, financial stability of the health care home, commitment of the organisation towards staff's interest. These are the concern factors by which the health care home can revitalize their workforce to work with full of efficiency in this organisation.

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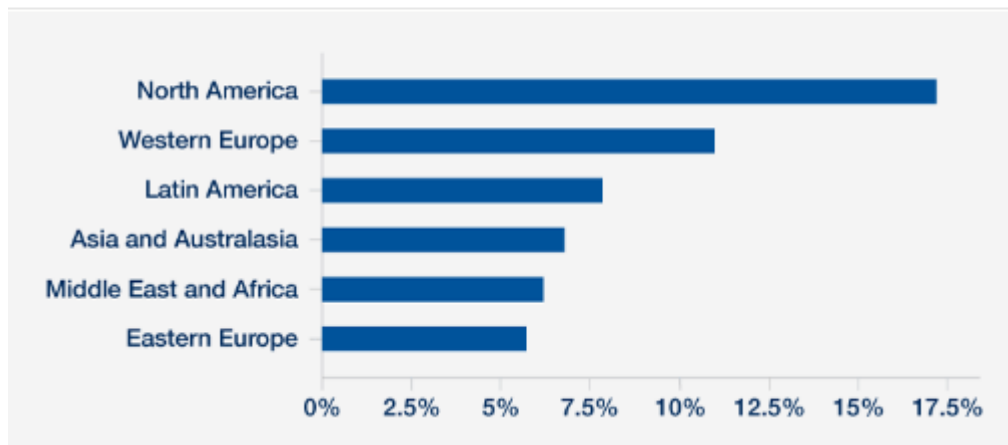
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Appendices

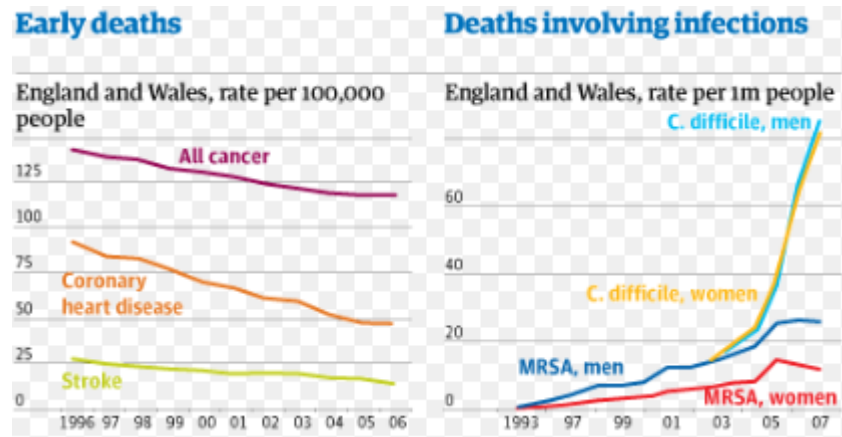
Appendix 1: Healthcare spending

Healthcare spending by geographical region (% of GDP, 2015)



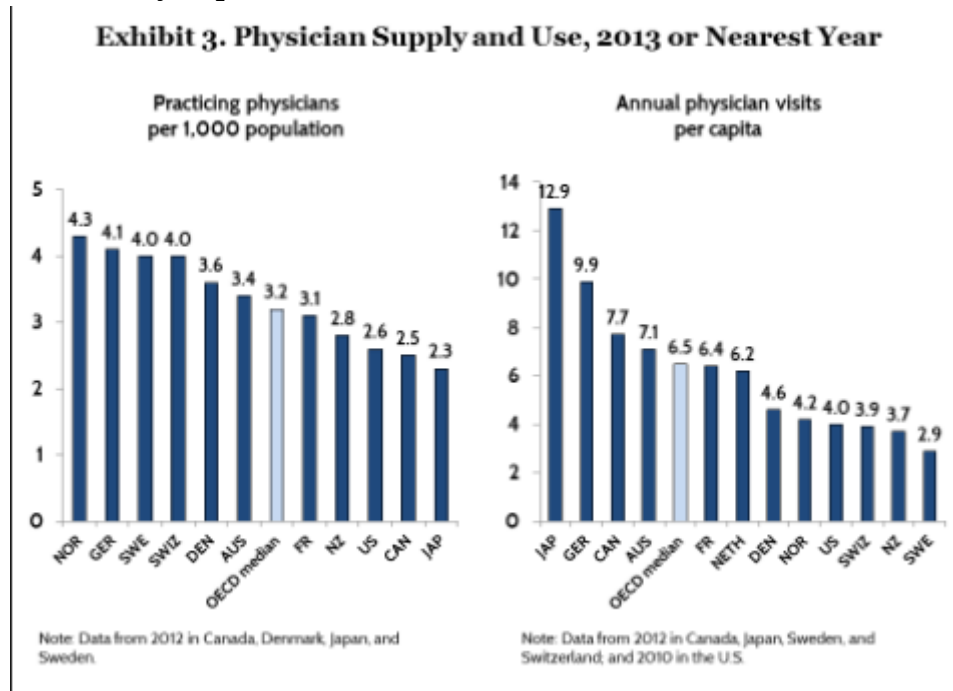
(Source: <http://reports.weforum.org/digital-transformation/digital-trends-in-healthcare/>)

Appendix 2: Death rate in UK



(Source: <https://www.theguardian.com/society/2008/dec/11/nhs-health-healthcare-commission>)

Appendix 3: Efficacy of private care homes



(Source: <http://www.commonwealthfund.org/publications/issue-briefs/2015/oct/us-health-care-from-a-global-perspective>)