

Workplace Culture and its impact on Organisational Efficiency

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Executive Summary

An organisation is a group of people who work together to achieve a set of goals, that can be considered of a social structure that incorporates all formal human interaction, the structure and corporate tasks and divided for employees in order to achieve the company aim (Jargons, 2022).

Organisational behaviour aims to gather data that explores the individual and the team by the action, as there are no two human behaviours reacting in the same method in the same environment. Managers and leadership are required in the organization, with knowledge, skills, and experience to evaluate and adjust the behaviour (Joy, 2016).

An organisational culture it is refers when the organisation has their unique personality, where the values and behaviours inside the organization are composed, in which supports individuals in making decisions and adjusting their behaviour to suit with the set of values (Joy, 2016).

The cultural web is a method for visualizing, describing, and mapping an organization culture and understanding the various elements that influence organisational culture (Web, 2022).

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1. Introduction

On the beginning of 2020 a deplorable situation that it gets effected globally by reason of Covid-19, giving a remarkable situation into our personal and daily lives, as well as our economy.

As a result of the detrimental impact, local, multinational, and corporate businesses had to close down in a specific period of time until Covid-19 disease decrease in expectation of having less human being infected.

That certain of time made a huge impact with the humanity, making them change their behaviour and with that into the organization along.

The report will help to take a view inside the Mandarin Oriental Hotel Group and develop a unique perspective, as the author of this paper will be analysing and pointing out how this change of the organizational behaviour and organisational environment need it to adapt and adjust with Covid-19.

2. Organisation and organizational behaviour

Before introducing the organisation chosen, the author of this paper needs to describe what is an organisation.

An organisation is a group of people who work together to achieve a set of goals, that can be considered of a social structure that incorporates all formal human interaction, the structure and corporate tasks and divided for employees in order to achieve the company aim (Jargons, 2022).

Organizational structure is a framework between occupations, systems, operating processes, people, and groups working together to achieve the same goal (Ahmady, et al., 2016)

Organisational behaviour aims to gather data that explores the individual and the team by the action, as there are no two human behaviours reacting in the same method in the same environment. Managers and leadership are required in the organization, with knowledge, skills, and experience to evaluate and adjust the behaviour (Joy, 2016).

While for Mullins (2016), organizational behaviour is to study the human behaviour, that involves the understanding and patterns of structure of the organization to improve management theory with the organisational behaviour.

The organizational behaviour does not focus on all aspect of management, is more a behavioural approach to the management.

The variables listed below serve as a factor with interconnected of which impact the organizational behaviour (Mullins, 2016).

- Individual is a central feature of organisational behaviour and a necessary part of any behavioural situation, where the needs of the individual and the demands of the organisation are incompatibles, this can result in frustration and conflict, is the task of the management and supervisors to integrate the individual and the organisation (Mullins, 2016).
- Group and team are one of the most important influencers on the company organisational behaviour is the people that work inside the corporation, the individual employee interaction is the key to the main area, that with their behaviour, education, histories, skills, culture and ideas may impact the organisational behaviour (Richards, 2018), as it for Mullins, (2016) as well, it believes that the interaction between individuals employee is one of the main areas of field of the organisational behaviour, as there is a diverse personal characteristics that may influence with their skills, belief and backgrounds.
- The organisation and structure of the company is the organization of individuals in various roles, some companies have rigid hierarchies that define the relationship between managers and employee, other companies are more collaborative systems (Richards, 2018) even as for Mullins, (2016) the structure

is created by management to establish relationship between individuals and groups, the behaviour is affected by patterns of organisation structure, technology and styles of leadership and management.

- Environment it can be internal and external or both, influences on the organisation behaviour. External influence is about the requirements with a particular laws and regulations, in which the company engaged in a highly regulated business in a rigorous and structure culture, and the internal influence will have a different organisational behaviour (Richards, 2018). And for Mullins, (2016), the organisations functions as part of the external environment, the consequences are reflected in the management of opportunities and risk, increasing globalisations must adapt and respond the market needs and local requirements.

As the consequences of Covid-19 in which the hotel group it gets affected as the government close all the borders, having less tourist to stay in the hotel. Mandarin Oriental Hotel Group need to take carefully how the staff will stay paid during the pandemic.

As in actual they need to check internally the behaviour of the staff after the lockdown and give thought with the staff who have their vaccines and no vaccine.

With the appearance of Brexit, in which Mandarin Oriental Hotel Group need to examine with the new regulations with the employee and shareholder.

3. Mandarin Oriental Hotel Group

The organisation chosen is Mandarin Oriental, a worldwide hotel operational and development company providing luxury hotels, resorts, and residences. After growing from Asian roots over fifty years ago, now the company operates with thirty-six hotels and seven residences across in twenty-four countries in which every hotel reflects their own heritage and ambience.

The hotel group maintains the position as a visionary leader in exquisite hospitality, carefully targeting the selected opportunities to develop the brand in order to enhance profitability and longer-term shareholder value (Limited, 2021)

Mandarin Oriental brand was established in Hong Kong in 1963 and was formed out a partnership between The Mandarin in Hong Kong and The Oriental in Bangkok in 1974, when it was first opened, the Mandarin was the highest building and immediately became a historic monument, and The Oriental was recognized as one of the most legendary hotels. Both two hotels were landmarks with a reputation for excellent and good service, The Mandarin Oriental Hotel Group was formed in 1985 when these two recognise hotel unified organisation and brand (Roll, 2020).

London flagship was launched, late in 2003, in the middle of the most sophisticated part of London, in the middle of the heart of Knightsbridge, where the hotel rooms is design in a British style but reflecting the oriental heritage (Louise, 2021).

4. Organisational environment

The organisational environment helps to analysing by external and internal factors, using PESTLE analysis and or SWOT analysis based on the organisation.

5. Tools of environment

5.1 Pestle analysis

5.2 Swot analysis

6. Cultural web

The cultural web is a method for visualizing, describing, and mapping an organization culture and understanding the various elements that influence organisational culture (Web, 2022). By Tools (2022), the cultural web recognizes six interconnected aspects that combine to form the main core that is the Paradigm, the pattern of the work environment that work with the belief and motivations of the organisation.

The six elements are: organisational structure, symbols, stories, rituals and routines, power systems and control systems.

6.1 Paradigm

The paradigm where is the middle of the six elements of the cultural web, is whereby analysing and evaluating the six factors can see a bigger picture of the cultural organization (Tools, 2022).

The paradigm of Mandarin Oriental is that they are dedicated to the communities in which they operate and manage with the environmental and social commitments, as every decision made by the hotel group takes the culture and the sustainability consequences into consideration. Acting with responsibilities is one of the values that Mandarin Oriental has created with Naturally Better to focus on the wellbeing of the planet, as their goal by 2021 is to be an hotel plastic-free (sustainability, 2022)

6.2 Organisational structure

This section of the organisational structure indicates the organization chart, and whose contributions are most valued or respected, is reflect leadership and management and show the important roles and relationship (Joy, 2016).

As by Joy, (2016) the activities like task distribution, coordination, and supervision are oriented toward the achievement of organisational goal, the character of an organisation and the values are part of the organisational structure, in where the characteristics of the organisation and the principles and values it commits to that are reflected only by organisational structure.

The structure can be formal and informal, the informal structure is more based on employee relationship, which are based on personal attitudes and interest rather than a regulation, the structure is on personal and social connection and it does not require a formal organization (Jargons, 2022), while the formal structure can be matrix organization, project management organization, flat or horizontal, or hierarchy.

The flat or horizontal structure is a few levels between higher management and staff, this structure is with less supervision and more engagement between employees (Williams, 2022), while the hierarchical organizational chart is the opposite of the flat structure, the hierarchical is like a pyramid shaped in which the chain of command goes on the top of the pyramid, entry-level is the management and supervisor, and in the bottom is the employees that they are reporting to their manager by each section as mention Williams (2002).

For Jargons (2002) the project management organization is not an independent organization, is it plan within an organization in order to achieve the goal. And the

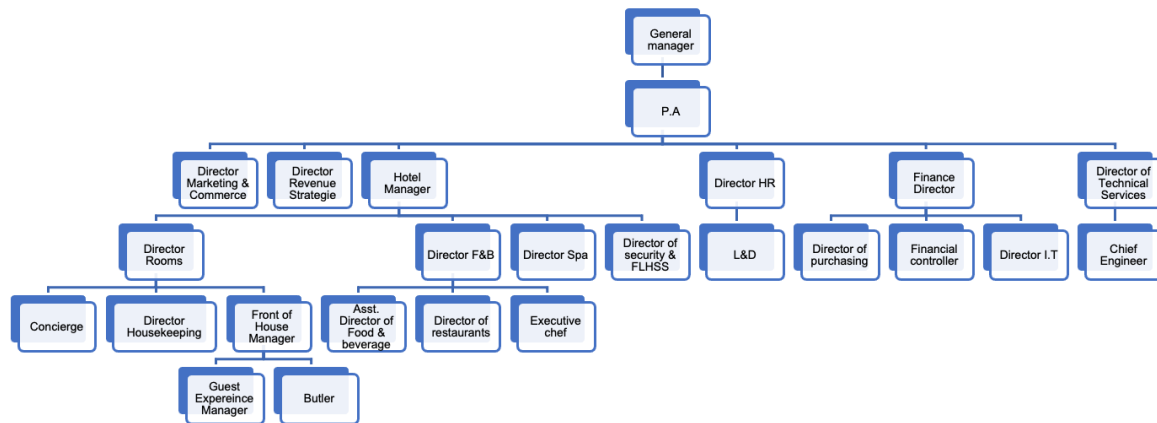
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matrix organization is a combination of functional and project structure

Inside the Mandarin Oriental Hotel Group, situated in middle of the heart of Kingsbridge, where the hotel can find various department.



Hierarchic organisation chart

As the graphic shown above, as an example of a hierarchy chat, in which the Mandarin Oriental London, applied, in the same way that every individual in this structure of organization, from General manager, together with the directors of department managers and employees, has a properly specified position. An effective hotel hierarchy can enhance production and efficiency, in the character of each department need to establish the roles and the functions (Picincu, 2019).

6.3 Symbols

By Tools (2022), symbols are the logo of each organization where it symbolizes the company.



MOHG fan logo

As demonstrated the figure about, Mandarin Oriental Hotel Group use a fan as a symbol of the organization.

The hotel group fan was created by Pentagram in the middle of 1980 and is recognised internationally as one of the world's most highly recognised logos. To represent the uniqueness of each property, all Mandarin Oriental hotels are design to their own

customized fans, by colours, and prints are carefully chosen in collaboration with local artists, historians, and graphics experts (Group, N.d).
The fan has eleven parts as their eleven pillars inside the hotel group known by the employees.

6.4 Stories

As in every organization have their own stories that the guest, customer, employee remembers, in how and what immortalises reveals about what the values and considers to be outstanding behaviour (Tools, 2022).

One of the unforgettable stories from Mandarin Oriental London, was on the 6 of June just before the big reopening of the hotel group, after months of renovating one part of the face of the hotel a huge blaze tacked the hotel, beside of the tragic circumstances, fortunately none get hurt (Sharman & Barnes, 2018).

When it happens the circumstances most of the staff applied for internship to other hotel group from different counties, doing that they will still be able to keep their job with the company while they are working into a different country. And the rest of the employee volunteer into a charitable organisation, as Oxfam shops, The Felix Project, and the London Fire Brigade (Edmonds, 2018).

After just months of the reopening, another deplorable circumstance change into the staff by Covid-19.

6.4 Rituals and routines

Routines is when people do a regular action, like by informing or reporting to their management specific situations that it is happen at workplace (Tools, 2022).

In Mandarin Oriental one of the routines for the employee with their supervisor or manager by each department is by doing meeting every morning to updates with the arrivals or departure, or if there is any inconvenient or something good to share with the colleagues.

As part of rituals, Mandarin Oriental they celebrate with employees and management to recognise their hard job by nominating more than one employee of the month by each department, and by quarter of the year the chosen employee between the rest of the colleagues will be nominated as an employee of the year and gain a recognition contribution by the CEO or one of the directors.

There are many rituals that the hotel group celebrate with the staff a part of the recognition of the employee of the year, they are providing some rewards after completing working for the company.

6.5 Power systems

The power structures are where the group executives have the most power over operations (Tools, 2022).

The board composition and operational management are composed by the CEO of the hotel group, managing director, group chief executive and non-executive directors. (Limited, 2021)

6.7 Control systems

Is the method by which organization is managed, by including financially and quality (Tools, 2022).

As is a hotel there being all around a CCTV to check that everything is under control by the guest and the employees.

7. Organisational culture

Organisational culture in general concept is difficult to define as by (Mullins, 2016), the fundamentals ideas about how to work is done, what is acceptable and not acceptable into the activities are supported and reflected by the organisational culture.

An organisational culture it is refers when the organisation has their unique personality, where the values and behaviours inside the organization are composed, in which supports individuals in making decisions and adjusting their behaviour to suit with the set of values (Joy, 2016).

While for (Marcouse, et al., 2014) the organisational culture is the attitude, behaviour of the organisation, in which the people who work within the organisation have built traditions over the time.

8. Recommendations

Mandarin Oriental Hotel Group, is a quality organization culture as their vision with the sustainability is their main objective, taking care of the future and the earth by reducing plastic. As is it also they do not forget their Asian roots but still adapting the culture of every place they do the hotel, just to make the guest feel the ambience of the place and more suitable.

As they are known as well by being innovative and having a charming and unique design rooms.

9. Reflective essay

On the beginning of the term, I thought this module will be harder by just name of the module, but as every week is it made for me more comfortable to understand deeply the meanings of the organization and their culture.

Knowing the organisational behaviour and the four elements of barrier it can anticipate to reacts with the risks, especially now that we are facing every change from the government and still not fully recover from Covid-19 where most of the organisations need it to adjust.

The report it helps me to understand how important analysing it deeply the organization with their behaviour, cultural and by examining internal and external factor, not only with the organization that it chosen, but with other organisation will be more uncomplicated, as by knowing the pestle analyse or applying different model to analyse the company it will be more effective.

Unluckily I could not manage to go deeply and analyse about pestle analysis and swot analysis from the hotel group, as is the basic from this module, but unfortunately, I did not focus my time on this module to express better about it, as I found fascinating.

10. Conclusion

Due of the impact of the situation that Covid-19 has given globally during this past two years, affecting the organisational behaviour, by exanimating with the tools that it helps to prevent failures in the business, alongside by identifying the internal and external factors, that it can help to stand into the business.

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