

Workplace Culture and its Impact on Organizational Efficiency



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CULTURE IN THE WORKPLACE AND ITS IMPACT ON ORGANIZATIONAL EFFICIENCY

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INTRODUCTION

Nowadays, in this increasingly fast-paced and more interconnected world, the business environment becomes increasingly structured and uncomplicated, with companies guiding the creation of an entire structuring process that incorporates an integrated culture in the workplace. I work with the sole purpose of increasing the efficiency of workers and maintaining a good pace of effectiveness.

In this article, which is the culture of the workplace and its impact on organizational efficiency, the existing and established culture in the workplace of Volkswagen that will take a critical approach in accordance with the established provisions will be mirrored. An approach will also be made with an adequate assessment of Volkswagen's business environment, especially in its culture and performance. Finally, address the issues of adequacy of the existing culture and its extensiveness, to the ethical standard, talk about Volkswagen's beliefs and values that, after due assessments, will have the necessary recommendations.

ABOUT VOLKSWAGEN

Volkswagen's history began in the 1930s, in Nazi Germany, with the construction of the renowned Beetle. With a presence in more than 150 countries, today the company is one of the largest car manufacturers in the world.

Over two decades, Volkswagen has developed numerous successful vehicles. In addition to the Beetle, some cars that made history were the Kombi, Golf, Gol, Jetta, Santana, Passat, Corrado, Caddy, Sharan, Fox and many others.

It was founded in 1937 by the German government to produce the Beetle. Initially called Volkswagenwerk Aktiengesellschaft, it changed its name on July 4, 1985 to Volkswagen AG, due to the expansion of its activities, in addition to the headquarters in Wolfsburg. In October 2005, Porsche acquired 18.53% of its controlling interest. On March 3, 2008, the Volkswagen Group announced the purchase of an additional shareholding in Scania, which raised its voting rights to 68.60%, thereby becoming the controlling shareholder of the company. In July 2011, the Volkswagen Group increased its participation in the MAN GROUP to 55.9% of the shares, becoming the majority shareholder.

Operating profit before special items was stable with a slight increase of 0.75%, to € 13.3 billion, while profit before tax increased by € 2.2 billion, to € 12.5 billion. However, dieselgate costs still affect results: in nine months, the scandal has generated spending of around € 2.4 billion, very close to € 2.6 billion in costs in the same period of 2017.

EVALUATION OF VOLKSWAGEN WORK CULTURE:

Organizational culture

“Organizational culture refers to the shared pattern of beliefs, assumptions and expectations held by members of the organization, and their characteristic way of perceiving the organization's artifacts and the environment, as well as its norms, roles and values, as they exist externally to the individual.”

Organizational culture can be seen as the result of collective learning, and that identifies and distinguishes organizations. In a way, it reflects the “personality” of the organization, which allows to predict attitudes and behaviors.

It is also important to highlight the definition of organizational culture according to specialists and theorists in the area, as is the case exposed in the book “Internal Communication and Organizational Culture” by João José Azevedo Curvello.

According to Edgar Schein (1986), Curvello shows that organizational culture is:

The set of basic assumptions that a group invented, discovered or developed when learning to deal with the problems of external adaptation and internal integration and that worked well enough to be considered valid and taught to new members as the correct way to perceive, think and feel, in relation to these problems. Volkswagen has an organizational culture focused on people as the main focus. Only by

valuing people and investing in interconnectivity can Volkswagen look forward to the future with good eyes.

MAIN FOCUS OF VOLKSWAGEN WORK CULTURE:

Volkswagen's culture in the workplace focuses on values set by the company's founders, that is, what they say. The organization chart and the hierarchy. The unconscious feelings and beliefs. In order for this culture to gain effectiveness, management created four factors that serve as the basis for the functionality of that culture.

Here is a brief discussion of these four factors:

TEAM WORK

CONTINUOUS IMPROVEMENT

QUALITY

SECRECY

TEAM WORK:

The focus of the Human Resources area and of Volkswagen's entire leadership is, therefore, on providing the continuous development of employees and boosting team spirit, dialogue and a sense of urgency, ensuring a safe and healthy environment for all.

Among the different initiatives carried out in 2017, the project called Mentality Change stood out, with a series of reflections and actions to stimulate new ways of thinking and working, empowering professionals and breaking the mentality of the company's silos through greater integration between areas and the consolidation of a holistic view of the business. Therefore, the main objective of Volkswagen's top management, when establishing teamwork as its main organizational and workplace culture, is to create synergy (to obtain maximum benefits from its workforce) and to create a culture of responsibility and engagement (Blanchard et al, 2015). An integrated team-building training program is established at Volkswagen, which helps employees become an effective and efficient part of their team and lead a similar or different type of team in the future.

CONTINUOUS IMPROVEMENT THROUGH LEARNING:

The process of cultural transformation for the consolidation of a New Volkswagen is driving the People Development area to seek new solutions to train the team of employees, ensuring that everyone is ready to act in an increasingly dynamic and flexible environment and have conditions to leverage your career. As of the second half of 2017, the Human Resources team began to conduct benchmarkings with other companies and participate in external workshops and training that will contribute to the restructuring of the company's training programs.

The idea is to improve the people development strategy, which today includes technical training resulting from technological developments, mandatory legal training and management development programs, which stimulate competencies and skills, such as leadership and leadership, and self-reflection and self-development. There are also training courses provided by external partners, which strengthen business skills and market vision. As a result of the restructuring process, the average annual training hours per employee dropped from 42 hours in 2016 to 22 hours in 2017.

The training programs undergo internal and external audits, conducted by certifying bodies. The Human Resources team monitors the training index on a monthly basis, using the goals set by senior management as benchmarks.

QUALITY ASSURANCE AND MANAGEMENT:

Volkswagen, knowing that its commercial success depends on the quality of its manufactured vehicles, seriously bets on the following four points:

- Planned Inspection and Safety Audit Program (Kites): routine inspections and periodic safety audits on machines, equipment and installations.

- Safe Behavior Index (ICS): assessment of the behavior of leaders, supervisors and teams to identify unsafe behaviors and raise awareness about safe practices in the manufacturing environment, seeking to minimize the occurrence of occupational accidents.
- Housekeeping: monitoring of five topics (organization, tidying, cleaning, health and safety in the workplace), with the aim of reducing wasted resources and time and improving the quality of life in the production process. In 2017, all units carried out bimonthly self-assessments and underwent semiannual audits.
- Training: training schedule addresses risks such as working at heights and working in confined spaces and raising awareness about the proper use of Personal Protective Equipment (PPE), among other topics.

INFORMATION CONFIDENTIALITY:

The culture of secrecy translated into maintaining a considerable degree of privacy in production and business policies is the secret of any project that wants to be large and fruitful. The old theory already said, the secret is the soul of the business and the key to success. That is why Volkswagen does not escape the rule and establishes this culture of secrecy in its business, creating a very small circuit of people holding relevant company information, thus creating an integrated flow of information where decision making necessarily goes through this circuit. , all this to make sure that the relevant information is safeguarded. Like all large companies in constant expansion, years after a certain affirmation in the market, Volkswagen was forced to retouch the confidentiality policy, expanding its circuit to include more people in order to ensure more engagement in communication and feedback, giving employees and managers more voice to have a wider range of participation in decision making for the good of the company and in the organizational environment itself (Flaten, 2006). All this with the sole purpose of a bigger and better communication system for all relevant parties, to find the necessary guidance based on the ideas of the employees.

CRITICAL EVALUATION OF THE ENVIRONMENT IN WHICH VOLKSWAGEN OPERATES AND ITS IMPACT ON CULTURE AND THE PERFORMANCE OF ITS ORGANIZATION:

The recent studies revealed by Jato Dynamics for the world vehicle market reveal that Volkswagen was the best-selling brand in April 2011, with a 14.2% growth compared to April 2010. Ford was in second place in the ranking, with an increase of 13.4% and Toyota in third, with a fall of 18.7%. Chevrolet and Hyundai appear in fourth and fifth places, with increases of 18.6% and 21.3%, respectively.

In the accumulated result for the year, Toyota maintains the leadership, with a 8.6% drop, followed by Volkswagen and Ford. It is worth mentioning the performance of Kia Motors, which obtained a 22.7% increase in sales from January to April 2011 when compared to the same period of the previous year.

In 2018 Volkswagen ended the year as the world's leading vehicle manufacturer (passenger cars, commercial and industrial vehicles), ahead of other automobile conglomerates, such as Renault-Nissan-Mitsubishi and Toyota, according to data from the three companies collected in Europe. Press.

All automotive companies were affected last year by "headwinds" associated with the entry into force of the new WLTP approval in Europe (on September 1), as well as Brexit-related uncertainty and the trade war between China and the United States. United States.

In this environment, the consortium chaired by Herbert Diess ended 2018 with a worldwide volume of deliveries of all its brands of 10.83 million units, which represented an increase of 0.9% compared to 10.74 million units delivered in 2017.

We will expand the critical assessment of Volkswagen's operating environment, elucidating its impact on the culture and performance of its organization.

-VOLKSWAGEN SWOT ANALYSIS-

STRONG POINTS:

GEOGRAPHICAL COVERAGE: With operations around the world, Volkswagen installs its production in a considerable number across all fertile land for business. With facilities spread across South and North America, across Asia, Europe and Africa, Volkswagen thus totals 120 production facilities strategically spread across the four corners of the world to the company's great advantage in terms of gaining new customers

As a giant group, Volkswagen has large revenues from major brands such as AUDI and Volkswagen Passenger Cars that together manage to collect 75% of the company's earnings, thus being the big names and the company's largest portfolio. The colossal brands of the group do not stop there, in the enviable list you can still find names and big names like Bentley, Bugatti Lamborghini and Ducati that are faces of luxury and extravagance of the group.

Also, in this group we have PORSCHE which is the other belt of VW groups from Sunder of the premium brand that is also part of the group. Growth saw an increase of around 10% compared to the previous year thanks to this adhesion.

And last but not least, SKODA comes since it was acquired in 1993, solidifying the huge contribution of brands to the company, combining the range of offers with the brand value.

WEAKNESSES:

EUROPE: Western Europe is a huge world of business opportunity at all levels, so it has always been one of Volkswagen's best outlets. But, as is known, everything moves on the basis of the economy and when there is a fall in economic terms, everything falls apart. A break of the kind ends up generating blows on the eventual gains of the company.

VW BRAND: The brand has conquered and solidified its leadership in Europe and continues to dominate with a certain ease, but the same cannot be said for the rest of the world where the company is still far behind its direct competitors.

SEAT: The Spanish Subsidiary continues to reveal its leadership at the top of the company's weaknesses. He did not cross his arms in constant and vain attempts with the intention of being responsible for the seats of certain brands, but he still has not found the blessed formula of success for this. The brand continues with the label of failed and remains dying waiting for the luck of better days.

OPPORTUNITIES:

PRESENT AND FUTURE MARKETS: With a Europe uncertain in economic terms, the eyes have been looking for some time at the Chinese Eldorado, a huge country with an extraordinary population density is undoubtedly one of the most promising markets of the world today. Volkswagen, knowing this, has long worked to conquer China. An achievement achieved and constantly growing to maintain leadership in the vast Chinese market. India, with the same characteristics as China in terms of population density, is also a fertile field of business, especially in the area of passenger vehicles.

ASIA: Asia is a long way from taking the lead in the largest volume market for Volkswagen due to its growth of more than 10% in recent years and the trend of continuous growth, bringing the values close to four million. units that only Europe holds

With its eyes on the sustainable future, VW is betting on Electric Vehicles to have a statement in the market, establishing its own strategy for 2025. With the ambitious «TOGETHER-Strategy 2025» program, the company aims at a leadership position in sustainable mobility.

THREATS:

GROWING CONCERNS ABOUT THE DIESEL VEHICLE: With Changing Global's well thought-out priorities regarding the use of alternative fuels; particularly on diesel vehicles. All companies in the industry are unaware of what the future holds in terms of business. And when it comes to diesel vehicles, because of countless premium vehicles that are diesel. This is an urgent challenge for Volkswagen in terms of climate change and its impact these days.

SOUTH AMERICA: In South America sales continue to fall steadily and the rate is very discouraging in percentage terms when compared to the previous year. The insignificance of market share is striking.

COMPETITION: Competition continues to be the biggest headache for large and renowned companies like Volkswagen because so many others want to take Volkswagen's place of prominence at almost any cost. Therefore, the challenges keep coming, coming from all directions. In order for Volkswagen to survive the constant threats, the company has no choice but to constantly update itself at all levels of competition. Not long-ago VW was confronted with security attacks and the diesel factor as well.

PORTER VOLKSWAGEN FIVE FORCE MODEL:

1 - RIVALITY BETWEEN COMPETITORS:

Volkswagen has big brands around it in the constant race to the top: Toyota, Nissan, Ford, Hyundai, Mercedes, Suzuki, BMW, General Motors among others. All of them are aggressive forces that aim for the same result, reaching the top of the market leadership. For this, Volkswagen has a difficult task of not wavering and always being attentive and constantly updating in terms of marketing, production, etc.

2 - SUPPLIERS 'BARGAIN POWER:

Volkswagen does not want the company's position on the market to be "in the hands" of suppliers. You know that with a small number of suppliers, control will be less, since those who supply will be in a comfortable position to increase prices and delivery times. So, it works hard to avoid external dependency.

3 - CUSTOMER'S BELL POWER:

The higher the level of competition, the greater the customers' control over the sales process. It refers to the ability of customers to negotiate terms and payments, they are increasingly looking for quality and lower prices. Volkswagen has this problem due to the huge alternatives that customers have.

4 - THREAT OF NEW COMPETITORS:

Volkswagen is relatively at ease because it is a weak threat to have new participants due to the amount of capital required, the development of the brand, the conquest of customers, etc.

5 - THREAT OF SUBSTITUTE PRODUCTS:

Threats in terms of substitutes are very evident and the factors that make this evident are the considerable numbers nationally and internationally, great cost reduction offers and constant promotional activities.

VOLKSWAGEN PESTLE ANALYSIS:

The successes and failures of this multinational auto giant are based on several political, economic, social, technological, legal and environmental factors (Khosrow-Pour, 2016). In this Analysis of the Volkswagen Pylon, we will present a complete analysis of all these factors and how they affect the Volkswagen group today and in the near future.

POLITICAL FACTORS:

Although the company is headquartered in Germany, one of its main markets is in the United States. The US is planning to impose certain important tariffs on goods imported from the EU to the EU and, in the coming years, that tariff could also be applied to cars. The UK's exit from the European Union created a new economic paradigm steeped in the uncertainties that Brexit carries, being a giant market for Volkswagen as well, this will end up having a direct impact on the company's sales, as certain tariffs can be imposed on imported products from EU to UK.

ECONOMIC FACTORS:

It is true that Volkswagen does not target the lower social class. The company is clearly betting on a class capable of supporting the demands of luxury and semi-luxury vehicles, that is, a medium-high class, based on the rise in the scale of consumer spending (Romme, 2017). Without excluding the opening of markets in less developed and developing countries (Martins and Terblanche, 2013).

SOCIOCULTURAL FACTORS:

As much as Volkswagen already has its space guaranteed with regard to the large car industry, it is still a long way from giants like Ferrari or BMW when it comes to top of the range cars full of luxury. In fact, the big difference between Volkswagen and recognized luxury brands is in the type of business, the genre adopted for each brand. In this respect, Volkswagen prefers not to be directly focused on the top brands and to focus more on the plurality of brands. Even so, Volkswagen is not at all a cheap brand or for any pocket. There seems to be a need for a certain brand change in his commercial personality, especially in the eyes of younger car users. In addition, the other sociocultural factors that can have a strong effect on the brand are the growing popularity of travel sharing apps, such as Uber.

TECHNOLOGICAL FACTORS:

The world is moving towards automation in all sectors and the automobile is not far behind. Autonomous vehicles are already being used and scientists say that the future of the auto industry will be driven by automation (Roper, 2014). This can act as a major impediment to the market for any luxury vehicle brand, including Volkswagen. However, this process is not yet fully compatible and it may take at least a decade for autonomous vehicles to pose a serious enough threat to the auto industry (Lee et al, 2014).

LEGAL FACTORS:

Since 2015, Volkswagen has been in support for allegedly manufacturing engines that failed the emission test. The main claim was that these engines produced less emissions when tested, but with regular use, they projected more emissions than allowed by the United States Environmental Protection Agency. Although the brand was able to justify itself by citing technical flaws, this major legal scandal proved to be an impediment to the brand image. The brand can get out of this negative light by being more attentive to environmental factors.

ENVIRONMENTAL FACTORS:

Currently, you cannot think about the world without automatically thinking about the climate. Man is damaging the environment in a brutal way and with tremendous speed. That is why there is an urgent need to think about alternatives for a better world, and it is in this perspective that all manufacturers are morally invited to think about the planet. The engine, said to be traditional, that manufacturers put in vehicles must be studied for its preadaptation or simply its replacement. For this, something technological must be designed that aims to preserve the environment. This is a factor that the Volkswagen group will

have to involve in their vehicles to remain relevant in the current market (Davies et al, 2018). Green vehicles are becoming increasingly popular and the introduction of such models will definitely help the brand to enter the next era of automotive technology. Without forgetting the employees' values and beliefs that are very significant for top management (Sinclair, 2013).

Here are a few lines of consideration for Volkswagen's cultural standards:

COMPANY CULTURE AND ETHICS:

The culture and ethical standard of Volkswagen was greatly affected by the case that shook the world of cars.

In the media, the case can be summarized as follows: the brand, famous for its popularity, falsified pollutant emission tests with the installation of a cheat device: its vehicles emitted an amount of carbon dioxide and nitrogen oxides of five to 40 times greater than permitted by US law. But thanks to the device, an innocent soft, the reality was camouflaged. According to the published calculations, the distortion reaches 11 million vehicles in different countries. In addition to the fines and declines in share prices, the amounts the automaker will pay are stratospheric. Was there any way to justify such a lack of unpredictability about the future?

What happened with VW calls into question the company's ethical level. And it also brings evidence of the fragility of large societies in terms of ethics and coherence. It became more than evident that when profit is seen from afar, it overshadows everything, including the very honesty that should always carry transparency. If it weren't for making money and more money, the supreme value of this increasingly sick and unhuman society, if the executive did not think only and solely about profits and more profits, perhaps the company would avoid this immense and unreasonable colossus of plausible reason.

Wouldn't it be better to choose the common good and promote it discreetly?

Yes, it is a cruel reality, but in addition to being criminal, the practice of fraud is pathological. A reducible path to an idea: the glory that does not exist today in a world where heroes ceased to exist, except in fictional stories. It is not just a refusal to bow to the imperatives of the law, there is a compulsion to deny the impossible reality to be denied. Philosophically, this type of drama does not seem to arouse great interest on the part of organizations. Fortunes are spent on construction and image monitoring, but business models do not change. The environment, for example, has become an almost social obsession. Organizations carry such a banner in their speech.

And the practice?

It's a matter of time. Even so, Volkswagen employees have different values and beliefs (Abdul et al, 2017).

VOLKSWAGEN'S CORPORATE SOCIAL RESPONSIBILITIES:

With 610,000 employees worldwide, Volkswagen represents the company's continued commitment to its ethical behavior and economic development.

To this end, it promotes, at the same time, an improvement in the quality of life of its workforce and their families, the local community and society.

In general, it creates strategies and actions directly related to its business environment.

Volkswagen supports 200 social projects worldwide. In Pune, India, a new factory and 69 suppliers created 13,500 new jobs.

HEALTH AND SAFETY:

This is another very hot topic and one that rekindles the controversial flame that Volkswagen let itself get into a few years ago. Even with everything that happened with the falsification of pollutant emission tests, Volkswagen continues to work seriously for the welfare of employees and for the health and safety of its customers, betting on a serious policy of quality control, thus guaranteeing the safety of passengers.

Environment is one of the impossible issues not addressed today, and Volkswagen knows that. That is why it works hard on renewable projects, from alternative cars in terms of fuel, electric vehicles, recycling plants, the constant struggle to significantly reduce CO2, recovering and using only materials, using recycling technology (Bruns, 2012).

On the other hand, on another front of the struggle, Volkswagen has been betting heavily on the issue of gender and in terms of equity, giving women and disabled people with recognized skills, places of prominence and managerial positions.

VOLKSWAGEN SUSTAINABILITY REPORT:

The Group's key themes in relation to sustainability policy range from customer satisfaction to supplier relations, from health to equal opportunities, from intelligent mobility and networking to electric vehicles that respect the environment. Winterkorn: "The world we live and work in is changing more dramatically and faster than ever before. As a company, we must take our customers, partners and employees with us on the road to the mobility of the future. Guidance, security and trust - these values are and will continue to be the basis of technological progress." Bernd Osterloh, President of the Volkswagen Group's World Workers' Committee added: "Poverty must be combated, nature must be protected and culture must be nurtured - companies must not shirk these social responsibilities."

The report's highlights include the 57 different models with a maximum of 95 g CO₂ / km and a 19.3% reduction in environmental impact from production over four years. Betting on customer service, with a wide portfolio of products, performance in quality assessment (Décosterd).

VOLKSWAGEN RECOMMENDATIONS:

The first, if not the most important recommendation to Volkswagen, is to work hard to regain the confidence of customers injured by the mega fraud of falsifying pollutant emission tests and consequently recovering the affection of the general clientele.

With Europe controlled in terms of sales dominance, Volkswagen must continue the fight to conquer the rest of the world, betting on a decentralized management (Chinese management on Chinese soil and African management on African soil etc ...).

CONCLUSION:

We have just analyzed Volkswagen's organizational structure, its business environment and its performance, with some recommendations considered relevant in this workplace culture and its impact on the attribution of organizational efficiency. And, Segundo (Maund, 2008), when designing the organizational culture, the top management of the organization it needs to focus on the organization's mission, vision and beliefs to develop an integrated and employee-oriented organizational culture.

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