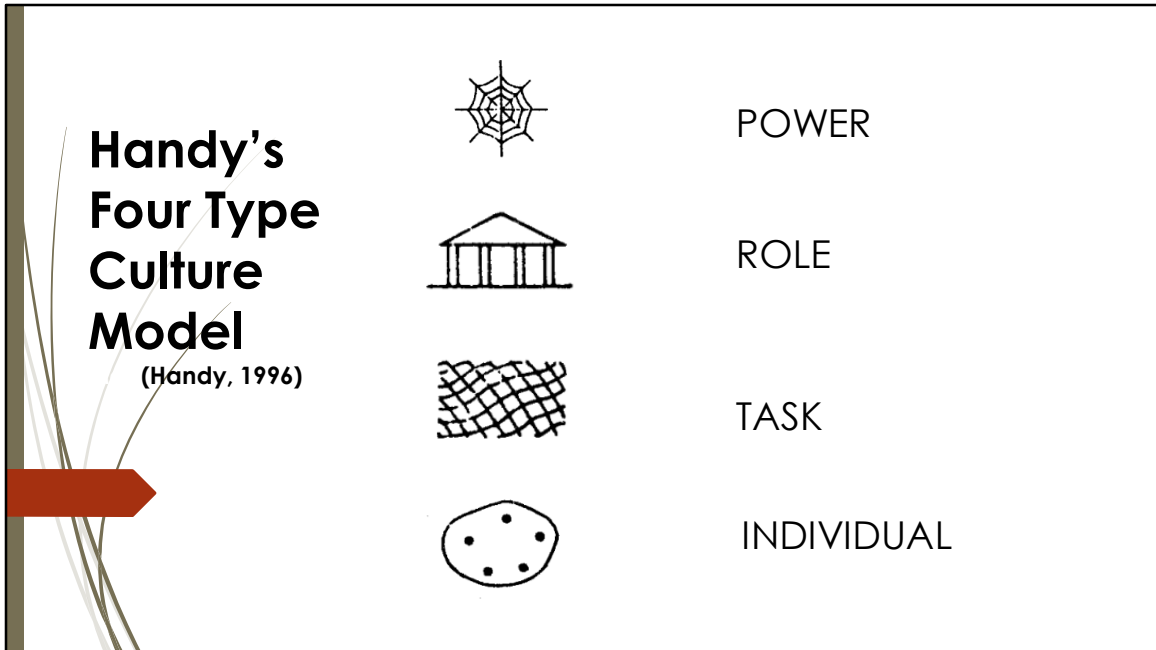




WORKPLACE CULTURE AND IT'S IMPACT ON ORGANISATIONAL EFFICIENCY.

TIMPSON LTD.



April Fuge. 1712455. Workplace Culture and it's Impact on Organisational Efficiency.

Workplace culture is hard to define because of its uniqueness to different collective groups. Cultural confusion leads to inefficiency. Handy's model gives the manager powerful insight to identify power and influence, this determines the appropriate management style of motivation, development and the mindset of the workforce. (Handy, 1996)

Power- managed by force, power is in the middle and owned by a few.

Role- managed by hierarchy, power is at the top and delegated downwards.

Task- managed with collaboration, power lies in the net and is drawn from the recognition of skill and hard work.

Person- Independent, individuals serve their own purpose.

According to (Bridge, 2019) Timpson's turnover rose from 260 million to 278 million in 2018, despite extreme weather, the royal wedding and the world cup in this year.

(According to Pandeli and O'Regan, 2019) Timpson's have two main rules 'the money goes in the till and look and behave as though you are in front of your grandmother', the rest are common sense rules.

EMPLOYEE VOICE



- COLLECTIVE VOICE
- EMPOWERS THE WHOLE WORKFORCE
- GIVES ORGANISATION ADDED VALUE
- IMPROVES EFFICIENCY
- (Sharp, 2018)

(Swinscoe, 2018) notes the role of the manager is to ensure processes such as appraisals and employee voice are informal. However, reviews from pockets of staff reveal issues such as immense pressure by managers to work long hours and lack of interest in their mental health. (Indeed, 2020)

(Sharp, 2018) says collective voice not only empowers employees and further opens two-way dialogue, its gives added value to the organisation. Complementing formal and informal mechanisms gives strength, as some individuals may not want to speak out through fear of repercussions and managers may interpret individuals that do voice issues as just complainers.

Business Philosophy

'How to ride a giraffe', says staff can ask for help and guidance and any uncertainty should be first looked inward as it may just be fear of change. (The Giraffe Spirit, 2020).



Timpson's business philosophy 'of how to ride the giraffe' says staff can ask for help and guidance and any uncertainty should be first looked inward as it may just be a fear of change. (The Giraffe Spirit, 2020)

(Pandeli and O'Reagan, 2019) note that personalities of staff are priority based on the premise that these cannot be altered, training is given to acquire skills needed. Staff are not permitted to tell anyone what to do, this includes managers, innovation is encouraged such as what to give away for free and freedom to make decisions.

Psychological Contract



Colleague Support Team
(C.I.P.D, 2015)

Psychological Contract

Is a high indicator that Timpson have a strong positive culture.

(Timeless Time, 2018)

Timpson's do not have a HR department believing this is hierarchical, choosing instead to have a colleague support team. (C.I.P.D Report, 2015). Support is given for all issues inside and outside of work including debt, bereavement and divorce. (Swinscoe, 2016)

(According to Timeless Time, 2018) The psychological contract at Timpson's has a strong 'give and take' connection. Staff that 'go the extra mile' for the company have benefits such as use of holiday homes for themselves and their families. Timpson's also offer flexible working for all staff whatever the reason. (Utterly, 2014)

TASK BASED CULTURE

- Managers do not feel the need to exert power.
- Skill and hard work prevail over age or status.
- Silos do not manifest as any employee without the right personality are exited. (Pandeli & O'Reagan, 2019)

The focus of reward in a task culture is financial.

(Gomez-Mejia, 2004 cited in Linhares, et al, 2013)

According to (Gomez-Mejia, 1992, Hipolito, 2004 cited in: Linhares, et al, 2013) The focus of reward is financial, employees at Timpson's work to a weekly bonus. Timpson's however also know how to make their employees feel special through recognition and incentives. The managers must know the 'whole' person who comes to work, such as knowing their hobbies and children's names and tailor this to the individual. This is more memorable and gives the employee a higher perceived value leading to higher performance. (Rose, 2011)

According to (Handy, 1996) Timpson's is a task-based culture, this is the most efficient culture. This is led by flexible teams; expertise is applied in many ways and this is a highly collaborative culture. (Fisher, 2003) The managers have worked their way through the company from apprentice's, so they know the 'Timpson way' and do not feel the need to exert power. Diversity is an embedded value, skill and hard work prevails in this culture rather than age or status. Silos do not manifest as any employee without the 'right' personality is exited. (Pandeli and O'Reagan, 2011)

Efficiency is high when a culture is seen and felt as a 'family culture'. Timpson's has captured this 'family culture' which is strong and positive, therefore it is an organisation of excellence and is highly successful. (Onyebuchi, 2018)

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CONCLUSION.

- The culture models give the manager many angles of insight of how Timpson's culture impacts efficiency.

The three models used to analyse Timpson's culture, give the manager many angles and foresight into how Timpson's culture impacts efficiency. Identifying what physically and mentally connects their staff to the business.