

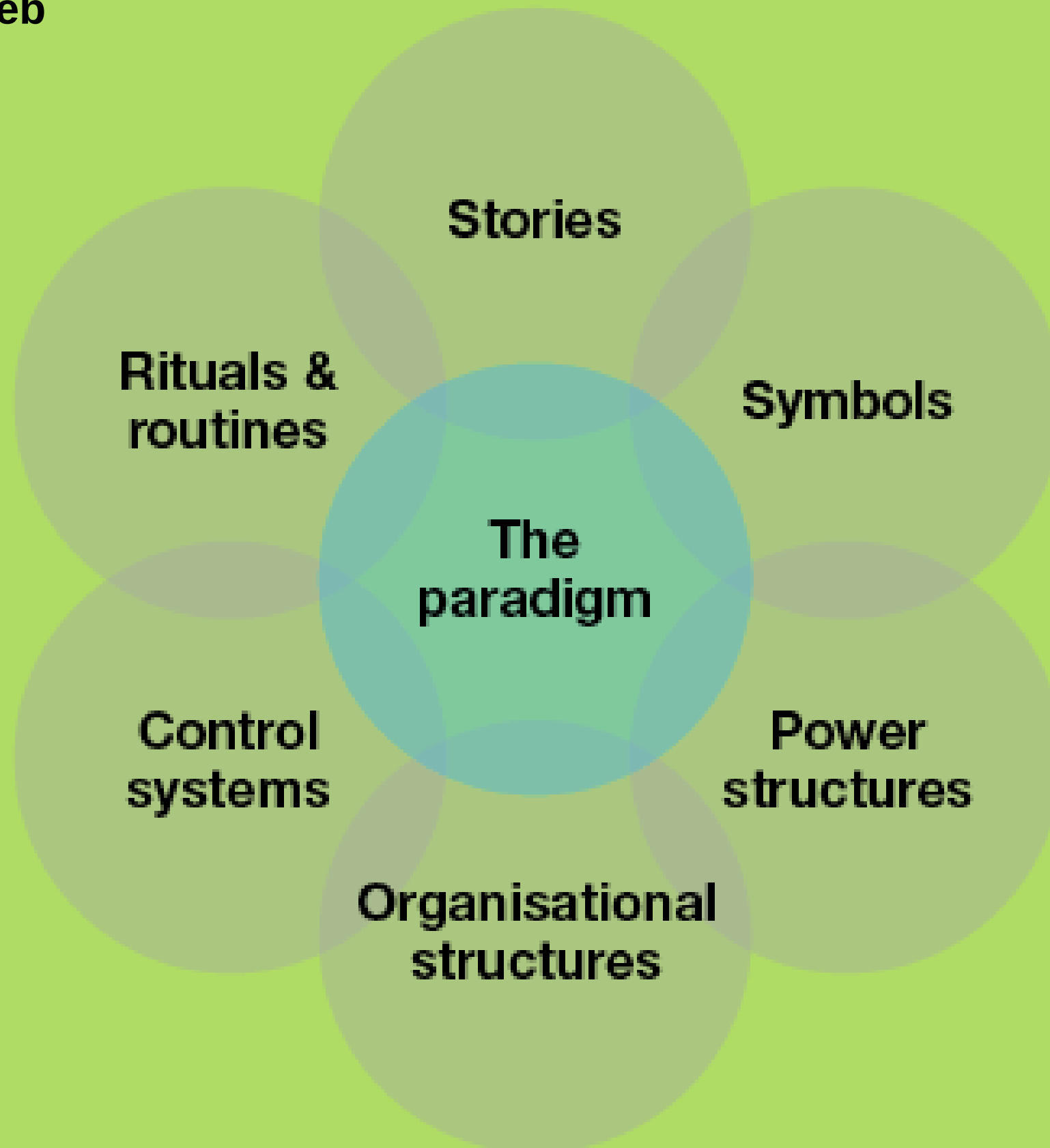
Workplace Culture and Its Impact on Organisational Efficiency

Cultural Web



According to Tierney (2016) the organisational culture can have an influence on organisational performance because there are known more different kinds of culture which can have a positive or negative impact on cultural development.

Johnson and Scholes Cultural Web



Johnson and Scholes Cultural Web (1999) shows that this assumption, beliefs, and values established in the organisational culture are related to both from the way that employees interact with each other, and the way in which the organisation interact with the outside world; and from Sun's (2008) point of view the cultural web is seen as a tool that has the role of monitoring the change and giving people the opportunity to understand the organisational culture.

Using the Cultural Web as a model it can be identified some important aspects that have influenced ASDA's culture, and also can be used as a way to understand correctly the future aspirational culture. Johnson and Scholes Cultural Web model contains six key elements which is structured as: stories, rituals and routines, symbols, organisational structure, control system, and power structure. (Mind Tools, 2020)

1. Stories: are the past events that people talked about inside and outside the organisation.
2. Rituals and routines: are the daily behaviour; are the events of an organisation in which they emphasise what is truly important to them and how handle matters.
3. Symbols: the visual representation of the organisation including logos, the styles of office, dress codes.
4. Organisational structure: this includes both the hierarchal composition of the organisation and the relationship between people from these organisations.
5. Control system: the ways that the organisation is controlled; include financial system, quality, and rewards.
6. Power structures: the pockets of real power in the organisation; the most powerful people in organisation have the most direct influence, key senior directors, senior managers.



1.Stories

The core that ASDA has established since its launch, was to provide to its customers the best value. (ASDA, 2020)

The advantages it brings to ASDA by telling stories is to motivate the employees, to keep the loyal customers, and to create an image that reflects the important aspects of the organisational culture.

An example:

" In 2002 ASDA was named the top company to work for

In 2004 ASDA was named 'Best value retail'

In 2006 ASDA launched the 'we sell for less' program

In 2007 ASDA expanded its online retail offering by direct.asda.com

In 2010 ASDA continued to grow " (ASDA, 2018)

2. Rituals and routines

ASDA is an organisation that emphasises its team, can ensures that has the best employees who adhere to the principles and beliefs that ASDA respects and relies on its success to be able to maintain its position as a leading employer with an excellent reputation. (ASDA, 2018)

3. Symbols

ASDA has a strong hierarchal structure; ASDA symbols is more word-marks than an image and has changed during his evolution. (1000 Logos, 2016-2019)

4. Organisational structure

The concept that ASDA established to help built an organisational culture during those years started from the fact that if the employees are proud to work for the organisation, the external stakeholders are treated with respect, the customers will have a pleasant experience to buy from that organisation. (Zoe, 2016)

5. Control system

As stated by ASDA (2020) the financial system is led by a Chief Financial Officer, and the accounts, which includes the financial activities of all ASDA stores, shows that financial year from 1st January 2018 to 31st December 2018 have increased by 1,6% compared to financial year 2017.

The management system is to control and monitor to maintain at all times the high standards of quality that ASDA requires. ASDA became second place in 19 May 2019 in the UK grocery market top 4 by 15,4%; Tesco cam first by 27,3%; Sainsbury cam third by 15,3, and Morrisons last by 10,4%. (BBC News, 2019)

6. Power structures

ASDA has a hierarchical structure and is beneficial to its success because it makes things clear. The leadership team hold the same values and beliefs to offer to its ASDA customers the very best value. (ASDA, 2020)

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