



Workplace Culture and its impact on Organizational Efficiency of Marks and Spencer

STUDENTS NAME	MOHAMMED AMIN
STUDENTS NUMBER	1604230
MODULE NO.	BMSK5005
MODULE TITLE	WORKPLACE CULTURE AND ITS IMPECT ON ORGANISATIONAL EFFICIENCY.
MODULE TUTOR	Dr. MUSHFIQUR RAHMAN

Executive Summary

This is a about the Workplace Culture and its impact on Organizational Efficiency of Marks and Spencer. At first, if we look at the company overview, which says 4 Mark & Spencer is primarily a UK based retailer who operates in 57 countries and specializes in food, clothing & home and other retail business established in 1884. After that impact on the external forces on the organization was realized using SWOT analysis. The formal and informal relationship between the department and people are also studied in this paper. Organizational culture and the ways to ensure sustainability within the workplace. Personal ethical standards, values and beliefs play a very important role in shaping the organizational culture. Without an appropriate communication channel, efficient communication is impossible. In this paper, different communication channels were discussed and the ways to make the best use of these channels. Ensuring effective functioning in the organization is not an easy task, the organization faces different barriers and our aim is to overcome them. After the completion of this report it will develop an understanding of workplace culture and context of Mark & Spencer to improve the ability to function within the organizational norms.

Table of Contents

Executive Summary	2
Introduction.....	4
Organizational Overview of Marks and Spencer (M&S)	4
Formal and Informal Relationship between department and people	5
Formal Relationship	5
Informal Relationship	6
Organizational culture, ethos and values	7
Establishment of a culture of sustainability within the workplace	8
Corporate social and environmental responsibility	9
Personal ethical standards, values and beliefs	11
Communication channels for sharing information and building relationships.....	12
Barriers to effective functioning in the organization and ways to overcome the barriers	13
SWOT Analysis	15
Strengths and Weaknesses	15
Opportunities and Threats	16
Impact of external forces on Marks and Spencer	16
PESTEL Analysis	16
Political Factors affecting the external environment of M&S	17
Economic Factors affecting the external environment of M&S	17
Social Factors affecting the external environment of M&S	19
Technological Factors affecting the external environment of M&S	19
Environmental Factors affecting the external environment of M&S.....	20
Legal Factors affecting the external environment of M&S	21
Conclusion	21
Reference	22

Introduction

As a business organization, getting the best from the employees are very crucial in achieving the organizational goal. For any business entity, the true success lies in managing its workforce efficiently and serve its customers in the most effective way. M&S has been quite successful in doing so over the course of its 140 years of history. There the organizational environment inspires the talented and innovative employees can give their best to the organization.

The goal of this report is to develop an understanding of workplace culture and context of Mark & Spencer to improve our ability to function within the organizational norms. M&S follow Plan A as the guideline for their corporate culture and all CSR activities. Such activities allowed M&S to set itself as an example to others. Programs like business implementation group, intimate mentorship, in-house training programs or be it study leave or parental leave, M&S has tried to ensure all these to its employees. But they also face different barriers to ensure effective function in the organization. For a company with 81,000, this has always been a very daunting task. But with the implementation of the M&S world, ensuring better communication throughout the company will be a whole lot easier. The quick adaptation and being a more responsible company has all contributed to the success of M&S.

Organizational Overview of Marks and Spencer (M&S)

Established in 1884 Mark & Spencer is primarily a UK based retailer who operates in 57 countries and specializes in food, clothing & home and other retail business. This unique company has thrived with its own-brand model which is focused on great value for money.

With 1,463 stores and websites around the world and 81,000 employees (72% of which is female), M&S is committed to serving its 32 million customers. Customers in the UK is the major contributor to its revenue and in 2018 they yielded 9.61 billion British pounds of the company's total revenue of 10.7 billion British pounds.

This company has an amazing history of 144 years. Its British origin has also helped it to maintain a strong foot in the fashion world which has been crucial for the brand's success. The progressive culture has allowed the company to easily adapt to challenges like ensuring green technologies maintaining a better workplace environment, giving back to local communities (CSR programs) etc. Overall it is the perfect blend of all stakeholders that has enabled the company to thrive tremendously over the years.

Formal and Informal Relationship between department and people

One of the major factors that have contributed tremendously to M&S growth is its efficient workforce (Marks and Spencer, 2017). Managing its stunning workforce of 81,000 employees spread over 57 countries 1,463 stores, offices is not an easy task. But M&S has been quite successful to ensure its talented innovative and dedicated employees can contribute to the company accordingly and the can be the best version of themselves.

Formal Relationship

The formal relationship is defined as the organizational hierarchy (Brown, 2008). In this relationship, a company has rigidity in the structure and its culture to a lot extent. For example, the tall companies normally tend to have a very rigid reporting relationship while flat structures encourage innovation and participation of more employees in the workforce.

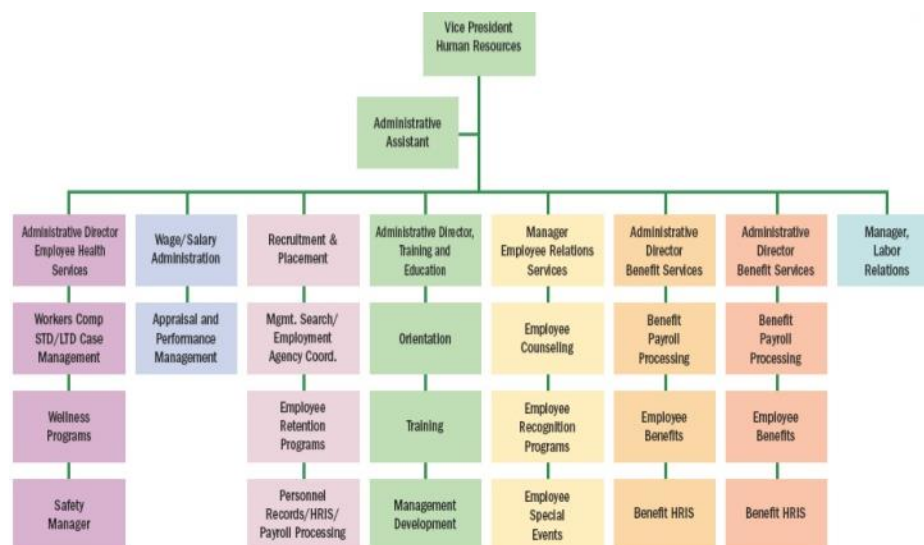


Figure 4: The organizational hierarchy in the HR department of M&S (Marks and Spencer, 2017)

Mark and Spencer follow a flat structure (Atkins, 2017). Though the organogram looks like a pyramid but flatter than conventional. Because of this structure the company has been able to minimize the mid-level management and has made the flow of information faster. Due to such structure, the company has been able to engage more employees in the decision making and have been able to decentralize so key decisions while having other attributes like more cost-efficient workforce and faster communication among the related parties (Marks and Spencer, 2018).

The key advantages that the departments and its people enjoy due to this flat structure include encouraging idea sharing and more participation of employees in the workforce. This also helps

the company to ensure better transparency and accountability (Brown, 2008). Due to the active participation of all party's identification of mismanagements and misconducts become easier. M&S is a large company. While the flat structure is more appropriate for the small companies, employing such structure in companies like M&S brings up the issue of losing control of the top level management. As a result, ensuring the same quality at all level can be very daunting which is crucial in fashion and food industry

Since M&S is more engaged in the food, clothing & home industry this structure is very useful as it provides more flexibility and encourages the employees to be the best of themselves. When the employees perform better it quickly gets reflected in the companies profile as has happened in the case of M&S.

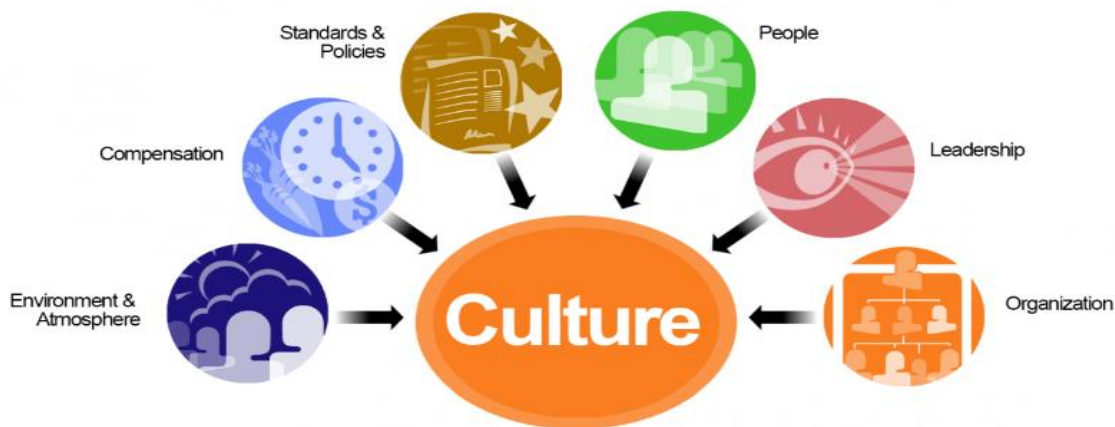
Informal Relationship

With an informal relationship, the organization tries to develop their different teams into more functional units by helping the employee thrive as both individuals and as a group. Programs like these include mentorship, interoffice relations, common interest clubs etc. M&S positions themselves as a company that "helps its employees to become the best version of themselves." So programs like mentorship have been rooted in the company's culture (Marks and Spencer, 2017). Again having a global pool of the employees have enabled idea and expertise sharing more convenient. There is enough opportunity for in-house and other training opportunities. M&S and its employees are very active in the social activities like fundraising charities and others.

Having these diversified informal relationships have enabled the company to develop its teams in a better fashion and address the problems like environment change in better ways, It has helped the company to be more socially responsible (Northouse, 2016). The disadvantages lie in the fact that individual employees can misuse the opportunities which can result negatively for the company. Misappropriation of ideas and exploiting fellow employees can be rampant. M&S is a big company. So when there arise any issues for addressing a new challenges programs like these can be very helpful. This helps in building an efficient and effective workforce which is crucial to sustaining in this industry.

Organizational culture, ethos and values

Every organization has they some characteristic and practices, some of which are common with other entities and some are unique to the organization only (Lewis, 2016). All these practices, characteristics define the way how the employees will behave in the organization. This overall structure is called **organizational structure**. In contrast, **Organizational values** must be followed by the organization. It states the core ethics and principles of the organization and defines the goals and objectives of every employee (Koonmee et al., 2014). Organizational values play a very important role in the organizational performance. As M&S's British origin played a positive role in the fashion world which has been crucial for the brand's success. But now it has a global presence and high-level employee diversity. As employees from different cultures work together. The core values of M&S are quality, affordability and prioritizing the threat from the competitors over the critics.



In M&S employees are provided with timely **compensation**, good **people** who are willing to learn. **Leadership** requirements are shared thus everyone feels valued and all these activities are part of the organizational culture.

Organizational culture, ethos and values are very important for the organization. Organizational Culture shapes the way employees think and employees take these practices for granted (Silverthorne, 2014). To be an efficiently operating organization M&S must establish their Organizational culture in such a way that all the employees feel valued and they feel motivated to give their best. M&S value their employee the most; they try to maintain the best possible condition of employment (Marks and Spencer, 2017). They ensure that rewards are given to those who are worthy and the progress is shared. As an organization M&S try to follow its ethical business standard. They care for the world, their customers, and the communities they work among. To attain Plan A, M&S has been following the higher ethical business

standard. They do business with suppliers following an extensive audit scheme. This has earned the company the position of a highly-rated organization in the Ethical Trading Initiative.

Establishment of a culture of sustainability within the workplace

Having a sustainable culture that helps to motivate the employees and keep them engaged in tackling new challenges is very crucial for any company. The workforce is like a backbone of a company (Stanford, 2015). Hence it enjoys so much attention from both employees and employers. M&S believes every member is important in its workforce and hence promotes the message everyone counts. M&S provides the opportunities like parental leave, study leave, pension fund etc. (Atkinson, 2017). Having Business Involvement group which is an employee representative group also contributes greatly to the promotion a healthy work culture.

Plan A is the key structure which is followed by M&S to achieve its operational excellence. In November 2017 a revised Plan A has been introduced. And give extra importance in the establishment of a culture of sustainability within the workplace. As per the new Plan, A M&N need work on different sectors like wellbeing in employability and mental training.

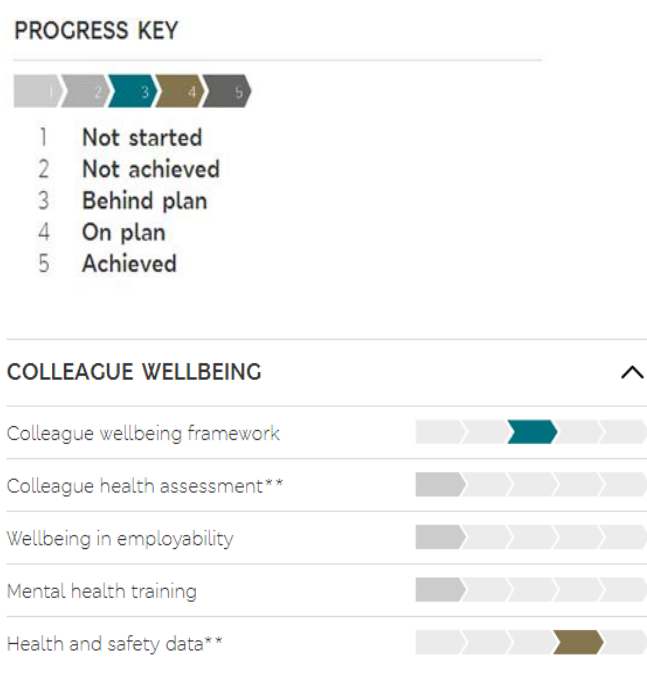


Figure 5: Colleague wellbeing status of M&S(Marks and Spencer, 2017)

This has been reflected in the company's low turnover ratio and the interest from the potential job seekers. M&S has been constantly ranked as one of the best workplaces. However, point to be noted that maintain this is not a very task. The company needs to incur a significant cost.

While we move towards a more intense competitive business world it might affect the business negatively.

Corporate social and environmental responsibility

Corporate Social Responsibilities is performed by the organization to ensure its long-term success (Christy, 2015). Performing CSR activities enables an organization to have a sustainable market position. Environmental status of a company has a greater impact on the customer's mind.

According to Collier and Esteban (2014), “CSR is the commitment of business to contribute to sustainable economic development—working with employees, their families, the local community and society at large to improve the quality of life, in ways that are both good for business and good for development”. To have a more suitable market position, an organization is bound to follow some environmental responsibilities also. Both of these responsibilities are important, but Corporate Social Responsibilities looks for long-term sustainability whereas environmental responsibilities are to stay competitive in the market (Grayson, 2013).

To define its corporate social and environmental responsibilities, M&S had introduced the Plan A in January 2007. It had five key issues, they are; climate change, waste management, using sustainable raw materials, fair partner and health security for all the employees. The main aim of this plan was to monitor if it had any positive effect in ensuring the future long-term sustainability of the firm. Plan A initiated different changes throughout the organization. Starting from major supply chain changes to smaller in-store initiatives, everything was changed to match with the Plan A.

Initially, everybody was certain that, Plan A will create losses, but it had generated £105 million in operational savings by 2012. This way of making a short-term investment for long-term gain is an ideal case for successful CSR.

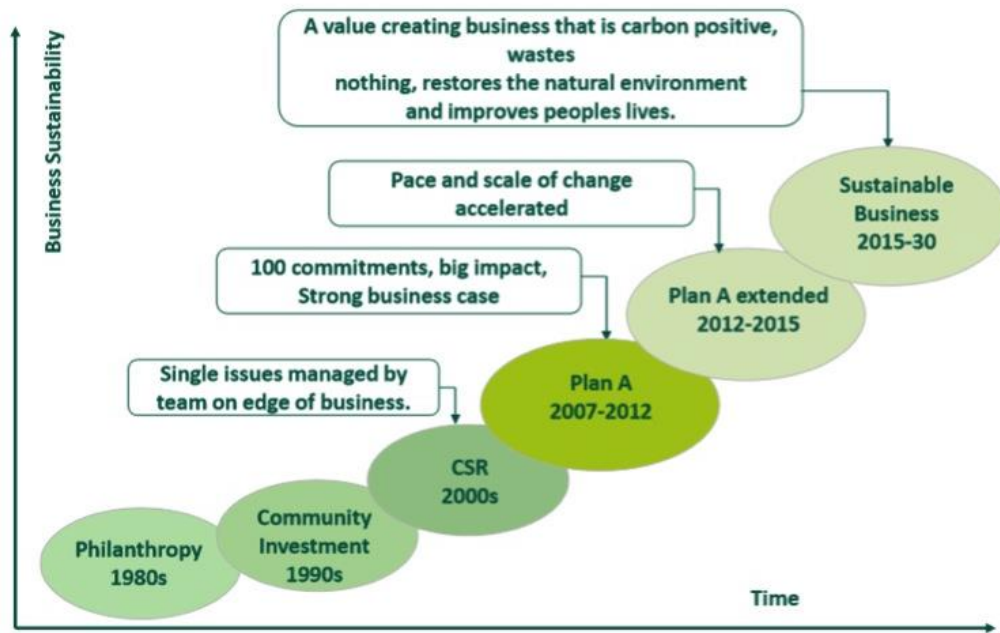


Figure 6: The gradual development of the Plan A in M&S(Marks and Spencer, 2017)

Plan A had 100 commitments to achieve which would result in a big impact on the future sustainability of M&S. At first, it was slow but with the change of time pace and the scale of the change accelerated. Plan A was extended in 2012-2015.

Currently, M&S is giving priority on the environmental issues, as the whole business world is trying to reduce carbon emission and make their production process eco-friendlier (Marks and Spencer, 2017). M&S has set an aim to make their business carbon positive, reducing their waste to the minimum and to restore the environmental balance. Overall achieving this aim s will enables M&S to improve people’s lives. According to the Plan A, M&N is trying to have a sustainability credential attached to all of their products. For this, they are working with the suppliers, Project partners, NGO and respected experts. Some of the mentionable projects are, ensuring the use of 100% sustainable timber, palm oil and fish; introducing the sustainable agro project in remote areas; sustainable cotton sourcing etc.

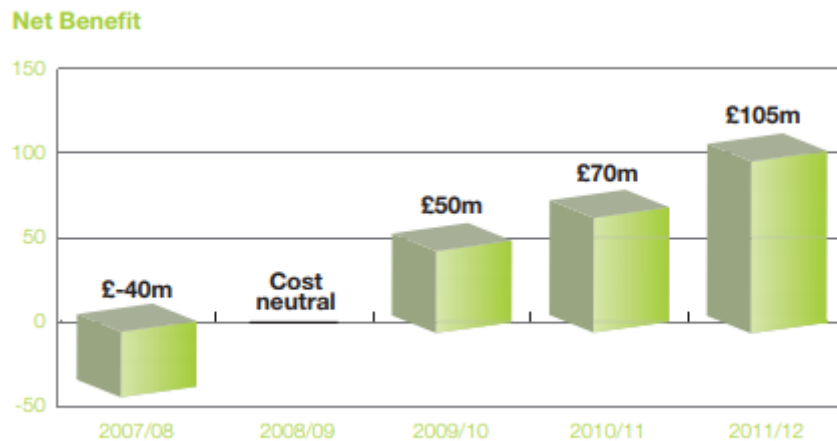


Figure 7: Return from Plan A (Marks and Spencer, 2017).

It is seen that the introduction of Plan A has been profitable of M&S. As a business organization, M&S should give importance to corporate Social and environmental responsibilities as these will ensure the future Sustainability of the organization. In the long run, these CSR activities will provide a greater return. As we see after the introduction of plan A, M&S had a significant amount of a reduction in its operational cost in the long run.

Personal ethical standards, values and beliefs

Every person has their own set of characteristic and way of conduct. As the employee of the organization, we may have some specific attributes make us different from others. In the organization, employees have their personal ethical standards (Koonmee et al., 2014). Thus, it creates a conflicting situation as different people with diverse background tries to work together in an organization. Marks & Spencer have their own set of core ethical values, they are Inspiration, Innovation, Integrity, and In Touch. These qualities are expected to be present in every employee of M&S.

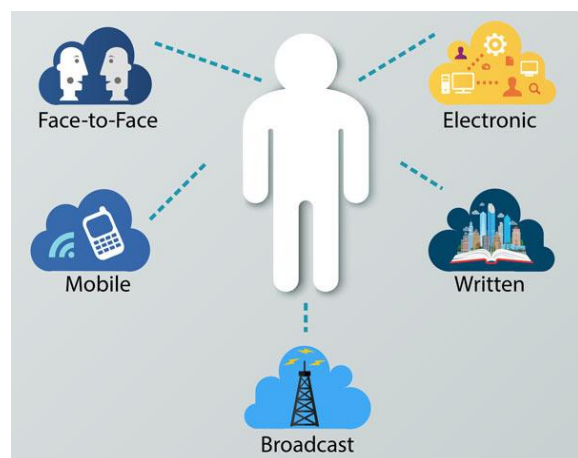
‘Enhancing Lives, Every Day’. Is the Code of Ethics and Behaviours of the employees, this line states the standards and behaviours that help to shape and establish their organizational culture. All the employees of M&S are expected to maintain a higher standard of ethical practice where ever his or her position is (McCabe et al., 2016). They uphold the highest standards wherever in the world they are conducting their business activities. Their company policy urges everyone to ensure that honesty and integrity are maintained everywhere. Inspiration means that the company wants its employees to be inspired and motivated so that they can give their best. Innovation creates an urgency in the mind of the employees that

motivate them to perform better. Integrity enables the employees to do the right thing wherever they are. Touch motivates the employee to communicate with each other. As a result, it improves organizational performance.

If the ethical standards are not maintained by the employees, the overall performance of the company falls short (Lewis, 2016). If an employee looks for own benefit or tries to conduct unethical activities it will spoil the total organizational well-being.

Communication channels for sharing information and building relationships.

Communication between the employees of the organization and the policy maker are very important for the success of the organization, which happens through different communication channels. Different communication channels ensure the sharing of information, thus creating a beneficiary relationship. A study, conducted by Rice (2012), listed 12 media channels, including video, voice conferencing, voice messaging, e-mail etc.



Authorities in M&S always try to maintain an environment where communications between everyone are free, honest and effective. All areas in the organization prioritize efficient communication at every level. The key to effective communication is to match the communication channel with the goal of the message. Differences in the use of channels are related to the functional role of users. (Johnson, 2010)

There are different communications channels in M&S. Firstly, the most used communication channel is Face-to-Face Communication. Whenever managers are communicating with their subordinates they use this channel. M&S encourages the managers to have face to face conversation with their subordinates. Customer feedback is also collected using this communication channel. This channel as it is the easiest one and can be more adaptive than other channels. But it has some negative sides also, as a global company it is not always possible to conduct face to face discussion. Use of the internet eliminates that problem.

Mobile Communications is also one of the most established communication channels for sharing information within the organization. M&S depends on mobile communication to run their global operation.

Thirdly, M&S has their own Electronic communication channel. They use the internet to maintain network connecting their offices, outlets and warehouses. It allows them to manage the information more efficiently and in a cost-effective way of operating on a global scale. Use of technology has its own risk also. It creates a unique weakness. If the network is compromised, the overall operation of the firm is disrupted.

Written Messages are also used as a communication channel, as all the agreements are done in a written form. It is an old channel but still has its position in the organization. It is slow in nature and the eco-friendly mindset of M&S motivates the employees to reduce the usage of paper.

Differences in organizational structure and decision-making practices might be influencing the choice and use of different communication media (Whitfield, 2016). M&S should find out the most suitable communication channel for them, and also to strengthen its electronic communication networks. Use of internet of things and artificial intelligence will help the organization to enhance the efficiency of the communication in the coming days.

Barriers to effective functioning in the organization and ways to overcome the barriers

The organizational function is interrelated, failing to complete one of them may result in the organizational failure. Henri Fayol, a famous scholar, had distinguished six general functions for industrial enterprises: technical, commercial, financial, security, accounting and managerial (Fayol, 1917). These five functions focus on the relationship between the employees and the organization.

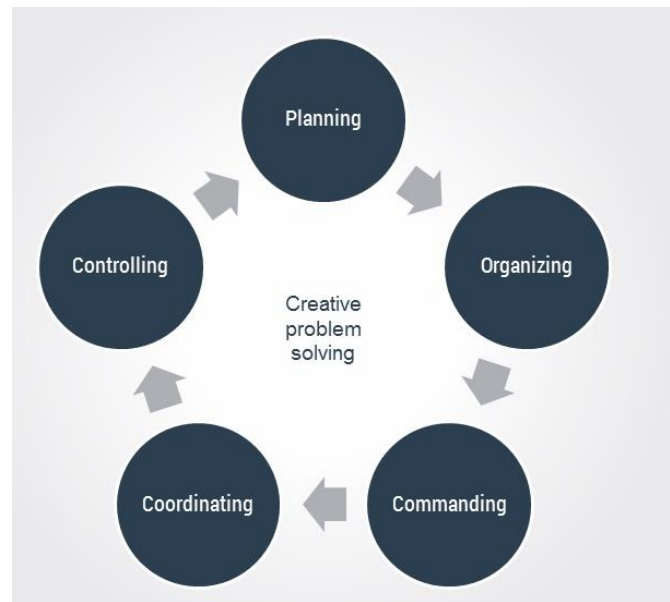


Figure 7: *Henri Fayol five functions of the organization* (World Economic Forum, 2018)

But there are certain barriers that hamper these five functions of the organization. Without overcoming such barriers, it is impossible to achieve operational excellence. A few of the most commonly-found barriers in a business organization are a Language barrier, Physical barrier, emotional barrier, Perceptual barrier etc. (Fayol, 1917). M&S also face different barriers while conducting its functional activities.

Physical Barriers is prominent in M&S. It creates a barrier to perform different functional activities (Marks and Spencer, 2017). Distance and lack of integration between the employees are the outcomes of physical Barrier. It can easily be overcome through the use of modern technology.

Language Barriers act as a hurdle in conducting the organizational function in M&S. As it disrupts the transfer of information (Atkinson, 2017). It can be overcome by employee skill development.

Another fact that comes up with the big size of this company is the **Cultural Difference**. The cultural differences affect their human resource activities as managing a diverse workforce is a challenging process. It alone affects the organizational performance.

All these barriers can discourage idea sharing and effect the mutual respect between the employees which can strongly obstruct the normal performance of the company. To mitigate these challenges M&S needs to encourage more open and free minded culture in workplaces. Again, the programs like employee get together, hangouts can also be beneficial which the

company has followed over the years. They need to keep in mind as the individual employees thrive the company can thrive. Employee skill development and allocation of responsibilities c

SWOT Analysis

In order to develop a clear understanding regarding the internal environment of the organization, SWOT analysis is an effective tool that focuses on strengths, weaknesses, opportunities and threats of the organization (Rothaermel, 2016).

Strengths and Weaknesses

The strengths and weakness of Marks and Spencer are internal to the organization. No outside factors can influence the strengths and weaknesses.

The most important strength of Marks and Spencer is its large number of stores within the UK. The total stores of Marks and Spencer in the UK are 1035 in 2018 (Mark and Spencer, 2018). This large number of stores in the different region also strengthen the distribution network of Marks and Spencer in different culture in different region. As a consequence, the customers from different culture and region get easy access to Marks and Spencer and by this the sales of M&S increases. Another strength of Marks and Spencer is high diversity in its employee pool (Mark and Spencer, 2018). Due to high diversity, people from different culture, ethnic background work in Marks and Spencer which assist the organization to understand the need and necessity of different people.

Some of the weaknesses of M&S are non-trendy stores, poor marketing strategy to reach in different culture, and lack of automation in the business process (Atkinson, 2017). The most important weakness of Marks and Spencer is its inability to adopt the advanced technologies in Store and Business process automation. The stores of Marks and Spencer are too old style and lack of modernity for which the organization has comparative over its competitors like Tesco, Sainsbury etc. People from advanced cultural background don't like this type of organisation. Poor marketing strategy to reach customers in different culture and background is also an inability and weakness that negatively affect the market share of M&S. In the UK, most of the people have an assumption that M&S's products are for old people through the organization offer different ranges and qualities of products for all types of people (Atkinson, 2017). Due to lack of communication between customers and M&S, this misassumption still exists which reduces the market share of M&S.

Opportunities and Threats

The external environment is responsible for the opportunities and threats to Marks and Spencer. Increasing the market share is a lucrative and attainable opportunity for M&S (Marks and Spencer, 2017). Firstly, M&S has the option to increase its global presence by establishing more business units in different countries which will assist it to enter a new market (Rothaermel, 2016). Besides, M&S have the opportunity to expand its existing marketing share in the UK by market penetration strategy. For this, Marks and Spencer have to make an attractive marketing strategy that will be able to communicate with the people from different culture.

Some of the threat that M&S faces from its external environment are comparative disadvantages, loss of market share, and reduced revenue (Rothaermel, 2016). As stated earlier, M&S has poor technological adoption tendency which creates a comparative disadvantage for the organization (Marks and Spencer, 2018). Because of this, M&S couldn't provide state-of-the-art services to its customers. As a consequence, there is chance M&S might lose its potential customers which may lead to a lost market share. This is, in turn, lead to another threat which is a reduction in profit. Due to decreased market share, the sale might decrease which in turn can increase the threat of reduced profit of M&S.

an create better bonding among the employees.

Impact of external forces on Marks and Spencer

The business activities of any organization are highly affected by the external factors of the environment in which the organization operates (Atkinson, 2017).

PESTEL Analysis

PESTEL analysis focuses on investigating six important factors of the external environment of the organization. The PESTEL analysis of Mark and Spencer is discussed below.

Political Factors affecting the external environment of M&S

The political factors of the external environment include influence of political stability, the risk related to military invasion, tax rates, pricing regulations, level of corruption and wage

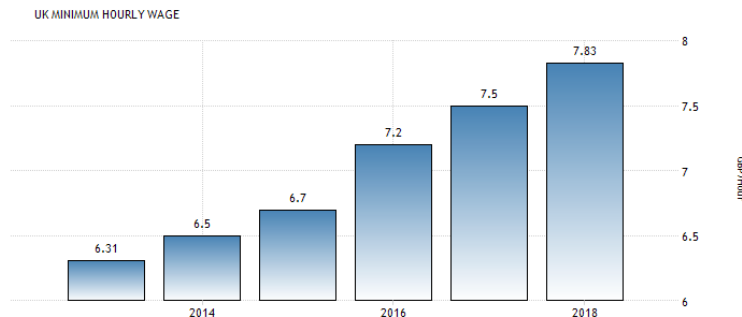


Figure 1: Minimum Hourly Wage in UK

(Department of work and pension UK, 2018)

years, the minimum hourly wage of the employees in the UK fashion retail industry has decreased which is also an important indicator of the poor political condition within the country (Department for Work and Pensions UK, 2018). Though minimum hourly wage has a positive

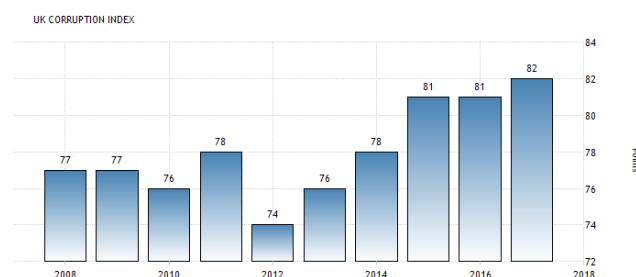


Figure 2: UK Corruption Index

(Transparency International, 2018)

impact on the business operations and profit in Mark and Spencer.

The corruption index of UK has increased to 82 points in the recent year which is also a bad sign for the political condition. A higher level of corruption can have a negative impact on the

business of Marks and Spencer in the UK (Transparency International, 2018).

Economic Factors affecting the external environment of M&S

Some of the important economic factors of the external environment of the organization are the economic growth rate, interest rate, unemployment rate and the inflation rate.



Figure 3: UK GDP Growth (ONS UK, 2018)

According to ONS UK, the GDP growth in the UK has declined after 2015. The Brexit issue also has a huge contribution to these declining GDP growth (ONS UK, 2018). The decline in the GDP growth has a negative impact on the business of Marks and Spencer. Low GDP growth indicates that business activities in the economy have declined which may also reduce business activities and profit of Marks and Spencer in the UK.

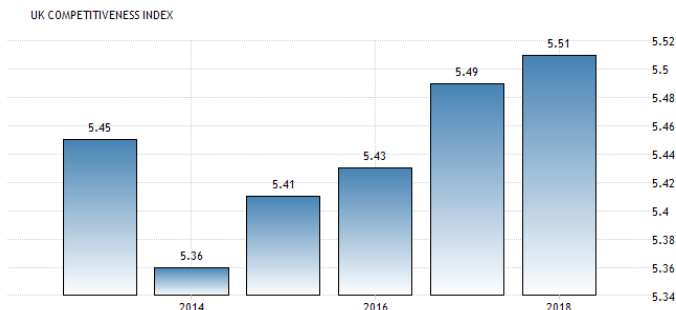


Figure 4 and 5: Lending Rate and Employment Rate in the UK (Bank of England, 2018 & ONS UK, 2018)

The employment rate in the UK has increased to 75.6% in 2018 which means the people will purchase more of their needs (ONS UK, 2018). As a consequence, the business activities of the Marks and Spencer and other organizations will increase. However, the increasing lending rate may have a negative impact on the large scale buyers (Bank of England, 2018). Due to this, the large-scale selling of Marks and Spencer can be negatively influenced.

Social Factors affecting the external environment of M&S

The concepts about the consumers have changed a lot in the marketplace of UK fashion retail industry. According to the World Economic Forum, the competitive index in the UK is 5.51



points in 2018 (World Economic Forum, 2018). For this reason, Marks and Spencer have figured out that the understating of new fashion and customer taste is important.

Figure 6: UK Competitiveness Index (World Economic Forum, 2018)

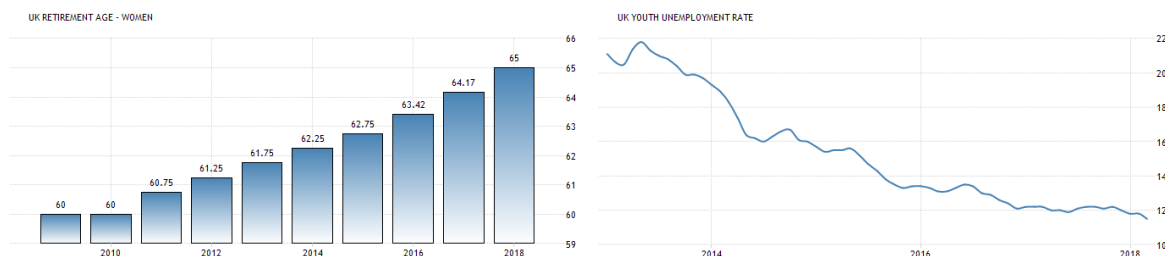


Figure 7 and 8: Women Retirement Age and Youth Unemployment Age in the UK (ONS UK, 2018)

The women retirement age is now 65 which means women have the capability to earn for longer that increases their purchasing capacity (ONS UK, 2018). This has a positive impact on the business operation of Marks and Spencer. On the other hand, the youth unemployment rate is decreased to 12% in 2018. This means, more youth are now independent and can buy on their earned money. So, Marks and Spencer youth product demand can be positively influenced due to this social factor.

Technological Factors affecting the external environment of M&S

The most important advantage that the retail sector got from the technological improvement is the online media sectors. The Social Media platforms are too important for Mark and Spencer to create trends for fashion products, create a consciousness of health for selling food and

nutrition

product

etc.



Figure 9 and 10: Capacity Utilization and Productivity of the UK (ECFIN, 2018)

Due to technological advancement, the capacity utilization has increased to 83 points in the UK which means UK businesses use the state-of-the-art technology in the production and operation (ECFIN, 2018). Increasing the adoption of technological advancements in the organization will also positively influence the productivity and business operations of Marks and Spencer.

Environmental Factors affecting the external environment of M&S

According to Office for National Statistics, around 40.55% of the total population of the UK fall between the age-range of 25-54 years. The earning capacity and possibility of the people in this age range are higher which makes

Population	64,769,452 (July 2017 est.)
Age structure	0-14 years: 17.53% (male 5,819,363/female 5,532,123) 15-24 years: 11.9% (male 3,938,643/female 3,770,511) 25-54 years: 40.55% (male 13,387,903/female 12,873,090) 55-64 years: 11.98% (male 3,843,268/female 3,918,244) 65 years and over: 18.04% (male 5,246,475/female 6,439,832) (2017 est.)
Dependency ratios	total dependency ratio: 55.5 youth dependency ratio: 27.4 elderly dependency ratio: 28.2 potential support ratio: 3.5 (2015 est.)

Figure 2: UK Demographics (ONS UK, 2018)

the purchasing power of the people higher. The main target Market of Marks and Spencer in the UK has an age range of 25 to 54 years which constitutes (around 52%) more than half of the total population. This large market share can positively impact the business of Marks and Spencer if the organization can turn the influence the potential customers with attractive marketing and operational strategies. Besides, Marks and Spencer can gain advantages by providing an eco-friendly product and ensuring the protection of the environment.

Legal Factors affecting the external environment of M&S The business activities of Marks and Spencer might also influence by several laws, regulations, and legislation in the UK. For wages and employee management, M&S need to comply with the Employment Law of UK. As a retailer company, M&S will also require complying with the Health and Safety law as some of the products of M&S are health goods for which precautions are needed for production and use (Marks and Spencer, 2017). The price regulatory authorities are also present in the UK which may diminish the competitiveness due to price in the market for Marks and Spencer. Proper adoption of these laws, regulation and legislation will positively influence the business of M&S. In contrast, failing to comply with this laws might result in bankruptcy. In the recent years, however, the bankruptcy has decreased in the UK (The Insolvency Service, 2018).



Figure 3: Bankruptcy in UK (UK Insolvency Service, 2018)

Conclusion

Organizational culture, ethos and values define its prospects, as the organizational culture dictates how the employee will act in a different situation. All the attributes mould an employee's mindset. In order to perform well in any business organization, we need to know their culture, values and ethos. By studying the cultural practices in M&S we will be able to know how it'll be to work for M&S. The efficient organization must have effective communication channels, a well maintained sustainable business environment. After critically assessing the culture and context of an organization. We also had evaluated an organization within its broader environment using appropriate environmental and organizational analysis techniques; critically appraisal of the cultural and ethical behaviour present in one or more organization. This study shows that Mark & Spencer has been successful in maintaining an efficient organizational environment that has ensured sustainable business growth.

Reference

Atkinson, C. (2017). Mark and Spencer Stakeholder Management.[online available at:].
https://prezi.com/rj5yi5f9t_wq/mark-and-spencer-stakeholder-management

Bank of England. (2018). Lending Rate | Bank of England. [online] Available at:
<https://www.bankofengland.co.uk/search/#?cludoquery=lending%20rate&cludopage=1>
[Accessed 12 Jul. 2018].

Brown, A., (2008). Organizational culture. Financial Times.

Christy, G., (2015). CSR and human resource management. Corporate social responsibility, Sage, London, pp.72-102

Collier, J. and Esteban, R., (2014). Corporate social responsibility and employee commitment. Business ethics: A European review, 16(1), pp.19-33.

Department for Work and Pensions UK. (2018). Department for Work and Pensions. [online] Available at: <https://www.gov.uk/government/organizations/department-for-work-pensions> [Accessed 12 Jul. 2018].

ECFIN. (2018). The information content of capacity utilization for detrending total factor productivity - EU Science Hub - European Commission. [online] Available at:
<https://ec.europa.eu/jrc/en/publication/articles-journals/information-content-capacity-utilization-detrending-total-factor-productivity> [Accessed 12 Jul. 2018].

Fayol, H. (1917). General and Industrial Management. Dunod et E. Pinat.

Grayson, D., (2013). Embedding corporate responsibility and sustainability: Marks & Spencer. Journal of Management Development, 30(10), pp.1017-1026.

Johnson. J. D., et al. (2010). Functional workgroups and evaluations of communication channels of six competing theoretical perspectives. Journal of Computer-Mediated Communication, 6 (1).

Jones, R.A., Jimmieson, N.L. and Griffiths, A., 2015. The impact of organizational culture and reshaping capabilities on change implementation success: The mediating role of readiness for change. Journal of Management Studies, 42(2), pp.361-386.

Koonmee, K., Singhapakdi, A., Virakul, B. and Lee, D.J., 2014. Ethics institutionalization, quality of work life, and employee job-related outcomes: A survey of human resource managers in Thailand. *Journal of business research*, 63(1), pp.20-26.

Lewis, L. K. (2016) *Organizational culture and ethics: Creating Change through Strategic Communication*. Chichester: Wiley-Blackwell.

Mark and Spencer (2018) About the company. Available at www.markandspencer.com.

Mark and Spencer (2017) The strategic actions of the company. Available at www.markandspencer.com/strategic_acition

McCabe, D.L., Trevino, L.K. and Butterfield, K.D., (2016). The influence of collegiate and corporate codes of conduct on ethics-related behaviour in the workplace. *Business Ethics Quarterly*, pp.461-476.

Northouse, P. G. (2016) A study on organizational culture in Marks and Spencer.

ONS UK. (2018). Corporation tax rates 2017 - Search publications - Office for National Statistics. [online] Available at: <https://www.ons.gov.uk/searchpublication?:uri=searchpublication&q=corporation%20tax%20rates%202017> [Accessed 12 Jul. 2018].

ONS UK. (2018). GDP monthly estimate, UK - Office for National Statistics. [online] Available at: <https://www.ons.gov.uk/economy/grossdomesticproductgdp/bulletins/gdpmonthlyestimateuk/may2018> [Accessed 12 Jul. 2018].

ONS UK. (2018). Personal Demographics Service data - Office for National Statistics. [online] Available at: <https://www.ons.gov.uk/census/censustransformationprogramme/administrativedatacensusproject/datasourceoverviews/personaldemographicsservicedata> [Accessed 12 Jul. 2018].

ONS UK. (2018). Unemployment Rate - Office for National Statistics. [online] Available at: <https://www.ons.gov.uk/search?q=Unemployment+Rate> [Accessed 12 Jul. 2018].

ONS UK. (2018). Women Retirement Age - Office for National Statistics. [online] Available at:

<https://www.ons.gov.uk/aboutus/transparencyandgovernance/freedomofinformationfoi/annualaverageretirementage> [Accessed 12 Jul. 2018].

Rothaermel, F. (2016) Strategic Management. 2nd Ed. Maidenhead: McGraw-Hill.

Rice, R. E. (2012). Task analyzability, use of new media, and effectiveness: A multi-site exploration of media richness. *Organization Science*, 3 (4), 475-500.

Silverthorne, C., (2014). The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan. *Leadership & Organization Development Journal*, 25(7), pp.592-599.

Stanford, N. (2015) Organization with a sustainable culture design: Engaging with Change. 2nd Ed. London: Routledge.

The Insolvency Service. (2018). Bankruptcy in the UK | The Insolvency Service - GOV.UK. [online] Available at: <https://www.gov.uk/government/organizations/insolvency-service> [Accessed 12 Jul. 2018].

Transparency International. (2018). Corruption Perceptions Index 2017. [online] Available at: https://www.transparency.org/news/feature/corruption_perceptions_index_2017 [Accessed 12 Jul. 2018].

Whitfield, J. M., Lamont, B. T. & Sambamurthy, V. (2007). The effects of organization design on media richness in multinational enterprises. *Management Communication Quarterly*, 10 (2), 209-226.

World Economic Forum. (2018). UK Competitiveness Index | The Global Competitiveness Report 2017-2018. [online] Available at: <https://www.weforum.org/reports/the-global-competitiveness-report-2017-2018> [Accessed 12 Jul. 2018].