

WORKPLACE CULTURE AND IT'S IMPACT ON ORGANISATIONAL EFFICIENCY.

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INTRODUCTION

Definition

Organisational Culture is:

- *“a system of shared values and beliefs that shape a company’s people, structure and control systems to produce behavioural norms”.* (Dess, McNamara & Alan, 2016)

Or Simply:

- *“the way things are done around here”.*

(Mullins, 2007 p.721)

Organisational culture is influenced by the values, beliefs and assumptions of an organisation. It is a foundation that everyone can use and recognise. That shapes as Mullins, (2007 p.721) says *“the way things are done around here”*. Dess, McNamara & Alan, (2016) defines organisational culture as *“a system of shared values and beliefs that shape a company’s people, structure and control systems to produce behavioural norms”*.

WHY IT IS IMPORTANT

A POSITIVE CULTURE

- Sets the tone and empowers behaviours that impact employees, customer and profits- Benefits include:

1. Improved productivity,
2. Attracting and retaining talent,
3. Builds trust. (Ricketts, 2013)

A NEGATIVE CULTURE

- Creates threats to an organisation overall success- Drawback are:

1. Affects employee well being,
2. Starts gossip,
3. Poor communication,
4. Loss of talent. (CIPD, 2019)

An organisations awareness to their culture can lead to a diverse number of successful outcomes. Ricketts, (2013) states, *“Organisational culture can be positive or negative, depending on what is being demonstrated and communicated within the organisation”*. A positive culture can set the tone for an organisation, it empowers behaviours that impact employees, customers and profits. With some of the benefits including improved productivity, attracting retaining talent and builds trust in an organisation.

Whereas, a negative culture creates threats to an organisations overall success. It can affect the wellbeing of employees, start gossip, cause poor communication and loss of talent. During a podcast at CPID, (2019) Rachel Botsman suggests low trust teams and cultures tend to be very unhealthy places to work.

THE IDEAS
THAT MAKE
TIMPSON'S
A SPECIAL
WORKPLACE

(TIMPSON-GROUP.CO.UK. 2020)(B).



Timpson do not use a normal process or style of management, instead they have a set of ideas they call 'Magic Dust', that shape their culture and help them run the business. Timpson-group.co.uk. (2020)(b).

SCHEIN'S 3 LEVELS OF CULTURE

Artefacts

Espoused Values

Basic Underlying Assumptions

(Schein, 2010)

Schein, (2010) says, *“cultures tell their members who they are, how to behave towards one another and how to feel good”*, his model helps organisations to define what the organisation is and how it copes within its environment.

Ganan, Donegan & Rotondo, (2017) suggests, the allocation of these resources is a powerful means to inspire an organisational culture with the leaders values.

Mullins, (2007) explains how Schein's three levels of culture is used to make culture recognisable. The first layer, Artefacts, refers to the visible things that a culture produces. The second layer, known as Espoused Values, reflects the reason they do things and the final level of culture, the Basic Assumptions represent are unconsciously held learned responses, that guide behaviour and determine how group member feel, think and perceive about things. Schein, (2010) adds this level creates a sense of identity and defines the espoused values, which in turn become visible artefacts.

ARTEFACTS

- Uniforms

- Logo

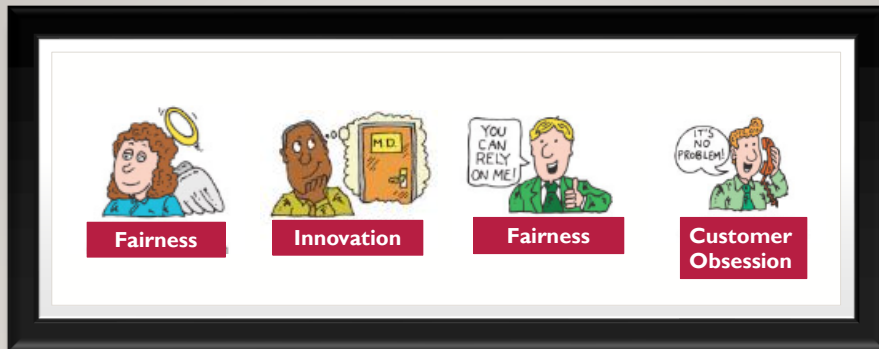
(Timpson-group.co.uk, 2020)(a)

- Facilities

(Timpson, 2008).



Timpson provides great areas to relax with dining and recreation facilities, providing staff with the physical needs, while creating a productive workforce, (Timpson, 2008). Uniforms allow the staff to feel connected to the company and their company logo is presented on staff name badges, (Timpson-group.co.uk, 2020)(a), all of which are recognised within the layer of Artefacts.



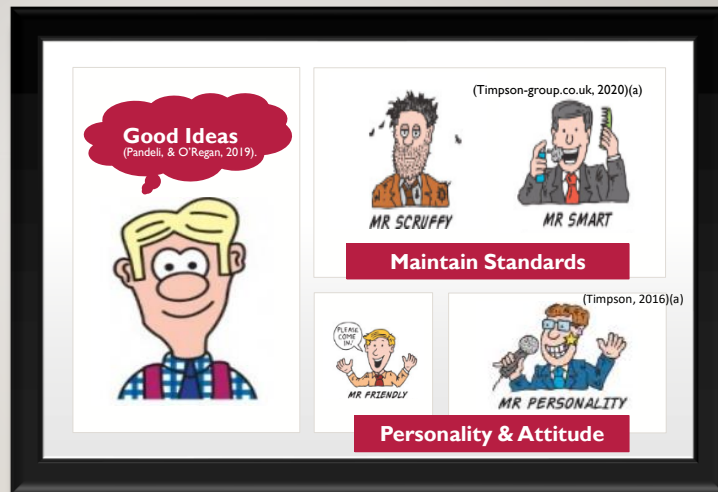
(Timpson-group.co.uk, 2020)(b)

ESPOUSED VAULES

Colleagues share Timpson's common identity and shared sense of purpose. (Khandelwal, & Mohendra, 2010) explain, the Espoused Values are an extension of the practiced values and at Timpson they include customer obsession, innovation, trust and fairness, (Timpson-group.co.uk, 2020)(b).

Khandelwal, & Mohendra, (2010) adds, this creates a joint vision and aligns with the organisational beliefs and practiced values, between the staff and the company. Evidence at Glassdoor.co.uk, (2020) suggests, the values are being lived within the Basic Assumptions, at Timpson. A current employee rates the company 5 stars in a review at they add, *"this is a company that cares, with its pure aim is to ensure its employees are well looked after"*.

BASIC ASSUMPTIONS



Reflecting the basic assumptions, colleagues at Timpson are all under the assumption that they need to make good decisions that lead to the business success. (Pandeli, & O'Regan, 2019). Everyone is under the assumption they must have the right personality and attitude, or they will be let go, Timpson, (2016)(a) explains when giving a presentation at Manchester. Every colleague understands poor standards are not acceptable, Timpson-group.co.uk. (2020)(a) states standards must always be maintained.



Timpson's culture is based and developed around employee well-being, creating an environment where all their colleagues are happy, encouraged and recognised, (Timpson-group.co.uk. 2020)(b), which ensures employees become culture advocates. Timpson's believes happy people care about the service they provide, which is good for business, improving their performance and building a trusting relationship within the organisation, that contributes to the company's success. Managing director of Timpson, James Timpson, (2016)(b) states, "Culture is what drives a business and makes it unique".

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