

WORKPLACE CULTURE AND ITS IMPACT ON ORGANISATIONAL EFFICIENCY

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Introduction

Corporate culture or workplace culture has a positive impact on the employees and in maintaining in the employee retention rate and attract new talent. Positive corporate culture is effective for laying a positive working apprehension and increase the organisational efficiency. It is necessary for every organisation to ensure the attainment of core values like **teamwork, innovation, responsibility, quality, people** and **trust** (Anitha, 2016). Workplace culture is also effective for strengthening and undermining the objectives and organisational goals as this is used for attracting fresh talents. Proper organisational culture encourages employee motivation and increases their morale, which in turn helps them to work with dedication. Organisational culture is effective at three different levels, **assumptions, values** and **artefacts**. In addition to this, intrinsic values are also supported that provides **social** and **economic benefits** (Nikpour, 2017). The study delineates the importance of organisational culture based on the chosen organisation, Tesco, a British multinational grocery and general merchandise retailer. It has been demystified about the relationship of the management and the employees and analysis of internal and external factors through techniques like PESTLE and SWOT. Corporate culture has also been determined, supported by relevant theories and models.

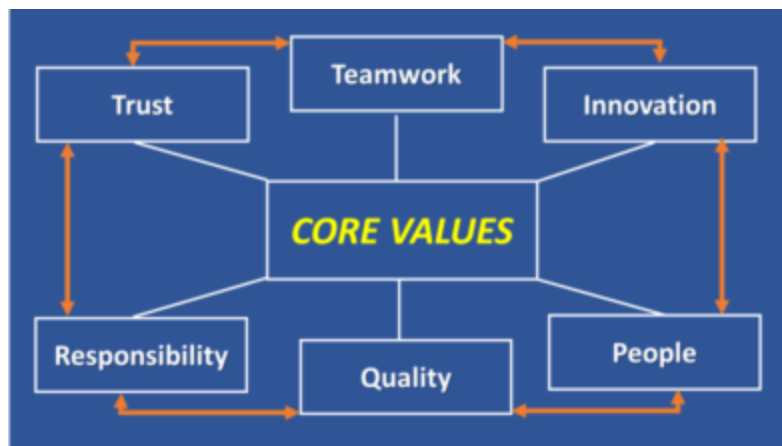


Figure 1: Core values required to followed within organisation

(Source: Nikpour, 2017)

Company background

Tesco is mainly concerned for providing and creating value for their customers and maintain a loyal relationship with them through a wide range of products and services ranging from **groceries**, **household products** and **clothing to insurance**. This respective organisation belongs to the tertiary sector. It is a leading retailer with **450,000 colleagues** with the help of whom the company is able to service its millions of customers on a daily basis. The business is built on a simple **mission** of serving shoppers with better services everyday and be a champion for the customers so that they are able to enjoy a better service and better quality of life. This has been the **core purpose** of the company.

In the UK, 66 shoppers are being served every second and that goal of Tesco is to let the customers experience a better service with each passing day. **Understanding customers, meeting their needs** and **being responsible towards the community** are the core values of the company which the company practices. Furthermore, **“every little help makes a big difference”** is the main motto of the company as it helps in reducing the **wastage of food globally** by ensuring that the surplus food is delivered to the ones who are in need of it. The products of Tesco can be stated as the great sources for affordable and affordable products that positively contribute towards the community in which they operate. The revenue generation of the respective company is **£63,911 million (2019)** and operating income of the company is **£2,206 million (2019)** (Tesco plc , 2019).

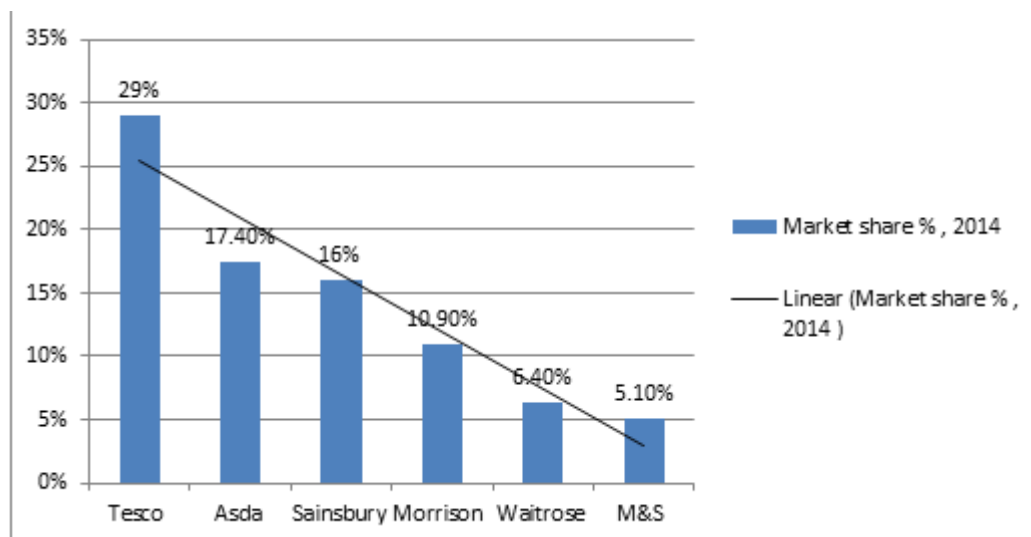


Figure 2: Market share of Tesco as compared to other companies

(Source: Kampf *et al.*, 2017)

Organisational structure

In the words of Almatrooshi *et al.*, (2016), it has been deciphered that it is necessary for different companies to have a proper organisational structure, as proper structure is effective for maintaining **fluent communication process** and appropriate maintenance of **formal and informal relationships between various departments and its people**. The workflow can also be executed properly with the help of an **official reporting guidance** to the employees. **Flexibility** within an organisation is another major factor for the growth of the organisation and also increasing the efficiency of the organisation (Hartnell *et al.*, 2019).

Considering Tesco, it has been observed that the respective organisation follows **hierarchical organisational structure**, this can also be considered as the **functional structure** through which the different departments of the concerned organisation is able to handle the communication process and workflow within different levels of the company. The reason for using this type of organisational structure is that, as this company is having different layers. The main aim of the respective company is to provide good quality services and products to its customers and this is done with the help of the employees. Due to this structure, the respective company is able to manage **simple and basic communication** that is easier for the managers and the staff members to manage. It also supports the sharing of information with **wide span of control** to handle the corporate operations. The different layers of the company makes easier for different departments to coordinate and collaborate with each other and the separate departmental heads. Judging by the career options for the employees of Tesco, it has been observed that apart from making profits, the company is also concerned with the career of the employees as well. Along with the success of the organisation, the success of the employees also matters for the company (Tesco , 2019).

Tesco has **100% employee-owned corporate culture**; the organisational culture of the respective company is unique as compared to other companies. Teamwork is highly supported by Tesco; this allows the employees to share their viewpoints and information with other teammates. The **team-oriented culture of ownership** caters to foster **innovation, empowerment** and **personal growth** of the employees. This allows them to assist their customers with meaningful solutions accompanied by quality products. The company believes in nurturing a **positive workplace apprehension** to

support ***healthy avenues*** with appropriate ***leadership***. The employees also get ***recreational opportunities*** throughout the year. This type of organisational culture not only supports positive working apprehension but also ***encourages work life balance*** that supports ***interpersonal relationship among the team members***. The company also supports ***growth and challenge, diversity*** and ***employee stock ownership plan (ESOP)*** (Tesco Controls, 2019).

Organisational structure of Tesco



Figure 3: Organisational Chart of Tesco

(Source: Tesco , 2019)

From the above figure (organisational chart of Tesco), it can be analysed that there are different departments within the company. Each department has separate departmental head, and each of the departmental head communicates with the other properly (Shah and Parmar, 2016). For instance, the **marketing department**, focuses on analysing and evaluating the market conditions of the country. Based on the organizational structure, the **production department** is instructed to prepare the products and services that are as per the requirements of the customers and the **quality department** ensures about the quality of the products that are about to be delivered to the customers (Hanaysha and Tahir, 2016). Herein, the major role is played by the quality department, as the department is assigned with checking the quality of the products on the basis of which the customers would develop a trust towards the company.

Formal and informal relationships between departments and people

As per the views of Rebelo and Gomes, (2017), there is a difference between formal and informational organisational relationship. In case of a formal group, the members are required to

behave professionally, and are only concerned with the fulfilment of the organisational tasks and accomplish the goals and objectives of the company. On the other side, in case of an informal relationship, the employees are able to put forth their viewpoints to the management. They are welcome to also give their suggestions to the management. Wherein the **decision making process** is also attained by coordinating with the employees (Kakabadse *et al.*, 2017). In case both the types of relationship are compared, it can be analysed that in order to motivate the employees, in certain cases, it is necessary to ensure proper communication and right to speak would be effective to motivate them. In case of formal relationship, monetary benefits would be the only reason for the employees to work hard (Aji *et al.*, 2017).

Critically assessing the organisational culture

In the words of Kampf *et al.*, (2017), organisational culture is effective for **improving organisational productivity, increasing marketability, forming unity among the employees**. This in turn is also effective for handling the workplace apprehension for the benefit of the employees in the long run. Herein, managers and leaders also play a paramount role in handling the employees and guiding them in a perfect direction in which they would be able to work with dedication for the company. On the other hand, as analysed by Naranjo-Valencia *et al.*, (2016), this type of corporate culture also bring certain inevitable disadvantages along with it. One of the most insignificant drawbacks of the same is that when an organisation plans to enter into a new market, this type of organisational culture would act as a **forceful resistant**, where the company might face issues in adapting flexibility and get influenced by external forces (Owens *et al.*, 2017).

Organisational culture of Tesco

In the case of Tesco, there are certain issues that are faced by the CEO of the company; the issues include **managing big stores, marketing, brand, loyalty** and the **pricing strategy**. As stated by Dhir (2019), one of the issues is also about dealing with the impact of parsimonious customers. The weaker sterling results in the gaining of the suppliers. The company also faced issues in cutting the profit, in appropriate deals in the stores is also another factor to deal with.

Critical evaluation of organisational environment

External environment

All the retail organisations are found to operate within the macro environment based on an influential sphere that is responsible for shaping the businesses of the organisation. External environment of the respective organisation is known to compose the outside factors, which can impact over the business operations (Rohrbeck and Kum, 2018). This can also be understood in a better manner through the incorporation of Pestle Analysis.

PESTLE Analysis

Political factors	The global factors of politics are known to influence the performance of Tesco in a great manner. These factors involve legislation acts; tax rates along with the stability based on the country where it operates (Groysberg <i>et al.</i> , 2018). However, because of the financial instability within the world, the government encourages the retailers in creation of domestic population. However, Tesco is known to create the opportunities for employment which results in increasing the demands of its products.
Economic factors	The economic factors are known to be the main concern regarding Tesco for being likely in leveraging the costs; prices; profits and demand as well (Tesco.com. 2019). However, the organisation needs to be aware of certain policies such as taxation change, which can impact the financial accessibility as the organisation seems to be dependent within the market of UK for around 30%.
Social factors	As per the changes within the customer trends, Tesco is known to increase the items of non-food, which are offered for sales. However, for increased trend of health within the customers, the company seems to adopt the changes through the accommodation of organic products and its demand as well.

Technological factors	Technological advancement has increased the opportunities for the respective organisation, which involves development for online shopping related to home delivery and self service points of checkout for the ease of the consumers (Crowther, 2018). Tesco also seems to invest within the projects related with energy efficiency for achieving an objective for the long run based on the reduction of carbon footprint.
Environmental factors	Through the increasing pressure within the organisations, certain operational ways has been adopted by the concerned organisation (Tesco PLC. 2019). Tesco has been committed for reduction of carbon footprint within the year of 2020 along with reducing the produced waste within its stores through the increase of social conscience.
Legal factors	The government legislations and policies have been found to impact Tesco directly. For instance, the retailing commission of food has suggested the practice code like change within the prices through the suppliers (Ozcelik and Barsade, 2018). For facilitating with these changes, the company provides with price reductions to the customers for their fuel related with their spend amount within groceries.

Table 1: Pestle Analysis

Source: (Developed by the Learner)

Thus, as per the above discussion for the pestle analysis of Tesco, the external environmental impact has been determined for the respective organisation where it has been evidenced that its business operates according to the modern trends of the customers for offering its trade. According to Andriani *et al.*, (2018), these seem to be the systematic factors which are known to be beyond anyone's control along with the need of the business for charting certain strategies that can lead towards the growth and development of Tesco.

Internal environment

The internal environment of Tesco has been found for composing the elements in the company that involves the management; current employees along with the corporate culture that seems to define the behaviour of the employees.

SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
Tesco is the largest retailer of groceries within the UK, which consists of higher sales as well as revenue in comparison with the other competitors in the UK (Tesco Controls, Inc. 2019).	The company failed its export operations within Japan and US after the nine years along with US, which happened after 5 years.	The company has strategic alliances along with other brands, which can result in offering excellent opportunities.	Tesco has faced a backlash of social media while launching its Christmas advertisement within the year of 2017. This resulted in disrespecting Tesco being against the faith of Christian.
It is diversified geographically and consists of a global presence, which is thriving and also has a huge share of market within Asia.	It lead to a decrease within the operating profits which resulted in falling share prices of the company through decline within the operating profits.	It consists of joint ventures within such regions where the stores of Tesco seem to underperform (Tesco PLC. 2019).	Through the Britain not being under the European Union, the respective trade of Tesco along with its cost matters and dealings posed a severe threat regarding the company.
The company comprises of diversified stores	The company also undergoes through	The company comprises of online	Competition has also resulted in being a

which involves Tesco Metro; superstores; Extra; Tesco Express and similar others.	financial errors because of the higher credits and debts along with card liability.	shopping along with its up gradation for availing its opportunity for the customers.	threat for the respective organisation such as the growth of Walmart; Aldi and Asda (Tesco Controls, Inc. 2019).
It has also achieved superiority within the usage of technological advancement, which results in enhancing the shopping experience for the customers. The company has also developed RFID which is an enabled system of barcode.	It also passed through poor operational performance within particular markets due to not carrying out sufficient research within the markets (Tesco, 2019).	The company has many outlets within most of the countries through the expansion of its business within the emerging markets.	The company has also faced credit crunches and economic crisis as per the regulations of government as well as economic upheavals that can impact operational efficiency within the stores of Tesco for critical regions.

Table 2: Swot analysis

(Source: Developed by the Learner)

Evaluation of HR strategy

The functions of HR are known to play a critical role for the assurance of strategic plans, which needs to be maintained within an organisational culture (Kim *et al.*, 2019). Through a successful integration of the department of HR within the concerned organisation of Tesco, the evaluation process and strategic planning along with inspiring programs has been known to be included which has resulted in rewarding and motivating the employees for reinforcement of the value of organisational leaders for management of human capital in an effective manner. Hence, the human resource department of the respective organisation consists of certain strategies, which helps the

company for fostering towards its growth and development within the market. These strategies are mentioned below:

Assurance of effective training

Employees generally need training for development of the proper strategies. The HR department is responsible for the development of a process regarding the management of organisational growth along with preparing the personnel for implementation of new programs and initiatives (Zaid *et al.*, 2018). As per the respective organisation, through the evaluation of knowledge and skills of the employees, the HR department can assess the readiness of the employees through implementation of certain new strategies.

Tracking of external forces

For managing a huge workforce, the HR department needs to maintain a track based on the external marketplace along with the competition (Abu Bakar and McCann, 2018). Through the analysis of competitive environment, the HR department is able to monitor the factors of economy along with political issues and technological changes as well as similar other trends. Hence, the present department of the concerned organisation seems to validate its strategies for striving to the changes within the long run through an exchange of information as well as networking with colleagues.

Monitoring the capabilities of the employees

Through the implementation of effective systems of performance management along with anticipating the different roles related to strategic planning the HR can maintain a track for the capabilities of the organisation for providing accurate tasks as per the employee's perspective to achieve the strategic goals (Chatzoglou and Chatzoudis, 2018). Keeping the job description of the respective company in mind, the HR department seems to retain and hire those employees who are essential along with making effective operational cost.

Recruitment of new talents

This implies in hiring diversified workforce for providing creative and innovative solutions regarding complex problems. The evaluation of strategies for the respective function within the

concerned organisation includes the assurance of succession plans which needs to be maintained through inspiring; rewarding and motivating the employees to manage an effective human capital.

Hence, all these strategic functions of HR consist of a greater importance with each and every organisation and this also comprises of several planning and methods to execute within the culture of the organisation (Lenka *et al.*, 2018). For instance, the present organisation ensures several other strategies for a successful incorporation and execution of these strategic functions, which are mentioned below:

- Developing a process of HR department which can be able to define the goals as well as strategies of recruitment; retention programs and talent management and development as well
- Encouraging feedback through the whole team and the store managers
- Working within the operations of the store for understanding the needs of the HR in a better manner
- Recommendation and development for an incentive program regarding the motivation of the employees.

Critical evaluation of ethical and cultural behaviour

Organisational culture, ethos and values

In the words of Malhotra and Jain (2017), organisational values and ethics includes ***honesty, respect, accountability, caring*** and ***reliability***, however, the values and ethics are not only limited to the above stated factors but also incorporation of certain bylaws of the organisation, vision statement, policies and regulations. In addition to this, internal and external factors are also included in the same. ***Employee education and training, guidance to deal*** and ***customer interaction*** are included in the values and ethics of the organisation (Zerella *et al.*, 2017). Certain determinants are also involved in the organisational culture like ***policies and regulations, management, wages*** and ***fair treatment of the staff***. These determinants would be effective for motivating the employees and also increases their morale so that they are able to handle the organisational operations in a proper way. For the ***organisational ethics***, there are certain principles like ***accountability, justice, beneficence, fidelity, autonomy, non-maleficence*** and

veracity (Hight and Wood, 2018). Most importantly, it is necessary for management of companies like Tesco to treat their employees fairly and no discrimination must persist as this might reduce the level of job satisfaction from the employees.

Undertaking Tesco, **trading with responsibility, lessening the negative impact on the environment, being a great employer** and **supporting the local communities** are the values of the company. Tesco effectively follows and implements the legislation like **approach to human rights, following human rights due diligence approach** and **risk assessment**. Tesco is always active in **prioritising and identifying leverage** and also analyse their highest risk factor in relation to their operations for example **forced labour, representing the workers at the workplace, sustainability** and **gender** (Tesco PLC, 2019). For mitigating the risks, **improve, transform** and **advocate** are three major steps, improving the standards of working within the supply chain, driving industry-wide efforts through which community issues can be handled and using convening power that would advocate the changes whenever needed (Skamnopoulou *et al.*, 2018).

Establishing a culture of sustainability within the workplace

As per the views of Devi (2017), sustainability is effective for supporting an organisation's mission by improving the environmental health and the quality of life within the community. It is also necessary to maintain the **environmental quality** to support healthy community, less pollution to shape a nontoxic environment. For instance, Tesco, instead of waiting for surplus food, gives it to the ones who are needy. This act serves as a great responsibility towards the community and the environment as well. As supported by Islam and Tariq (2018), it has also been signified that a great responsibility towards the environment would support in the reduction process of **carbon footprint**, reuse, reduce and recycle would be another important paradigm for an organisation. By following these parameters companies like Tesco would deliberately be able to guarantee a **safe and better future, lowering environmental impact** for further benefit (Kakabadse *et al.*, 2017).

Sustainable belief of Tesco

The company is responsible towards the customers as well as the employees; the employees are dedicated towards making a good sense out of the business procedures. Tesco has joined WWF forces to make their food items more sustainable, where they would be working in partnership to make the process easy for shoppers to buy affordable and sustainable food. Furthermore,

environmental issues like **change in climate** and **loss in biodiversity** has been clearly set out by the WWF (as per the recent living planet report 2018 of WWF). The company has developed strategies like Zero-carbon business by 2050 and commitment of **£1 billion** for the programme has been done. By implementing this strategy in the future, Tesco would be able to be the strongest contender among its competitors in the future.

Corporate social and environmental responsibility

In accordance to Nusari *et al.*, (2018), **corporate environmental responsibility (CER)**, refers to the duties of an organisation towards the environment to reduce the damage. It is also necessary to ensure that social and environmental responsibility is used for managing **long-term priorities and objectives**. Considering the **CSR approach of Tesco**, the company caters to review its performance with every quarter. The company is also focused towards handling the day-to-day operations. Furthermore, Tesco has also arranged for CSR programmes that is led by the chairman of the company, herein the customers are made aware of the responsibilities towards the environment and also makes them understand the benefits that would come to the community as well as the businesses. However, in accordance to Anitha (2016), the main purpose of CSR program is to provide assistance to community and also take part in philanthropic activities that would be effective for laying a positive social value. This would also be effective for providing mutual benefit to the companies and businesses. Tesco took the first initiative when they organised for **energy awareness campaign**, where all the managers of Tesco stores took part to reduce waste and focus on the reduction of waste and consumption of energy (Tesco, 2019).

Barriers to effective functioning in the organisation and ways to overcome them

Several barriers are responsible for inhibiting the successful planning of retail organisation such as Tesco. Regarding effective plans along with yielding desired results, the HR managers needs to identify the potential barriers along with the work for overcoming the respective obstacles (Kotlar *et al.*, 2018). Some of the barriers based on effective planning and functioning of Tesco are mentioned below:

Lack in leadership

As per the vision of an organisation, the leaders are mainly responsible for inspiring their members of the team for joining within the program of the company along with implementation of new strategies as well. However, for the present organisation, at times, the leadership style does not suit for achieving the goal of the organisation along with leading the diverse workforce as well. Thus, the leaders should be a constant motivator along with being project managers within the concerned company.

Lack of the systems

The systems can involve software; hardware regarding the fulfilment of chain process within the events (Håvold and Oltedal, 2018). For instance, as per the present organisation, an effective incorporation of a program related with customer-retention management, can help the overall organisation in becoming much more effective through the sales of goods delivery as well. Thus, advanced technologies should be included within the company along with making the employees train for handling such systems as well.

Problems of relationship and ambiguity of role

Ineffective interpersonal relationship might result in a challenge of threat for the organisation based on the teams of higher performance. For the present organisation, the members are known to prioritise the wellbeing of the individuals as well as success based upon the success of the team as well. On the other hand, absence of clarity among the role of team members can lead to conflicts that might impact the overall performance of the organisation. Thus, the HR managers of the concerned organisation need to ensure about the clarity of individual tasks within a team as well.

Application of academic models and theories

The above organisational functioning barriers within the respective organisation can be handled in a better manner through the incorporation of an effective ***theory of organisational readiness to change*** (Albu and Flyverbom, 2019). Based on the construct of an organisational level, the readiness related to the change is referred to as the members of the organisation and their shared process for resolving a problem along with an effective implementation of change as well as shared belief within the collective capability for the respective performance of the concerned organisation. This result is a change within the efficacy of the organisational functions, which are done by the

HR department of the respective company. Hence, incorporation of this theory needs to consist of certain strategies regarding its creation as the organisational readiness based on change is not known to be the subject for extensive theoretical development within the empirical study. For the present organisation, it needs to focus upon three determinants such as ***capability implementation; availability of resource*** and ***task demands*** along with the ***situational factors***.

However, apart from this theory, the company can also incorporate a ***Business Model Innovation*** regarding the overcoming of ***organisational and cognitive barriers*** (Geissdoerfer *et al.*, 2018). This model can act as a significant source for the competitive advantage of the organisation and also consists of positive influence within the value of the organisation. This model has allowed the respective organisation in redesigning the fundamental ways for running the business, which seems to be surprising for the particular company of Tesco. The HR managers of the organisation through changing the value proposition; value delivery and target market can do this.

Conclusion

To conclude, the present study has evaluated the workplace culture of a retail organisation Tesco, along with highlighting a critical evaluation based on its internal and external environment. However, ethical and cultural behaviour of the specific organisation has also been mentioned in the above discussion along with emphasizing upon effective barriers of organisational functions. Hence, the incorporation of appropriate theory and model has also been mentioned in the present study regarding the mitigation of the effective barriers for organisational functioning.

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