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EXECUTIVE SUMMARY

This report examines the impact of Culture on the organizational efficiency of Tesco Plc. and the implication was driven by the effect of COVID-19 on the organization. Because of COVID-19, Tesco implements a new policy on the organization's culture and how the organization operates. This report examined the detailed analysis of the current Tesco culture on organization efficiency. PESTEL analysis of Tesco with Porter's model analysis of the external environment and competition of the organization. Tesco's ethical dilemmas present the current issues of the organization from an ethical viewpoint. In recommendation, Tesco to design a new online store as a backup to minimize the impact of climate change on the organization.

BRIEFLY INTRODUCTION OF THE ORGANISATION

In 2019 the global epidemic hit the world economy; some organisations were impacted because of the pandemic while some organizations were forced out of the market as a global threat. In 2020, because of the pandemic, the UK government declared a total country lockdown in order to reduce the spread of the epidemic. The global epidemic called Coronavirus (COVID-19) and known as SARS-CoV-2 was named by the World Health Organization (WHO) in 2020. COVID-19 affects the GDP of the UK economy which was reduced by 30% (Statista 2020) which forces organizations to change their culture and implement new policies on business activities (Stoker et al., 2019). In addition, the effect of COVID-19 changed the dynamic of the environment such as political influence on the economy, an increase in the rate of unemployment, change in organizational culture, forced organizations to adopt technology as means to promote business, reach consumers, and engage employees of the organizations (Bhave et al., 2020). Further, the effect of environmental issues and coronavirus has changed the dynamic of an organization. During this period, COVID-19 changed the organizational culture and the way they operate whereby, employees are majorly anxious about their health and safety which forced management to adopt a similar strategy for employees to start working from home (Gartner 2020). Moreover, some employees are affected due to a reduction in several employees during the period to reduce the cost of operation. In this vein, this report will critically analyse the impact of organizational culture on effective performance using Tesco Plc. as the main point of discussion.

Tesco Plc. was founded as a British multinational grocery store by Jack Cohen and is the third-largest retailer company in the world. The founder is the son of Jewish migrant parents from Poland. During that time, he sold war-surplus groceries in Hackney. Tesco Plc. is the market-leading firm in the United Kingdom, with an increase in market share of 28.4% in the grocery industry. The company's headquarters are in Welwyn Garden City, UK. The company is listed on the London Stock Exchange and is a constituent of the FTSE 100 Index. The organization is a leading retailer in the world, with an approximate 420,000 staff company, with almost 3900 stores in the United

Kingdom (Tesco, 2021). Every week, the company serves millions of customers in its stores and online. It operates in the UK, Ireland, China, India, and many other countries.

Because of COVID-19, Tesco implements a new policy on the organization's culture and how the organization operates. Tesco also changed the way employees work and how some stores worked to serve their customers better. The organization also implement a new strategy on the number of home shopping slots for customers during the epidemic, so that goods can easily be moved to consumers. The effect of COVID-19 and other environmental issues as a threat to the organization forced Tesco to improve its online store as a new dynamic in the organization's culture. Tesco's chief executive said that COVID-19 have changed their customer's behaviour and the organization's biggest risk during this period has come from a competitive threat. Because of the pandemic, consumers will love to buy goods at a low price, and this will affect sales in their retail stores.

From the above analysis, this report aims to critically analyse the effect of culture and environmental issues on effective organization performance. This report will also contextualize COVID-19 and other environmental analyses on the efficiency of the organization. More so, the ethical issues of the organic and detailed analysis

CULTURE AND CONTEXT OF AN ORGANIZATION

In the analysis of COVID-19 and other environmental factors, there is a rapid change in organizations' culture, businesses are affected by the external threats and through innovation, and organizations have been developed technology to improve their business (Grant, 2013). Organizational culture has become a critical analysis of businesses in understanding how employees perform, norms, and behave toward the job. DeRosa (2017) analysed that change in organizational culture can be influenced by a change in management of the organization for the effectiveness of the organization. Furthermore, Groysberg (2018) defined Organization Culture as a collective effort by employees and their behaviour in the organization while culture is designed as employee parts of an organization's environment. In addition to the definition, organizational culture will be defined and critiqued by different authors. According to Sastre-Castillo (2013) state that Culture is a behaviour that differentiates organizations from one another while organizational culture is a system that drives employees in decision making in an organization. Organizational culture allows the employee to understand the dimension of an organization, what to do, how they think, what leadership role they can play, and their overall attitude toward today's organization objectives (Brown, 2015). Another specific definition of culture states that it is a set of norms and beliefs controlled by employees to achieve an organization's efficiency while organizational culture is an attitude of management to the employee on how tasks must be done in the organization s (Rossi, 2016). In other words, Nadanyiova (2019) argue with Rossi et al. points that a culture of an organization is developing and designed from the view of the organization's consumers and other stakeholders to run their business activities. Although, some of these definitions, state that organizational culture is developing with specific groups, work environment, and cognitive behaviour of an employee. In summary, some authors agreed that, for an organization to achieve efficiency, culture must be effectively developed and determined by the man-management or leaders of an organization. Moreover, there are similar characteristics in Rossi's (2016) and Brown (2015) definitions, for instance, Rossi emphasized culture as an attitude and belief while Brown

believed in culture as a dimension of an organization. Furthermore, due to the global pandemic, organizational culture has changed rapidly, and more attention has been given to how the employee can adapt to an instant change in the way of running a business in an organization. More research on organizational culture on employee's attitudes and how their perception can be changed positively towards a new dimension of organizational culture.

ANALYSIS OF ORGANIZATIONAL CULTURE

The effect of the global pandemic, the effect of temporary lockdown, and other threats have changed the dimension of Tesco's mode of operation. In other words, Tesco has implemented different concepts to achieve organizational goals and objectives. The organization has been faced with different issues during this period and Tesco was able to grow from it (Xu, 2020). The issues like; social distancing, and economic lockdown highly affected the retailing industry. Also, Jung (2021) states that there is an increase in the level of customer demand for FMCG (Fast Moving Consumer Goods) during this period. Furthermore, Tesco uses online as a major strategy for the organization to satisfy the need of consumers. Online was used as means for consumer shopping, online payment system, training, and development, and means of communicating to employees and other stakeholders. The organization and competitors in the same industry and other businesses use this strategy and method as means to remain in the market they operate. From the time of the pandemic till today, Tesco adapt e-commerce as a culture and major strategy to reach potential and existing customers. In addition, Tesco creates a flexible online payment system for consumers. This new normal has now become a culture in the organization whereby questions were asked from the management, employee, suppliers, and customers in **Appendix1.0**, on how they are adapting to this new system because not all employees are working physically and not all consumers go to the store to get a product. According to the analysis carried out, it was revealed that all stakeholders adapted well to the new culture, customers are satisfied with the online shopping and employee are satisfied with the e-learning. E-learning is an online platform for employee training and development in achieving effective organisational performance (Researcher Analysis).

ENVIRONMENTAL AND ORGANIZATIONAL ANALYSIS TECHNIQUES

From a business environmental view, organizations were faced with different challenges from the world global pandemic to other environmental issues that affect the business. Tesco Plc. has been proven in the retail industry but because of COVID-19, the business environment has changed and affected the mode of business operation. In other words, this report will examine Tesco's environmental factors and contextualize them with the COVID-19 situation using **PESTEL** as a significant external environmental factor, which is the political, economic, social, technological, environmental, and legal factors of the organization.

POLITICAL ANALYSIS: The political analysis of Tesco is affected by the government regulation regarding the effect of the pandemic. The UK government enforced a temporary lockdown of the country's economy which affect the mode of Tesco's business operation. In addition, Tesco continues business operation by changing the culture of the business by adopting new strategies for employees, consumers, and other stakeholders. This lockdown in 2020 continues to affect Tesco's business operation (Hobbs, 2020). More so, during this period, Tesco employs over 45,000 temporary workers to ease the mode of delivery to consumers (TESCO, 2020).

ECONOMIC ANALYSIS: The Economic analysis of Tesco is affected by demand decrease, a high unemployment level in the economy, and a reduction in profit about the effect of environmental issues. In addition, during the lockdown, there is an increase in demand for household products because of an increase in different home activities for workers, students, and others which forced Tesco to employ 50,000 temporary staff but the business was still affected by the lockdown because of transportation. Moreover, the COVID-19 has also forced the organization to change the mode of operations which was affected by employees' availability at work, importation, and increase in the cost of goods sold to consumers.

SOCIAL ANALYSIS: The social factor of Tesco is analysed from the trend of change in customer demand. Due to this change, customers are more concerned about their health which affects the change in customers' demand. In other words, Tesco tackles this issue by increasing the availability of organic products in their retail store. More so, the effect of COVID-19 has a significant change in the demand of consumers whereby, the UK government's restriction of movement increases the level of customer demand. In this period, social distancing, and stay-at-home have an impact on the convenience goods such as frozen foods and snacks more than perishable goods (Thomson, 2020). COVID-19 has affected the rate at which consumers shop in the store physically (Barr, 2020).

TECHNOLOGICAL ANALYSIS: Because of COVID-19, the technological factor of Tesco has increased with the effect of online shopping whereby, consumers purchased goods from their doorsteps. In addition, there is an increase in the level of demand from the online store during the pandemic and today's new normal. Tesco has improved the level of technology and supply chain activities to satisfy the increased level of customer demand. The pandemic has allowed Tesco to improve its organizational culture on technology.

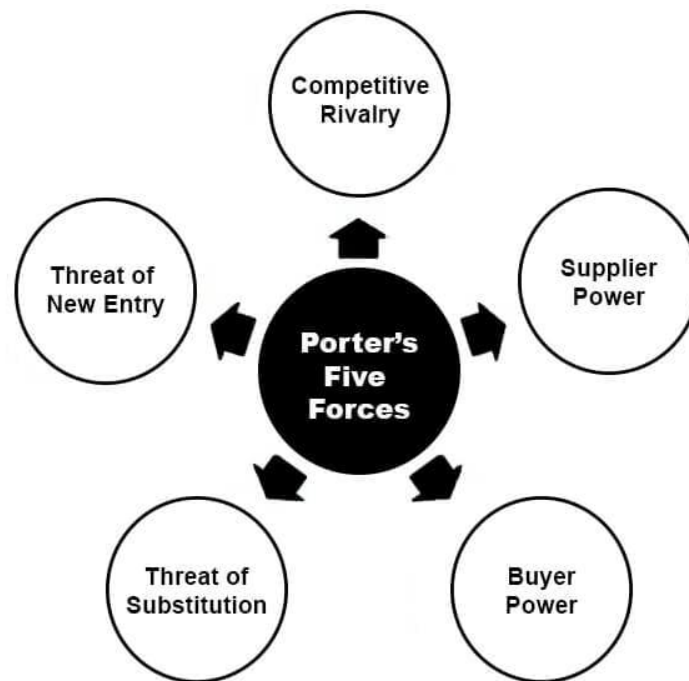
ENVIRONMENTAL ANALYSIS: With the effect of the global pandemic and other environmental issues, Tesco adopts a new way of operation that will benefit all stakeholders and reduce the rate of waste consumption in stores because of the global hazard. Furthermore, adopting new culture on environmental issues is very important for Tesco to synergize a way to improve the mode of doing business.

LEGAL FACTOR: The organizational performance and efficiency of Tesco are impacted by government regulation on ease of doing business in the country. With the effect of COVID-19, Tesco could not pay more workers and the effect of the minimum wage cannot allow the organization to pay employees lesser than the minimum income set by the UK government.

PORTER'S FIVE FORCES ANALYSIS

From the analysis of Tesco's external environment on contextualizing with COVID-19 situation, this report will analyse the detailed structure of the organization's competitive environment. Porter's (1985) model will analyse the competitive environment of the organization in **figure 1.0**.

Figure 1.0



Source: Porter's (1985) model

THREAT OF NEW ENTRANT: For Tesco as a leading firm in the retail industry, the threat of new entrants is low compared to market challengers. The new entrant will require a huge amount of capital to win the market and build up its brand. Moreover, with the effect of the pandemic, new entrants established low pricing for consumers, and therefore, a new entrant cannot build new stores due to the global crisis which has affected the economy of the country which is a barrier to the new competitors.

THREAT OF SUBSTITUTE PRODUCTS: With the effect of the pandemic, the use of online shopping has an impact on the retailing industry (Pantano et al, 2017) whereby, consumers can purchase substitute products conveniently. Furthermore, Tesco created obstacles of substitutes for consumers in the market, and the effect of the external factors, the threat of substitute's product is affected by the operation of the organization.

BARGAINING POWER OF BUYERS: The bargaining strength of buyers of a particular product is high. In the context of the COVID-19, consumers are being attracted to low prices for s and services with the availability of online stores giving the consumer an edge to dictate who to buy from. The availability of buying well at a low price creates an instant brand switch among consumers in the retailing industry (Stan 2015).

BARGAINING POWER OF SUPPLIERS: Due to many suppliers in the industry, the bargaining power of suppliers is low and has a low impact on the organization. Suppliers of the retailing industry have been reduced because of the pandemic. COVID-19 affects some organizations to be forced out of the market. During this period, Tesco's position gives the organization room to negotiate with its suppliers in order to bargain for a low price.

COMPETITIVE RIVALRY: Tesco is faced with a strong level of competition in the retail industry due to an increased level of customer demand. The organization level of competition from top challengers such as Sainsbury's, ASDA, Morrisons, and Waitrose. Moreover, because of a global pandemic, Tesco is faced with an increased level of competition, whereby consumers are affected economically and cannot afford to buy at a high price. The increased level of market share competition has also intimidated the organization's position in the market the followers and market challengers.

PRESENT CULTURE AND ITS EFFICIENCY IN ACHIEVING FINANCIAL AND NON-FINANCIAL PERFORMANCE

For Tesco to achieve organizational efficiency, the financial and non-financial performance of the organization will be analysed based on the current culture of the organization. The Balanced Score Card Model (BSC) will enable Tesco to analyse the relationship that exists between the organization's current culture with an efficiency of financial and non-financial performance through different perspectives.

CUSTOMER PERSPECTIVES: Increasing levels of customer demand have forced Tesco to implement a new culture of providing improved or quality products to customers. In addition, a high level of competition in the retailing industry increases the bargaining strength of customers from whom to buy. In other words, Tesco's strategy from a customer perspective is considered organizational culture how local and traditional demands of the customer will be satisfied.

FINANCIAL PERSPECTIVE: Tesco can evaluate the financial measure of the organization through the net profit, liquidity ratio, Gross profit margins, and sales performance. Due to the current organizational culture, Tesco's financial performance has been reducing because of the effect of COVID-19 which has affected the financial performance of the organization.

INNOVATION AND LEARNING: This perspective has allowed Tesco to improve the approach of organizational culture towards innovation. With the effect of COVID-19, Tesco has adopted E-Learning as new means for training and developing employees. This is a new system since the temporary lockdown of the economy, Tesco uses this to improve the workforce of the employee for effective organizational performance.

INTERNAL BUSINESS: From this perspective, Tesco has a significant relationship with trade creditors. The trade creditors are in line with the organizational structure. The organization's suppliers are informed to reduce the price of the goods.

ETHICAL DILEMMA PRESENT IN THE ORGANIZATION

In an organizational context, ethics is the moral values, principles, and duties of a human being (Pehmer, 2015). According to Pehmer (2015), ethics is analysed based on these elements as they represent individual or group desires. The relativist of ethics creates the urgent condition for the ethical dilemma. Hoch et al., (2018) state that an ethical dilemma is a choice that has been made by two or more actions on moral principles. The ethical requirements state that the two parties do not want to override each other and they select the ethical concept or reasons to choose from. In addition, different research has been carried out on why a human being should regulate work ethics and how law should be engaged in human being as social science (Child, 2015). Furthermore, research and investigation have been carried out on ethical dilemma situations using different techniques (Colnerud, 2014). At times, an ethical dilemma is not defined as obligated conflict but to understand the right cause of action. For instance, in a case of an ethical dilemma, a human being can choose from their course of action (Sinnott-Armstrong 2021).

In addition to the analysis of ethical dilemma, the general ethical challenges faced by Tesco are climate change, environmental reporting, habitats and resources, pollution and toxins, human rights, worker's rights, irresponsible marketing, animal rights, animal testing, factory farming, use of controversial technologies, political activities, and anti-social finance. The current ethical issues faced by Tesco are identified as, ethical issues in human rights and the supply chain.

In a recent review, the ethical dilemma in Tesco's global supply chain is comprehensive due to labour rights breaches. Addressing this dilemma requires a clear knowledge of the causes and allying with other retailers, government, and other stakeholders in the industries. Government plays a key role for a human being to earn a living in the economy. Also, if employees' rights fail to be protected based on the force have caused severe abuse from the UN guiding principles on business on human rights activities. In addition, a situation whereby the employee is working illegally and is unwilling to tender him/herself to legal authorities may be forced with abuse and the employee does not have the right to take the law into their hands. Recently, Tesco was charged £15,000 by the UK Border Agency (UKBA) for the students who breached the working visa terms as an issue of the Illegal Workers' Ethical dilemma which

affect the organization's performance. Tesco was caught hiring foreign students as illegal staff in one of its stores. Tesco took responsibility by giving corporations for the investigation as they insisted, they did not condone illegal work.

Furthermore, the organization partner's government and order major stakeholders over ethical issues in the supply chain and are committed to upholding human right with the full support of the UN.

THERE IS CERTAIN ACTION NECESSARY TO RESOLVE THE ETHICAL DILEMMAS FROM THE ETHICAL POINT OF VIEW:

From an ethical point of view, Tesco will reduce the ethical effect on human rights and the supply chain. The Organization is responsible to develop and improve human rights strategies to end the ethical dilemma towards employees' rights in the organization. From this point of view, to end modern slavery in the organization, more attention must be given to employees' training on human rights activities. Suppliers and employees must be trained on an increase in the supply chain to solve the dilemma faced in process of delivery. In addition, Tesco can develop a culture on Human rights and supply chain training to increase the level of awareness and how this issue can be solved.

CONCLUSION AND RECOMMENDATION

In conclusion, this report aims to analyse the effect of present culture on organization efficiency using Tesco Plc. as the selected organization. In this report, different viewpoints of authors were critically examined on the efficiency of organizational culture, and it was agreed that organizational culture on employee's attitudes and how their perception can be changed positively towards a new dimension of organizational culture. Due to a high increase in online shopping during the epidemic, this report implies how the efficiency of the organization will be the main factor that can affect Tesco towards online shopping and e-learning. The environment analysis of Tesco was critically analysed, and the results show how technology gave Tesco a new dimension to improve in way of doing business in the online store and how it saves the organization. The increase in bargain power of buyers is satisfied by an increase in the level of demand in the online store. Furthermore, the analysis carried out revealed that all stakeholders adapted well to the new culture, customers are satisfied with the online shopping and employee are satisfied with the e-learning.

Because of environmental factors and COVID-19 that change the dimension and how organizations operate, it is recommended that Tesco design a new online store as a backup to minimize the impact of climate change on the organization. Tesco must adopt ethical dilemma as an important aspect of organizational culture through an increase in the level of awareness and effective training.

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APPENDIX 1.0

ORGANIZATIONAL CULTURE SURVEY QUESTIONNAIRE

Case Study: TESCO PLC. UK

Directions:

Please indicate your level of agreement or disagreement regarding **TESCO PLC.** with each of these statements below.

DEMOGRAPHIC DATA

Name (optional): _____

Gender: _____

Level in the organization:

- Top Level Management
- Middle Level
- Lower Level
- Customers
- Suppliers

Email Address (optional): _____

QUESTIONS

1. How many times per year does Tesco change the culture of the organization?

2. What is your level in the organization? _____

QUESTIONS	Strongl y Agree	Agree	Neutral	Disagre e	Strongly Disagre e
3. E-Learning improves employee's performance					
4. Online shopping eases stress					
5. Online as a new organizational culture improves organizational performance.					
6. Present Organisational culture influences growth rate					
7. Current culture impacts organisation efficiency					
8. Online shopping increases sales					
9. COVID-19 effect on organization affect employee's performance					
10. Online shopping is a proper strategy for achieving organisation efficiency.					

NOTE:

The research method was carried out among management, employees, customers, and suppliers in the store. 50 questionnaires were administered, 40 gave the efficiency of the report out of 10 questions and the result of the outcome was analyzed below.

Based on different questions examined by a group of audiences in Tesco store, it was revealed that all stakeholders adapted well to the new culture, customers are satisfied with online shopping and employees are satisfied with e-learning. E-learning is an online platform for employee training and development in achieving effective Organisati

INTRODUCTION TASK TWO

In task two I am asked to write a reflective essay (1,000 words), and I am asked to describe my learning and skills acquired in this module with examples that can be used for jobs that require exercising personal responsibility and decision-making through understanding the organisational culture of the workplace. I am asked to use reflective learning models and tools to reflect my learning.

During this long term from Week One to Ten, I had learned so many things with Dr. Nadeen Mirza, in this module I gained many experiences that I will be able to use in my professional future career, and with my classmates, I learned so many things where we requested to share our comments what we learn in the week on team chat,

I had ten weeks of learning with Dr. Nadeen Mirza, in this module I gained many experiences that I will be able to use in my professional future career, and also with my classmates, I learned so many things where we requested to share our comments what we learn in the week on team chat some share verbally.

In the second week, we discussed some PowerPoint and we looked at the Five forces of Costa Coffee, and we requested to identify the Five forces for Costa Coffee, and they propose a suitable business strategy for Costa Coffee.

In Week Three, we start discussing assignment task One and task Two. looked at some PowerPoint slides about Traditional Structures, we drew and present the organisational Structure of UWTSD London, also explain the Advantages and Disadvantages of the Structure, and recommended researching the website of the organisation each of us was familiar, with to explain the type of Organisational Structure, why is the Organisation Structured.

In week Four, we continue to look at Organisational Culture and what is an Organisational Culture, Innovation and Risk-Taking, People Orientation, Team Orientation, Aggressiveness, and Stability. After the slides were presented, we were asked to comment on the meeting chat about our idea about the slides.

In Week Five, we look at Culture Creation, how cultures form and what influences the creation of culture, and what reinforces and sustains it once it is in place. Also, how employees learn the culture, I learned that some employees find it difficult for the first time in the workplace, they feel a bit nervous and fear not doing everything wrong, excited about the meeting the new colleagues. I remember I shared my experience when I had my first job, I dressed nicely

and formally and the manager in charge was so nice to me and very simpatico, he helped me a lot. I was quite confident preparing for my first day because it was something I have doing before. During my first days, I felt in the right place and very welcomed. so, it was good to share my experience in the meeting chat. In week five we looked at some slides (Ethical Culture), what managers do to create a more Ethical Culture, and watched some Videos witch topic how to keep changing the culture of the organisation, I learned the Five Pilar of Leadership, to be you must cooperate with others, and I learned that to know where you going you need know where to star.

In Week Six and Seven, I learned about Systems, Structure, Skills, Staff, Style, Strategy, and also Shared Values

I learned about Caging the Organisational Culture, what is the 3 types of Change, how to bring some change to the organisation, how we can leave without change, develop a Vision and Strategy, and Communicate the change, Vision. Also, we create a group activity where we discussed whether is Culture Static or Dynamic and after every group back to the meeting chat to share their ideas.

In week Eighth, we look at some slides with the topic Different Cultures Believe Rule Regulations and I learned that (Culture, Religions, and Educations Systems), contribute differently. I learned about different countries' cultures. For example, in India, one person works for many families, and the loyal family takes priority over. For chains, the relation is very important, extremely loyal, Gentil(reciprocal). In China there is a lot of quality, they are always frightful together. According to Dr. Nadeen Mirza's experience, the Chinese when they graduate do not forget the teachers, they come back to pay for tea for the teachers. They have value.

In Week Nine, I learned about some tools (Pastel, Swat, etc..), we review the questionnaire that we learned in Week Seven, Critically Negative and Positive Culture.

In Week Ten, we looked back at the entire term¹ from weeks One through Ten. We discussed assessment, both task number One and task number Two, where you hear many questions asked to be able to better understand the doubts about the assignment. Then at the end of the class, it was a little sad because it was the goodbye moment as it was the last week of term. term tuition has always been a good relationship between classmates and the teacher. He, the teacher, knew transmitting his teachings to us, I will be able to put into practice everything that he learns in this term, it was challenging.

