

WORKPLACE CULTURE AND ITS IMPACT ON ORGANISATIONAL EFFICIENCY

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Student Name: Malini Tharmalingam Ragupadi

Student ID: 1605386

Lecturer Name: Small Richard

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Executive Summary

The companies consist of various people with various types of skills and these individuals collaborate with each other to carry on the everyday tasks of the organization and they also tend to work together for the purpose of accomplishing the organizational goals. The companies also think in distinctive ways and this reflects over the attitude and behavior they portray. Many experts have also suggested over the fact that the ways companies behave also has an effect over the working process of the organizations which also enable the companies to practice diverse culture by the recruitment of people that come from various nationalities. The overall report has also provided the discussion for the UK based retail company Morrisons and the organizational practices carried on by this Supermarket.

Introduction

The companies today are not seen as a workplace anymore where the planning, implementation, buying, and selling occur. Rather, most of the business organizations today view the workplace as a place where conformity among the employees is important and the employees are also required to be supportive to each other and understand each other's views. Hence, the companies today are viewing themselves as a culture where they share information and also blend with others in a deeper way. This report has also presented the discussion for the organizational culture of the UK based Supermarket chain Morrisons and the report has been presented by the use of reflective analysis where it is required through the observation of the employee of the Morrisons.

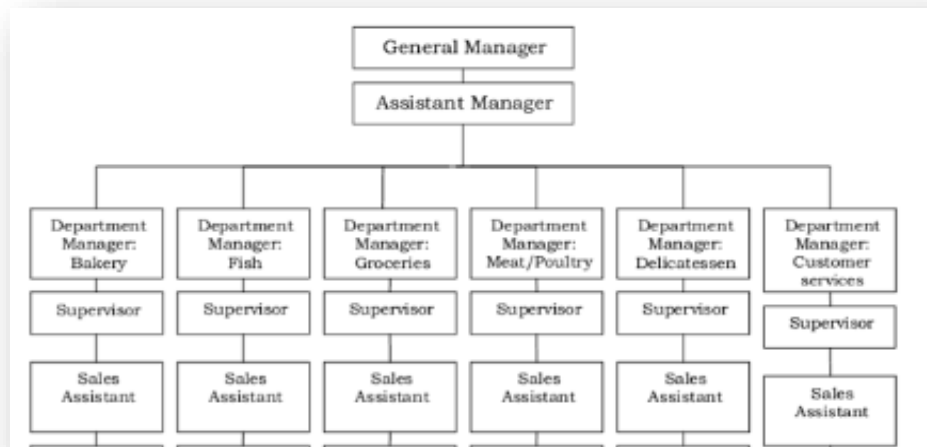
Organizational Background

The company Morrisons is one the fourth largest Supermarket chain in the UK and the main headquarter of the company is in Bradford West Yorkshire. The company was founded in the year 1899 and over the past 120 years, the company has opened up 498 stores where the overall operations of the company are carried out with the help of 110,000 employees in these regions. The company has also made net revenue of £17262 million and the company has been also operating the company through these employees by ensuring the implementation and practice of a culture that is compromising and at the same time, allows the employees to comply with each other. This form of multicultural practices that are being carried out by the company has helped the company to reach a larger consumer base along with the delivery of the products, as per the taste of the consumers.

The structure of the company

The term organizational structure means, the designated position of each of the employees of the company that can include the top-level employees of the company to the current workers of the company. But the term can be also described as the roles and responsibilities that are disseminated among the employees of the company where the employees are required to carry on their tasks from various branches and departments of the organization. The organization structure also allows the companies to help each other, to collaborate with each other and to share the information with each other for the purpose of carrying out the current task of the company. There are also two different perspectives that exist to define the organizational culture. One is the global perspective where the CEO is the senior personnel and he oversees the overall international operations carried on by the company's regional managers from different regions of the world. On the other hand, the regional structure of the company also varies as the local operations are mainly conducted by the General Manager of the company (Beaumont, 2013). The company is also required to focus on the current local operations of the company and the company is also required to oversee these operations by the help of the general manager of the organization. While my service as the salesman of the Morrisons Supermarket, Walworth, London, I have observed that the company is always encouraging the employees to work under the multicultural setting and this form of setting also tends to increase the job satisfaction of the employees and makes them competent enough to handle the problems that are related to

organizational practices of each day. I have also witnessed that this form of practices has allowed the company to promote a bureaucratic culture since many standard processes are included here and the company can also continue with their operations by using the more standard form of culture to carry on with the store operations. An example of a standard organizational chart for the company Morrison Supermarkets plc has been provided below.



Values, philosophy, and culture of the company

The aspect of culture has been defined by various scholars in different ways and hence this can be also stated that culture can be represented in various ways. However, the context of the organizational culture and the effect of the culture can be defined as the process where the employees of an organization share information with each other in the organization and they also maintain communication with each of the employees of the organization. Therefore, the culture of the companies solely relies on the principle that has been set by the founders of the company.

Value is simply the ethical aspects of the company that are required to be executed when the company gets involved in business practices of buying and selling and the strategies they use for the purpose of performing trade with the consumers. The companies are required to focus on the aspects that are related to values and the reason is that values allow the companies such as Morrison Supermarkets plc to create a positive brand image about their organization in the minds of the consumers and also allows the consumers to get attracted to the products that they are offering to them. Morrison Supermarkets plc has created value for their products by helping the

suppliers of UK to reduce wastage after the cultivation of the food items. The philosophy of the company also goes hand in hand with the value of the company and the reason is that, the philosophy of the company reflects over the characteristics of the company and the ways the organization and the employees handle any task or any form of critical situation that occurs in the organization along with the effectiveness that is shown by the employees of the company to carry on the task of the organization.

The cultural dimensions theory that has been proposed by Hofstede also focuses over the idea that the organizational culture is highly affected by the organizational culture of the company and this also impacts over the aspects such as; the beliefs, values, individualism, collectivism, and by the process overpower distance, and the theory of uncertainty avoidance (Kugeler, 2013). On the other hand, legislation that are related to employment also affects the philosophical, value and cultural aspects of the company in regional and at a global level. Hence, the companies are required to implement organizational practices that can bring mixed culture and also integrate these aspects to the cultural practice of the company.

The formal and informal relationships among the employees of the company

The formal organizational relationship

The companies such as Morrison Supermarkets plc use the policies and the procedures of the company to implement the formal organizational practices in the company and the formal practices and also blended in the everyday tasking process of the organizations. Hence, the employees are required to follow these regulations as well. But there are also other sections of the formal organizational relationships.

- Under the functional structure, alike roles are disseminated among the employees that have precise objectives along with assigning authority for an activity where the vertical form of flow is followed by the authority and the functional relation and its practices also tend to be stronger.
- The functional units are the SBU, in the divisional structure since the managers of the companies are required to handle many products and their trading in both local and global

arenas. I have witnessed during my service at Morrison Supermarkets plc, that out store at Walworth, London, only operates the function at this area.

- The matrix structure included the flow of organization that is horizontal and vertical as the management function includes the authority that is downward and the projects managers of the company also issue and control the overall management process (Chesbrough, 2013). This structure also allows the company to practice formal organizational relation.

The formal organizational relationship

The informal organizational relationship and it's practices in the company allow the employees of the company to become social with each other and also this allows the employees to practice friendlier approach when the employees are communicating with each other. The reason for the companies to practice this form of culture is because the employees are always capable of talking to each other without facing any form of hesitation and they also tend to share the same social problems along with practicing same social principles in their daily lives. During my service as the employee of the Wm Morrison Supermarkets plc at Walworth, I have viewed that the parallel organizational structure is practiced in the company since the senior employees of the company also practice informal relationship with each other. The practice of informal relationship also allows the company and the people of the company to bring creativity in the organizational practices along with providing satisfaction and the sense of security to the employees of the organization.

Channels of communication for building relationships and sharing information

The culture of the company plays a huge role in shaping the overall organizational behavior and also affects the company's ability to bring success. But a communication process and its implementation allow all the employees of the company to interact easily with each other and they can also make contact with other external stakeholders of the company that includes the suppliers of the company as well. In my observation, during my service at the Wm Morrison Supermarkets plc, I have witnessed that the company practices a multicultural setting where the

employees of various cultures are involved in communicating with each other for carrying on with the daily tasks.

The company and the employees use standard communication channels to interact with each other and these include;

- Verbal communication: the communication means here includes tools such as using the telephone for conversation along with video calling for the purpose of communicating with employees and the stakeholders that are at long distance.
- Written communication: the company Wm Morrison Supermarkets plc also uses the communication process such as; emails, letters, and memos to interact and give directives to the employees and here the style of communication always tends to be formal.
- Non-verbal: the process of communication under the non-verbal communication includes using gestures and other cues that allow a person to understand one's feelings.

The company's top hierarchies are always stressing over the use of formal communication within the company and mainly when they are communicating with the lower level employees of the company (Davenport, 2013). On the contrary, the informal communication and its practices are carried on by the employees such that are working at the same department and this form of communication also allows the employees to make binding with each other and also collaborate with each other.

The critical analysis of the company and the broader operating environment of the company

In this part of the report, the SWOT and the PESTEL analysis has been provided since, thorough understanding of these two components allows gaining a deeper understanding of the cultural aspects and the effects of the culture and also helps to find any possible gaps that occur in the organizational practice (Davenport, 2013).

SWOT

By the use of the SWOT analysis, the companies are capable of understanding the current environment that the employees are working, along with the factors that give them an upper hand

in business. The SWOT analysis can also allow the company to analyze the synchronization among the employees and their efficacy to carry out the organizational goals.

- ❖ **Strength:** the company is the 4th largest supermarket of the UK and by the implementation of an effective employee working process, the company can ensure providing the best organic foods to the consumers. This form of synchronization among the employees has allowed the company Morrison Supermarkets plc to gain a market share of 10.3% by the end of 2018.
- ❖ **Weakness:** the company has failed to make an online presence as they focus more on selling through retail and this also resulted in only 2.5% increase in the like-for-like for the company, which also dropped after a couple of months and failed to reach the expected percentage. Therefore the company here failed to implement tech-savvy employees to carry on with the online tasks of the organization and this also affects the current culture of the company.
- ❖ **Opportunities:** the company is also expected to bring a market growth of 14.8% in the year 2023 and this gives the company a scope to make market expansion. This also shows that the company has blended the organizational effectiveness to heighten the sales of the company.
- ❖ **Threats:** the company is highly threatened by the other competitors such as Tesco, Asda and Sainsbury and hence, they are required to bring together a team that is more focused and the one that is capable of making a sale by complying with each other and the external stakeholders of the company.

PESTEL analysis

- **Political:** the overall event of Brexit also affected the business process of Morrisons PLC and this included old employees leaving the company which affected the working process of some of the retail operations of Morrisons.
- **Economical:** the currency fluctuation in the UK economy also occurred due to Brexit in the UK economy along with the rise in the products of household items which resulted in consumers switching to cheaper brands.
- **Social:** the company also has an opportunity under the social aspects since the company is involved in selling organic foods and these products are demanded by the age

population of the UK. This also allows the company to practice more informal organizational culture as they are directly interacting with the farmers of the UK.

- Technological: the company Morrison Supermarkets plc is required to make their online presence and hence this is highly suggested for them to implement an organizational culture where the employees are collaborating with each other.
- Economical: The Morrison Supermarkets plc has been also involved in reducing carbon emission by the year 2025 and this reflects over their organizational culture to be more environmentally friendly.
- Legal: The company is also involved in blending the external governmental agencies to their internal business practices and due to this reason, Morrison Supermarkets plc is involved in making affiliation with FSA and other regulatory commissions of UK. These strategies also reflect the organizational values that are followed by the company.

The SWOT and the PESTEL analysis reflect over the fact that the company Morrisons has been always working hard to create a soothing and comfortable working environment for the employees but the company has also faced work based disruption among the employees due to the occurrence of Brexit. On the other hand, the company must work towards creating more tech-savvy team of employees to make the online presence of the company along with ensuring higher synchronization among the employees of the organization (Smith, 2013). In the beginning year, 2019, the UK based job site indeed.com published reviews of ex-employees of the company that stated that the top level staffs of the company Morrisons are also required to communicate clearly with the lower level employees. Hence, this can concur here that the company needs to focus on internal communication process to bring a higher form of efficacy among the employees.

Critical analysis of the ethical and cultural attitude of the organization with my own ethical and cultural attitude for the organization

The ethical standards come from the perception of an individual which is also the result of personal philosophies and moralities (Marklund, 2013). The values and the beliefs are the qualities that are inherited by an individual and their experiences are also behind the creation of these values and beliefs. The companies such as; Morrison Supermarkets plc, are also required to follow the ethical standards and the morals and the reason is that the companies are always

required to focus over the creation of their brand value and this can be achieved by implementing ethical business practices.

Three professional cultures are included in the personal and ethical standards and the value and these are the operators of the company, the executives of the company and the engineers of the company and their functions include-

- Operators are involved in producing the services and products.
- Engineers are involved in monitoring and strategizing the managing process of the company and this also impacts the culture of the company.
- Executives, on the other hand, are involved in planning, directing and organizing and also overseeing the tasks that are carried on by the workforce.

These employees of the company and their work reflect over the values and ethics and they also help to create the perception of the employees for the tasks. Their competency to attain the goal of the company is proven by the quality of work that they perform.

When I was working at the company Morrisons, as the transporter, I showed a different form of ethics and values and this included bringing my own perception to the work that I was performing. But as I became the salesman of the company, the workplace environment tends to change much of the beliefs system which aligns with the current ethics and values practiced by the employees of the company.

The Corporate Social Responsibility of the organization

The companies such as Morrison Supermarkets are required to implement an effective CSR project that allows them to bring goodwill for the company and the employees as well. Morrison Supermarkets and their CSR and environmental projects also encourage employee participation for the purpose of making them aware of the problems that are caused by environmental degradation. Morrison Supermarkets has been involved in various CSR projects that allow them to make affiliation with the external stakeholders of the company.

The company Morrison Supermarkets has been also assuring over the red tractor program of the UK government that allows the company to focus on the animal welfare along with the welfare of the animal safety. On the other hand, the company has been also giving concentration to

perform an independent audit for each farm, as this allows the company to ensure ethical business practices for their CSR projects.

The company has been also involved also focusing over making growth over the current employment opportunities for the local unemployed population of the UK. The company Morrison Supermarkets is highly aware of their 2019 agenda to increase the market share by the year 2023 and due to this reason; the company has been working on the expansion of the stores in other parts of UK and Europe.

The CSR and the environmental welfare projects that are carried on by the company Morrisons are effective enough to bring more ethical workplace practices (Altomare, 2013). Since the employees are always following primitive and one-dimensional organizational ethics and values, more robust implementation and exercise of the Corporate social responsibility projects and practices allow the employees to think about the achieving the organizational goals through ethical means.

Bringing a sustainable culture in the organization

The companies such as Morrison Supermarkets are required to bring a sustainable environment in the workplace and this should be the key agenda of the company since the companies are required to create an environment that gives allows both the current employees and the future employees to carry on with their work in a comfortable manner (Österle, 2013). For the given case of *workplace culture and its impact on organizational efficiency*, this is important to bring sustainability for the ways employees behave and communicate at the workplace and this can also bring long term sustainability for the company.

The employee efficacy is also tied to the type of workplace environment they are provided with. If the company is providing them an environment, free of strict leadership then this directly reflects over the company's competency to bring sustainability in the organization. On the other hand, the effective sustainable process also ensures the company Morrisons to remain relevant with their current business ethics for building a sustainable workplace for the employees of the company.

As I have discussed earlier in the report, this is also important for the Morrisons to ensure that communication is made ethically with the employees since most of the employees of the

company come from a multicultural setting and any form of disruption in these practices can lead to the disruption of workplace sustainability. Due to this reason, the company Morrisons must also ensure the employees with an environment which is free of any racial or ethnic discrimination. The company and the senior level employees are also suggested to practice unbiased attitude when providing the employees with increments and appraisals and this also brings ethically sustainable business practices for the company.

The constraints for competent activities and methods to overcome the constraints

The culture of the company and the competency of the employees are highly affected by the constraints that are related to carrying out effective organizational functions (Welford, 2013). For the company Morrisons, these constraints can include the cultural barriers and the gaps that are related to communication among the employees.

- *Language constraints:* during my service of the company I have seen many employees that are from various other cultures and due to this reason, this was problematic for the employees to interact with these employees that spoke a different dialect. To solve this problem the company Morrisons can bring employee programs that provide a preliminary training of English language for the employees incapable to speak English.
- *Displaying emotions:* the display of gestures are different from one culture to the other and due to this reason the management must focus over the process of semiotics and understanding the semiotics as this allows the employees to understand each other without getting offended.
- *Stereotypical bias:* this is a form of biasness that is bound to happen in the workplace and during my service at Morrisons; I have seen such form of biases, shown by other employees from various cultures. And the reason is that people from one culture can perceive the individuals of other culture to follow similar norms and values. This perception is wrong and this can disrupt the employee unity and their efficacy in the company. The company Morrisons can take strict measures to overcome this barrier and terminate the contract of employees that show racist behavior in the organization.

Conclusion

The overall report has focused over the organizational culture of the UK based Supermarket chain Morrisons and the entire discussion indicates over the fact that the companies are also capable of bringing globalization by the practice of multicultural environment in the organization. The aspect of culture and globalization are also two conjoined factors, where the change in one-factor effects over the other. But, this factor also has to be considered here that, many obstructions do exist under the practice of culture and the effectual implementation of the cultural practices can ensure the companies to eradicate these barriers and also help the companies to bring cultural diversity in an effective manner.

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