



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

TOXIC ENVIRONMENT AND POOR LEADERSHIP LEAD TO EMPLOYEE DISSATISFACTION IN SAINSBURY

Lecturer's Name: Laila Maazouz

Student Name: Elena Porcescu

Student ID: 2123762

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Executive Summary

The employees within Sainsbury found that the company culture is toxic and the lead management is also poor which implies dissatisfaction among the employees. The employees also feel low productive since they have to work for longer hours and there is no work-life balance left to them. It has been attributed that a toxic working environment generally leads to partiality that leads to uninvolvement in the work and poor leaders fail to understand the employee demands accordingly. In this regard, there are three alternative solutions which can be used by Sainsbury including a safe working place for healthy discussions, flexible working hours and inspiring leaders.

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Task 1: Roleplay

Manager: Why is your productivity decreasing day by day?

Employee: Productivity is totally dependent upon the type of work culture that is been provided to the employees in the organisation. However, the primary problem of this organisation is that there is no maintenance of a proper work culture by which I can freely complete my tasks and responsibilities.

Manager: What are the issues in the work culture you are facing?

Employee: There are many negative factors which are directly influencing my overall efficiency and my freedom to work. This is due to the behavioural issues of the managers and superiors that are controlling and directing our working procedure. I have faced issues in inputting my own creativity and efficiency into the functioning due to the number of boundaries that my team leader constantly puts during my functioning procedure. I do not have my own right and flexibility to suggest my point of view to the team leader and many times there arises a situation where I have to work under the pressure of the leader even after knowing that this particular method of working or operational procedure won't fit with the situation. Thus, these factors directly impact the overall quality of the tasks and responsibilities that I am assigned with.

Manager: So you think that the team leader does not possess enough qualities to guide you in your working procedure?

Employee: No, I am not saying that, but the fact is when an employee is not provided with flexibility in their functioning procedure, then it directly impacts their creativity, morale and motivation to work effectively. The leaders are required to understand the issues that the employees are facing and communicate to know about the ideas and points of view of the employees. This directly helps to develop our enthusiasm to work effectively and efficiently by which the organisational goals and targets are met easily.

Manager: What do you think about the facilities that the organisation should provide you to increase your proficiency in the job?

Employee: I think that if any kind of change is occurring in the organisation, then the employees are required to be made well aware of the actual plan and objectives that the organisation has planned. There are requirements of providing adequate training and development facilities to the employees so that they can know how the implementation of the new change is required to be

done. As a result, of that, an adequate amount of efficiency among the employees can be easily observed by the organisation.

Manager: But, we have already kept the team leader to train and guide you to do the work right?

Employee: Yes, the team leader is there to guide us, but what about the behavioural issues that I face from the team leaders? What about the pressure that they input upon me? What about the work-life balance that they do not provide me?

Manager: Work-life balance? Pressure? What are the issues and pressure that you are facing to maintain a work-life balance?

Employee: Firstly, I never get proper appreciation or rewards for the effective tasks that I do and for which the organisation gets profits. In addition to this, the leaders make us work even at the weekends; this as a result, directly affects our personal life. At least I deserve a weekend holiday after working so hard for the entire week in the organisation. This literally creates a cause of rigidity in my life and provides me with stress. How can an employee function effectively and efficiently if there is no provision of any kind of motivation or reward for their hard work and efficiency? At least a weekend holiday can be expected by me to maintain a work-life balance.

Furthermore, the constant restructuring of the organisation disturbs the compatibility that we build with the team leader or team members with whom we work. This as a result directly impacts our positive morale to be efficient in the workplace.

Manager: What are the changes that we are required to implement in the organisation that can enhance your overall productivity into the organisation?

Employee: I think that the management is required to work on building a positive employee-friendly work culture where the needs and problems of the employees are understood by the management. Thereafter, there must be proper facilitation of training and development facilities by which we can understand the various factors that the organisation is expecting to achieve and the ways by which we are expected to work. In addition to this, the implementation of any kind of change is required to be informed to us so that we can work accordingly. Furthermore, I think the team leaders are required to provide us with flexibility in our functioning procedure along with the factor of inputting less pressure on us. Moreover, a weekly holiday must be provided to us so that we can maintain a work-life balance and work effectively and efficiently.

Task 2: Report

Introduction

Business organisations face many complex situations which imply that business functioning gets disrupted and desired outcomes are required to be fetched. Problem-solving implies the identification of the problem where the issues are observed and relevant solutions can be attributed. When the conflicts are properly resolved which means higher engagement is ensured and risks are addressed properly. However, due to a lack of poor management and leadership issues employees feel uninvolved in their work, and the acquisition of productive outcomes becomes difficult.

Company Overview

Sainsbury is the third largest retail market operating across the UK which has been operating since 1869 and has 600 supermarkets which implies the demands from the customers are relevant. Sainsbury has over 800 physical stores across the globe which implies that they will have global brand recognition eventually (About.sainsburys.co.uk, 2022). 171,000 employees have been working within Sainsbury UK. The main objective of this brand is to provide its customers with great quality food products at competitive prices (About.sainsburys.co.uk, 2022).

The Workplace Problem

Working culture and the management team within business institutions play an integral role in ensuring employee engagement and generating higher productivity eventually (Dinh, 2020). The employees within Sainsbury also have highlighted they face different management issues that hamper their overall work productivity and overall development become difficult to acquire. The brand implies a toxic workplace environment due to organisational restructuring and finally, leadership issues are also identified (Glassdoor, 2022).

In addition to that, the staff has reported that they face long working hours even during weekends and thus, work-life balance is failed to be managed. According to the opinion of Adnan Bataineh (2019), employees feel unhappy when their work-life balance is disrupted and proper work efficiency cannot be gathered. The team leaders within Sainsbury are also not cooperative and thus employees feel dissatisfied and their work productivity also decreases eventually.

Analysing Information

Root Cause Analysis (RCA)

The employees within Sainsbury have highlighted that they are dissatisfied with the toxic working environment and poor leadership issues where their productivity gets negatively affected. The identified causes and effects are discussed as follows:

Cause 1: Toxic working environment

Effect 1: As has been determined, a toxic working atmosphere prevails within Sainsbury which highlights that there is fixed working time for the staff and excessive workload is on them. They have to work hard even during the weekends which violates their work-life balance and overall development becomes difficult to generate (About.sainsburys.co.uk, 2022). The workers do not get the scope to take breaks due to the long working hours and their team leaders also do not provide much support to them leading to poor productivity towards work. As cited by Haider *et al.* (2018), employee engagement can be influenced only when they feel motivated and involved in the work and maximum efficiency can be attributed eventually. In this context, the human attrition rate within Sainsbury is as high as 18% in the year 2021 leading to poor customer service gradually (About.sainsburys.co.uk, 2022).

However, **poor management also leads to the toxic environment in the workplace. 64% of the workers within Sainsbury have highlighted that poor management in the organization leads to a toxic work culture that is not suitable for working.** In the words of Kelliher *et al.* (2019), poor leadership leads to politics within the workplace and partiality prevails thus, equal working opportunities become difficult to offer. Sainsbury's employees have highlighted that the working atmosphere is poor and cooperation cannot be achieved even after working hard (Glassdoor, 2022). Apart from that, the roles of the workers are also restricted which implies that their involvement in work also becomes crucially difficult. In 2021, only 180,000 employees are working perpetually further.

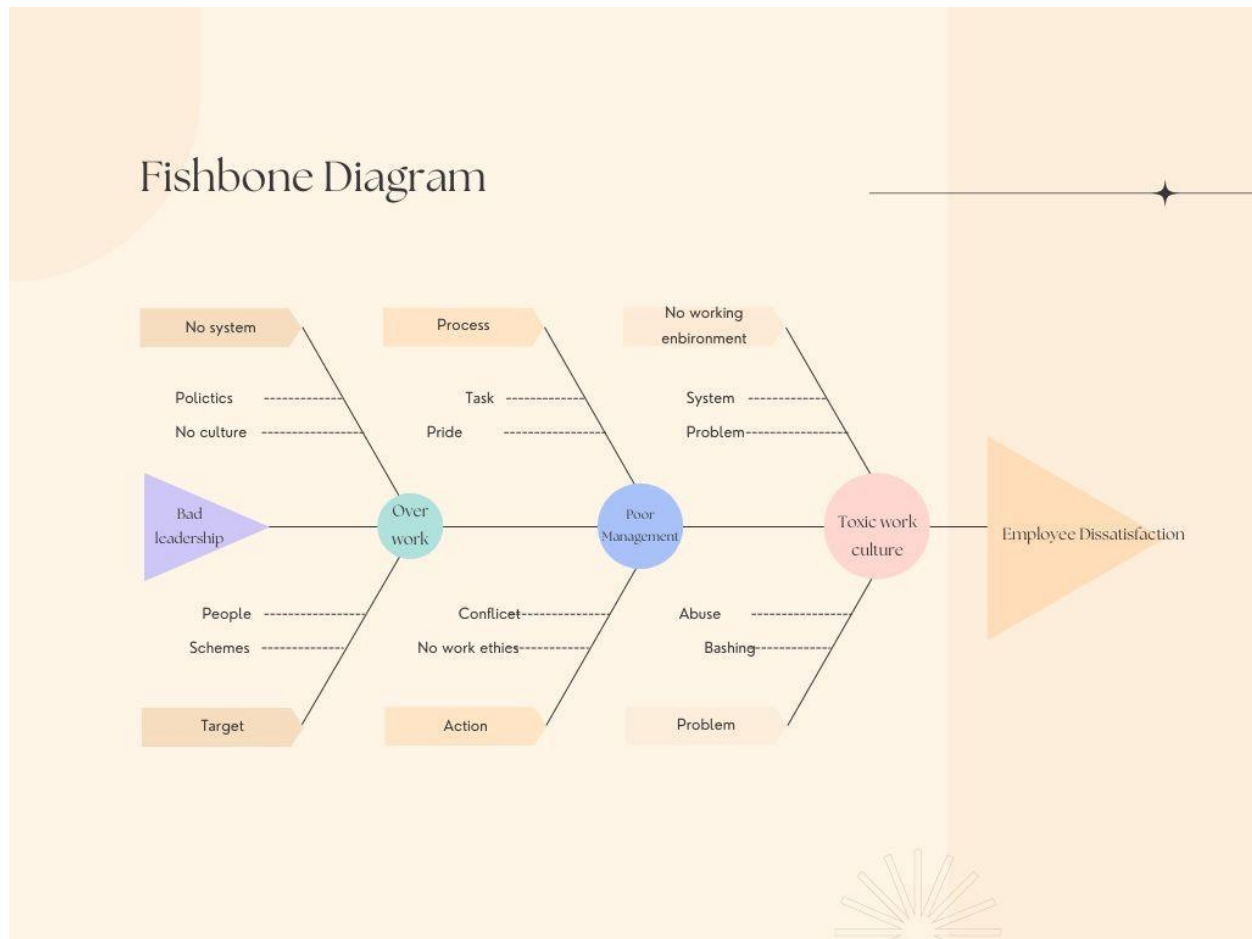


Figure 1: Fish Bone Diagram

(Source: Self-created)

Applying Situational Analysis Models

SWOT

Strengths: Sainsbury has a strong global brand presence since it has been operating since 1869 which implies that many employees such as 180,000 employees are working in the year 2021 (Shastri, 2022). The promotional strategies within Sainsbury are also very unique which means higher profits can be obtained eventually.

Weakness: The profit margins are significantly low within Sainsbury's since they sell high-quality food products at competitive prices gradually (About.sainsburys.co.uk, 2022). The costs of some products are high which implies that they become difficult to afford some of the customers and the chances of switching brands are consecutively high.

Opportunities: Sainsbury can expand their business operations and generate higher sales eventually since the demands for necessary goods and services are higher. Diversification of products can be integrated which implies that global acceptance can be increased eventually.

Threats: The lurking effect of Covid-19 has higher scopes of poor outcomes such as changes in customers' demands and overall sales have declined gradually (Shastri, 2022). The competition is considerably high from the other retail businesses such as Tesco, Asda, Amazon, etc.

PESTLE Analysis

Political: The UK Government within the UK is stable and supports business organisations in terms of funds and incentives. Sainsbury can acquire help from the Government for better training and development so that the retention rate is considerably high and maximum development can be attributed (BBC, 2022). However, the application of Brexit can lead to the problem of recruiting employees with lower wages from other European countries.

Economical: In 2021, the inflation rate within the UK is as high as 11.1% and provides GDP growth by 5% (Ons.gov.uk, 2022). In this context, it is understood that Sainsbury can generate higher profits if they provide the customers with effective services gradually.

Social: Customers' spending habits have changed since the outbreak of the global pandemic Covid-19 where the necessary goods are within competitive prices so that maximum development can be attributed finally. But the UK employment rate has increased by 3.6% within the UK in only 6 months which implies that maximum development can be attributed (Ons.gov.uk, 2022).

Technological: UK is the third largest technologically advanced nation where retail operations are improved and repetitive tasks of the employees can be decreased finally. Sainsbury has been using Artificial Intelligence for the acquisition of data on the changing demands of the customers eventually (Smolaks, 2019).

Legal: Implementation of the Employment Rights Act 1996 is applicable which means that business organisations such as Sainsbury will have to provide equal working opportunities and labour wages should be properly given (Legislation.gov.uk, 2022).

Environmental: The CSR policies within UK retail operations are predominantly high for protecting the climate. Sainsbury also has targeted the reduction of carbon emissions which implies that they can acquire "Net Zero" greenhouse gases by the year 2030 (About.sainsburys.co.uk, 2022).

Range Of Alternative Solutions

Sainsbury can use some of the effective alternative solutions so that their employee engagement increases, as well as the satisfaction level among the workers, also accentuates eventually. The solutions are as follows:

- **Leaders can inspire the employees:** The leaders need to interact with all the employees and understand their pain points. As per the view of Alvesson and Einola (2019), good leaders are generally positive and they motivate others to do good work. Therefore, the leaders within Sainsbury also have to create a positive work culture so that they feel involved and motivated to do their work properly.
- **Create a safe space for healthy discussions:** Emotional intelligence within communication is an effective asset (Adnan Bataineh, 2019). The leaders must be active listeners which implies that employees feel free to express their opinions without being judged. Gradually, the employees in Sainsbury will accentuate their concentration on work, and desired outcomes are achieved.
- **Flexible Working Hours:** The employees within Sainsbury have also consecutively reported that their work life cannot be maintained due to the huge workload and strict working hours (About.sainsburys.co.uk, 2022). From this discussion, it is highlighted that flexible working hours can provide them to work properly, and then the work-life balance can be maintained eventually.

Evaluation of alternative solutions

	Weight	Inspire the employee's	Safe Space for healthy discussions	Flexible working hours
Budget	3	15	12	9

Staff Engagement	5	20	25	20
Experience building	4	12	20	8
Morale Boosting	5	5	10	25

Table 1: Evaluation of Alternative Solutions

(Source: Self-Developed)

Implementing The Solution

		Name	Duration	Start	Finish	Predecessors	Resource Names
1		Decision makig	5 days	12/12/22 8:00 AM	16/12/22 5:00 PM		
2		Evaluating the stuff perfo...	5 days	19/12/22 8:00 AM	23/12/22 5:00 PM		
3		Budget planning	5 days	26/12/22 8:00 AM	30/12/22 5:00 PM		
4		Implementation of the idea	5 days	2/1/23 8:00 AM	6/1/23 5:00 PM		

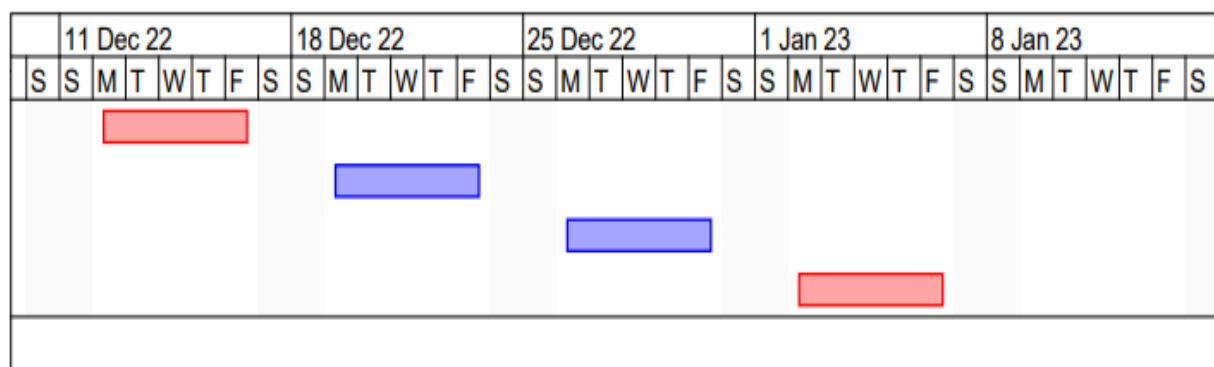


Table 2: Implementing the Solution

(Source: Self-Developed)

Communication plan with the stakeholders

The engagement of all the stakeholders within business organisations provides scope for meeting the demands within the business and higher profits are generated eventually.

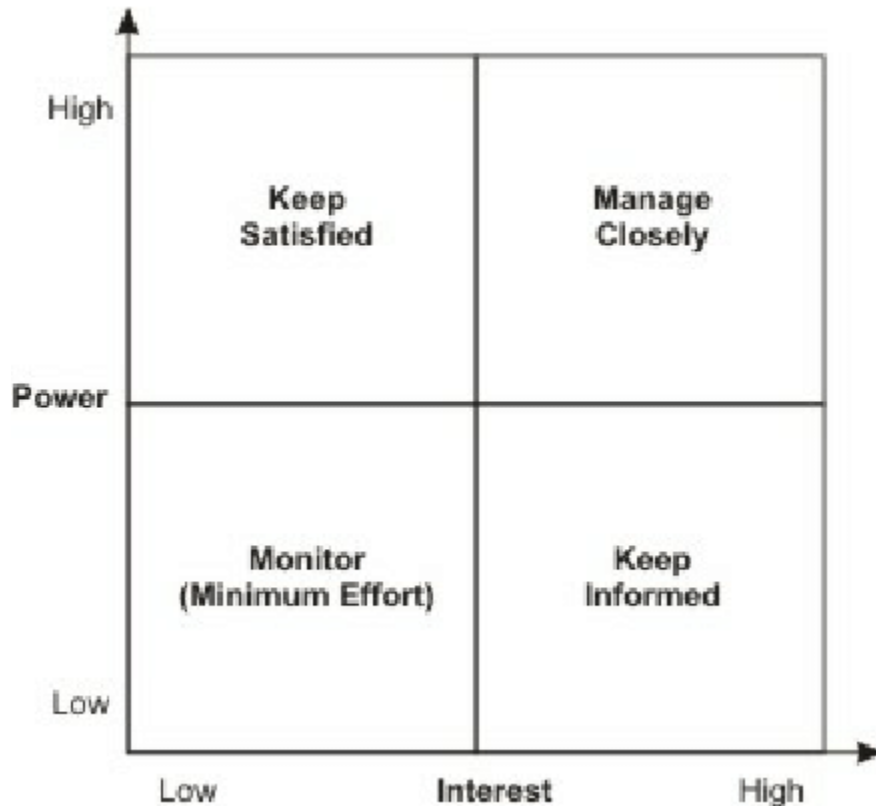


Figure 2: Power Interest Grid

(Source: Self-created)

Meeting the demands of the stakeholders is important which means desired outcomes are attributed eventually. The communication plan of the stakeholders is as follows:

Stakeholder	Type	Power and interest	Issues	Communication
Team leader	Primary	Evaluating how the employees are working and	Absence of transparency in	Feedback through mails

		providing them with feedback	business operations	
Employees	Primary	Maintaining a positive working atmosphere implies a good connection with the employees so that overall development can be attributed.	The employees' decisions are not attributed to eventual.	Feedback using emails, text messages, and calls
Manager	Primary	The manager must see if the employees are working properly which implies that higher productivity can be obtained eventually	Constant communication becomes impossible	Mails and feedback can be used for generating interactions

Table 3: Stakeholder Communication Plan

(Source: Self-Developed)

Monitoring and Review Techniques

ADKAR models within business organisations provide complete ideas regarding what is to be changed within the operations by identifying the pain points and overall development that can be attributed. The abilities of the employees can be attributed and maximum ideas are generated. The ADKAR model for the benefits of Sainsbury is discussed as follows:

Awareness: The leaders have become aware that the working environment within Sainsbury is toxic and thus, it is understood that decision-making can be attributed (Dinh, 2020). Good communication can resolve problems and finally overall development can be attributed.

Desired: The leaders have to arrange for dinner and lunch meetings so that team collaboration becomes effective and work engagement so that higher work productivity can be attributed. Bonuses, incentives, etc can be added so that employees' engagement in work can be improved gradually.

Knowledge: The employees will have to be provided training so that skill gaps can be attributed and higher outcomes can be attributed eventually (Haider *et al.* 2018).

Ability: The staff can work efficiently when they are aware of their responsibilities and higher outcomes are attributed finally.

Reinforcement: The success of Sainsbury will be understood as higher productivity is generated and higher efficiency within the work can be acquired finally (Kelliher *et al.* 2019). Better training can be improved and maximum ideas are generated eventually and higher development is obtained.

Conclusion

Based on the above discussion, it is understood that Sainsbury has been operating since 1869 where 180,000 employees work. There are 800 physical stores in Sainsbury which implies that higher sales are attributed and maximum development can be attributed. The employees have felt that a toxic environment and poor leadership issues lead to poor productivity. There is a range of alternative solutions manifested by Sainsbury where leaders have to inspire the employees, create a safe space for healthy discussions and finally flexible working hours have been attributed gradually. Continuous training needs to be provided to the employees so that they become aware of their gaps and skill gaps can be bridged so that productive outcomes are attributed gradually.

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