



University of Wales Trinity Saint David

McDonald's Workplace Culture and its Impact on Organisation Efficiency

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Introduction

The aim of this report is to analyse impact of the workplace culture on the organisation efficiency using McDonald's company as a case study. This report will begin with the closer look of the McDonald's company and industry background. Next, broad definition of McDonald's organisational structure and culture including ethics and values will be provided followed by analysis of McDonald's workplace culture. Thereafter, in the second part of this report I will evaluate environmental factors and their impact on the organisations performance and culture by using SWOT analysis as environmental scanning tool. The last part of this assignment will be focused on McDonald's social and environmental responsibility and its culture of sustainable development.

Mc Donald's Corporation - Company background



The first Mc Donald's restaurant was started in 1948 by two brothers Richard and Maurice McDonald in San Bernardino California. In the year of 1954 Ray Kroc visited brothers, restaurant in order to see how such a small place can sell large quantity of milkshakes. He was fascinated, seeing grate promise in the restaurant concept, he introduced the franchising idea to Mac and Richard and opened first McDonald franchise in Des Plaines. Eventually, six years later in 1961 Ray Kroc bought McDonald company (Encyclopaedia Britannica, 2019).

The chain of McDonald restaurant was expanding over the years domestically and internationally. Now days McDonald is known as words biggest fast-food restaurant chain operating its outlets in more than 100 countries around the word. Franchised eateries of Mc Donald's are operated and owned beneath any of the following structures – partner, developmental licence or conventional franchise. The rights structure for trade-off, market or individual restaurant is based on legal regulatory environment in franchising and property ownership and on individual entrepreneurial abilities (Corporate Career, 2019).

Mc Donald's is operated owned by self-governing franchisees at approximately 93%. By continuously reviewing the mix of franchised and company owned restaurants, Mc Donald's enhance overall performance, aiming to become franchised at 95%. Mc Donald's business relationship is supported by sticking strongly to policies and standards and to brand protection (Corporate Career, 2019).

The franchising model strength is associated with the sharing knowledge of business-owned restaurants that enables Mc Donald's to success and improve all their restaurant while implementing innovative ideas and projects that has been previously tested. By collaborating with franchisees company is able, to refine and develop standards of operation, strategies of product pricing, marketing concepts. Traditional franchisees add to the revenue of the firm, through the fees based on percentage of sales payment and rent, with the fees compensated for launching new bistro and the minimum rent payments. Thanks to its structure McDonald's generates substantial level of cash flow (Corporate Career, 2019). In 1974 Mc Donald's launched its first restaurant in the United Kingdom, recently it operates more than 1,200 restaurants crossways Northern Ireland and United Kingdom, employing nearly 100 thousand people (McDonalds, 2019).

1. Industry Background

Industry – is a competitive environment that company operates in. The profit of industry can be affected by five competition forces, those are: power of buyers and suppliers, competitors, new entry barriers and threat of substitutes (MindTools, 2019).

McDonald's fast food industry compete with numerous companies such as KFC, Burger King, Dixy Chicken, Five Guys, and other general restaurants. The fast-food entry barriers are low, meaning that there is always someone new that enters the market. Due to high competition customers make their decisions of purchase based on the convenience and price. Mass entrance of restaurants gives the bargain power for suppliers which result in margin losses. Although, fast food industry is hard to maintain, Mc Donald's remain powerful and successful (McDonald's Franchise Strategy, 2019).

2. McDonald's Organisational Structure

According to Will Kenton (2019), an organizational structure is a system that shapes certain activities such as responsibilities, rules, and roles the way that leads to the achievement of organisational goals. It is also a system that define organisations hierarchy. (Chron, 2019). Having an appropriate organisational structure will allow companies to stay focused on their goals and objectives, remaining efficient.

Types of organisational structure

There are different types of organisational structure, each of them is designed to meet the needs of organisation. The four types of organisational structure are: functional, geographical, divisional, and matrix.

a). Functional – differs organisation into departments based on their functions. Employees in this structure are classified according to their function based on the duties of each job. Having a skilful person responsible for each department helps organisation monitoring and controlling performance. In functional structure information flows from head of the departments to top management (Usmani, 2019).

b). Geographical – suits businesses that have their units or offices in different geographical areas. Having a geographical structure enables organisation to have better understanding of the local needs adapting their approach to local market. It is an ideal structure when business operates in the regions where difference between languages, cultures and beliefs can be seen (NIBUSINESSINFO.CO.UK, 2019).

c). Divisional – especially useful for businesses that have many regions, products, and markets. One of the advantages in this structure is that managers can response to changes in local conditions faster by quickly shifting direction of the business (AccountingTools, 2019).

d). Matrix – most complicated structure, used mainly by large organisations that operating business in many locations and has many functional areas. This structure has at least two supervisors for each job. Having two chains of command in the matrix structure improves decision making process. Due to the sharing of the resources and information across departments there is a greater efficiency (NIBUSINESSINFO.CO.UK, 2019).

Organisational Structure of McDonald's

Organisational structure of McDonald's was modernized in 2015 in order, to enhance the company's control of its global operations. The organisational structure of McDonald's is facilitating management of food service markets base on the level of performance (Thompson, 2019).

McDonald as the world's largest fast-food restaurant keeps evolving and systematically bring new products in order to satisfy customer needs and stay ahead of competitors. McDonald organisational structure supports various strategic activities and is designed to adapt to constantly changing business. McDonald's succeeds in managing organisations performance and efficiency through its corporate structure (Thompson, 2019).

According to McDonald's (2019), the company structure is constructed as follows:

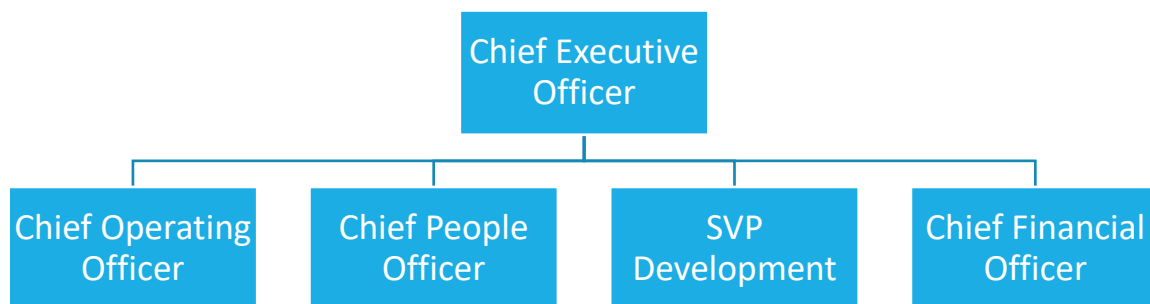


Figure 1. Mc Donald's company structure.

Further, departments are broken down into marketing, human resources (HR), corporate affairs, national operations, information, finance, regional managers, and strategic planning. Other functional McDonald's departments are customer services, safety, legal, security and licensing, franchising, supply chain, restaurant services and property.

McDonald's uses divisional organizational structure. In this structure type, each division handles set of strategic objectives or specific operational area. The aim of divisional structure is to support organizational flexibility in satisfying business needs in different organizational markets and aspects. McDonalds follows strict norms and procedures. Centralized authority refers to top management decision making while the lower level staff must only follow the procedure.

3. Organizational Culture, ethics, and values

Organisational culture is the most important component of the successful, extraordinary, and highly performing establishment. The culture of an organisation is composed of shared beliefs, values, and assumptions about how decisions should be made, how work tasks should be carried and the people's way of interacting and behaving (Torben, 2015).

Definition and Characteristic of Organisational Culture

Organizational culture comprises organization's values, philosophy and expectations, as well as the experiences. Workplace culture is constructed on written and unwritten rules as well as on common values, beliefs and attitudes. This, also called corporate culture shows its self-image through the way it operates the business, treats its customers and employees and through the employee commitment towards shared objectives (Business Dictionary, 2019).

Corporate culture affects performance and productivity of the organisation. It also functions as the guideline on product quality, safety, punctuality and attendance, environment concerns and customer service. Workplace culture is unique for every organisation, which makes it the hardest thing to change (Business Dictionary, 2019).

The definition of the organisational culture seems to vary from one source to another: Needle (2004), summarised organisational culture as "vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits". Whereas, Deal & Kennedy (1982), has simply defined it as "the way things are done around here". However, what all the sources have in common is that organisational culture expresses how the workplace constitutes the behaviour of their environment. Organizational culture is designed to shape the behaviour within an organisation (Ravasi & Schultz, 2006). Schrodtt (2002), believed that organisational culture can affect the way employees interact with clients and each others.

4. Workplace Culture of the Mc Donald's – Analysis.

The organisational culture of McDonald's endorses company's industry goals and objectives. McDonald's uses its organisational culture as a magnet to attract skilled employees and customers. Moreover, organisational culture of the firm influences behaviours of the workers through its values and traditions. In order, for McDonald's smooth and efficient production and service, organisational culture of the firm encourages learning and training programs. This steady growth of the organisation reflects company efficiency by using its culture to reach the heights of HR competencies. Organisational culture is seen as a significant factor in the firm's success. McDonald's enhances its service quality and maximises productivity through its corporate culture (Thompson, 2017).

McDonald's Organizational Culture - Characteristics

Organisational culture of McDonald's is supporting business growth in the fast food market and its success. It also emphasizes effectiveness and advance of the human resource. McDonald's specifies four organisational culture characteristics: diversity, individual learning, people centricity and organisation learning.

A. Diversity – Mc Donald's encompasses respect and acceptance, recognising the uniqueness of each employee. Inclusion and diversity are the key factors of Mc Donald's organisational culture. Diversity at workplace promotes mutual respect among employees. Therefore, employees are encouraged to:

-  Show admiration for qualities and experiences different from their own
-  Understand and appreciate interdependence of cultures, humanity and natural environment
-  Eliminate all forms of discrimination by acceptance of differences and collaboration
-  Understand that no one's culture or beliefs are more superior to the others
-  Respect the self-identification rights

The goal of the Mc Donald's diversity effort is to recognise differences and strengths valuing and respecting every culture on both side of the counter moving from awareness to action (Mirza, 2011). Managers at Mc Donald's by applying diversity can reduce workplace conflicts. It is proven that promoting respect between co-workers can facilitate easier way to the resolution of conflict. Moreover, employees who accept each other differences are more likely to recognise similarities especially during cooperation and working towards common goal (Seidel, 2019).

B. Individual learning – In strong belief that education motivates employees to better work performance increasing at same productivity and efficiency of business. Seeing great potential in their employees, company invests large amount of money in training programs and courses providing workers with opportunity to gain nationally recognised certificates. This organisational culture aims to motivate employees to develop new skills such as critical thinking and problem solving which can be applied further in workplace practice.

C. People Centricity – its been agreed by many businesses that people should be put at first place. The modern approach agrees that people are key assets to organisational success. Therefore, they need to be well treated, respected and companies must invest in their development and prioritise their needs. The people, when supported and managed in the right way help to gain competitive advantage of the organisation. (JonIngham, 2019)

D. Organisational Learning – aim of the firm is to develop knowledge of the organisation through individual learning moving business towards improvement and rise of the performance. This organisational future is applied through meetings, policies and programs and is used to encouraging employees to share their knowledge and feedback. through policies, programs, and meetings (Thompson, 2017).

Corporate culture of Mc Donald's is a common system of values that shapes the foundation of every decision of the company. Organisation human resources regularly monitor efficiency of discrimination policies. Therefore, in the situation of employee being treated in an unfair manner, corrective actions are in place. Employees of McDonald's are promoted based on performance and skills, without discrimination to sexual orientation, disability, gender, age, or race.

5. Impact of Environmental Factors on Mc Donald's Culture and Performance – SWOT analysis as tool for environmental scanning.

McDonald's operates in complex and highly competitive environment. Constant changes of policies and customer demands can have significant impact on McDonald's operations and workplace culture. Environmental scanning is a process used by firms to examine external and internal environments of an organisation. The purpose of environmental scanning is to detect opportunities and threats that might affect organisational future. Environmental scanning refers to utilization and control of information about trends, patterns, and relationships within an organization's external and internal environment. Formulation of strategy enables organisation to reduce the threats and take advantages of opportunities. While strategy formulation, an organization must take advantage of the prospects and minimize the threats (Creately, 2019).

The first step of firms environmental scanning is to analyse and observe internal environment. This strategy helps to understand strengths and weaknesses of the company. Such analysis can be done by using technique of SWOT analysis.

SWOT analysis of McDonald

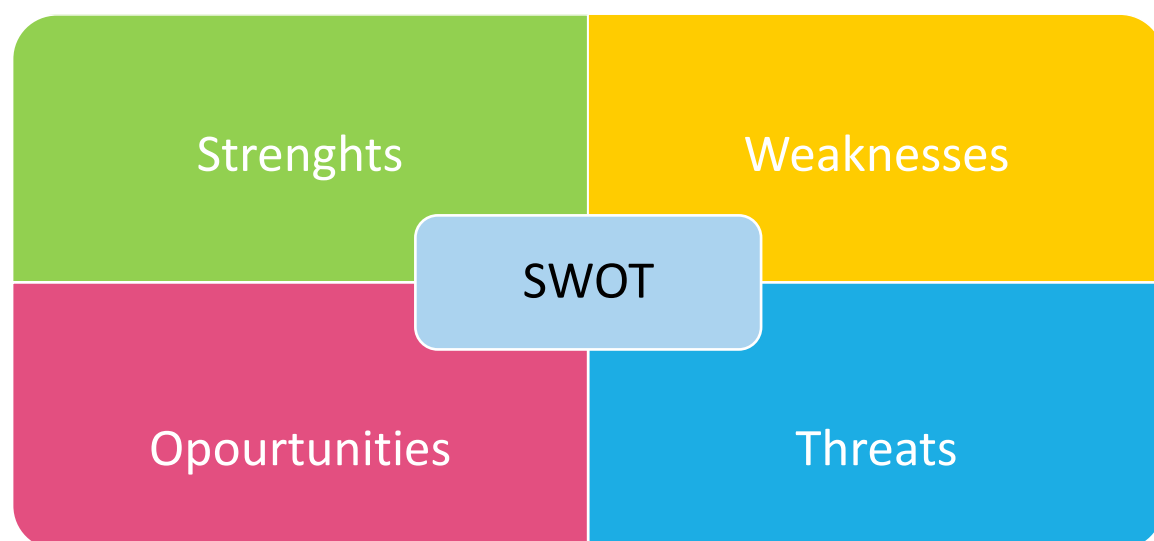


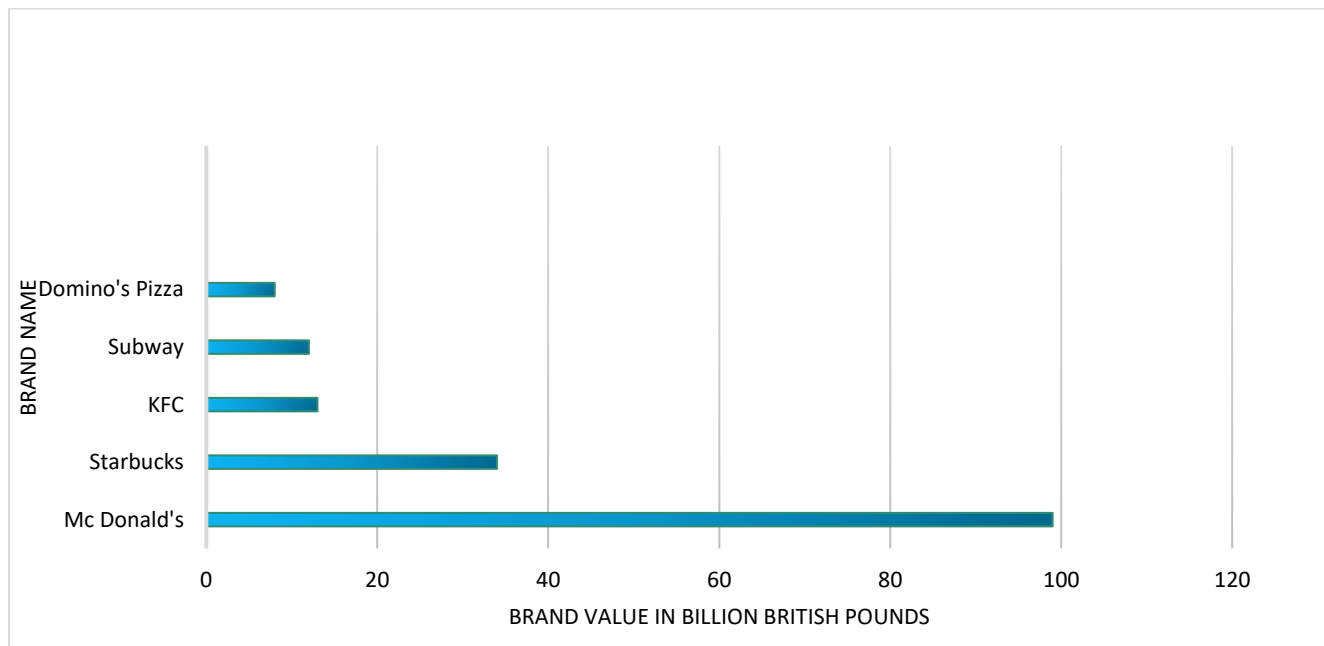
Figure 1. Mc Donald's SWOT analysis

Strengths:

- I. One of the most valuable brands in the world.

McDonald's is positioned as tenth most valuable brand in the world and first in the fast-food value ranking. In 2019 brand value reached over 120 billion of dollars (Over 90 billion British Pounds).

Figure 2. Statistics of Five Most Valuable Fast Food Brands in the World in 2019 (in billion British pound)



Source: Statista (2020).

The above statistics shows brand value of top five fast-food companies worldwide. In the 2019 McDonald's reached value of almost 100 billion pounds. It is nearly 60 billion pounds more than its competitor Starbucks.

- II. Market diversity

International presence is one of the key strengths of McDonald. The company runs its business on global scale including company owned and franchised stores. Mc Donald takes second place right after Subway in the ranking of the world largest fast food brand. The company focuses on both established markets which includes United States, Canada, United Kingdom, Australia and France and high grow markets with potential expansion including Poland, China, Korea, Russia, Spain, Netherlands, Italy, and Switzerland. Although these are Mc Donald's leading markets, company plans its expansion by using franchises in the remining markets (Pratap, 2019).

- III. Customer service – according to Pratap (2019) one of the demands driving factors is great customer service. In the 21st century customers became the center of the business focus. Employees of McDonald are specially trained to provide best in class service to its customers, increasing retention.
- IV. Brand awareness – Mc Donald's is a very popular brand with its logo easily noticeable and widely recognised. Its brand recognition is driven by focus on customer service and marketing. Moreover, brand awareness is strongly supported by its global presence and utilised by the use, of digital initiatives.
- V. Large menu- Mc Donald offers variety of food items in its menu, including French fries, Big Mac, cheeseburgers, hamburgers, chicken nuggets, Filet-O-Fish, milkshakes, ice creams, fruit bags, salads, hot and cold beverages and many more. This diverse menu attracts customer around the whole globe.
- VI. Supply chain management – in addition, to ensure highest quality McDonald manages sustainable and responsible supply chain that enforces high quality and food safety standards. Moreover, company has its own Food Safety Council and quality centres in every country of operation, those are responsible for every aspect of the food safety. Company to warrant competitive prices, collaborates with its providers. This exceptional supply chain management gives competitive advantage to McDonald's.

Weaknesses:

- I. Change management – The British former boss of Mc Donald Steve Easterbrook was fired due to failure in aligning with the company policy, by having consensual relationship with one of the employees (Business Strategy Hub, 2019).
- II. The franchise business model – overdependency on the franchises, and no control over performance can directly affect the brand by explosion to risk of customer dissatisfaction, mismanagement, financial deterioration and low revenue (Pratap, 2019).
- III. Bad publicity – as a fast food restaurant McDonald is being associated with unhealthy food, when talking of obesity, the first things that comes to the people mind are the fast-food items that are sold by its firm. It might take years for McDonald to change people opinion about the food items provided.
- IV. Employee turnover – employees of Mc Donald are not the happiest people. Although, brand value reaches nearly hundreds of billions of pounds, wages are kept to minimum. Most of the employees are still studying and some of them have no education at all. Therefore, they see McDonald, as first step to further carrier.

Opportunities:

- I. Innovation of the menu – 21st century is a century of health consciousness. People are aware of their eating habits. Therefore, market trends and demands have changed fast

over the current year. The menu innovation and balanced food items can help in attracting wider range of customers, having positive impact on the company revenue, and promoting brand image.

- II. Market expansion – growing demand of the fast food among millennial and middle-class generation gives great opportunity for expansion of the market in continents such as Asia or Africa. Moreover, improving economic situation gives higher power of purchase for customers in those nations (Pratap, 2019).
- III. Innovation – investment in digital technology such as self-service checkout panels, attract new customers and differentiate company from its competitors.

Threats:

- I. Aggressive Competition – constantly growing competition pressures McDonald, as it affects the operating costs, due to necessary investments in product higher quality and in company marketing.
- II. Cultural threat – challenges faced due to adaption of the new ways of operation in different countries. For example: assuring that meat served in Muslim countries is halal, and that no pork meat is served.
- III. Changing trends - Customer changing their trends towards healthy and organic foods, it leads to discouragement from eating at McDonalds.
- IV. GMO regulations – risk of possible product limitation.

The SWOT analysis was used to scan both internal and external environment of McDonald's, highlighting company strengths, weaknesses, opportunities and threats. It is recommended for McDonald's to further expand, as it will improve viability of the business. Another actions that firm can take is to consider new trends in customer behaviour and evolve in new healthier menu assortment. Those are just few recommendations. However, there are many other ways for McDonalds to remain at the top of competition.

6. Corporate social and environmental responsibility of McDonald's - Culture of Sustainable Development.

The concept of corporate social responsibility can take many forms depending on the industry and organisation. Company while enhancing their brand name can benefit society through the CSR. Moreover, activities of corporate social responsibility can increase morale and connect corporations and employees with themselves and the surrounding environment. This activity also helps in realising what impact does company have on the society and environment.

Cultural sustainability – relates to sustainable development it focuses on managing environmental and social impact., it considers profit of the business and the problems which have impact on the mother earth and people. Since cultures condition people's behaviours and shapes their relationship to environment, and other people, culture should be at the heart of the company strategy of development. "From cultural industries to cultural tradition, culture is mutually a driver and enabler of environmental, social, and economic aspects of sustainable development". (UNESCO, 2017). Building cultural sustainability is not an easy process and it involves whole organisation to work as a team in order to do so. The first step is to define the sustainability goals of the organisation. Well managed sustainability practices have positive impact on the business revenue, resulting in energy saving and waste reductions (USI, 2019).

As one of the biggest fast-food industry McDonald's is seen as powerful enough to change global food marketplace. In hope to build loyalty and trust, firm began to communicate its sustainable goals with the customers and shareholders (CSRWire, 2014).

McDonald's Sustainability aspirational goals:

- Purchasing portions of beef only from sustainable sources
- Sourcing all its palm oil, fish and coffee from sources which are certified as sustainable
- Serving bigger amount of vegetables, fruit, whole grains and low-fat dairy to align with healthy trends
- Recycle 100% of sustainable packaging by 2025
- Minimising food waste
- Increasing energy efficiency by 20 % in company-owned restaurants

In the current situation McDonalds have recycling in practice only in 10 percent of its restaurants but already 85 percent of the packaging comes from sustainable sources. McDonald's announced that it wants to achieve two of the goals mentioned above by 2025. Those targets are to recycle 100 percent of its packaging enabling recycle in every restaurant and reduce negative publicity of company by concerning customers demands of healthier menu items and purchasing its products from sustainable sources (Carrig, 2018).

McDonald's faced large amount of criticism in past years. In answer chef officer of sustainability and supply chain Francesca Debiase said that McDonald work in partnership across value chain to promote and encourage sustainability practices. To accomplish those goals McDonald's plans to communicate with environmental associations and local governments to work on employee and customer learning programs, recycling programs and new 100% recyclable packaging design (Carrig, 2018).

In order to be socially responsible company, have to be at first accountable and loyal to its shareholders and itself. Companies that uses cultural sustainable development programs often can give something in return to the society. This is why CSR is seen as a strategy of the biggest corporations such as is McDonald's. Therefore, the more successful and famous company is, it takes more responsibilities towards ethical behaviours, and standards.

Conclusion

Workplace culture is incredibly important as it connects employee productivity, engagement and retention with the company success and growth. This assignment covered topics such as: organisational structure and culture of Mc Donald's, impacts of environmental factors on the organisations culture and performance, techniques of environmental scanning, corporate and social responsibility of McDonald's and its culture of sustainable development.

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