

Workplace Culture and its impact on Organisational Efficiency

Student ID: 2123031
Student Name: Yasminka Yancheva
Module Code: BMSW5051_LON
Lecturer: Olusoyi Ashaye

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Executive Summary

This report explores EasyJet's organizational culture, structure, external environment and ethical approaches. It highlights the positive impact of the company's safety-oriented culture, innovation, agility, and supplier relationships while acknowledging their potential drawbacks. Furthermore, the paper conducts a comprehensive examination of EasyJet's business landscape and reviews its ethical principles to conclude by providing recommendations which seek to ensure the organization's sustained successful performance and further growth.

Introduction

In the dynamic landscape of contemporary business, organizational culture stands as a pivotal determinant of success, influencing both financial and non-financial performance outcomes. As companies navigate complex challenges and opportunities, the interplay between their culture, structure, environment, and ethics assumes a focal point in shaping their efficiency (Dobruszkes, 2013).

This report will embark on a thorough examination of these interconnected components within the context of the company EasyJet. Through an in-depth exploration of how workplace culture influences both financial and non-financial performance, the report will seek to illuminate the intricate dynamics of organizational behavior and its implications for business outcomes. The paper will then extend its scope to encompass the external environment, employing recognized frameworks to dissect the driving forces that could drive shifts in operational paradigms. Ethical considerations, an integral facet of organizational conduct, will also be examined to reveal their integration into EasyJet's cultural fabric and the resultant benefits. Upon having explored these aspects, the report will ultimately conclude by presenting recommendations tailored to empower EasyJet in sustaining and further strengthening its successful performance.

EasyJet: Company Overview

EasyJet Plc is one of the leading low-cost airlines in Europe, and is a frequent airline choice for numerous customers ever since its establishment in 1995 (Dziedzic and Warnock-Smith, 2016). With an impressive fleet comprising 308 aircraft, the company serves an extensive network of 927 routes spanning 34 countries, providing passengers with the opportunity to explore a wide range of destinations at low fares without compromising on safety or quality (EasyJet, 2021).

Using a customer-centric approach, whereby the organization consistently strives to understand, anticipate and respond to the needs of its customers, EasyJet has established itself as a trusted and beloved airline choice for many (Hutchinson, 2013). From user-friendly booking platforms to attentive onboard staff, efficient issue resolution, and a rewarding loyalty

program, the company has become synonymous with convenience, affordability, and exceptional service (Burgos, 2016).

Beyond its commitment to passengers, EasyJet also actively demonstrates its dedication to environmental and social sustainability initiatives through various initiatives such as investing in fuel-efficient aircrafts, implementing eco-friendly practices and supporting local communities and charitable causes. In doing so, the company aims to establish itself as not only an affordable provider of air travel services but also as a socially and environmentally responsible transportation choice (Tuppen, 2021).

EasyJet's persistent efforts to evolve and improve its services have resulted in a loyal customer base and a consistently strong financial performance. Whether for business or leisure, the company continues to soar as a leading force in the aviation industry and continuously strives to further augment its presence and prosperity (Rotondo, Corsi and Giovanelli, 2019).

The Relationship between EasyJet's Organisational Culture and Structure and its Performance

Positive Impacts of EasyJet's Organisational Culture and Structure

The organizational culture of EasyJet embodies several essential components that contribute to its success as one of the leading low-cost airlines in Europe.

One fundamental aspect of EasyJet's organizational culture regards the company's commitment to passenger safety (EasyJet, 2017). By endeavoring to continuously improve its safety performance through the adoption of advanced technologies and practices, EasyJet facilitates its ability to provide a secure and reliable travel experience to its passengers and ensure their well-being. Moreover, the organization's safety-oriented culture fosters customers' confidence, trust and loyalty, having a positive impact both on its brand reputation and customer satisfaction, as well as on its profitability (Cassar, 2017). Furthermore, prioritizing passenger safety reduces the risk of potential liabilities and costs associated with accidents or incidents. By proactively implementing robust safety measures, EasyJet mitigates the likelihood of unfortunate events that could lead to reputational damage, legal ramifications or compensation claims, reinforcing its position as a trustworthy and reliable airline and safeguarding its company's financial and reputational well-being (Kassem, Salama and Ganepola, 2022)

The pursuit of innovation is another key component of EasyJet's organizational culture (EasyJet Plc, no date). It not only facilitates the company's ability to implement cutting edge safety measures but also drives the advancement of its overall operational efficiency (Cohen and Roussel, 2013). By constantly seeking novel approaches and embracing emerging technologies, the company has greater potential to eliminate insufficiencies and streamlining processes, thus enhancing its operational performance (He et al., 2022).

The utilization of data analytics is a particularly critical component of EasyJet's innovative approach (Data IQ, 2020). By harnessing the power of data analytics, the company gains valuable insights into various aspects of its operations, including operational efficiency, resource utilization and employee performance. Armed with this knowledge, EasyJet can make informed decisions, optimize its productivity and task and resource management, ultimately positioning the company to improve its overall performance (Rae, 2019). Moreover, data analytics plays a crucial role in understanding customer preferences and tailoring services to meet their specific needs, as through the analysis of customer feedback and behavior, EasyJet can identify trends and patterns, thus enabling it to enhance customers experience and foster greater customer satisfaction and loyalty (Pels and Rietveld, 2004).

Complementing the company's approach to innovation, another integral element of its organizational culture concerns its emphasis on remaining agile (EasyJet, 2019). In the rapidly evolving aviation market, where consumer preferences and demands frequently fluctuate, the ability to quickly adapt enables the airline to identify and capitalize on opportunities promptly, remaining responsive to customer demands, thereby enhancing customer satisfaction and loyalty and positively affecting the organization's financial performance and reputation (Uzir et al., 2020). Furthermore, being focused on agility and innovation empowers EasyJet to implement cost-saving measures effectively as it allows it to swiftly identify and address insufficiencies and implement cost-effective strategies, ultimately contributing to its better profitability and overall financial health (Allan, 2023). In addition, by placing high value on agility EasyJet fosters a culture of continuous improvement within the organization whereby employees are encouraged to experiment, learn from failures, and embrace change as a constant aspect of the business. Consequently, a workforce which can thrive in the fast-paced and ever-evolving industry and can actively contribute to the organization's success is cultivated (Colleen, 2016).

EasyJet's decentralized organizational structure grants decision-making power and autonomy to various levels of management (EasyJet, 2017), and is another prerequisite to the

organization's high performance and overall effectiveness. The decentralized structure promotes a sense of trust, ownership and responsibility among employees and has a positive impact on their job satisfaction, productivity, and retention. This inclusive approach nurtures a positive work environment, where employees feel valued and are more engaged and committed to their roles, ultimately leading to their heightened productivity (EasyJet, 2017). Furthermore, the distribution of decision-making authority across various levels, encourages faster and more efficient decision-making processes, allowing for quick responses to market changes and customer needs and prompt addressing of issues. This reinforces EasyJet's position as a leading airline, as it enables it to swiftly adapt to the changing business environment and maintain its competitive edge (Andal-Ancion, 2003).

EasyJet also places significant importance on building strong supplier relationships and engaging in strategic partnerships with key operators and authorities across various locations (EasyJet, 2021). This approach aims to ensure a reliable and efficient supply chain, whereby EasyJet can secure its availability of timely and high-quality resources thus enabling its smooth operational flow and efficient performance. Furthermore, by collaborating closely with key operators and authorities in different locations, EasyJet gains access to valuable market insights, regulatory knowledge, and infrastructure support. This empowers the company to make informed decisions and quickly respond to emerging trends, ensuring its offerings remain relevant and competitive (Taneja, 2017). EasyJet also places significant importance on building strong supplier relationships and engaging in strategic partnerships with key operators and authorities across various locations (EasyJet, 2021). This approach aims to ensure a reliable and efficient supply chain, whereby EasyJet can secure its availability of timely and high-quality resources thus enabling its smooth operational flow and efficient performance. Furthermore, by collaborating closely with key operators and authorities in different locations, EasyJet gains access to valuable market insights, regulatory knowledge, and infrastructure support. This empowers the company to make informed decisions and quickly respond to emerging trends, ensuring its offerings remain relevant and competitive (Taneja, 2017).

Possible Drawbacks of EasyJet's Organizational Culture and Structure

While EasyJet's organizational culture and structure have various positive impacts, it is still to be considered that they may be implicated with several potential issues which the company needs to take into consideration to ensure its ability to achieve sustainable success.

One possible issue could be striking a balance between innovation and risk management, as the continuous pursuit of innovation may introduce new risks and uncertainties which have the potential to compromise the organization's safety if no special consideration is being given (Kandasamy et al., 2020). Similarly, the focus on innovation and agility can also introduce complexities and disruptions to existing operational processes which can hinder EasyJet's operational efficiency (Budd, Ison and Adrienne, 2020).

The company's decentralized decision-making structure may also present some potential negative implications for EasyJet, with one possible concern being the risk of inconsistent decision-making and lack of uniformity in certain practices across different regions or departments. Without centralized oversight, there could be variations in how certain issues are handled, which might impact the overall quality of service and customer experiences Smith et al., 2011). Moreover, decentralization might lead to a lack of coordination and alignment among different departments or regions, potentially hampering the company's overall efficiency and ability to achieve its strategic objectives (Ismail et al., 2015).

Another thing to be accounted for is that the pursuit of agility and constant improvement could lead to a fast-paced and overly demanding work environment, whereby employees might experience burnout or stress which can reflect on their well-being and job satisfaction (Bouman, 2022).

Lastly, while strong supplier relationships are beneficial, overreliance on certain suppliers or partners could create vulnerabilities if those relationships become strained or if alternative options are limited (Krause and Ellram, 2014).

The Broader Environment of EasyJet

PESTEL Analysis

PESTEL analyses comprise a strategic tool used to assess the external macro-environmental factors that may impact a company's operations. This type of analysis examines key six factors to provide valuable insights which facilitate a company's optimal strategic planning by identifying potential risks and opportunities arising from its broader business environment (Kreutzer, 2019).

Political Factors

The aviation industry's heavy regulation implies that changes in rules and requirements, such as safety standards, security protocols, or environmental regulations, can affect EasyJet's day-to-day activities and long-term strategies, necessitating adjustments in the company's operations (Malighetti, Paleari and Redondi, 2015).

Additionally, trade agreements, particularly those resulting from Brexit, can influence market access, tariffs, supply chains and competition, shaping the airline's regional presence and hence, its financial outlook (Egan, 2020).

Moreover, political stability in the countries where EasyJet operates is essential for ensuring reliable flight schedules and building consumer confidence in air travel. Geopolitical tensions or conflicts can disrupt operations, leading to the need for route adjustments and changes in expansion plans. Such uncertainties can create hurdles for EasyJet in its efforts to provide consistent and efficient services to its passengers (Fonseca, 2020).

Economic Factors

One crucial economic factor regards the economic growth or recession in the regions where EasyJet operates, as well as the overall health of the global economy. During periods of economic growth, there is usually higher consumer spending on travel, leading to increased demand for air travel services, whereas, during recessions, consumers may limit their travel expenditures, resulting in decreased demand (Diaconu, 2013).

Furthermore, being an international carrier, fluctuations in exchange rates can impact EasyJet's costs and revenues, whereas a stable exchange rate environment can provide more predictability and financial stability for the airline, allowing for the smooth operational execution and implementation of organizational changes (Morlotti et al., 2017).

Fuel prices are another key economic factor influencing EasyJet's performance, as fuel costs are a major expense for airlines. Thus, changes in oil prices can directly affect its operational costs and profitability and lead to the company pursuing changes in its strategy.

Lastly, interest rates can impact EasyJet's financial health and strategic decisions, with low interest rates encouraging borrowing for expansion, while high rates lead to more conservative

financial planning. Additionally, this factor can also influence consumer behavior and travel demand.

Social Factors

A prominent factor shaping the contemporary business landscape regards the impact of social media (Hoskins, 2017). In the digital age, travelers rely heavily on social media platforms for travel inspiration, seeking recommendations, and reading reviews from fellow travelers. The power of user-generated content has become instrumental in shaping travel decisions, influencing choices of travel means and destinations (Hunter, 2013).

Another crucial social factor pertains to the heightened health concerns after COVID-19. The pandemic has instilled a strong emphasis on passenger well-being and safety during travel and features such as stringent health protocols, advanced cleaning measures, and contactless services can exert significant influence on many consumers' transportation choices (Abrantes and Quadros, 2023).

Additionally, there is a growing societal awareness of sustainability and environmental responsibility, and travelers are increasingly striving to engage with companies that demonstrate their commitment to reducing their carbon footprint and promoting social and environmental stewardship (Stanojević, Mitić and Radivojević, 2021).

Lastly, the rise of remote work has significantly impacted business travel patterns. With more companies adopting remote work policies, business travel has experienced shifts, leading to potential changes in demand for flight schedules and destinations (Amir et al., 2020).

Technology Factors

One prominent technology factor is the continuous evolution of aircraft technology. Advancements in materials, propulsion systems, and aerodynamics have led to the development of more fuel-efficient and environmentally-friendly aircrafts and present EasyJet with the opportunity to not only reduce its carbon footprint but also enhance operational efficiency by lowering fuel consumption and maintenance costs. In addition, the continuous upgrading of avionics and navigation systems is key for ascertaining flight safety and reliability (Barros, 2013).

Meanwhile, in the realm of customer experience, technology has revolutionized the way passengers interact with airlines. Online booking platforms, mobile apps, and self-service kiosks have streamlined the booking and check-in processes, providing convenience to travelers, as well as enabling airlines to reduce their expenses for manual processes and paper-based documentation (Pandey and Purohit, 2022).

Furthermore, the proliferation of social media platforms and chatbots, provides ample opportunity for swift engagement with customers and can facilitate direct and instant communication which enables quick addressing of inquiries, issues resolution and travel updates provision, thus contributing to customer satisfaction and the company's brand image (Leung, Schuckert and Yeung, 2013).

Legal Factors

The legal landscape plays an integral role in shaping business practices. Within the aviation industry's context, different governmental authorities impose stringent regulations covering areas like safety, operations, and environmental standards. Their consistent monitoring and adherence is crucial to maintain airworthiness certification, flight approvals, overall functioning and customer trust (Cattaneo et al., 2023).

Moreover, international agreements and treaties govern air traffic rights and open skies policies and an airline's ability to operate flights between different countries is influenced by bilateral agreements that determine routes, frequencies, and market access. Navigating these agreements is crucial when concerning EasyJet's decisions for route establishment and market expansion (Ison, 2014).

Furthermore, consumer protection laws dictate how companies should communicate with customers, advertise their services, and handle complaints. To comply with them, EasyJet must ensure to provide accurate information, transparent pricing, and fair compensation in cases of flight delays and cancellations (Couasme and Gurgey, 2016). Additionally, upholding passenger data privacy, by ensuring proper data handling practices and obtaining consent is also integral for regulatory compliance and preserving passenger trust (Gibson and Hanson, 2018).

Environmental Factors

The increasing emphasis on sustainability and climate change awareness drives the need for an adoption of greener practices and technologies. From investing in fuel-efficient aircraft and sustainable aviation fuels to implementing operational efficiencies and carbon offset initiatives, airlines are expected to actively work towards reducing their carbon footprint (Bertini et al., 2020).

Similarly, noise pollution and habitat disruption near airports are also becoming more and more prevalent concerns, necessitating the collective undertaking of appropriate measures by aviation industry's stakeholders to diminish negative environmental effects (Olk, 2020).

Addressing environmental factors can not only positively impact the environment but can also influence an airline's costs structure, as the adoption of sustainable practices can lower fuel consumption, reduce waste, ultimately reducing operational expenses. In addition, it can mitigate the risk of environmental crises which can have adverse impacts on communities and the travel industry as a whole (Ison, 2014).

Porter's Five Forces Model

To further elaborate on EasyJet's dynamic external environment and foster the ability to identify areas of need of organizational adoption and change, an analysis via Porter's Five Forces Model will be conducted. This tool is a widely recognized framework used to analyze the competitive dynamics of an industry and derive valuable insights about the appropriate strategic decision making (Morecroft, 2015).

Industry Rivalry: High

The industry rivalry in the airline sector, particularly among low-cost carriers, is characterized as high due to several factors. First, the industry exhibits high fixed costs, necessitating full capacity utilization for profitability. Moreover, the substantial capital that has been invested to acquire and maintain aircraft fleets, licenses, and operational infrastructure creates significant exit barriers, leading companies to compete aggressively and resort to price reductions rather than exiting the market (Costantino et al., 2016).

While EasyJet holds a relatively dominant position among low-cost carriers and has few direct competitors, these competitors exhibit similarities in pricing, services, and flight networks and are substantial in size, thus positioning the company in a highly competitive market landscape.

Threat from New Entry: Low

The threat from new entry into the airline industry is low due to the substantial barriers presented by the required massive initial capital investment and customers' preferences for established and trusted airlines. Additionally, the market's complexity, intense competition and heightening scrutiny for its environmental impact further render the sector less attractive for potential newcomers (Michelmann et al., 2023).

Threat from Substitutes: Medium

The threat from substitutes for EasyJet, is relatively moderate. While alternative modes of transportation such as trains, buses, and cars exist, air travel remains the preferred choice for long-distance and time-sensitive journeys, as the convenience and speed of air travel outweigh the options provided by substitutes. However, for shorter distances and certain regional routes, substitutes can pose a higher threat, especially if they offer significantly lower prices (Lawton, 2017). Additionally, it is to be considered that evolving technologies and innovations in high-speed rail and other transportation modes could increase substitutes' appeal in the future (Klophaus, Merkert and Lordan, 2021).

Threat from Suppliers: High

The threat from suppliers is a pronounced concern for airlines and is to be identified as being high. Primarily, as discussed, aircraft procurement involves a significant capital outlay, and is also dependent on a limited number of major manufacturers which leads to constrained negotiation leverage. Moreover, maintenance services and the timely availability of spare parts are imperative to sustain operational efficiency which further reinforces airlines' dependency on its technical suppliers (De Jong and Beelaerts van Blokland, 2016).

Concurrently, fuel, being a critical operational feature, not only makes airlines reliant on their fuel providers but also exposes them to the volatility of global fuel markets. Fluctuations in fuel prices can lead to unpredictable and significant shifts in operational costs, directly impacting EasyJet's profitability and financial performance (Tekler, Tekler and Güner, 2016).

Threat from Customers: High

The threat from customers is high in the aviation industry, with passengers having significant bargaining power due to the wide availability of choices and the ease of comparing options, facilitated by online platforms. This dynamic empowers customers to demand competitive prices, exceptional services, and seamless experiences. Additionally, social media amplifies the impact of customer experiences and reviews, magnifying their influence on airlines. Positive and negative feedback can spread quickly through online platforms, shaping perceptions and decisions of potential passengers (Couasme and Gurgey, 2016).

Ethical Principles at EasyJet

EasyJet has ingrained ethical approaches into its organizational culture through a series of well-defined principles, set out in its Code of business ethics (EasyJet, 2022). These principles not only reflect the company's commitment to responsible conduct but also yield significant benefits for the organization and its stakeholders.

Firstly, the company's emphasis on safety as a top priority demonstrates its dedication to the well-being of both customers and employees. This translates into a reputation for reliability and trustworthiness, and appeals to safety-conscious travelers, ultimately contributing to sustained business success (Fleischer, Tchetchik and Toledo, 2015).

Moreover, EasyJet's adherence to honesty and integrity in all of its dealings showcases its ethical commitment to transparent and responsible business practices. This ethical approach cultivates strong relationships with suppliers, employees and other stakeholders, encouraging repeat business, and bolstering the credibility of the organization. Additionally, it facilitates positive customer perceptions, thus driving sustained business prosperity (Sharpley, 2020).

Moreover, the airline's zero-tolerance approach to modern slavery underscores its responsibility to uphold human rights and eliminate exploitation. By ensuring that its operations and supply chain are free from exploitation, EasyJet not only upholds ethical conduct and protects human rights but also ensures the optimal performance of its workforce and demonstrates a commitment to socially responsible business practices, resonating with conscious consumers and stakeholders (Malighetti, Paleari and Redondi, 2015).

Lastly, the company's aim to make a positive contribution to society and the environment reflects its broader ethical engagement, reinforcing the company's reputation as a responsible corporate citizen. Such efforts foster goodwill among customers, employees, and communities, contributing to long-term brand loyalty and sustainability (Busco and Pavlovic, 2018).

Recommendations

Upon having examined EasyJet's current organizational culture and structure and ethical approach, as well as reviewed its external environment, it is to be evaluated that agility, flexibility and openness to change and innovation are key in the aviation industry, as they allow companies to successfully navigate through the dynamic and ever-changing landscape and sustain their competitiveness. Following the conducted review of EasyJet's work culture, structure and approaches, the following recommendations are to be given, to facilitate the company's ability to thrive in the airline industry market and mitigate any risks that could hinder its future business prosperity and growth:

1. **Innovation and Safety Balance:** While fostering innovation to ascertain competitive edge, ensure that safety remains the top priority. Establish robust protocols to evaluate and mitigate potential risks associated with new innovations. This approach will maintain passenger confidence and prevent compromising safety standards.
2. **Continuous Adaptation and Strive for Improvement:** Maintain focus on agility and continuous improvement. Establish a dedicated team to regularly monitor and assess changes in the company's business landscape to proactively identify emerging trends, market shifts, and potential disruptions.
3. **Data Monitoring and Analysis:** Leverage data analytics to gain deeper insights into various operational priorities. Utilize these insights to improve efficiency, tailor personalized customer offerings and enhance customer interactions, ultimately fostering greater business performance.
4. **Centralized Oversight within Decentralization:** Implement periodic cross-departmental reviews and communication mechanisms to ensure consistency in decision-making across various regions and departments. Regularly review and align departmental objectives with the

company's overarching strategies to ensure consistent decision-making and resource allocation.

5. Employee Well-being and Workload: To prevent burnout and stress, foster a culture of work-life balance and provide resources for stress management. Consider implementing flexible work arrangements, promoting wellness programs, and encouraging regular breaks to maintain employee well-being and job satisfaction.

6. Supplier Relationships and Dependency: Ensure a sufficiently wide supplier base to mitigate the risk of overreliance drawbacks and ascertain a stable supply chain.

7. Dedication to Leaving a Positive Impact: Maintain commitment to social and environmental sustainability by continuously investing in socially and eco-friendly initiatives and strategies. Communicate these efforts transparently to customers to enhance brand reputation and attract sustainability-conscious travelers.

8. Ethical Principles: Continue to uphold the ethical principles outlined in your Code of Business Ethics. Regularly review and update them to ensure they remain relevant and aligned with evolving societal expectations.

Conclusion

The comprehensive examination conducted in this report underscores the vital interplay between organizational culture, structure, external environment and ethical principles in shaping a company's trajectory. The complex aviation landscape requires a delicate balance of innovation, customer-centricity, and adaptability, all underpinned by a commitment to ethics and sustainability. In ensuring its understanding and prompt response to the airline industry's broader dynamics, the company EasyJet can foster its ability to navigate challenges, seize opportunities, and sustain its position as a prominent player in the aviation industry.

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