

Workplace Culture and its Impact on Organisation Efficiency

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Academic Essay on Workplace Culture and Context



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Introduction

This essay will provide a demonstration of researchers understanding of Workplace Culture and context of UWTSD. With an Environmental, Pestle analysis on UWTSD, to examine how external factors impact on the internal factors, also a Cultural Web analysis of the internal context of UWTSD and the implications; how it operates, the strengths and weaknesses of organisational culture. With supporting a critical analysis of the UWTSD's ethical stance. Furthermore, if the researcher values align with UWTSD's values.

To compile this essay the researcher has conducted primary and secondary research. Moreover, based on the PESTLE and cultural web analysis, the researcher will draw conclusion and offer recommendation to improve further the efficiency of the Organisation.

Pestle analysis

There are two Environmental analysis tools used to identify the external factors that has impact on organisations, which are, PESTLE and SWOT analysis.

Definition of Pestle analysis

A PESTLE analysis is framework is an acronym for: P- Political, E- Economic, S- Social, T-Technology, L-Legal, E-Environmental. It is used in large, medium and small enterprises and institutions to understand what external factors influences their business decisions (CIPD 2018).

PESTLE analysis framework is very effective for Organisation to implement. It identifies what external factors can affect organisations internally. By using PESTLE analysis tool, an organisation can improve and develop management and leadership strategies. This will enable organisations to remain competitive, increase revenue and to ensure sustainable Business performance.

According to Buchanan and Huczynski (2017), the External Environmental factors influences the organisations to change the internal factors including, the organisations structures, leadership style, and behaviours and therefore it leads to cultural change.

Pestle analysis on UWTSD

	External factors to consider	Factors affected within My industry
Political	• Government policy • Political stability • Brexit	• Rules and regulations on Immigration policy • Brexit freezing student fees • Cuts to funding
Economic	• Economic growth/decline • Resources • Availability of funding	• Higher level of skill and wider research • Invest in books, technology • Equipment. • Library and interlibrary loans
Social	• Social trends • Population demographic • Career attitudes •	• Social media • LGBT students • More younger people in higher Education • People are education minded
Technology	• Automation and robotics • Innovation • Social networking • security	• Robots will replace jobs • It is good impact e-books digital, new learning technology
Legal	• New legislation • Health and safety • Code of conduct • finance/funding	• Possibility of increase in fees • Privacy of student's data • University fees are reduced to £7,50

Environmental	• Sustainable resources • Carbon footprint • Re-cycling	• UWTSD sustainability pledge which include, Green travel, green impact etc. • Reducing carbon emission • Re-cycle bins in every corridor of UWTSD
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Political- Government policy, the rules and regulations on immigration policy on UK Universities. The university sponsors EU students and international student. There are benefits of International, EU students to the UWTSD. According to Thomas (2012) that recent government report confirms, 78% of international students who has been graduated in 2010, planned to develop “professional links with organisations in the UK in + future and 61% wanted to collaborate with UK Universities for academic and research purposes”.

The implications are that university will need a scenario planning, if the students number go down, they need to find new ways to deliver lectures and keep engaged with students. Invest in online courses, where EU students can work from home, it could be advantages for students, more flexibility.

Brexit impact- there is a possibility of Brexit wanting to freeze the universities funding, this could affect EU students finance in England and Wales. Also affect university funding's universities need continuous funding's. According to the guardian report (2019), the government will cut tuition fees from £9,250 to £ 7,500 and use replacement funding. Cuts to tuition fees will affect UWTSD, as the university will have less cost to spend on teaching as well as student support. Moreover, universities need more staffs, and student facilities, such as, academic mentoring, personal support, non- academic staff and management facilities are increasing, this can have huge impact on universities financially. According to Coughlan (2018) there will be substantial change of university fees, for example, switching from fees and loans “to a graduate tax or some kind of graduate contribution scheme”. In addition, increased student fees will have

negative impact on students, as they would want to dis-continue with their studies. Internally the student welfare is an important factor for universities to protect the well-being of students for that universities need

support staffs and facilities and continuous funding's to invest support staffs and exclusive facilities. Universities need to have back up plans in case of a non-Brexit deal.

Economic - the availability of funding will have huge impact on university. The Government policies will change will affect university's funding's as university's need continuous funding to invest in resources, for instance; books, library, and interlibrary loans, technology equipment's, printers, mental health services, student services union and scholarship and Bursaries which provide additional financial support to students (UWTSD 2019).

Furthermore, higher levels technical skills are vital for the efficiency of the economy, as graduates and postgraduates need to be creative and adopt to new technologies. According to Universities UK (2013) report that there is evidence of links between high education and growth, is conventional, it has contribution and impact on growth and efficiency of the economy.

Social – social trends are the social media for students. As the university have their own website which includes, online library resources, online courses students have UWTSD accounts, twitter and access to Turintin, Moodle which provides learning resources for each module and many learning choices, insights and many more. Internet has significant influence on students, as they use it for secondary research for assignments and dissertations. In addition, education has been trend for younger people who are education minded, university wants more people. The students are more interested to have good career and balance between work and personal life. university should encourage diverse and inclusive culture. According to the online Research Gate article (2013), "Higher education institutions are increasingly adopting the social media as marketing tools in their efforts to reach and attract potential students". The implications are that university could use marketing tool as promoting online courses, programmes to the students.

Technological –has good impact on university as they have e- books digital, new technology also offer variety of programmes, academic online courses and professional programmes those include; undergraduate and postgraduate levels, also online distance learning, with flexibility, support, academic Rigour (UWTSD 2019). However, should offer free online courses for student's flexibility. As the technology has advanced, the Fourth Industrial Revolution will impact on globally. This will lead to more challenges and opportunities in the future. There will more artificial intelligence in the organisations, future jobs will take over Robots, most of the jobs for examples, lectures, receptionist, account, and skilled occupations. As Schwab (2016) stated that the Fourth Industrial Revolution will provide opportunities as it will raise global income and improve quality of life of human beings globally. Technology will make people's lives easier, with launch of new products and services. Everything will be done remotely, for instance everyday basic activities such as; booking cabs, listening to music, making payments etc, will be replaced by robotics. However, there are disadvantages those include, “Greater inequality and disruption of labour, cybersecurity, hacking, risk assessment and impact on core industries and sectors, such as education, health and business”(Dimitrieska 2018, p185).

Legal -impact on the university will that if the possibility of increased in student fees will need more funding to provide for resources and facilities. According to the Independent report (2017) new legislation has been passed on to, increase tuition fees every year for all universities in England.

Environmental factors - UWTSD sustainability pledge includes Green travel, Green impact also they sustainability team. Furthermore, they have reducing carbon emission policy and strategy plan on how to save the environment. The university also encourages students and staffs for re-cycling as re-cycle bins are provided in every corridor.

Organisation culture

Definition of culture

“Organizational or corporate culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people in organizations behave and get things done” (Armstrong 2012, p122).

Organisational culture is a system shared of assumptions, beliefs, values and behaviours that contribute to organisational environment and how people interact and behave represents the organisational culture.

According to Mullins (2016), workplace culture reflects the code of ethics and organisation values that represents an organisation. Which is expressed through the way that practice and they work. Also, Merchant and Stede (2012), explained that,” organizational culture can be shaped in many ways, both in words and by example, including by way of codes of conduct, group rewards, intra- organizational transfers, physical and social arrangements, and the tone at the top”(p90).

Furthermore, it has stated in the CIPD article (2016) organisation culture is most important and valuable. A positive aligned corporate culture will enable workplace to perform better and increase productivity as employees are engaged, motivated, share insights and build trust. In addition, research studies have indicated that Business with strong culture are more competitive and succeed in the long-term.

Introduction of UWTSD

The university of Wales Trinity Saint David is in High street in Swansea. UWTSD is highly reputable and recognized university, was formed in 2010 through merger of the other two campuses, Lampeter and Carmarthen, under Lampeter Royal Charter of 1828 (refer to appendix A timeline of UWTSD). Also, Swansea

Metropolitan University became part of UWTSD in 2013. Additionally, in 2011 HRH, prince of Wales became its Royal Patron (UWTSD 2019).

Culture of UWTSD

The university has a culture of Sustainability, which includes, Practice, Innovation and Resource Effectiveness. UWTSDs aim is to provide education and motivation to students and encourage staffs to address formal behaviours that will have a positive impact on the University, community and the global environment (UWTSD 2019).

The university's Mission and Vision is, "Transforming Education; Transforming Lives, to transform, shape and develop futures" (UWTSD 2019). The university delivers high-quality education, underpinned by good research and is committed by ensuring students will learn and develop skills that will contribute towards employment. Moreover, their aim is to offer education to all age's student and Irregardless of different background. Also, the university's system will transform and establish a new sustainable planning framework for delivery of higher education and training." Our vision is to be a University for Wales, with a commitment to the well-being and heritage of the nation at the heart of all that we do" (UWTSD 2019).

UWTSDs values are, Inclusivity, Employability, Collaboration, Sustainable Development, Wales and its distinctiveness, and Research and its impact on policy (UWTSD 2019).

The cultural web

The cultural Web was developed by Gerry Johnson and Kevan Scholes in 1992. The cultural web framework demonstrates the connection between the assumptions, practices, structures and symbols that portray the organisation culture. It has been utilised broadly by, managers consultants, and institutions. It is a framework to understanding different influences impacting on organisations and how to further develop and improve workplace culture, (Johnson,2015 & Mindtool 2019).

The cultural web indicates six interrelated classification of organisational culture that makes up what Johnson and Scholes call the “Paradigm”, model of the work environment. By monitoring, your workplace regularly, this will indicate to understand what is working for your organisation and what is not and find opportunities to improve the performance of your company culture.

There are other culture models and frameworks such as; Schein, Handy, Deal and Kennedy’s models, that organisations can establish to, build high-performance corporate culture.

The cultural web analysis of UWTSD

Stories

Positive stories of the university it has won numerous awards those include, a silver TEF award in June 2019 (Teaching excellence framework (TEF) 2019, Whatuni Student Choice Awards 2019, also ranked 1st for courses and lectures in UK and many more awards and recognitions. This will influence new students to enrol in this university. Students look at reviews and ratings of the universities because they want to have best education. However there some negatives stories of UWTSD. According to the BBC report (Lewis 2019), the university is facing financial difficulty and possible of job cuts to save £6.5m. Moreover, they already made 16 compulsory redundancies in the other campus because of not receiving financial funds from the welsh government for the waterfront development. This was confirmed by recent BBC report on from the most 20 June 2019 (Dafydd 2019).

Rituals and Routines

key rituals are the Graduation ceremony of UWTSD. The yearly routines – semester 1-24 September 2018- 25 January 2019 Semester 2- 28 January 2019- 12 July 2019. Also, public holidays and university closure days, Graduation dates, Exam dates/Examining Board dates. Resit examining week, open days, and Faculty strategic Dialogues (UWTSD 2019).

The researcher interviewed three people from the university to find out their daily routines. The librarian, study skills tutor and Caryn from Faculty office. The

librarian Crissell rituals and routine are, to set timetables with flexible timing, organised individual break times and there are flexible times to cover lateness after shifts. (Crissell 2019). The study skills tutor, David Toeff comes to study skills on every Wednesday 11-1 pm. He offers support and help to students with assignments, paragraphing, grammars, researching, referencing, academic writing, presentation skills, and exam revision. Study skills support is an advantage to increase your knowledge, develop new for skills and gain qualifications for your desired career. According to the Skills you need online website (2019), study skills are Transferable skills, that is important for Employment. Transferable skills are applied in organisations for example, as problem solving, learning to analyse and make judgemental decisions, time management, and prioritising. Transferable skills are linked with Employability skills.

Furthermore, Caryn who works in faculty office, her routines start at 8.30 am – 5.00 pm, she deals with daily enquiries, student information, and Data input. Caryn worked for 9 years and she enjoys her working in UWTSD.

Symbols

is the logo which is a shield with black, yellow and blue colour, layout, university website, also achieving diverse and inclusive culture. The shield of UWTSD represents symbol of protection, power, security and safety. Furthermore, the symbols, logos are the identity of any organisation. As Shadbolt (2015), stated that it is a recognition for any Business, and many multinational firms spend a lot of money on logos, also it conveys companies' values and makes it unique and differentiates from competitors. According to the Organizational behaviour Journal article (2001), reviewing physical symbols as language enables students in an organisation to assess the changing relationship and identify symbol language misperceptions.

Organizational structure

it is hierarchal structure, where the vice chancellor Professor Medwin Hughes DL , is at the top (refer to Appendix B). supported by a Senior Directorate comprising three Deputy Vice-Chancellors and two Pro Vice-Chancellors. The university has different levels of authority. People at the higher levels controls the lower level of the hierarchy. Also, the higher levels make decisions, organise activities and have more control over the organisation. As Linstead (2009),

explained that seniors' managers at the top levels of hierarchy make all important decisions, they have more authority and position in the organisation. Although the critical decisions are made in the higher levels of hierarchy, the objectives, goals and efficiency are same for all employees in the organisation.

The advantages of the Hierarchical structures those include, employees become loyal to their work division and pay more attention for the most effective interest of their area. Also, there are opportunities, for promotion this will encourage employees to be more productive. The disadvantages include, the decision-making process will take longer, communication is less effective, conflicts could arise, between departments, as they could make decisions that only benefit them, rather than companies (Meehan 2019).

Control system

Senior management teams consist of; professor Catrin Thomas, the Deputy vice-chancellor also member of university council, of the board of directors of Coleg Cymraeg Cenedlaethol and of the Higher Education Wales International PVC Advisory Group. She is also a QAA Reviewer. Catrins duties and responsibilities involve providing strategic and operational academic leadership to the university. It includes the responsibilities for the development, regular monitoring, review of academic regulations and quality Assurance system. Also, there are different division controlled by principle, Pro- Vice –chancellors, Associate Pro Vice Chancellors, Deans of Faculty, Directors, and Vice-Chancellor's Office (UWTSD 2019). Also, the student's union is part of the control system. The aim of the management practice is mostly to make sure that workers follow the guidance of the relevant performance standards and avoid unacceptable behaviour to increase productivity in the workplace (Verburg et al 2017).

Power structure

It is a hierarchical structure with different departments, ranked based power system. Power is an important aspect for organisations the vice-chancellor or group of seniors, have considerable amount of influence on decision –making, operation and strategic direction. (Mindtool,2019 and Mullins,2016).

Ethics and sustainability in Organisation

Definitions of Ethics

“Clearly, ethics is concerned with matters of right or wrong and therefore involves moral judgements” (Armstrong 2012.p100).

Definition of organisational ethics

Organization ethics involves, various guidelines and principles of the company which decide the way employees should behave in the workplace. (Management study guide, 2019).

Ethics are important for organisations to operate successfully, to make valid decisions, as individuals or as group of staffs. This may be influenced by company's culture, to confirm the values, policies, procedures and CRM system are in best practice.

Definition of sustainability

Sustainability can be described as persisted resources and energy which may be used for long-term. Enterprises, Governments and society, have responsibility for the economic system. By means of decreasing carbon emission, re-cycling, going green can improve the environment (Dresner 2008, Blowfield 2013 & Moon, 2001).

UWTSD ethical stance

It has been found that UWTSD have varied Ethical code of conducts those include; research Ethics & integrity code of practice, code of on the Trinity Saint David student's union, Ethical investment policy, sustainability strategy and carbon management strategy to reduce carbon emission, this will enable to reduce the university's environmental impacts, operational costs and improve university's reputation. Furthermore, UWTSD has the sustainability team, which involves the staffs and students to support the environmental responsibility by promoting in campus and community. It is UWTSDs commitment to students,

staffs and stakeholders to ensure they understand the concept of the sustainable university (UWTSD 2019).

In addition, the university has good ethical standards as they won numerous awards, according to Gregory (2018) UWTSDs Carmarthen Business school has won prestigious EAUE Green Gown award for their sustainability initiatives. As professor Medwin Huges stated, "These are prestigious accolades and they acknowledge our commitment to sustainability as one of our core values to ensure our students and graduates develop the skills and attributes that are required by employers and society across the world (UWTSD 2019).

The researcher's values, does it align with UWTSD values

According to Barret value, (2019), "our values reflect what is important to us. They are a shorthand way of describing our individual motivations. with our beliefs, they are the casual factors that drive our decision – making".

The researcher carried out Barretts value online assessment and have identified that some of researcher's value align with UWTSDs values, (refer to appendix C). Therefore, this will motivate the researcher, continue to study and achieve their goals. The university's culture is a welcoming culture, diverse and inclusive. The staffs, students and tutors are very supportive, honest and helpful. with a Strong cultural norm, organisation can perform better. It is also important that, an individual's values align with the organisation and understand cultural norms and follows as guidelines. Therefore Values, beliefs, goals, reward and recognition shapes up a company's corporate culture (Linstead, Fulop and Lilly 2009).

Conclusion

It has been found that external environmental factors have huge impact on organisations culture, in a positive and negative way. It can affect the efficiency of the organisation, as it is vital factor for the effectiveness of the organisation and highly essential for companies to maintain its effectiveness and efficiency. Also, they need have awareness of possible cultural change based on the cultural

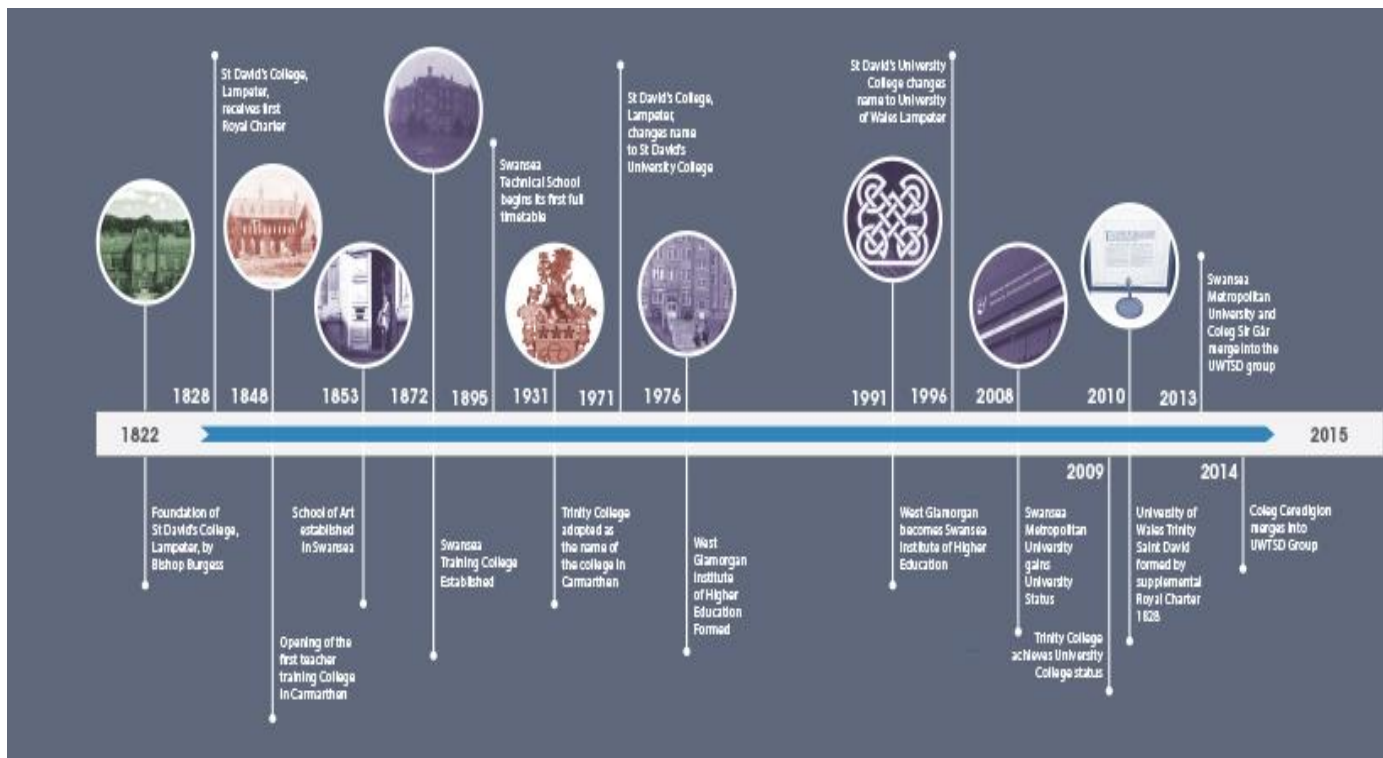
web analysis. A strong culture consists of high ethical and sustainability standards which emphasize the corporate culture.

Recommendations

The university needs to emphasise more on the layout of the Library, invest in furniture for some study areas of the library. For example, colourful bean bags, that might be fun or relaxing area for students, as students spend vast majority of time in library for researches. This can be advantage for generation Z students, they like colourful surroundings (Webber 2018). Some research studies suggest that the atmosphere the surrounding can boost marks for students. According to the Guardian newspaper report (2017), the learning environment can progress to higher marks, and universities are improving by introducing new innovations. Example of successful company, like Innocent. Its organisation layout with slides, bean bags, fun environment with innovation and creativity.

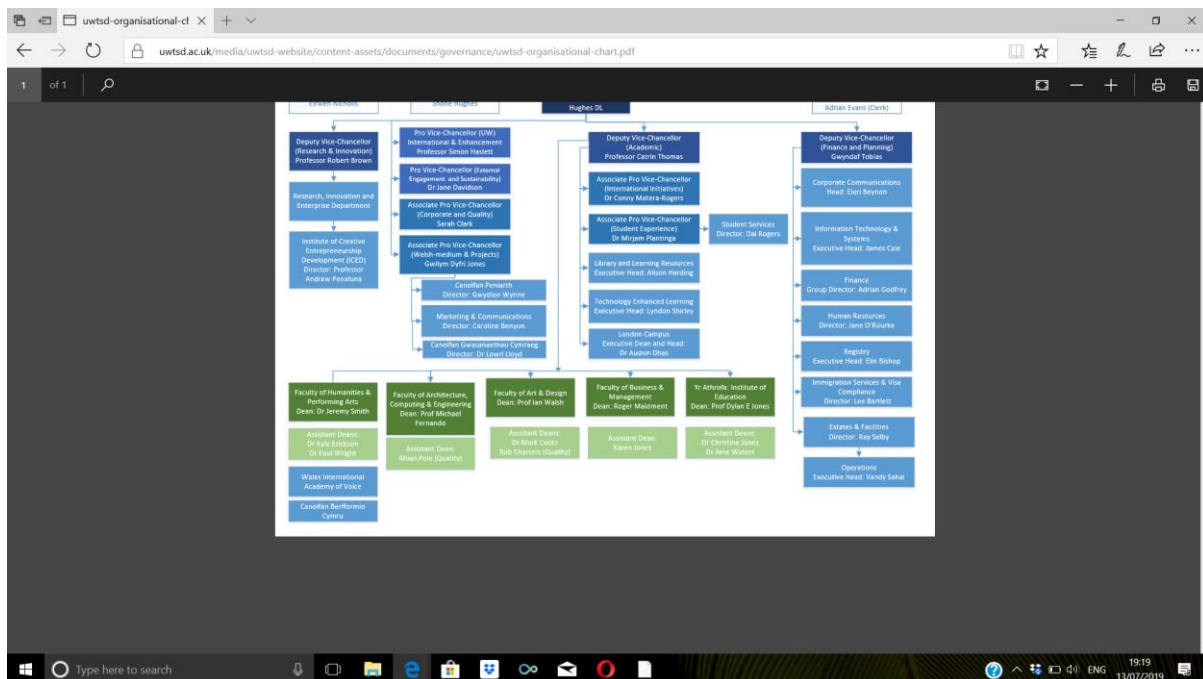
Appendix A

Time line of UWTSD



Appendix B

Organisational chart



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