

“How do environmental forces and ethical dilemmas affect on organisational culture and how organisational culture can be linked to organisational performances?”

BMSW5105 Workplace and its impact on Organisational Efficiency

Loraine Tabila
1917097
Nadeem Mirza

Executive summary

According to (*Jargons, 2022*), an organisation is a group of people who work together to achieve the same goal, is considered as a social structure as that includes human interaction, corporate responsibilities distributed among personnel, and company goals. Organizational culture was utilised in industrial businesses to explain the low production climate and why rules and procedures did not work to mend dysfunctional relationships between superiors and subordinates (*Ajmal & Kassem, 2019*). This report will analyse the Mandarin Oriental Hotel organisational culture and its environmental factors such as the PESTEL analysis which is a method of strategic analysis used to identify the external elements and Porter's Five forces. Also, it will discuss the cultural which is a method for visualizing, describing, and mapping an organization culture and understanding the various elements that influence organisational culture. A reflective essay will be included in this report.

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Introduction

Due to COVID-19, an unpleasant situation developed at the start of 2020 that had an influence on our everyday lives. Local, multinational, and corporate enterprises were compelled to close for a certain period, prior to the introduction of the COVID-19 immunisation. Because of the organisational environment, the time period had an impact on mankind, changing individual conduct and consequently organisational behaviour. Everyone had to swiftly adjust to the epidemic and follow all the regulations as a result, which had an especially negative impact on the company because it altered worker morale.

The organisational culture of the Mandarin Oriental hotel will be covered in this report. It will employ Pestle analysis, Five's forces analysis, and Cultural Web to examine the corporate environment. Additionally, ethical issues within the corporation will be covered.

1. Background Mandarin Oriental Hotel Group

Mandarin Oriental, a global hotel construction and operations firm offering luxury hotels, resorts, and apartments, has been selected as the organisation. After establishing Asian roots more than fifty years ago, the firm presently has 36 hotels and 7 homes in 24 countries, with each property reflecting its character and ambiance.

The hotel group retains its position as an avant-garde pioneer in the provision of exquisite hospitality, carefully focusing on the development of the brand to increase profitability and long-term shareholder value (*Limited, 2022*).

The Mandarin was the tallest building when it first opened and quickly became a historic landmark, while The Oriental was known as one of the most storied hotels. The Mandarin Oriental brand was founded in Hong Kong in 1963 and was created out of a partnership between The Mandarin in Hong Kong and The Oriental in Bangkok in 1974. The Mandarin Oriental Hotel Group was established in 1985 when these two landmark hotels recognised the value of having a united structure and brand. Both hotels had a reputation for providing great and friendly service (*Roll, 2020*).

Late in 2003, the London flagship opened its doors in the heart of Knightsbridge, the city's most affluent neighbourhood. The hotel rooms there are decorated in a British style while paying homage to the city's oriental past (*Louise, 2021*).

2. Pestel analysis in Mandarin Oriental Hotel Group

The PESTEL analysis is a method of strategic analysis used to identify the external elements—political, economic, sociocultural, technological, ecological, and legal—that have an impact on each of the aforementioned factors.

The goal of this analysis is to identify the social forces that have an impact on the microenvironment, which entails examining all the general (national and international) factors that influence a region's institutions and the environment in which they operate, including the sector, market, customers, competitors, and suppliers.

PESTEL analysis, as described, is a method of business analysis that enables and determines the context in which it moves, allowing for the creation of strategies to defend themselves, take advantage of, or adapt to anything that influences the industry (Rosa, et al., 2019).

2.1 Political

The factors that can affect Mandarin Oriental Hotel Group is a long-term profitability in a particular country or market are heavily influenced by political issues, in this case in the UK with the Covid-19 the hotel might face a political stability because of the lockdown.

2.2 Economic

The financial sector factors that affect an economy's aggregate demand and investment include the inflation rate, savings rate, interest rate, foreign exchange rate, and economic cycle.

2.3 Social

To comprehend a market's clients and create a marketing message that appeals to consumers in the Travel & Leisure business, Mandarin Oriental Hotel Group, marketers must consider the shared values and attitudes of the populace. Population statistics and skill level Society's power structure, class system, and hierarchy.

2.4 Technological

Analysing technology requires understanding these effects: recent technological advancements made by rivals of Mandarin Oriental International Ltd., impact of technology on product offerings, impact on the value chain structure in the consumer services sector and the travel and leisure industry and technology diffusion rate.

2.5 Environmental

In advance, a company should take into a number, environmental factors, including weather, a changing climate, environmental pollution is subject to laws, water and air pollution laws for the travel and leisure sector and recycling.

2.6 Legal

The leadership of Mandarin Oriental International Ltd. should take into account a number of legal concerns when entering a new market, including, the country's antitrust laws apply to both the travel and leisure sector; discrimination laws; patents, copyright, and intellectual property law; e-commerce and consumer protection to employer rights; occupational safety and health legislation and privacy protection.

3. Porter's five forces analysis at Mandarin Oriental Hotel

The economic climate, according to Michael Porter, affects how appealing an organisation is planning a sustainable strategy should take sector competitiveness into account.

The intensity of the competition comprises long-term objectives whether the business is one that seeks to enter the market or one that is already present. Porter has shown that there are five key elements that impact and shape competition in each economic sector: rivalry among competitors, supplier and buyer negotiating power, threat of new entrants, and threat of substitutes. When these factors are strong, the economy suffers since it is difficult for rivals to generate large profits or get their investments back.

Conversely, if the forces are weak, the businesses will have more room to negotiate and make more money. Each of these pressures poses a threat to the organization's ability to compete in the market; as a result, barriers should be erected to safeguard its position (Anastasiu, et al., 2020).

3.1 The rivalry between competitors

The degree of rivalry among rivals affects how appealing a sector is. If: There are other businesses in the area that are around the same size and profit; the barriers to leaving the company are substantial due to the level of expertise or the management's personal investment; the market is moving slowly, and the clients are unaware of the benefits of the given goods and services.

Price wars are typically used by rivals to gain market share; however, this is only a temporary tactic. Eradicating rivals is a poor strategy since new competitors may enter from all over the world in a worldwide competitive environment (*Anastasiu, et al., 2020*).

3.2 The buyer's power of negotiation

If the customers are few but purchase in great quantities, they may have significant negotiating power over the pricing of the goods or services. If they can quickly swap suppliers or decide to produce the suppliers' goods, they can pose a threat. For intermediate clients, the same analysis may be created (*Anastasiu, et al., 2020*).

Customers chooses Mandarin oriental hotels as it is known as a luxury hotel, it lets you feel unique experience during your stay; from its services and the luxury rooms that the hotel provides with top notch technology and facilities.

3.3 The supplier's power of negotiation

Monopoly or oligopoly may be created by a small number of providers, which may give them unchecked influence. The same scenario can arise if customers' switching costs to other suppliers are high or if their revenue is diversified across several industries (diversification) (*Anastasiu, et al., 2020*). Mandarin hotels have a various supplier, depending on the countries and departments.

3.4 The threat of new entrants

Economies of scale or other cost-cutting measures may prevent new competitors from entering the market. It is challenging for new entrants to enter new markets if the entry barriers are high. On the other hand, when differentiation is a strong company's strategy, they may count on making some early losses before consolidating their market position (*Anastasiu, et al., 2020*).

As it this hotel industry, rivals a various in this industry, therefore, to be able to survive with threat of new entrants, Mandarin hotel should keep their good services avoiding any complaints.

3.5 The threat of substitute

If the alternatives' pricing is competitive or if they use cutting-edge components or technology, they can pose a threat to the goods sold in a particular market. The differentiation of products or the reduction of costs are two potential obstacles that could prevent alternatives (*Anastasiu, et al., 2020*).

Many hotels may have a lot of common with Mandarin hotel, but locations of the hotel may be the best key to survive the threat of substitutes.

4. Workplace culture of Mandarin Oriental and changes therein due to external forces.

An organisation, according to (*Jargons, 2022*), is a collection of people who collaborate to achieve a common objective. It is seen as a social structure since it involves human contact, the division of corporate responsibility among employees, and organisational objectives.

In industrial enterprises, organisational culture was used to explain the poor productivity environment and the reasons why rules and procedures failed to improve the dysfunctional relationships between superiors and subordinates. Thirty years later, the concept of culture as the social fabric of the organisation, contributing to the collective process of creating a unique organisational character, was put out.

Several other definitions have been offered, including "The collective programming of the mind which separates the members of one organisation from another" and "Organisational culture as a factor that differentiates between organisations on the basis of employee mindset." Other researchers focused on the lasting beliefs that characterise organisation and communities. A collection of guidelines, principles, presumptions, and attitudes that influence conduct inside an institution is frequently referred to as organisational culture (*Ajmal & Kassem, 2019*).

According to (*Gorzelany, et al., 2021*), culture is an important factor in management, as it influences the organisation's overall functionality and is the basis for communication, valuation, and governance. It has been studied since the 1970s, inspiring and supporting interpersonal interactions and understanding business objectives.

The overall concept of organisational culture is challenging to describe since, according to (*Mullins, 2016*), it supports and reflects the core beliefs about how work is done and what is and is not appropriate in activities.

When an organisation has its own distinct personality, where the values and behaviours inside the company are composed, it is said to have an organisational culture. This culture aids people in making decisions and modifying their conduct to fit with the set of values (Joy, 2016). While according to (Marcouse, et al., 2014), an organization's "organisational culture" refers to the attitudes and behaviours that its members have developed over time.

As is appear, in the report of, Mandarin Oriental Hotel Group took decisive actions in response to COVID-19, resulting in financial losses of US\$206 million, but remains in a strong financial position with low levels of debt and cash and committed debt facilities (Group, 2021).

As Ben Keswick mentioned, the effects and uncertainty of COVID-19 continued to limit international travel in 2021, making it a difficult year. However, when travel restrictions were gradually removed in most areas of the world, performance increased in the second half. This helped the Group greatly decrease underlying losses, along with assistance from the government and other pandemic-related factors. However, trading circumstances are still challenging, especially in East Asia, and a loss is anticipated for the first half of 2022. The extent of travel restrictions put in place by nations will determine the prognosis for the whole year. Mandarin Oriental is still well-positioned for long-term growth thanks to its powerful, internationally acknowledged brand, devoted clientele, and solid expansion pipeline (Limited, 2022).

5. Relationship culture in Mandarin Oriental and its relationship with organisational performance in achieving financial and non- financial performance.

Every organization's goal includes a commitment to sustainability and efforts to protect the environment. As they broaden its network of opulent hotels and residences across the world, Mandarin Hotels, according to their sustainability report, place a high importance on operating their properties sustainably over the long term. They have established a strong governance framework to guide us in the direction of their objectives by including sustainability components into their policies and processes. They succeeded in their ambitious goal of getting rid of all single-use plastic in the hotels by the end of December 2021 (Group, 2021). They are in a good position to exert crucial leadership and drive significant advancements in the sector because this was a serious issue. Along with their commitment to becoming "plastic free," they recently achieved a remarkable feat by developing a system for ethical purchasing. Their concern for the environment and the supply chain employees has had a big impact on this initiative.

It is also possible to argue that the culture determines how the organisation should be formed, whilst the structure provides a framework for the culture to be applied. So, regardless of how large an organisation is, if its culture begins to break down, it is going to happen a while before the structure undertakes, too.

Organisational cultures can have varying impacts on employee performance and motivation levels, such as allowing one area to set up their own culture, which can affect the performance of others (*N, N,d*).

6. Ethical dilemma that may or will affect the performance of the organisation.

Every challenge has a moral aspect. Decisions are made from the views of the decision-makers, the parties that require the decision, and the majority of those who do not participate in decision-making but are nevertheless influenced. The study of right and wrong, fair and unjust, and moral and immoral action is known as ethics. Since the good and fair are synonymous with moral, ethics is regarded as the science that investigates morality. Morality is measured using three key factors: the interests of the community, the self, and the interests of others. The account one's own, other people, and the greater welfare. The phrase "common good" describes someone behaving in the general benefit of society (*Figar, 2016*).

The environment, which might be internal, external, or both, has an impact on how an organisation behaves. Internal influence will result in various organisational behaviour, whereas external influence is about the needs with specific rules and regulations, in which the corporation participated in a highly regulated business in a strict and structured culture (*Richards, 2018*). According to (*Mullins, 2016*) organisations must adapt to changing globalisations and meet local as well as market demands. These demands are represented in how organisations handle opportunities and risks.

An ethical dilemma is difficult to resolve, but an approach based on systematic questioning, analysis and diagnosis is more likely to produce a satisfactory outcome (*Michael Armstrong, 2020*)

The people who work for the company have a significant impact on how they behave as a group and as a team; their behaviour, education, histories, skills, culture, and ideas can

have an impact on how they behave as an organisation (*Richards, 2018*) and (*Mullins, 2016*) also believes that the interaction between individual employees is one of the key areas of the field of organisational behaviour.

As already noted, many organisations are impacted by environmental factors and moral quandaries. For example, the Mandarin Oriental Hotel was impacted by the Covid-19. The firm may not have completely shut down as a result of the lockdown, but it did lose a lot of revenue because there was no leisure time available. In the hotel industry, ethical dilemmas are widespread since managers frequently, to decide how to handle challenging situations when customers complain (*Group, 2021*).

Recommendation

With sustainability as their primary goal, the Mandarin Oriental Hotel Group is a quality organisation with a culture that values taking care of the environment and the future by using less plastic. As is it also they do not forget their Asian roots but still adopting the culture of every area they do the hotel, only to let the guest feel the ambiance of the place and more suited. They are renowned for being creative and for having charming, distinctive room designs (*N, 2020*).

Due to decreased energy and water usage as well as efficient waste management through recycling, sustainable practises result in lower operating expenses. Additionally, it enhances customer satisfaction, which attracts and keeps consumers (*N, N,d*).

The sustainability process by reducing less plastic and papers, by placing paper with code regenerator (QR), the QR codes can host into concierge, spa, housekeeping, room dining, from the hotel and select what service they need.

In addition to following the environmental laws and regulations, Mandarin Oriental also sets targets for reducing of use of energy, carbon emissions, water use, and trash and practises ethical purchasing. In order to improve operational efficiency, it have been implementing internal reforms since 2012, using industry best practises, and embracing innovation. Currently, the hotel group use an online sustainability data management system specifically designed to speed data gathering and provide real-time progress (*Group, 2021*).

Conclusion

Due, to the effect that the Covid-19 situation has had on the world over the past two years, which has had an impact on organisational behaviour. The hotel group care of the well-being and efficiency of staff members are significantly influenced by organisational culture, it is necessary for a productive workplace and may boost morale within the team.

By using the tools that it helps to prevent business failures, along with by identifying the internal and external factors, that it can help to stand into the business.

The virtual workplace during covid- 19 was useful and necessary as the employees, managers were able to work remotely and, on the same time stay safe.

By the used to the technology, during that period, until nowadays, is still doing meeting on-lines, sharing information and knowledge between colleagues to perform accordantly with the preferences of the guest and residences.

7. Reflective essay

In this reflective essay I will be using Kolb's learning theory. David Kolb created the experimental circle in 1984 as a result of his experiences. This paradigm contains four stages: the concrete experience, the reflection of the observation, the abstraction of the notion, and the active experience (*McPheat, 2019*).

The module of the programme is Workplace Culture and its Importance on Organisations: What Does It Mean? How Does It Connect to Culture in Organisations? On the beginning of the term, I was unaware to the meaning of the organisational culture meant, and because of the module's name, I initially believed that would be challenging, but as the term went on, it become easier for me to comprehend the significance of the organisation and its culture.

Organisational culture is a characteristic that differentiates companies through the attitudes and behaviours of its workforce. As an organisational culture is describe as a set of principles, beliefs, presumptions and attitudes that influences the behaviour within an organization (*Cote, 2023*).

Organisational behaviour is the way people behave inside an organisation as a result of its organisational culture. This includes staff members and other individuals. Organisational behaviour and culture are important in the business operates, because they can affect how successful is the company (*Ejim, 2023*).

I had not given it much thought, but it is all about the attitude, values, guidelines, presumptions, and beliefs related to behaving at work, that the organisation behaviour of the staff it can be adapt by the organisational culture.

As Mandarin Oriental Hotel Group with Asian roots, was two different hotels in China that it has been joint together. The owner of the hotel group company is Jardine Matheson a British multinational conglomeration based in Hong- Kong (*Matheson, 2023*). As a worldwide hotel investment and management company, the hotels are available in different locations across the world (*Bishop & Fleming, 2023*). The hotels expanded into different locations, are designed and adapted of each location without forgetting their Asian heritage,

Now, that I learn the meaning of organisational culture and behaviour, and that the Hotel Group have Asian roots, but it owns by British dynasty, I have understood the meaning the importance of the organisational culture in each company, and I will be able to distinguish and adapt in the future into a different company.

Despite, the fact that level 4 had covered the topics of the Pestle analysis and Porter's Five Forces, I did not first comprehend the significance of employing these tools. However, by the time I reached level 5, I was able to fully appreciate their value. I now see how crucial it is for businesses to comprehend environmental aspects if they want to succeed. For instance, while I was evaluating the Pestel analysis, I believed that collecting specific data from each area was sufficient to complete the task. I had no idea how important it is for a firm to be able to compete in the market to understand the aspects that affect each industry and whether they are favourable or negative.

By (*Team, 2023*), by having a difficulty of choosing between two possibilities when neither of them is completely ethically acceptable is known as an ethical dilemma (also known as a moral dilemma, ethical paradox, or moral dilemma).

But according to (*N, 2023*), Regardless of whether the option is morally correct or wrong, either beneficial or detrimental, or fair or unfair, every dilemma involves an ethical question. Ethic is a discipline, and everyone at the Mandarin Hotel, from employees to managers, has their own set of moral principles. For instance, as a cleaner, I am aware of the materials I should use to clean every room, and I should use these principles to choose where to begin and when to finish. Daily actions of this nature that we take without understanding it provide a moral dilemma.

The report makes it clear to me how crucial it is to thoroughly analyse an organization's behaviour, culture, and internal and external factors in order to improve performance—not just with the organisation that was selected, but also with other organisations. For example, understanding the pestle analysis or using a different model to analyse a company's

environment will make this process less complicated. I now have a deeper understanding of the business I work for, a better understanding of how my co-workers behave, and—most importantly—a greater ability to realise my ambition to advance to a management role in the future.

I personally believe this module it helped me more in the understanding deeper of each main words used for the business, like pestle, ethical dilemma, organisational performance, organisational culture.

Those words, even you can hear everywhere or read in the newspapers, it will not really comprehend, if it not understandable the meaning and the importance of each word. As each words work differently into the company, and it helps for students, staff, colleagues to apply it.

As a student external resit, is a little bit harder to work with, as I need to study more independently and having the pressure.

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