



Workplace Culture and its impact on Organisational Efficiency

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Task 1

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EXECUTIVE SUMMARY

This report assesses the workplace culture of EasyJet Plc, one of the leading low-cost airlines in Europe, and its impact on organizational efficiency. The report begins by introducing EasyJet and providing a brief profile of the company. It then critically evaluates the relationship between the organizational culture and structure of EasyJet, and how these impact financial and non-financial performance. Using appropriate environmental and organizational analytical tools such as PESTEL and Porter's Five Forces Model, the report evaluates the broader environment of EasyJet Plc, identifies key drivers for the change in working practices, and explains how EasyJet Plc has been practicing some ethical approaches as a part of its organizational culture and the benefits thereof. Finally, the report provides recommendations to EasyJet Plc on how to improve its performances based on environmental and ethical challenges.

INTRODUCTION: EASYJET

This report explores the ethical practices of EasyJet Plc and the advantages they bring the firm. EasyJet, a low-cost airline headquartered in the United Kingdom, flies to more than 150 locations in Europe, the Middle East, and North Africa. The organization, which was created in 1995 and carried more than 96 million passengers in 2019, has risen to become one of the major airlines in Europe.



Figure 1: (EasyJet Logo, 2021)



Figure 2:(EasyJet, 2023)

EasyJet Plc is a publicly traded, London Stock Exchange-listed corporation (LSE:EZJ). The corporation has around 15,000 employees and its headquarters are located at London Luton Airport. The company's business strategy is to provide

low-cost flights to a variety of locations, with a particular emphasis on short-haul flights inside Europe. The great bulk of EasyJet's fleet of about 300 aircraft are Airbus A320 and A321 versions.(Koenigsberg&Naufel, 2004)

EasyJet has recently encountered a number of obstacles, including growing competition, rising fuel costs, and the effects of the COVID-19 outbreak on the aviation sector. Notwithstanding these obstacles, EasyJet has remained steadfastly committed to sustainability and ethical business practices. The company has devised initiatives to decrease waste and increase energy efficiency, and set goals to reduce carbon emissions.(Strickland, 2020)

EasyJet's corporate culture is based on a set of moral principles that govern the company's behavior. Transparency, honesty, and morality are tenets of the organization, and it attempts to instill these qualities in its personnel. This is mirrored in the company's code of conduct, which outlines the moral standards workers are expected to uphold.(EasyJet careers 2023)

Moreover, EasyJet gives its personnel with training on themes such as anti-corruption, anti-bribery, and ethical decision-making. These initiatives are intended to aid employees in recognizing moral dilemmas and selecting the right course of action when they arise.

The advantages of EasyJet's ethical policy include a rise in staff morale, a rise in stakeholder trust, and a decrease in the risk of legal or reputational loss. EasyJet can continue to fulfill its aims and contribute to the airline industry's transition to a more sustainable and ethical future by fostering a strong ethical culture.(Policies 2023)

In the parts that follow, this research will conduct a thorough examination of EasyJet's ethical rules, assess the advantages they bring the company, and offer suggestions for future enhancements.

CULTURE AND STRUCTURE: EASYJET



Figure 3: (Organizational Culture and Structure, 2017)

The organizational culture and structure of EasyJet are crucial to the company's financial and non-financial performance. An innovative approach to passenger safety, organizational performance and agility, and decentralization characterize the EasyJet culture. The airline encourages a culture of performance monitoring that emphasizes adaptability and the ongoing adoption of relevant improvements to working methods, particularly in virtual work environments. EasyJet's organizational structure is the result of its attempts to establish a new structure that would increase performance and inspire/motivate employees to work endlessly.

In contrast, organizational structure refers to how a corporation is formed and its resources are distributed to fulfill its objectives. In contrast, organizational culture pertains to an organization's values, beliefs, and attitudes. Organizational structure and culture are intricately intertwined and mutually influential. The airline's decentralization strategy has led to a flattened organizational structure at EasyJet. The decentralized structure gives employees more freedom to make decisions and assume responsibility for their work, which promotes morale and results in a more engaged workforce and more job satisfaction.

Cost minimization is one of the key effects of EasyJet's corporate culture and structure on its financial performance. Owing to its status as a low-cost carrier, the organization's culture and organizational structure are essential for cost control. The decentralized organizational structure of the airline enables employees to apply cost-cutting initiatives such as limiting the usage of printed materials and simplifying operations. The airline's culture of innovation and adaptability enables it to develop creative methods to save money, such as reducing the

number of workers required for certain positions through the use of technology.(Bottasso et al., 2012)

The culture and organizational structure of EasyJet influence non-financial performance indicators such as staff and customer happiness. The airline has earned a reputation for safety and dependability in the fiercely competitive aviation industry. Its reputation stems from the airline's philosophy of customer safety and innovation. The decentralized organizational structure of the airline enables workers to respond to client requirements more effectively, hence enhancing customer happiness. Due to its adaptability and culture of performance monitoring, the airline can quickly identify areas where customer satisfaction may be enhanced.

Employee satisfaction is another non-financial consequence of EasyJet's business culture and structure. The airline's decentralization and culture of work ownership result in a more engaged and satisfied staff. As a result of the airline's flat organizational structure, employees have a clearer understanding of their roles and responsibilities, leading to greater job satisfaction. People are more satisfied with their jobs when they are encouraged to use their creativity and devise novel and creative methods of working in an environment that fosters innovation and adaptability.(Yilmaz& Sibel, 2017)

However, EasyJet's culture and organizational structure have disadvantages. The airline's fragmented organizational structure may lead to disparities in the decision-making and operational procedures of several divisions. The innovation and agility culture may result in a lack of uniformity, which can lead to confusion and inefficiency. The performance monitoring culture of the airline may also create a high-pressure environment that is unpleasant for employees and detrimental to their job satisfaction. (CAPA-Centre for Aviation, 2013)

The relationship between EasyJet's organizational culture and structure has a significant impact on both financial and nonfinancial performance. The airline's culture of innovation, flexibility, and decentralization has led to cost savings, better customer happiness, and happier staff. But, in order to assure consistency and decrease employee stress, it is necessary to address problematic parts of the airline's culture and structure. The organizational culture and structure of EasyJet have been crucial to the company's success as a low-cost airline and its ability to survive in a highly competitive business.(The low-cost business model in Europe,2022)

EVALUATION OF THE BROADER ENVIRONMENT: EASYJET PLC

EasyJet PLC faces a number of obstacles that have an impact on its performance and operations since it operates in a highly competitive business. Thus, it is essential to evaluate the company's broader environment utilizing applicable environmental and organizational analytic techniques/tools, such as PESTEL and Porter's Five Forces Model. This research assists in identifying the major causes influencing the evolution of EasyJet Plc's working practices and strategy.

PESTEL ANALYSIS



Figure 4: (Nicholas, 2023)

PESTEL analysis is a technique for examining the external environment factors that may have an impact on a business. The examination is separated into six categories: political, economic, social, technological, environmental, and legal.(Momin, 2022)

1. Political factors: The influence of government policies on an organization is referred to as political considerations. EasyJet's commercial operations are affected by the government's stringent oversight of the aviation industry. Changes in rules, such as taxation, security, and safety standards, can have a significant influence on the corporation's performance.

2. **Economic factors:** The profitability of a business is affected by economic variables such as inflation, interest rates, and currency exchange rates. EasyJet's reputation as a low-cost airline is substantially affected by the status of the economy. The corporation's fuel expenditures are a significant expense that are affected by rising oil prices and exchange rate fluctuations.
3. **Social factors:** By social factors, we refer to cultural and demographic patterns that influence the prices individuals are prepared to pay for products and services. The airline industry is very susceptible to social factors, such as customer behavior, travel patterns, and population growth. Changes in lifestyle, work schedules, and leisure activities might affect the demand for air travel, which can harm the company's revenues.
4. **Technological factors:** The airline industry has been greatly impacted by technical elements such as digitalization and automation, and EasyJet has used new technologies to boost efficiency and reduce costs in response. By utilizing self-service check-in kiosks and mobile applications, for instance, the business has been able to streamline processes, reduce operational expenses, and boost customer satisfaction.
5. **Environmental factors:** The aviation industry is growing increasingly concerned with environmental problems, such as climate change and sustainability. EasyJet has taken steps to reduce its environmental effect, such as using more fuel-efficient aircraft and reducing waste. This has not only helped the company meet its environmental responsibilities, but it has also reduced costs.
6. **Legal factors:** Legal factors relate to the laws and rules that impact the operations of an organization. Many legal requirements, including safety regulations, labor laws, and intellectual property rights, are applicable to the aviation industry. Changes in legislative regulations might have a significant effect on the organization's operations and profitability.(EasyJet careers 2023)

PORTER'S FIVE FORCES MODEL



Figure 5: (Porter's five forces analysis, 2021)

The Porter's Five Forces Model is a technique for examining the competitive climate of an industry. The model considers five elements that influence the competitive environment: industrial rivalry, the threat of new entrants, the danger of alternative products or services, the bargaining power of suppliers, and the negotiating power of consumers.(Team, 2022)

1. Industrial rivalry: Owing to the enormous number of competitors and the price-consciousness of consumers, the aviation business is highly competitive. The industry has witnessed a tremendous expansion in the number of low-cost carriers, resulting in intense price and service competition. EasyJet competes with Ryanair, Wizz Air, and other low-cost airlines in Europe. The ease with which customers may switch between airlines by comparing prices and services online intensifies competition.(Dennet't et al., 2000)
2. Threat of new entrants: Due to high entry costs, regulatory obstacles, and the dominance of incumbent carriers, the threat of new entrants in the airline industry is negligible. The entry costs are extremely high due to the significant expenditures required to purchase airplanes and build infrastructure, such as airports and maintenance facilities. Also, new entrants would have to compete with established airlines that have well-known brands and loyal customers. The airline industry faces significant regulatory constraints, including tight security and safety regulations. This

makes it difficult for new competitors to enter the market and outbid established airlines.(Sismanidou, Javier &Tafur, 2009)

3. Threat of substitute products or services: The threat of substitute goods or services is minor in the aviation industry. When there are few alternative possibilities for long-distance travel, many individuals are compelled to utilize airplanes. Other modes of transportation, such as trains and buses, are often less practicable for long-distance travel, especially international travel. Technical advancements have made air travel faster and more enjoyable than ever before by limiting the chance of replacing products or services.(Ramón-Rodríguez et al., 2011)
4. Bargaining power of suppliers: The aviation industry provides suppliers with a modest degree of negotiating leverage. Airports, fuel providers, and aircraft manufacturers are the airlines' primary suppliers. Despite the fact that there are only a handful of major aircraft manufacturers, such as Boeing and Airbus, airlines have some negotiating power due to the high cost of aircraft and the fact that they are the largest clients of these aircraft manufacturers. Fuel is a significant expense for airlines, but fuel suppliers have considerable negotiating leverage. Nevertheless, the availability of alternate fuel sources and the ability to hedge gasoline costs mitigate this effect. In terms of fees and levies, airports do have some negotiating leverage, despite the fact that airlines have some negotiating leverage as major airport clients.(Crook & Combs, 2006)
5. Bargaining power of buyers:Because consumers are price-sensitive and have access to information, there is a high level of buyer bargaining power in the airline industry. Consumers can easily compare prices and services online and have access to a wide variety of airlines, giving them greater bargaining power. Consumers in the airline industry have weak brand loyalty and are willing to transfer to a competitor if a lower price is offered.(Buhalis&Zoge, 2007)

The airline industry is generally quite competitive, and EasyJet faces stiff competition from other low-cost European carriers. In spite of this, the threat posed by new entrants is relatively limited due to the high entry costs and regulatory restrictions. As the majority of long-distance travelers rely on air travel, the risk of replacement goods or services is minimal. Airports, fuel providers, and aircraft manufacturers also have some sway in negotiations, although suppliers have a small level of leverage. Thirdly, because customers are price-

conscious and have access to a variety of airlines, they have considerable negotiation leverage.

Significant factors that have altered EasyJet PLC's working methods and approaches include

- Owing to a multitude of factors, EasyJet has lately made significant adjustments to its operational techniques and plans. Growing competition from other low-cost airlines, which has driven EasyJet to become more effective and efficient, has been one of the primary drivers of change. The airline has accomplished this through the implementation of a variety of cost-cutting initiatives, including the deployment of more fuel-efficient aircraft, the installation of self-service check-in kiosks, and the adoption of a new revenue management system.(Dobruszkes, 2013)
- Constantly changing customer expectations have been a significant factor in development. Modern customers need greater convenience, variety, and adaptability when traveling. In response, EasyJet has introduced new services, such as expedited security, flexible fares, and allocated seats. The airline has also made major investments in digital technology, including the introduction of a smartphone app and an online booking platform, to make booking and managing tickets easier for passengers.(Oyewole et al., 2008)
- The COVID-19 outbreak has also had a significant impact on EasyJet's operations and techniques. The epidemic compelled the airline to temporarily ground its flights and implement major operational changes to comply with new health and safety standards. EasyJet swiftly adapted to the shifting environment and established new processes such as enhanced cleaning methods, mandatory face coverings, and contactless boarding.
- In response to these forces of change, EasyJet has implemented a number of new operational processes and initiatives. The installation of a new operating model designed to boost efficiency and reduce costs has been one of the most significant advances. The new model calls for the use of more flexible employment contracts, the deployment of new technology, and the consolidation of some functions in order to reduce redundancy and improve coordination.(Guest, 2004)
- In the meanwhile, EasyJet has launched new expansion strategies and training initiatives aimed at increasing the credentials and capabilities of its employees. The

airline recognizes the importance of its employees in delivering exceptional customer service and has invested in their training to ensure they have the necessary knowledge and skills.

- EasyJet has also focused on improving its environmental and sustainability standards. To achieve these objectives, the airline has created a number of programs, including as investing in more fuel-efficient planes and developing new sustainable aviation fuels. The airline has established aggressive carbon emission reduction goals.

Increasing competition, altering consumer expectations, and the COVID-19 pandemic have been the most influential factors in the transformation of EasyJet's working practices and attitudes. In reaction to these external factors, the airline has implemented a variety of new initiatives targeted at increasing efficiency, reducing costs, and enhancing the passenger experience. Even though these improvements are accompanied by challenges such as the need to manage the adoption of new technology and upskill employees, EasyJet's proactive approach to change will likely position the airline for long-term success in the fiercely competitive airline industry.

ETHICAL APPROACHES AND THEIR BENEFITS

EasyJet's corporate culture prioritizes sustainability, social responsibility, diversity, and inclusiveness, while adhering to stringent ethical standards. As a result of these regulations, EasyJet has been able to establish a solid reputation and a more engaged and motivated staff, which has benefited the organizations in several ways.

ETHICAL APPROACHES

- 1. Reduced carbon emissions:** EasyJet's commitment to reducing carbon emissions is a crucial aspect of its environmental responsibilities. The airline has made substantial progress toward its ambitious goal of lowering carbon emissions per passenger kilometer by 10% by 2022. EasyJet

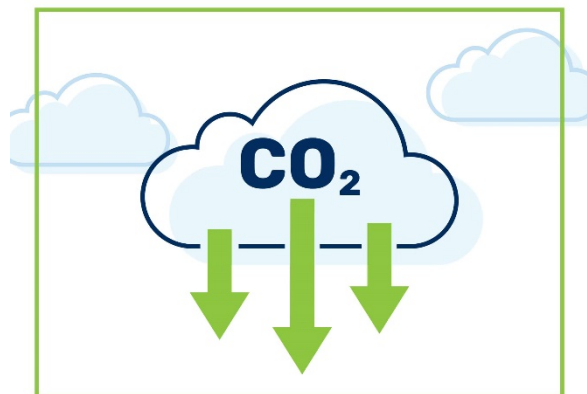


Figure 6: (Adventure, 2021)

continually evaluates and improves its procedures to lessen its carbon impact. This requires investments in cutting-edge technology such as hybrid and electric aircraft. This approach not only demonstrates the company's dedication to the environment, but it also reduces fuel consumption and operational expenses, resulting in cost savings.(Olk, 2020)

2. **Donations to charities:** As part of its corporate responsibility initiative, EasyJet makes charitable contributions to organizations such as UNICEF, Cancer Research UK, and The Prince's Trust. This policy reflects the company's commitment to supporting programs with a good influence on society and is consistent with its emphasis on social



Figure 7: (Charity, 2019)

responsibility. In addition, this strategy enhances the company's brand and attracts consumers who appreciate businesses that support philanthropic groups.(Fenclova& Coles, 2011)

3. **Management of the supply chain with accountability:** EasyJet has introduced responsible supply chain management practices, such as decreasing supply chain waste and engaging with suppliers who comply to environmental and social responsibility guidelines. This plan not only highlights the company's commitment to social responsibility, but it also generates a more sustainable supply chain, which might lead to cost savings and improved efficiency.(Nucciarelli& Gastaldi, 2008)
4. **Diversity and inclusion:** EasyJet has introduced programs such as the Women in Engineering program and established goals to increase the number of women and underrepresented races in its workforce. As a result of fostering diversity and inclusion, the company develops a more engaged and motivated staff, which improves its business performance. In addition, this strategy encourages a more diverse and inclusive workplace and aids in attracting and keeping employees with similar beliefs.(Kassem et al., 2022)

The benefits of EasyJet's ethical practices include the following:

1. **Improved reputation:** By employing ethical business practices, EasyJet has established a solid reputation as a dependable and environmentally conscious organization. This strategy improves the company's reputation and helps to recruit clients that respect ethical and environmentally responsible business operations.(Zarkada&Kapareliotis, 2012)
2. **Increased customer loyalty:** Ethical approaches may boost customer loyalty since customers tend to choose businesses that share their values. EasyJet is able to develop long-lasting connections with clients who share its beliefs because it puts these ideas into practice.(Klophaus, 2005)
3. **Cost savings:** Ethical measures, such as carbon reduction programs, can result in financial advantages, such as decreased fuel usage and fewer operational expenses. This strategy not only reflects the company's dedication to the environment, but also yields profitable efficiency.(Groß&Bjelicic, 2007)
4. **Attraction and retention of employees:** By recruiting and keeping employees who share these values, ethical practices, like as diversity and inclusion initiatives, can contribute to a more engaged and motivated staff. This strategy simultaneously improves the company's reputation and financial success.(Francis et al., 2004)

Lastly, EasyJet's dedication to moral conduct is compatible with the company's organizational culture of innovation, adaptation, and performance, highlighting the company's commitment to establishing a sustainable future and having a positive influence on society and the environment. EasyJet's dedication to sustainability, social responsibility, and diversity and inclusion has helped the company develop a strong brand, increase its consumer base, and encourage its employees. Hence, both the organization and the community gain from these practices.

RECOMMENDATIONS:

Considering EasyJet's ethical and environmental challenges, the following suggestions might be made to enhance its performance:

1. **Continue to reduce carbon emissions:** EasyJet should continue to invest in environmentally friendly technologies and practices to decrease carbon emissions. It should also establish more aggressive goals for lowering emissions, such as attaining net-zero carbon emissions by a certain date. Reduced fuel use will benefit the environment and the airline's bottom line.
2. **Develop a more comprehensive sustainability strategy:** EasyJet must adopt a more comprehensive sustainability strategy that specifies its long-term goals, objectives, and operations to ensure a sustainable future. This approach should address a vast array of sustainability-related challenges, including social, economic, and environmental difficulties.
3. **Enhance supply chain management:** To guarantee that its suppliers comply with social and environmental responsibility requirements, EasyJet should enhance its supply chain management procedures. This may involve drafting a supplier code of conduct and conducting frequent compliance audits. Also, the airline should collaborate with its suppliers to eliminate waste across the supply chain.
4. **Improve diversity and inclusion:** EasyJet may take more steps to create a more diverse and inclusive workplace, notwithstanding its progress in boosting the representation of women and ethnic minorities in its workforce. This may involve establishing training on unconscious prejudice, allowing for more flexible work hours, and promoting an inclusive and respectful atmosphere.
5. **Increase accountability and transparency:** EasyJet should promote accountability and transparency by publishing sustainability reports on a regular basis that detail its progress toward its sustainability objectives. It should interact with stakeholders like as consumers, employees, and investors to comprehend their expectations and concerns surrounding sustainability.

These difficulties are justified by the ethical and sustainable challenges EasyJet has encountered. Because the aviation sector is a major source of carbon emissions, airlines are under growing pressure to decrease their carbon footprint. EasyJet can demonstrate its commitment to minimize its environmental effect while satisfying the needs of its stakeholders by investing in sustainable technology and practices. Moreover, there is a rising consumer demand for ethical and sustainable products and services, and by increasing its sustainability activities, EasyJet can attract and keep consumers who share these values. In

addition to fostering creativity and a more engaged and motivated staff, a diverse and inclusive workplace may also stimulate creativity .

CONCLUSION:

In conclusion, EasyJet Plc works in a dynamic, competitive environment that offers both possibilities and obstacles. Utilizing techniques such as PESTEL analysis and Porter's Five Forces model, the research has highlighted external factors that have a significant influence on the aviation sector, including economic, social, technical, and environmental problems. The report also cited EasyJet's ethical initiatives, such as efforts to reduce carbon emissions, give to charity, manage its supply chain responsibly, and promote diversity and inclusion. According with the organizational culture of the company, these techniques have a positive impact on the company's reputation, customer loyalty, cost savings, staff recruitment and retention. In addition, the report offers EasyJet with suggestions for enhancing its carbon footprint, innovation, diversity, and social responsibility. By adopting these concepts, EasyJet will be able to maintain its performance and competitiveness in the airline business.

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