

Workplace Culture and Its Impact on Organisational Efficiency

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Introduction

In this report I will outline the values and the culture of the business Asda. I will also mention how the training and staffing is structured to meet the needs of its rapidly growing target audience. I will convey this message in my report through the use of Pestle and analysing the company of Asda and outlining their strength and weakness which they are planning to improve.

I will also include in this report is nformation on what Asda offers to its employees which is what is making their business so successful I will then go on and compare it to my own culture and thoughts of how a workplace culture should be constructed.

What is Asda

Asda is a British supermarket chain with its headquarters in Leeds West Yorkshire. The company was made in 1949 in Yorkshire then it expanded to the south of England during the 1970s-1980s. In 1999 Asda became acquired by Walmart an American supermarket chain. Asda is the second largest supermarket behind Tesco.

Asda Culture

Asda's organisational culture has been built over a long period of time. This illustrates how Asda employees behave. It starts from the customer satisfaction which is provided by the employees and the external stakeholders. Asda's puts its beliefs forward in every aspect of their business, every decision they take their beliefs is a big part of Asda's choice. According to Rajeev Bhardwaj 3/02/16 entrepreneur.com "Work culture is an intangible ecosystem that makes some places great to work and other places toxic"

Outlined below is what makes Asda's organisational culture truly amazing:

- Respect to employees and customers
- Always looking for ways to improve by conducting surveys and getting feedback from customers and employees
- Striving for excellence not settling

In 2009 Asda conducted a survey in a mission to find out what their customers thought of their company. This is a great technique because it allows you to find out exactly what your customers are looking for and adapt to these needs to keep your business at its best. It's also good to find out what is going badly and needs work with conducting these surveys shows you what the customers think and gives you an idea on what you have to do to improve. From the results Asda gathered from there survey they decided to add a feature to its company called "customer pledge" which outlines what customers should expect from Asda. This idea was a success so they decided to do the same with Asda employees creating a "employees pledge" This was streamed on "Your Voice" which questioned and surveyed all employees across the Asda supermarket chain. This was a big turning point for Asda because this helped them to cater and focus on their customers and there true needs. According to Lisa McQuerrey (work.chron.com) 6/05/19 "When employees are asked for their thoughts and opinions on a survey, it can have the advantage of introducing new business ideas and concepts to the workplace. A shy employee may feel more comfortable sharing thoughts and ideas through a survey" I found this article very relevant and matches well with how Asda operates. Asda utulises this tool of surveys to find out information on their employees and use the data that they gather to make changes to make it more enjoyable for the employees to work and retain their employees.

Leadership

Asda Leaders are determined to make the service that Asda offers to their customer a more enjoyable experience year upon year. This is very important because Asda is second in the charts for the best supermarket chain in revenue and it can easily slip to 3rd so it's crucial and important to Asda to sustain their level of work. Asda leaders are always polite towards members of their team, they do not criticise one another and just give feedback on how to improve if needed. Also, they help on the shop floor when there is a shortage in employees and its peak time. This is an essential part of their jobs because if there are not enough employees on the shop floor, they will not be able to sustain their customers which will make revenue go down for the business which is very bad especially in a huge supermarket chain like Asda. Asda demonstrates the following types of positive behavior/aspects

- Opportunities to all the members of the leadership team and also the lower team the same amount of fairness to excel in Asda
- They show signs of respects to each other without humiliating themselves and working as a team with one dream making Asda the best as it can be to make it strive for many years to come and keep It its place of 2nd as best supermarket chain in revenue in the UK if possible to bring it as the number 1 best supermarket chain in revenue in the UK
- The leadership team at Asda make sure that they collaborate with each other by listening to all suggestion given not only within the leadership team but also the lower part of the Asda group because an idea is an idea and it can be the game changer for customers which can make Asda become number one on charts for best supermarket firm in the UK for revenue
- They also take pride in their job this is the key part and most important part if you don't take part in your job you might as well try anything but with no motivation and will power you won't excel or make a difference within a firm. They convey this message in different ways firstly by inspiring members of their communities and their colleagues as well by reminding them of the aim of the company and what it's doing for the community and strategic ways to make Asda adapt to make it more of an enjoyable experience for the community and employees.

According to Holly McGurgan (work.chron.com) 6/05/19 "Leaders don't just tell employees what do do. They also show employees how it should be done through their actions and attitudes. Your staff looks to you not only for vision and guidance, but as someone to emulate. If you fall apart when faced with a difficult situation, they are more likely to react the same way when they encounter a problem". I found this article very interesting because leaders are important within a business because they help the business stay structured and running smoothly. They also help to motivate employees and advise them on strategies that can come in handy when encountering a workplace dilemma. This is exactly what Asda does and this is why they are so successful in what they do.

Asda's Process and Techniques

Asda is committed to hiring the best employees as possible to make sure that their business stays well higher than satisfactory level. This is crucial for Asda because this is what keeps their business up and running smoothly without a high customer satisfaction Asda will lose customers which can potentially lead to them losing revenue. When Asda is looking to hire new candidates for a job they make sure they strive to find the best possible match meaning that they look for candidates in the largest possible pool of talent. Asda's diversity and inclusion policy makes sure that there is no discriminating in terms of gender, ethnicity, age, sexual orientation etc. This is a very important because Asda operates an anti-discrimination policy which is in operation to make sure that everyone has an equal chance and keep the business diverse. Asda positively encourages different ethnic background and cultures within the Asda group, relevant changes are made if necessary, to cater for individual needs. Asda promotes sponsoring events such as Pride events to promote not only other companies in their community but a way to boost their image as well within their community. This is a good technique because by organising doing these types of events they can fall into another type of target audience and this can add to their current ones to make the Asda nation expand. According to Ashley Martin 23/03/17 libertystaffing.ca "The hiring process can have a huge impact on the future of your business. While there is something to be said for the value of speed, the rapidity with which you hire should never compromise the process itself".

Human Resource Management

Human resources are one of the key parts within an organisation they include but not limited to:

- Recruitment and selection
- Staff training
- Motivation of employees through various techniques such as reward schemes and activities

At the heart of all Human resources management theories is vital need for workforce planning. This includes hosting audits and founding the organisations workforce requirement for now and the future. This image helps the Human resource department to plan ahead and suit these needs to maintain the sustainability of the business this can come in handy with number of employees needed to keep the business running smoothly.

Asda is a rapidly growing company in which there is a high competition market. The main cause of employment is to meet the demand and to cater for employee turnover. Employment turnover occurs for many types of reasons such as retirement of employees and internal promotions. As part of the human resource management at Asda they strive to retain as many employees as possible. They also aim to fill 70% of its team through promotions and employee reward schemes. Last year Asda exceeded its target with over 75% of its vacancies being filled up. The benefit of doing promotions internally is because Asda employees already know how Asda works and share the Asda's beliefs. According to Susan M. Heathfield 6/05/19 (thebalancecareers.com) "A good HR department is critical to an employee-oriented, productive workplace in which employees are energized and engaged. Below are a few reasons why

- HR monitors the culture. Some organisations say that HR owns the culture, but as in all other employee relations matter." I found this article very interesting and relevant this because without a good HR department you will start to find lack of motivation between employees which is due to bad communication and this will eventually lead to a downfall in customer satisfaction. This is why it's important to have a good HR department with useful procedures put into place.

Human Resource Strategies Implemented at Asda

The comprehensive Human Resource strategies at Asda engages employees and supports the culture of the organisation. For example, the “Asda’s Best Welcome induction programme” to recognise and praise employees for their great work and the commitment to making Asda’s customer service excellent. Asda also has a framework called Asda Academy which helps with training and development. This helps with employees who needs further supports to improve their skills and make them the best a they can be to broaden their skills not only for Asda use but also if they want to work somewhere else these skills might come into use. Asda also offers its employees a range of opportunities for their career development. This includes helping employees to gain qualification to make them not only excel within the Asda group but also in other firms if they wish to work in. Examples of what Asda offers are:

- 3 Year BA Honours degree in retail and distribution
- Accredited Apprenticeship scheme there were 3000 apprenticeships in 2012
- George retail foundation degree

Asda’s family environment helps employees to engage. The company has high aspirations of their employees. Asda hosts an event called The Big Asda Anniversary event which enables to celebrate long services which some employees have done at Asda from 25-45 years. The last event that took place the event saw a huge number humongous 1749 employees celebrating a milestone within the company. Asda’s strive towards their employees is what has resulted in its employee turnover decreasing in the recent years.

According to Olivia Durden 25/01/19 (smallbusiness.chron.com) “ The HRM department plays an important role in the helping the business to plan for the future. Take employees, for example: by conducting regular surveys of the employees to determine employee satisfaction” This article is very relevant because without good employee satisfaction there is no point of having a great service etc. because there is no one to judge if the company is at its best or not.

Recruitment

Asda promotes a wide variety of career opportunities for individuals which is posted on their website. When recruiting employees Asda makes sure to attract and retain gifted employees which help with the progression of the business. Asda when searching for job candidates they look for the person in which the job position best fits with them. This is done through a series of test and mock scenario to see there critical thinking skills. But a huge part of their attraction comes down to their competitive salaries and employees reward schemes. Examples of these are sharesave scheme and employee discounts. As one of the UK's biggest employers Asda offers a huge variety of opportunities starting from students looking for work experience all the way to apprenticeships. At Asda there Living employees pledge makes sure everyone is treated fairly and has the same opportunity to excel within the company.

According to Zahra Sherzay 31/03/15 (lucasp.sg.ca) "A good recruitment process can minimize the time involved in the searching, interviewing, hiring and training. It can streamline these processes and make your search for viable candidates much more efficient. It is very important to build a positive image to your customers, peers and competitors". I found this article very relevant in the way that if you don't have a positive communication with employees, they will not keep the business successful because they won't feel the need to but if they feel welcome, they will promote the business in good will.

The Importance Of Workplace Values

In a business the values are a representation of the principals that the business needs to follow to remain running smoothly. These principals are applied no matter what the dilemma is. It is vital that businesses follow their key principals to stay on track and meet the demands of their customers. Throughout this process employees motivate their employers to make sure that they don't lose focus and track of the ultimate goal of the company. While doing this employers maintain a strong clear communication with employees to reflect the values of the organisation. According to Chitra Reddy 7/05/19 content.wisestep.com "The values are something which attract more employees. This is because if the company will follow proper values, it will establish a good work culture and if the work culture is satisfying then ultimately more employees would want to work within the organisation" I found this article very interesting because its true the better you promote your values more people would want to come join your team because you have a clear goal which has a similar interest to others. However, if you don't promote your business values in a good fashion less people are likely to take on the employment that you offer.

Employers of businesses must create a firm foundation for their employees and employment procedures. In Asda's case the leadership team makes sure that all the employees of the lower part of the company receives the same support and treatment to help them to flourish in their work. If Asda did not offer this there would be a significant decrease in customer satisfaction because the employees would have not received the support that they need to make them successful at their job. Employers also have to gradually increment their business character which is show through its culture to make sure they are setting themselves aside from their competitors. It is primary that they set themselves aside from their competitors because they can easily slip from being second to third in the list which would resolve in a huge loss of revenue. In Asda case they are second on the chart for best revenue behind Tesco if they did not keep adapting their values and beliefs to make them more effective, they would have easily slip from second to third which would have resolved in a huge downfall in revenue. While following this process employers must limitate or keep bad behavior at a low level to make sure it doesn't intervene with the work. Employees behavior should be kept impeccable as they are the face of the company and if they are not well presented this might be reflected onto the customer which can't happen because they are a big part of the foundation of the business, This is why employees behavior should be kept at a high standard and if training is needed it should be conducted with immediate effect. According to Shelley Frost 5/02/19 smallbusiness.chron.com "An employee who receives the necessary training is better able to perform his/her job. He/she becomes more aware of safety practices and proper procedures for basic tacks. The training may also build the employee's confidence because he/she has a stronger understanding of the industry and the responsibilities of he/she job. This confidence may push her to perform even better and think of new ideas that help he/she excel".

I found this article very interesting because the better training that employees receive the better outcome of their work if they receive poor training then their work will be of a poor quality as well. In Asda case they strive to offer the best training possible to its employees as they are the first line of contact to customers and if it's not well done there may be lack of awareness when interacting with customers. Asda therefore offers its employees exclusive events and training camps where if they find that employees need more support on a certain sector of the job, they can polish there understanding by taking on these training camps. This is beneficial for Asda employers and employees as employees are learning and polishing their skills and employers are maintaining a high standard which all employees can meet.

The Key Principals

- The employees knowledge- this is an important one because the employees have a first line of contact to the customers and if there knowledge is not broad enough to suit the needs of the customers this can create multiple problems which could have been avoided if the correct training was provided to the employees at the start of their work term.
- Customer Value- Customer value is a very important pillar as well because if the customers values are not met this can decrease the number of customers who shop at the business. This is why the customer values should be reviewed and frequently checked that they are applied.
- Employers training- It's good to have great customer value but if the leadership team of the company don't have the correct or right amount of training as they are the foundation of the business this can really damage the business and cause some problems which could have been avoided if the managers and the leadership team where addressed what they had to do to manage the business and keep it at its standards. It Is very important because this can impact hugely the growth of the business.

Pestle

Politics

As Asda is a supermarket chain in the UK it will be affected by Brexit which will limitate contact foreignn countries this will affect Asda hugely because most of these products are made/produced in other countries such as chocolates, juices and fruits. Without having the same amount of contact and mobility as currently Asda will undoubtly face problems with item production. It will create higher prices which puts Asda it risks of losing revenue.

Economic

Economics plays a big part in the Asda group because it's how they make their revenue. With Brexit fast approaching it will dramatically effect Asda's revenue as resources needed to sustain there current balance will become more expensive and sold in less quantities which will force Asda to buy more at a higher price. This will undoubtly change prices which will affect the customer satisfaction as higher prices puts businesses at risk.

Social

If the Asda prices goes up after Brexit the social aspect of Asda will change because people will have a different vision on how Asda is because of these changes which is bad for the business

Technology

Technology is also a huge part of Asda development if technology used in the Asda group Is removed or moderated due to Brexit and other factors this can limitate what Asda is able to offer to its customers. This is a huge problem because if they lose track of their customers values there will be a huge down rise in sales which will affect revenue as well.

Legal

Legal issues may well also effect Asda because if laws change due to Brexit and limitates them to how much products they can get internationally then there will be a reduction in what they sell and it will not be able to meet the demand of its customers.

Ethical/Environment

If Asda has to use more of its resources such as plastic to be used as a substitute to replace some of their product this can be not well seen by some of the customers and this can lead to a dispute which is not ideal for the business.

Comparing My Workplace Cultures To Asda

Asda has a similar approach to me when I look at my workplace culture. This is in the sense that Asda and myself we have the same ultimate goal is to deliver a fast and reliable service to customers in which they are satisfied with the quality of service that they are offered. Asda also makes sure that the correct training is given to employees. I myself think that's training is very important because it's the difference between a successful business and an unsuccessful business so it's important that the employees receive the correct and right amount of time of training to makes sure that their knowledge of the job is at their best. According to Katie Martinelli 16/02/18 highspeedtraining.co.uk "Training is vital to business success. Depending on your business, the type of training opportunities available will vary, but there are many general benefits offered by all workplace education opportunities". I found this really relevant to this topic because it outlines clearly the need for good training and the outcome of poor training. This is why I believe strongly that training is very important.

Conclusion

In conclusion I believe strongly that Asda has a strong value and has a strive to achieving its goal and aim to keep their services impeccable. Throughout this report I can see that there is enough evidence to say that Asda has the capabilities of keeping their business successful. But it all comes down to how much training is given to the employees which is already impeccable at Asda which I have highlighted many times throughout my report. The only aspect that can critically effect Asda is the outcome of Brexit and what it will mean for the production of goods that Asda makes, Like I have mention before previously in the report If the prices goes up of their goods they will have no choice but to buy more of the goods at a higher price which will lead to higher prices overall which can be a big risk for Asda because increaing the prices might potentially repel customers from shopping at Asda. Overall, I truly believe that Asda is going on the right path and is supporting its employees correctly through the leadership team and the resources and training camps that Asda provides for its employees to make them truly successful at their work

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