

BA Leadership and Management Skills for the Workplace

Module: Workplace Culture and its impact on Organisational Efficiency

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Executive Summary

One of Europe's premier low-cost airlines, EasyJet Plc, is the subject of this report's critical evaluation of its company culture. The research examines how EasyJet's culture and organizational structure affect the company's financial and non-financial performance with an emphasis on academic management models and theories. Moreover, it analyses the airline's standing in the larger environmental context using tools like PESTEL analysis and Porter's Five Forces Model. EasyJet has fostered a culture that values creativity, flexibility, and autonomy among its employees. This company ethos promotes a serious dedication to passenger safety and operational efficiency, leading the way for the budget airline industry as a whole. Employee engagement and output have increased at EasyJet as a result of the company's policy of encouraging decentralized decision-making. The paper highlights critical motivators for altering current practices and procedures, such as the need for environmentally friendly fuel choices, green initiatives, and consumer participation in promoting sustainable transportation. In addition, it suggests stepping up initiatives related to diversity and inclusion, actively engaging stakeholders, and reporting on ethical practices openly and honestly. EasyJet can strengthen its image as a socially responsible and environmentally conscientious airline by placing a premium on environmental sustainability and ethical practices. The airline's performance will improve and it will gain prominence as a pioneer in the field of sustainable aviation if the suggestions in the study are implemented.

Introduction

Since its founding in 1995, EasyJet Plc has grown into a leading European low-cost airline, providing low-cost flights throughout Europe and beyond. The purpose is to analyse EasyJet's corporate culture and its effect on the company's productivity. The report examines what makes EasyJet successful in the cutthroat aviation sector by using academic management models, methodologies, and theories. EasyJet has fostered a culture that values creativity, flexibility, and autonomy among its employees. The airline has become a customer favourite due to its dedication to passenger safety and operational quality, both of which have become industry standards. The wider environmental context in which EasyJet works is also assessed in the study, with both external issues and internal practices being considered.

EasyJet Airline: Overview

Established in 1995, EasyJet Plc has grown to become Europe's preeminent low-cost airline, providing low-priced flights throughout Europe and beyond. EasyJet is a major competitor in the fiercely competitive airline market, with 308 planes flying 927 routes in 34 countries. The airline's dedication to customer service and low prices has made it "The web's favourite airline," a term that speaks to the carrier's widespread appeal (EasyJet, 2023). The major purpose of this research is to provide a critical analysis of the culture of EasyJet and how it affects the efficiency of the airline's operations. The purpose of this research is to apply management models, methodologies, and theories to a thorough examination of EasyJet's corporate culture and structure. The purpose of this study is to analyse EasyJet's performance in the larger environmental context by analysing the company's internal practices and the external variables that affect its operations (Falconi, 2022).

EasyJet's Organizational Culture

Innovation, adaptability, and decentralization are hallmarks of EasyJet's organizational culture. The company has led the low-cost airline industry with ground-breaking innovations in passenger safety and organizational performance. EasyJet has succeeded in adapting to the dynamic nature of the airline industry and client tastes by fostering a culture of adaptability. The business can quickly respond to changing conditions and seize new possibilities because of this strategy.

Employees at all levels of EasyJet are encouraged to make choices and own their work since decentralization is fundamental to the company's ethos. The lack of a central authority promotes employee initiative and initiative is rewarded in this decentralized organization. In addition, EasyJet encourages its staff to embrace change and actively seek out methods to increase operational efficiency via its focus on flexibility and adaptation.

Impact of Culture and Structure on Organizational Performance

The culture and structure of EasyJet's organization have a significant effect on the company's bottom line and other metrics of success.

Financial Performance

EasyJet's low-cost business strategy is a key component of the company's strong financial performance. Because of the company's cost-conscious culture, which has been encouraged via decentralization, decisions, and efficiencies have been improved. This allows EasyJet to offer low fares, which draws in a large client base and boosts earnings. The airline's dedication to innovation and flexibility has helped it find ways to cut costs and improve efficiency, both of which have contributed to its financial success.

Non-Financial Performance

The non-financial success of EasyJet may be attributed in large part to the company's culture, which promotes a happy and productive workplace. As a result of the decentralized structure, workers are more likely to feel appreciated at work and more invested in their work. The airline's ability to promptly address customer concerns thanks to its culture of agility helps to ensure that passengers have a pleasant and memorable trip. Passengers can be certain that their trip will be safe thanks to EasyJet's dedication to safety and compliance, which is fuelled by the company's innovative culture. EasyJet has established itself as a trustworthy airline because of its impeccable safety record.

Environmental and Ethical Challenges

The aviation sector confronts increasing difficulties in terms of sustainability and ethical practices in the context of a constantly changing environmental setting. To mitigate their negative effects on the environment, airlines like EasyJet have embraced sustainable practices and policies (Trespeuch, Robinot and Parguel, 2020). The culture of innovation and flexibility at EasyJet has helped it become a dominant low-cost airline. Because of its dedication to decentralization and efficiency, the airline can provide low fares and excellent service. To preserve its long-term survival and to fulfill the expectations of more environmentally concerned travellers, EasyJet must continue adopting ethical practices and sustainable initiatives while the aviation sector struggles with environmental difficulties. The purpose of this research is to give a thorough examination of EasyJet's corporate culture and operational effectiveness, shedding light on the causes propelling the airline's success and providing suggestions for how the company may meet present difficulties and maintain its competitive advantage in the ever-changing aviation industry (Han, et. al., 2021).

Organizational culture and its connection to its structure

Organizational Culture at EasyJet

Innovative approaches to passenger safety and organizational success are hallmarks of EasyJet's corporate culture. The organization encourages a decentralized culture in which workers are given more discretionary authority. In addition, EasyJet encourages a culture of agility, which helps the firm respond rapidly to changing client preferences and market situations. Employees are inspired to grow and innovate as a result of the company's focus on adaptability.

Organizational Structure at EasyJet

EasyJet's organizational structure is built to facilitate its efficient and cost-effective business operations. The business operates with a flat and decentralized structure to facilitate efficient communication and prompt decision-making. Employees at all levels of the organization are encouraged to take responsibility for their work, leading to greater organizational flexibility and responsiveness.

Impact on Financial Performance

1. **Cost Efficiency:** EasyJet's low-priced business strategy is consistent with its focus on cost-effectiveness. Operating costs may be lowered thanks to decentralization since it encourages cost-conscious decision-making at all levels.
2. **Innovation:** EasyJet's creative culture encourages constant progress and new ways to save costs. This method has a beneficial effect on the company's bottom line since it facilitates the discovery of new sources of income and the reduction of unnecessary costs.
3. **Customer Satisfaction:** As a result of adopting an agile strategy for management, EasyJet is better able to meet the changing demands of its clientele. Customers who are happy with the service they get are more likely to stay loyal, which is good for the company's bottom line.

Impact on Non-Financial Performance

1. **Employee Confidence and Assignment:** Employee Morale and Effort: In a decentralized setting, workers feel more invested in their job since they have more control over them. The result is happier workers who are more invested in their work.

2. **Buyer Involvement:** Passenger Experience: Thanks to EasyJet's commitment to innovation and customer satisfaction, customers can look forward to a more pleasant flight. Customer satisfaction is increased, and brand loyalty is strengthened as a result of the company's dedication to passenger safety and effective operations.
3. **Malleability to Market Variations:** EasyJet's culture and organizational structure make it very responsive to market shifts and industry developments. The company's capacity to change and adapt has helped it to remain competitive and take advantage of new possibilities.

Assessment of EasyJet Plc's external environment

PESTEL Analysis

Political

- Airline routes and operations may be affected by differences in national policy and regulation.
- Uncertainty in air travel laws and processes may result from Brexit and changes in international trade agreements (WALCZAK, 2022).

Economic

- Demand for air travel is sensitive to economic conditions and may see declines or increases as a result.
- Fuel and operating expenses may be affected by currency exchange rates, which can have a knock-on effect on profits.

Social

- EasyJet may need to modify its programs in response to changes in client tastes and the nature of travel.
- It's possible that the necessity for environmentally friendly practices and initiatives is being driven by the growing interest in sustainability and environmental consciousness.

Technological

- The need to invest in new systems and infrastructure is a direct result of technological progress, which may boost productivity and the quality of the customer experience.
- Customers' experiences and advertising approaches are changing as a result of digitalization and the rise of online platforms.

Environmental

- The airline's operations and fuel preferences may be affected by emissions limits and other environmental restrictions.
- Sustainable practices may be necessary due to customers' increasing demand for eco-friendly airlines.

Legal

- Legal issues and conflicts in several nations might have an impact on EasyJet's business and bottom line.
- Adherence to all applicable aviation rules and safety standards is essential to the continued success of the organization.

Porter's Five Forces Analysis

Competition from Upstarts

- The entry of low-cost airlines into the market has the potential to increase competition, putting downward pressure on ticket costs and profits.
- However, the airline business is not easy to get into due to the high start-up costs and stringent regulations.

Suppliers' Ability to Bargain

- EasyJet's commitment to fostering lasting partnerships with its most important vendors has the potential to weaken those partners' negotiating positions.
- Fuel price swings and manufacturer policy changes are two factors that may still affect pricing.

Consumers' Bargaining Position

- As a result of the plethora of low-cost airline alternatives available to them, customers have considerable leverage in negotiations.
- EasyJet's success in maintaining and attracting customers depends critically on its price consciousness and loyalty.

Competition from Alternatives

- Short-distance routes are vulnerable to competition from alternatives like trains and buses.
- The low prices and additional features offered by EasyJet are crucial to compete with this challenger.

Struggle for dominance

- EasyJet must constantly innovate and distinguish its services to survive in the cutthroat low-cost airline sector.
- EasyJet's market share is affected by the promotional and price policies of other companies.

Significant Drivers for Alteration in Working Slants

1. Increased productivity in booking and operations may be necessitated by digitization and other technological developments.
2. More eco-friendly and sustainable methods might become the norm as a result of rising environmental awareness and potential governmental changes.
3. EasyJet may need to improve its in-flight services and customer support as passenger tastes and preferences evolve.
4. EasyJet may feel pressured to innovate to distinguish itself from the increasingly competitive low-cost airline industry.
5. Efforts to cut costs and maximize available resources may be required due to economic uncertainty and fuel price volatility.

External variables and major drivers affecting EasyJet Plc's operations and decision-making are better understood with the use of analyses such as the PESTEL and Porter's Five Forces Models. The airline's ability to remain competitive and successful in the ever-changing aviation sector depends on its understanding of these elements and its willingness to make necessary adjustments to its working practices and methods (Zheng and Rutherford, 2022).

EasyJet's dedication to ethics

- ✓ EasyJet is dedicated to becoming an airline with a strong sense of corporate social responsibility (CSR). Among the company's corporate social responsibility (CSR) programs help the environment, giving back to local people, and promoting ecotourism. EasyJet wants to improve its image and reputation with consumers, investors, and other stakeholders by being conscientious of the social and environmental impacts of its operations (Phillips, Thai and Halim, 2019).
- ✓ "Compliance and Safety", EasyJet places a premium on safety. To guarantee the safety of its customers and employees, the firm strictly follows all applicable safety measures and government mandates. EasyJet earns its customers' confidence by strictly adhering

to aviation laws and implementing additional safety measures if necessary (Kassem, et. al., 2022).

- ✓ EasyJet is committed to fostering an inclusive and diverse workplace. The organization is committed to diversity in the workplace and provides equal chances for all workers. Embracing diversity improves morale in the workplace, inspires new ideas, and helps businesses better meet the requirements of a wide range of customers.
- ✓ EasyJet cares about the health and growth of its workers, and it shows. The organization is committed to its employees' professional and personal development by providing them with training, chances for progress, and programs to promote work-life balance. EasyJet increases loyalty, enthusiasm, and output by putting employees' health and happiness first.
- ✓ EasyJet is committed to being an ethical and transparent company that values its customers, staff, and investors equally. Companies with good governance practices are transparent about their finances, business choices, and environmental impact. Trust among stakeholders is bolstered, and EasyJet's commitment to ethics is reinforced, via open communication.
- ✓ EasyJet's approach to responsible supply chain management centers on forging lasting relationships with strategic partners that share the company's values and commitment to doing business ethically. The vendors the firm works with go through rigorous screening to ensure they are up to the company's high ethical and environmental standards. Sustainable business practices and lower reputational hazards are both outcomes of responsible supply chain management (Chan, et. al., 2021).

Benefits of Ethical Approaches

1. Improved Reputation: EasyJet's commitment to ethical business practices has helped to solidify the airline's image as a leader in corporate social responsibility. Brand value and the market position may both increase thanks to the favourable attention this will get from socially concerned consumers and investors.
2. Increased support and loyalty from customers an airline that acts ethically is more likely to win and keep the support of its customers. Customers may feel more comfortable doing business with EasyJet because of the company's commitment to integrity.
3. Attracting and retaining great talent requires an ethical organizational culture. An organization that promotes ethical behavior and respects its employees is more likely to have dedicated workers.

4. Legal and public-relations problems are less likely to arise when ethical procedures are followed. Ethical governance and compliance help reduce the chances of legal action being taken against EasyJet and the potential for harm to the company's image.
5. The capacity to think creatively and quickly on one's feet is a direct result of the trust and cooperation fostered by an ethical society. Because of this, EasyJet is better equipped to adapt to market and consumer needs.

Overall, EasyJet displays its dedication to social responsibility and reaps concrete advantages in the forms of customer loyalty, staff engagement, risk reduction, and sustainable development thanks to its adoption of ethical techniques as part of its organizational culture.

Recommendations

Renewable Energy Sources

Spend a lot of money on finding better sustainable aviation fuel (SAF) options and developing them. Work with professionals in the field and manufacturers of biofuels to identify practical and scalable approaches to incorporating SAF into EasyJet's operations. Creating alliances with renewable energy providers might be one way to guarantee a consistent supply of green energy.

Justification: EasyJet is committed to environmental responsibility, and by switching to alternative fuels, the airline can help cut its carbon footprint dramatically. This not only reflects the company's proactive stance towards climate change mitigation but also helps it satisfy legal obligations for carbon reduction(Kumar, et. al., 2023) . In addition to providing long-term cost savings and operational consistency, SAF adoption may protect EasyJet from anticipated future volatility in conventional fuel costs.

Climate Change and Green Initiatives

Create recycling and waste-reduction activities at airports and on planes to improve the company's environmental impact. Partner with environmental groups to launch carbon offsetting initiatives that contribute to EasyJet's sustainability objectives. To back up these efforts, a carbon offset program should be made available to travellers throughout the booking process.

Justification: EasyJet's justification for pursuing green projects is that it helps the planet and improves the company's image as a good neighbors. By giving consumers the option to offset their carbon emissions voluntarily, the program encourages a community-wide commitment to environmental stewardship. Those tourists who care about the environment will appreciate such efforts, and they will spread the word about your business (Dimitriou and Karagkouni, 2022).

Instruction on Diversity and Acceptance

Create and administer inclusive and diverse training programs for all staff members, including upper management. Create an environment where everyone feels safe sharing their thoughts and opinions, and where differences are celebrated. Set specific diversity goals and evaluate your progress often to ensure you're making the most of this opportunity.

Justification: The rationale is that a more dynamic and creative work atmosphere is created when diversity and inclusion are encouraged. EasyJet's broad client base may benefit from having racially and ethnically diverse staff members who can better understand and empathize with their

demands. The company's competitiveness and talent pipeline are both bolstered by an open culture that draws top talent from a wide variety of sources.

Ethical Reporting That Is Open and Honest

Create an all-inclusive sustainability report that details EasyJet's Environmental, Social, and Governance (ESG) efforts and results. The results of sustainability activities on the environment and local communities, as well as progress towards sustainability objectives, should be detailed in this report.

Justification: Transparency in reporting encourages honesty and responsibility among all parties involved. EasyJet's transparent presentation of its ethical policies and procedures demonstrates the company's dedication to ethical business practices, which in turn improves its standing with stakeholders and attracts ethical investors. Moreover, transparency inspires competitors to follow suit, which has a multiplicatively beneficial effect on the aviation industry's long-term viability.

Sustainable Tourism and Consumer Involvement

Initiate exciting advertising efforts and use innovative means of communication to inform consumers about eco-friendly vacation options. Bring attention to the positive outcomes that may result from selecting carbon-offset alternatives, engaging in eco-friendly projects, and making conscientious travel choices (Streimikiene, et. al., 2021).

Justification: As an explanation, customer involvement is a potent instrument for influencing behavior and fostering the adoption of greener procedures. EasyJet hopes to instill a communal feeling of responsibility for environmental protection by informing consumers of the beneficial effect of their travel decisions. Travelers are more inclined to select an airline that corresponds with their values and social conscience, hence EasyJet's efforts to distinguish itself as a sustainability leader via such involvement have strengthened consumer loyalty.

Involvement of Stakeholders Proactively

Form an interdisciplinary group whose only purpose is to proactively engage non-governmental organizations (NGOs), environmental groups (EGs), regulatory bodies (RBs), and business partners. Take part in relevant industry fora and work together on cooperative projects to promote environmentally responsible aviation practices and promote legislation that encourages this trend (Soriano and Castaño, 2020).

Justification: EasyJet's proactive interaction with stakeholders demonstrates the company's dedication to working with others to protect the environment. The airline can determine the future of the aviation industry and have an impact on sustainable practices by actively engaging in industry-wide conversations and initiatives. Furthermore, EasyJet's image as a thought leader

and responsible corporate entity is enhanced via such participation, which in turn increases the likelihood of the airline receiving endorsements and collaborations from groups with a focus on sustainability.

Constant Updating of Safety Regulations

Spend money on cutting-edge safety equipment and comprehensive staff education programs. It is important to do safety audits and reviews regularly to identify areas for improvement and to update safety procedures as needed.

Justification: Airline passengers' safety is of the utmost importance, which is why safety procedures must be constantly refined and enhanced. EasyJet prioritizes the well-being of its customers and staff by investing in state-of-the-art safety technologies and providing extensive training. Consistently excellent safety standards contribute to EasyJet's competitive advantage in the airline sector by enhancing the company's reputation for dependability and integrity (Talwar, et. al., 2022).

EasyJet's long-term performance in an increasingly eco-conscious and competitive sector depends on the airline's implementation of these suggestions, which will show the company's dedication to environmental sustainability, ethical practices, and customer pleasure. EasyJet can become a leader in responsible and sustainable aviation if it takes the initiative to solve environmental and ethical concerns that threaten its business. EasyJet is a top pick for eco-conscious vacationers and ethical investors because of the company's commitment to policies that reflect the ideals of today's explorers.

Conclusion

EasyJet's organizational culture is a major contributor to the company's success in both monetary and qualitative metrics. The airline can achieve operational efficiency and cost-effectiveness by emphasizing innovation, agility, and decentralization. Passengers have faith in the company because of its dedication to safety and compliance, which leads to increased consumer loyalty. EasyJet has to implement sustainable practices and ethical methods to meet the environmental and ethical issues that the aviation sector is facing. The research suggests that the airline pursues sustainable fuel options, ecological initiatives, and proactive stakeholder engagement to improve its image as a conscientious and environmentally conscious business. To stay ahead of the competition and establish itself as an industry leader in sustainable aviation, EasyJet will need to strengthen its commitment to diversity and inclusion, transparency reporting, and consumer involvement for sustainable travel. EasyJet can thrive for the long haul in today's environmentally concerned society by committing to ethical business practices and placing a premium on environmental sustainability.

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