



Dissertation – Proposal

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BA (Hons) Business Management

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

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Table of Contents

Chapter 1: Introduction.....	1
Introduction.....	1
Significance of the Topic.....	1
Purpose of the Research	2
Research Aim	2
Research Objectives.....	2
Research Questions	2
Chapter 2: Literature Review.....	3
Chapter 3: Research Methods and Methodology	5
Chapter 4: Conclusion.....	8
Chapter 5: References	9

Chapter 1: Introduction

Introduction

This research is all about finding out and understanding the challenge and the issues of the cultural factors in the workplace. The views, perceptions, and ways of interacting inside and outside the organisation, as well as the language, traditions, processes, and structures, as well as the organisation's purpose, vision, rules, and values, may all be considered part of an organisation's organisational culture (Shaari, 2019). Favourable organisational culture helps an employee to comprehend the nature of his or her job and how he or she will connect or behave in a team (Hofstede, 2011). Therefore, the essentialness of identifying the influencing factors and related challenges to make a favourable organisational culture is very much high and this research has been focused on this issue.

Significance of the Topic

Every person in the company looks up to the company's culture. The company's culture has a critical role in the selection of new employees (McShane and Glinow, 2017). An organisation's culture plays a vital role in attracting experienced people. In a strong workplace culture, employees will be rewarded both financially and non-financially for their exceptional contributions to the company (Osland, Devine and Turner, 2015). It is more probable that an employee will remain devoted and loyal to the company if he or she perceives that their contributions are valued and appreciated. When an organisation have a favourable organisational culture then all employees work together to accomplish the organisation's goals (Hofstede, 2011). Therefore, it is highly urgent to understand the various aspects of the organisational culture and take the necessary steps to make a strong organisational culture to attain the desired objectives. Moreover, the business world always introduces new challenges and it has a huge impact on the organisational culture. As a result, a business organisation needs to understand the related challenges and issues to each of the factors of culture to make a favourable culture. So, the significance of this study is very much high.

Purpose of the Research

Each business organisation is distinct from one another therefore research on a specific topic concerning a specific business organisation can generate necessary information to make a viable decision. Therefore, the purpose of this research is to analyse the cultural factors of TJX Company (TK Maxx) to find out the related challenges and issues to facilitate them to make a strong organisational culture.

Research Aim

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

Research Objectives

The key objectives of this study are –

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

Research Questions

This research will be driven to find out the answer to the following question –

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

Chapter 2: Literature Review

Several pieces of research have been conducted on this topic regarding the challenges and the issues of the cultural factors in the workplace but these are not adequate for an individual business organisation as the geographic location, organisational decision-making process, resources, abilities, number of employees, management styles, etc. are different from one another. Therefore, to make an organisational culture favourable and effective, it is highly urgent to conduct research on the different aspects of a business organisation that's why this research has been undertaken. By conducting a literature review, several aspects of organisational culture can be analysed and identified.

According to Shaari (2019), there have several factors that affect the culture of an organisation like the diverse employees' perceptions, and ways of interacting inside and outside the organisation, as well as the language, traditions, processes, and structures, as well as the organisation's purpose, vision, rules, and values. Each of the factors may introduce several challenges if the perception of each of the employees is different then it will be very challenging to drive the organisation as per attaining the organisation's mission and vision as it reduces the employee motivation level as well as performance in many ways.

Shahzad et al. (2012) stated that understanding the effects of cultural differences is a crucial component of managing a diverse workforce. Employees' cultural origins may provide managers insight into the reasons for their routines and actions in the workplace. Once managers have awareness of the numerous ways culture may affect how individuals behave at work, they can resolve disagreements and give proper incentives to each person.

According to Alvesson (2012), culture is a term that encompasses a variety of facets of an individual's background, experience, and society. He indicated that several elements might contribute to workplace cultural disparities. A varied workplace has individuals of many ages, degrees of experience, faiths, and economic backgrounds. Racial, ethnic, and national histories all affect workplace norms. Certain cultures are more explicit, while others have more implicit in their work practices. Similarly, whereas some nations

expect workers to constantly defer to authorities and wait for chances to present themselves, others want people to take the initiative and fight for recognition.

According to Bellot (2011), religion has a huge effect on people's values that may affect their conduct and priorities in the workplace. Religion may have an effect on how an individual look at ethical issues, hence it affects his or her decision-making process. Moreover, education level may be a factor in determining how well someone fits into a work setting. Individuals with varying educational backgrounds possess varying forms of cultural capital, which they use to solve issues and approach job settings.

McShane and Glinow (2017) conducted research on organisational behaviour and expressed that employees' attitudes toward collaboration and independence may also manifest in the workplace. Some individuals are taught to be self-sufficient and problem-solvers, while others thrive on cooperation and community. For more clarification, they gave an example that Gen X and Gen Z are both known for their independence, but Millennials and Baby Boomers are known for their teamwork.

So, various factors affect the organisational culture and it is essential to analyse the overall factors of a business organisation to take the necessary steps to make a favourable culture.

Chapter 3: Research Methods and Methodology

Research Philosophy: The researcher must choose one of many sorts of research philosophy, Interpretivism, positivism, etc., depending on the findings of the investigation (Saunders et al., 2009). An objective analyst in the positivist philosophy dissociates themselves from personal values and works alone whereas according to interpretivism, researchers tend to be more subjective and analyse everything on the basis of concepts that are difficult for the social world to comprehend (Quinlan et al., 2019). Therefore, the study will adhere to a positivist philosophical framework. This also enables the researcher to conduct the study using objective and statistical analyses, as well as creating narrative data that will help to meet the research objectives.

Research Paradigm: A research paradigm is a framework or method of research that is regarded as the standard by a considerable number of researchers in the area based on having been both confirmed and practised for a lengthy moment (Adams et al., 2014). Constructivism, Positivism, and pragmatism are the three most popular paradigms and epistemology, Ontology, and methodology all play a role in classifying these ideas. Ontology is a critical philosophical feature of the paradigm of research. It relates to the nature of reality and the extent to which human beings can comprehend it (Quinlan et al., 2019). Throughout the research process, the researcher is explicit about the ontological stance of his or her work. Therefore, considering the nature of this research and supported philosophy, positivism, this research will follow this paradigm.

Research Approach: The research approach is the method or process by which researchers apply broad assumptions to the collection and analysis as well as interpretation of particular data. Prior to beginning research, it is vital to establish a context in order to have a better understanding of the situation. Researchers may conduct research in an inductive or deductive way (Saunders et al., 2009). A deductive technique comprises generating a hypothesis (s) based on accepted theory and then designing a research strategy to evaluate the hypothesis (s). Additionally, the deductive method of research permits the examination of data and the evaluation of the study plan's implementation. Therefore this research will follow a deductive approach.

Research methodology: The term "research methodology" refers to the procedures or tactics used to locate, select, design, and analyse data on a certain subject. Researchers commonly use two kinds of research methodology and these are qualitative and quantitative methodologies (Quinlan et al., 2019). Qualitative research is employed when data is gathered using conversational approaches and primarily concerns non-numerical facts. Additionally, the quantitative technique makes use of numerical metrics and a systematic approach to data analysis. The researcher will use both of these strategies in this instance, depending on the necessity.

Research Strategy: A researcher uses several strategies to collect and analyse necessary data (Adams et al., 2014). This research will conduct primary and secondary research and here, both the qualitative and quantitative data will be collected. This research will use one-on-one interviews and surveys method to collect the necessary data where the interviews method will be used for collecting the qualitative data and the survey will be conducted to collect the quantitative data. After collecting these two types of data, the researcher will analyse the data using both qualitative and quantitative ways. Moreover, the secondary data will be collected from different reliable sources.

Sampling Methods: This research will be conducted using a simple random sampling method for selecting the respondents for collecting quantitative data using the survey questionnaire method as this method helps to make the research free from data biases. Moreover, to collect qualitative data, the researcher will conduct interview sessions with different departmental managers and here the research will use a convenient sampling method as the population is very much low and hard to contact the desired person within a specific time as they are a very busy person in nature.

Data Collection Methods: This research will be conducted using the sampling method as the population size is very much high and time is very much limited. Here, the researcher will select 35 respondents or employees of TJX Company (TK Maxx)'s head office to collect the primary and quantitative data. The researcher will also collect the qualitative primary data using the interview method and here 4 managers of TJX Company (TK Maxx) will be selected using a convenient sampling method. Moreover,

both the qualitative and quantitative data will be collected from secondary sources like journals, articles, newspapers, research papers of others, etc.

Ways of Interpreting Data: The collected data will be interpreted using appropriate methods and using various tools. Here, the qualitative data will be interpreted using the content analysis method and here to facilitate the analysis process, the researcher will record the whole interview session with permission. Moreover, to analyse the quantitative data, the researcher will use the statistical method and here MS Excel will be used to analyse the present the findings using appropriate graphs and charts.

Time Prospects (Gantt chart): This research will take about 13 weeks to attain the research aim and solve the research questions. The Gantt chart has been illustrated below.

Tasks	Weeks												
	1	2	3	4	5	6	7	8	9	10	11	12	13
Project Initiation													
Literature Review													
Setting methodology													
Data Collection													
Data Analysis													
Preparing draft													
Final report													

Figure 1: Gantt chart (Author)

Ethical Consideration: All the ethical aspects will be covered in this research. Before collecting data from the selected respondents, a written consent form will be provided to inform them about the research and take their permission. Moreover, there have a chance to withdraw their consent at any time during the research and also have an option to skip any question to collect the authentic data. Moreover, the researcher will follow all the aspects of the data protection act. Again, the researcher will not take any unethical ways to modify the research outcomes.

Chapter 4: Conclusion

The researcher has identified the research gap considering some distinct aspects between the businesses like management style of all the businesses aren't same and autocratic style can be appropriate for one but not for others. This research will be conducted to analyse the cultural factors of TJX Company (TK Maxx) to find out the related challenges and issues to facilitate them to make a strong organisational culture. The influence of the organisational culture on the performance of the employees as well as business is very much high and several factors affect the organisational culture it is highly urgent to assess each of the factors to drive the organisation to create favourable organisational culture (McShane and Glinow, 2017). It can be hoped that this research will come with effective outcomes.

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