



University of Wales
Trinity Saint David

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**MODULE: Workplace Culture and its impact on
Organisational Efficiency (BMSW5105_LON)**

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TASK 1 – INDIVIDUAL REPORT



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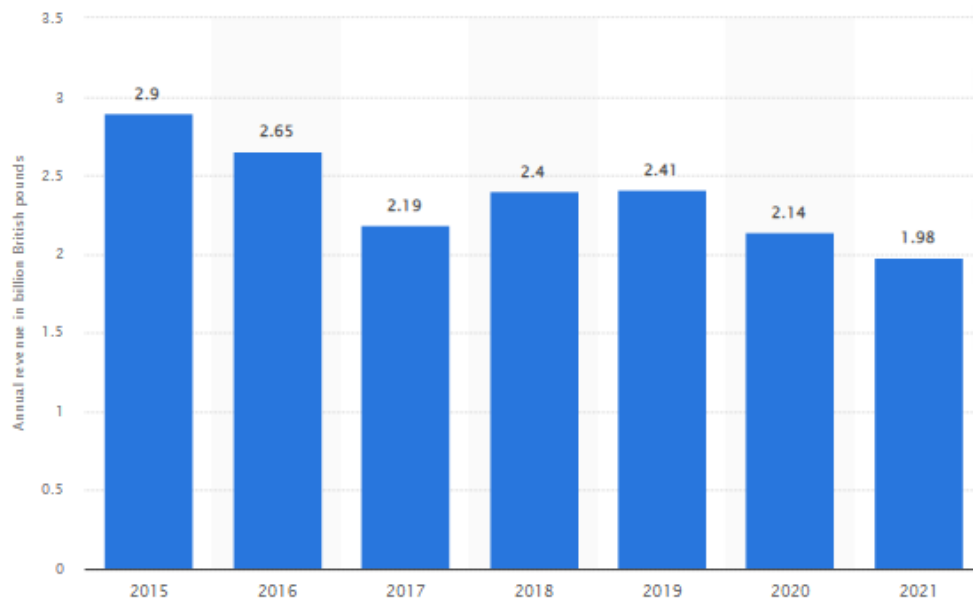
Introduction

The culture practised in the workplace defines the organisational strategic growth that results in improving the efficiency level of the organisation. Therefore, in the present report, an analysis is conducted on the workplace culture practised at Corus Steel a steelmaking company in the UK that has changed its business environment and working practices due to market competition and improving organizational efficiency. The report incorporates a detailed analysis of the business environment of Corus steel, and organisational and environmental analysis is presented added with key drivers of organisational change. In addition, a critical assessment is made of the workplace culture of Corus followed by an individual reflection.

Company Overview

Corus is a British Steel Plc formed in 1999 with a strategic partnership with Hoogovens, a Dutch company. Corus is a subsidiary of an Indian-owned company TATA group that has its business core operation diversified into three main divisions namely strips products, long products and Distribution & building systems (Corus, 2022). It has over 40,000 workforces at the global level and the business of Corus is mainly based at Port Talbot for Corus strip products. However, the main aim of Corus is to become a global leader in the field steel industry by providing the optimum level of customer support, high-quality products and better value for money to its customers.

The figure presented below provides information about the level of revenue in the business of TATA steel. From the figure, it can be demonstrated that fluctuation has taken place in the revenue of TATA from 2015 to 2021 reaching over 1.98 billion in 2021 (Statista, 2022). Change in the revenue rate of the business is due to the challenges pertaining to the business and workplace culture.



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Figure 1: TATA steel revenue in the UK
(Source: Statista, 2022)

Key business environmental scanning or analytical tools

Strength • The strong brand value is worth \$2,277m (Tata Steel Europe, 2021). • A wider range of employee workforce of about 21,000 in 2018 (Tata Steel Europe, 2021). • Business portfolio comprising strip products, long products and building systems.	Weakness • Wide range of suppliers • Limited product development strategy
Opportunities • Growing market demand for manufacturing and steel products • Technological improvement in the steel business	Threats • Market competition from Neume, Triple M metal and Nippon

Table 1: SWOT analysis
(Source: Self-created)

The table presented above provides information about the business environment of Corus that involves detailed identification of its strength, weakness, opportunities and

threats. From the table, it can be observed that the strength associated with Corus involves the presence of a strong brand value in the market which is worth \$2,277 million in the year 2021 (Tata Steel Europe, 2021). In addition to sitting there is a presence of wider set of workforce present in Corus having over 21,000 employees working in 2018 and also the inclusion of a business portfolio which defined the core base of the business such as strip products, long products and building systems. Apart from strengths, there are different weaknesses also prevailing within the business such as the presence of a wide range of suppliers in the business that often results in creating a situation of conflict in business operation practices. The product development strategy is also identified as a weakness of the business as there is a limited area of development as per the changing demand in the market. However, threats also prevail in the context of different competitors in the market such as Neume, Triple M metal and Nippon which creates a competitive marketplace in the business environment. Moreover, there are certain opportunities present with the business that can result in business development such as growing demand in the market and technological improvement.

PESTEL and Porter's Five Forces Model

Political	➤ The Introduction of Brexit law reduced trading and imports export levels worth £12.6 billion forming 15.7% (BBC, 2021) {Threat}
Economical	➤ The rate of unemployment increased by 3.7% in 2022 (Trading Economics, 2022c). {Threat}.
Social	➤ Growth in population rate by 0.87% and current rate follows 68,770,889 (World meter, 2022) {Opportunity}.
Technological	➤ Reduction in the level of technological investment by 22% due to higher rate of slash valuation and mass layoffs (Sinister, 2021) {Threat}.
Environmental	➤ Introduction of New Environmental act 2021 to protect the environment and reduce industrial waste (UK. Practical law, 2022) {Opportunity}.
Legal	➤ Implementation of compliance and financial regulatory framework under the Companies act 2006 for business (Gov.UK, 2022) {Threat}.

Table 2: PESTLE analysis
(Source: Self-Created)

The table presented above provides information in the context of the business environment in which it operates and analysis of the organisation with the application of appropriate analysis tools such as PESTLE. The above-described framework evaluates all the external environments of its market operation with the undertaking of different factors. In terms of political context, the introduction of Brexit law by the government has reduced the level of imports and exports in the country by 15.7% (BBC, 2021).

Therefore, the presence of such political factors in the county is a threat to Corus to initiate business transactions at the international level. The business of Corus also faces challenges in the business environment in the presence of a higher rate of unemployment in the country which can affect the business of Corus due to the lack of a working population. In the year 2022, the rate of unemployment was reduced by 3.7% in comparison to the previous year.

On the other hand, the business gains opportunity in the market due to the growth taking place in terms of the population where the growth rate of the population intends to increase the demand in the market for the development of infrastructure. In addition to it, the introduction of new environmental protection laws by the country for curbing the level of harmful emissions from the environment provides an opportunity for Corus to develop its business dimension in the realm of sustainability. Moreover, challenges also exist in the business of Corus in terms of developing the business in terms of technology and making an upgradation to the business. The level of technological investment has been reduced by 22% due to the mass rate of employee layoffs and the presence of such factors intended to affect the business of Corus to a greater extent. In addition to it, the introduction of the regulatory framework by the government makes it compulsory for the business to develop the business and form business laws.

Factors	Forces	Impact
Competition in the market	High	Creates a competitive market force
Power of suppliers	Low	Fails to exert pressure on the company
Power of consumers	High	Influence the price of the product
Potential of new entrants	Moderate	Formation of new products or services in the industry
Threats of a substitute product	Moderate	The increasing rate of product availability

Table 3: Porter's Five force
(Source: Self-Created)

In the table presented above analysis is performed on the five competitive forces that shape the steel industry of Corus in the UK market. The introduction of this model in the

context of a business generally takes place to determine the weakness and strengths of the industry and also identify the corporate strategy adopted by a business within the industry. Concerning the presented five forces involving competitors in the market which is seen to be high in number as there is a wide range of competitors in the market. These include Neume, Triple M metal and Nippon operating within the steel and manufacturing industry. In the words of Widt et al. (2022, p.400), the presence of competitors in the market intends to create a competitive force within the market and forms a situation of competition among the business. However, in the field of the steel industry, there is a wide range of suppliers present within the market associated with the business operating in that industry. Therefore the presence of a large sum of suppliers in the industry makes the power of suppliers low, the suppliers make it difficult on the part of suppliers to control pricing strategy within the business.

On the contrary, the power of consumers is high due to the presence of a large volume of market strength in comparison to the rate of supplies provided by the company to the increasing consumer demand. According to Jelonek et al. (2022, p.200), the presence of high power in the hands of consumers influences the pricing strategy of the business to a greater extent. The pricing strategy framed by the company is largely based on the interest of consumers. The potential of new entrants in the steel and manufacturing industry is moderate due to the involvement of high cost in the establishment of business and also growing demand. Moreover, the availability of substitute products is also moderate due to the presence of various alternate steel in the market such as FRP which is gaining importance in the market.

Key drivers for the changes

Introducing change within the business affects organisational efficiency through creating a work culture that promotes productivity, improving employee working efficiency and engagement level. In the words of Elsbach and Stigliani (2018, p.2279), the presence of effective work culture within an organisation results in improving the decision-making process within the business in an improved manner. Therefore, considering the case study of Corus the organisation underwent certain changes in its business organisation due to the presence of certain factors that have resulted in creating an impact on the business. Some of the major key drivers of change include the presence of poor delivery that has taken place with a delay in providing steel to the target customers on time and this has caused a delay in business operations and caused loss to the business. Apart from the late delivery standard, the outbreak of the global pandemic Covid 19 is also one of the key drivers of introducing change in the business.

The outbreak of the pandemic reduced the operation and demand for steel in the market of Europe due to the reduction in industrial activity (Business Standard, 2020). In addition to it, the imposition of restrictions on the despatch of goods into the market due to the poor condition of the market caused the shutting down of the automotive industry.

Thus the presence of such challenges and conditions resulted in making a change in the organisational structure in order to influence the organisation's efficiency level.

Critical Assessment of the workplace culture

The workplace of an organisation reflects the action and the business practices followed within the organisation in order to achieve a higher rate of growth and efficiency. However, in consideration of the case of Corus, the workplace culture is embedded with different factors and practices introduced within the business. In the words of Hartmann et al. (2020, p.916), one of the main facets of a business workplace culture is identified with the state in which the business is established and undertakes its operations. Corus has established its business in the traditional sector industry that does not entertain any kind of changes or new initiatives within its business. The industry in which Corus operates has faced serious issues pertaining to job cuts and this made it difficult for Corus to make changes in its business and improve employee efficiency. However, witnessing such challenges present within the industry has led to the introduction of a new cultural plan within its business referred to as “The Journey” in order to address its business problem and make a fundamental change in the business and the way employees work. The journey mainly focuses towards developing the values and beliefs of its people which mainly includes contractors, suppliers and other partners. The workplace culture of Corus also involves the formation of a reward system that involves providing rewards to long service rather than distinguished service; this indicates the fact that rewards are given to the older employees rather than the younger employees working in the organisation. As per the case study the practice of such workplace culture in Corus required a gradual change in order to increase and improve the efficiency level of the employees through providing suitable rewards to the employees. One of the most strategic business decisions introduced by Corus to develop its business is working in close relation with the employees from the start in order to share information with each other. Apart from introducing change within its business, Corus working culture has also implemented new changes in its strip product in order to improve the level of efficiency by reducing the level of waste and effectively lowering the cost of production.

Critical Evaluation of relationship culture and relationship with organisational performance

Relationship culture refers to a confidentiality organised system of delineations, words and meanings that develops patterns in a relationship according to the order of

explanation and action. A relationship-oriented culture is one in which a significant group of people provide protection and services through relational proficiency (Jagers, Rivas-Drake and Williams, 2019, p.167). In these cultures, the expertise that encourages relational proficiency is actively flourished, nurtured, exercised, fortified and evaluated (Jagers, Rivas-Drake and Williams, 2019). There are numerous relational cultures in a workplace, which can motivate and affect the work experiences of employees.

The relational culture within an organisation mostly depends on the employees and their superiors such as the team leaders, HR, senior managers and many more. In the words of Ratten (2020, p.507), a company with a firm relational culture has the potential to grow faster than its other competitive brands. As the employees are the driving force of an organisation, hence, it is very crucial for organisations to maintain a healthy relational culture within the workplace. As per recent reports, the organisation of Corus Strip Products (CSP) is currently going through some relational culture change within their company (Ratten, 2020, p.507). It has been also reported that the CSP of the UK took the decision of renovating their organisational culture due to some internal and external issues they were facing on a regular basis. For instance, CSP has been facing issues regarding their delivery timing and extreme competitiveness within the business market.

Other than that, they were also dealing with their employees' morale within the organisation. As per Dóra et al. (2019, p.19), the employees were not satisfied with the organisational culture of the CSP due to which they were losing interest in doing their work. Additionally, the changing demand and expectations of the customers and their buying behaviours were also affecting the organisation in many different ways.

Therefore, in order to mitigate those issues CSP implemented some strategies to strengthen its relational culture. For instance, in order to execute the plans of action, CSP first identified the issues that might come in the way of their relational culture change such as their traditional and conservative way of work culture and the turnover of the younger employees (Dóra et al. 2019, p.19). Hence, in order to mitigate those challenges and successfully renovate its relational culture, CSP focused on getting its employees to understand and adapt to its new company values by taking part in various training and development programs (Bode, Rogan and Singh, 2019, p.400). Therefore, those training programs regarding the new value of the organisations assisted the workers of CSP in understanding the need for the change in their workforce culture and also assisted them to adapt to the new manner of working.

Besides, the organisations also focused on arranging campaigns and surveys to build a firm relationship between the employees and their managers. With the help of those interactive surveys, CSP was able to identify the issues of their workers and also was able to make its employees feel valued and heard. Other than that, in order to motivate and encourage the employees, CSP also shed light on arranging various weekly workshops for them (Bode, Rogan and Singh, 2019, p.400). The organisation also made a drastic change in its way of disciplining its employees. As per Zhao and Murrell (2022, p.189), previously the organisation used to take action against their employees who used to deny certain rules and regulations which was also a reason for employee

turnover. However, CSP's new policy was to assist and direct their employees with the help of counselling campaigns.

From the above-stated notes, it can be stated that CSP had made numerous changes in their organisation in order to make their relational culture stronger and healthier. As a consequence of these strategies, CSP has gained many advantages in the growth of its organisation (Zhao and Murrell, 2022, p.180). As an example, with the help of the above-mentioned interaction surveys and campaigns the employees and their managers developed a better understanding between one another, which helped both of them to maintain a healthy connection within the workplace. Other than that, the weekly workshops and training programs also played a pivotal role in encouraging and motivating the employees. Hence, after these workshops, the productivity of the employees is reported to increase which also enhanced the production capability of CSP by 4.5% with a run rate of 5 million tonnes (Chen et al. 2021, p.117384). Besides, more than five thousand workers volunteered in participating in their upcoming training and value programs. Additionally, the new way of settling its employees with counselling programs also turned out to be much beneficial as the rate of employee turnover decreased (Chen et al. 2021, p.117384). Other than that, the increased productivity of employees has also resulted in producing better quality products which also improved the experience of the customers and also helped in maintaining their satisfaction.

Ethical dilemmas

An ethical dilemma is a dispute between two ethical fundamentals both of which could be marshalled to an evenly superior or evenly unpleasant outcome. In such a circumstance, adhering to one fundamental guide to degenerate another, considering that both fundamentals seem evenly valid. As per Lefkowitz (2021, p.300), there are mainly four varieties of ethical dilemmas that are portrayed in the image below:

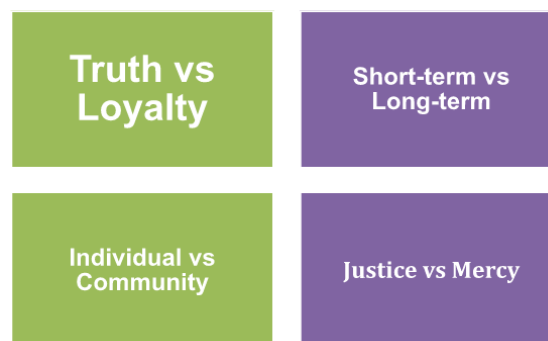


Figure 2: Ethical Dilemma
(Source: Self-Developed)

There are multiple ethical challenges that can be observed in an organisation, which are destructive organisational culture, unfairness and annoyance, impractical and disputing targets and many more (Lefkowitz, 2021, p.3). Based on the previous section of this research, it can be identified that the organisation dealt with ethical dilemmas such as toxic organisational culture and unethical leadership. Even though CSP has managed to mitigate the effects of these two major issues, there is still a potentiality of the return of these two ethical dilemmas in the upcoming future. The repetition of a toxic organisation can affect CSP in various ways, such as it can provide the employees with an extreme amount of stress, exhaustion, depression and anxiety (Rasool et al. 2021, p.2294). It might also lead the employees to feel demotivated which can affect their productivity which will eventually affect the brand's performance. Other than that, unethical leadership within the organisation can also increase the rate of employee turnover which might develop a bad reputation for CSP.

Recommendations

Hence, from the above-noted portion, it can be distinguished that in spite of making a significant change in the work environment of CSP, there is yet an opportunity for an ethical dilemma within the organisation. It can also be identified that due to the occurrence of those ethical dilemmas the organisation can face a huge loss in their way of achieving desired outcomes. Hence, in order to mitigate the chances of the occurrence of these two ethical dilemmas the brand of CSP is hereby recommended some plans of action. For instance, the brand needs to develop a firm organisational foundation by positioning the resources according to the demands of the organisation. Other than that, the brand can also produce its rules and regulations aligning those with the targets. Hence, it can compel the employees to maintain those rules, if an employee notices that maintaining these rules can lead them towards their desired outcomes they will be more willing to obey the instructions. Moreover, the CSP is also recommended to build their relational culture more firmly in order to encourage the employees and keep them motivated. For instance, the organisation can arrange social gatherings for their employees and their team leaders and managers so that they can have a better chance to know about each other and a better chance to communicate. Moreover, the brand can also arrange campaigns in order to discuss their ethic with their employees and can also arrange reward sessions based on their performance in order to feel them more valued and more efficient. Hence, it can be stated that if these strategies are implemented efficiently then the organisation of CSP will be able to mitigate the chances of ethical dilemmas.

Conclusion

The conclusion drawn after evaluating the report presented on the case study of Corus is that the workplace structure of an organisation plays an important part in improving the efficiency level of the employees and also business results. The industry in which Corus operates its business is found to be highly competitive in nature due to the presence of certain external factors that influences its business performance. Certain changes have been made in the workplace culture of Corus due to the presence of certain driving forces such as the outbreak of Covid 19 and delays in product delivery rate.

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TASK 2 – Individual Reflective Essay

Introduction

The essay has been developed to elaborate on the personal experience that has been gained while preparing the report. The report was based on the identification of the impact of culture on the attainment of organisational efficiency. The chosen organisation that has been adopted to gather sufficient data for the conduction of the report is Corus steel established within the UK. The reflective essay has presented the learning experience along with a detailed discussion of what went well and what I felt was wrong with having the requirement for improvisation. I have discussed the impact of the learning experience by applying the Gibbs model which has six stages to stabilise my future professionalism from the learning experience.

Discussion

Description

The development of the report has provided me with an opportunity to analyse multiple company-specific data. The websites have been examined to gather specific information about Corus steel and have even evaluated multiple journals and articles to add relevant information in the conduction of the individual report. I have come across the fact that the revenue of Tata steel has decreased in comparison to its previous years due to issues caused by the firm for unsatisfactory work culture (Statista, 2022). The weakness of the company has been identified as the poor product development strategy

instead of having a wide range of employment.

Analysing the external business environment has given me the aspect that there is an opportunity for growth in Corus with maximum employment with an increased population in the UK. However, the information has been gained that Corus can face technological challenges due to less investment of the UK in technology to control employee layouts (Foucart and Li, 2021, p.5). The competitors of the Corus are high whereas the threats of the substitutes have been learned to be moderate. I have learned that Corus Strip Products (CSP) is going through some relational culture change within their company due to changing demand of customers and have strengthened my capability to filter data.

Feelings

The things that went well are that I have been offered the opportunity to develop my paraphrasing capability and arrange raw data systematically. I have read multiple journals and articles at a time and have learned how to gather relevant data within a limited time by applying keyword-searching methods. A detailed reading of the websites has given me accurate information. It has gained knowledge about the impact of workplace culture that has impacted the attainment of organisational efficiency. While paraphrasing and rearranging raw data, I have prepared myself to frame accurate and meaningful sentences so that my written document can become the source of communication of my thoughts and opinions. This has shaped my professionalism in nourishing the aspect of communicating with my clients and suppliers to coordinate business operations (Sebastiani et al. 2021, p.6712). Thus the things that went well are that I made myself prepared to conduct paraphrasing and have learned to evaluate critical thinking capability in communicating thoughts through a written document.

Evaluation

The issues that I have faced during the conduction of the report are that there is minimal information about the company named Corus steel. Information has been gathered from the case study of Corus steel where there is a description of the planned organisational changes and the barriers associated with the organisation. I have faced difficulties in referencing as there was limited outsourcing data that I applied to formulate the report. The issue was with outdated mission information. I have poor skills in organising the research notes and have faced difficulty in adding citations rather than applying the editing processes (Alvesson and Einola, 2019, p.385). I have faced difficulty in understanding the cultural issues that have acted as barriers to the adoption of organisational change. Hence the major issue with the presentation of the report is the lack of availability of information other than the case study.

Analysis

The introduction of the changes in the organisation named Corus is important as it was running with traditional approaches which need to be revised to cope with the changing trend in the market. The traditional business process makes the firm poor in delivery performance and causes delays in the delivery of still to the customers. I have even learned that the industry in which Corus is operating has faced difficulty with employee retention hence the company faces issues with the enhancement of employee efficiency (Aburumman et al. 2020, p.642). All such data has been gathered from the analysis of the case study of Corus from where I have paraphrased information to conduct the report.

Conclusion

The ability to paraphrase is an essential aspect of written and oral communication and has helped individuals to understand the conception accurately (Cooney, Darcy and Casey, 2018, p.2). Accuracy in paraphrasing can make me aware of the issue of plagiarism and has developed within me the skill of expressing my thoughts with accurate use of words. In terms of employment, paraphrasing can help in passing the interview as it is a communicative way to inform the individual next to me about the fact that their thoughts and feelings were understood. Summarising and paraphrasing have helped me to develop my critical thinking ability which can help in taking business decisions with the credibility of the work.

Action plan

The filtering of valuable data and improvisation in referencing through repetitive practising can develop my employment skill and I have shaped my ability to communicate thoughts with teammates and subordinate staff. However, the skill of paraphrasing and data arrangement has contributed to the attainment of employment as it increases understanding and has increased the capability of active listening to understand the thought process of others (Ivanova, 2020, p.16). The ability to evaluate the data and its repetitive practice can offer me the scope to develop my employment as I can gather the ability to organise data systematically to conduct business operations without error.

Conclusion

The summarization of the above essay has provided the aspect that their efficiency in the work environment can be attained by shaping the work culture. I have learned to filter data from wider sources and have arranged them accordingly to prepare the report and learned to paraphrase the information. I have faced an issue with the lack of availability of data about Corus as a business organisation mentioned in a case study.

Further, the usability of paraphrasing and organising the data can flourish my skills as a successful employee.

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