

WORKPLACE CULTURE AND IT'S IMPACT ON ORGANISATIONAL EFFICIENCY.

LEANNA JENKINS

1712164



ROUTINE AND RITUALS. DEFINITION.

'ROUTINES AND RITUALS IS THE PART OF THE CULTURAL WEB WHICH ANALYSES THE DAILY BEHAVIOUR AND ACTIONS OF PEOPLE THAT SIGNAL ACCEPTABLE BEHAVIOUR. THIS DETERMINES WHAT IS EXPECTED TO HAPPEN IN GIVEN SITUATIONS AND WHAT IS VALUED BY MANAGEMENT.'

(MINDTOOLS, 2020).

ROUTINES AND RITUALS CONTINUED.

- WHAT DO TIMPSON'S BELIEVE?
- WHAT DO CUSTOMERS EXPECT?
- WHAT DO TIMPSON'S PAID THEMSELVES ON?
- DO TIMPSON'S PROVIDE EXCELLENT CUSTOMER SERVICE?
- WHAT DO EMPLOYEES EXPECT?

Collison (2017) states that 'Timpson's believe that customers should leave happy enough to return again and to trust colleagues that serve the customers to do it in the way they want'. They achieve this by using the 'Upside Down Management'. This is a ritual which gives them a unique approach to delivering excellent customer service, which Timpson's believe is key, (Timpson, 2020).

Customers at Timpson's expect first class service and value for money. They expect their colleagues to be friendly helpful staff that go above and beyond and provide an excellent customer service.

Timpson pride themselves on recruiting amazing colleagues. They expect their colleagues to be presentable, confident, chatty and have great communication skills. They want their colleagues to have fun and the freedom to amaze customers everyday, (Timpson Group, 2020).

These qualities expected of Timpson employees reflect in the meeting of customer expectations. Trustpilot (2020) has many excellent customer reviews stating that Timpson's:

- Have super friendly staff
- Staff are extremely helpful
- Staff never turn away a job/ always get the job done
- Carry out the work but do not accept payment

- Staff take pride in their work/ stores
- Brilliant service
- Reliable
- Polite staff
- professional workmanship
- Services done quickly (Trustpilot, 2020).

Employees expect and easy work life balance and to be able to enjoy their job. They want to feel trusted and appreciated and to be able to work their way up the career ladder while gaining benefit. Odams (2019) states 'Timpson's live by a routine that is simply working by four values – TRUST, KINDNESS, FAMILY, LOVE'. These encourage staff to work together, support each other, always be helpful and happy and show a passion for what they do.

If any of these were to be changed it would undoubtedly affect the excellent customer service that Timpson's provide and be completely damaging to Timpson's excellent reputation for amazing customer service, and also damage their customer loyalty.

CONTROL SYSTEMS. DEFINITIONS.

'These are the systems and pathways by which the organisation is controlled. This can refer to many things, including financial management, individual performance-based rewards (both measurement and distribution) and quality control'.

(Business balls, 2019).

CONTROL SYSTEMS CONTINUED.

- Do Timpson's reward their colleagues for good work?
 - What are these rewards?
- Are Timpson's a loosely or tightly controlled company?
 - What is Timpson's strongest control system?

Timpson's spend a lot of time treating their colleagues well and rewarding them for excellent work. Rewards range from:

- Free holidays
- Birthdays off
- Birthday presents
- Once in a life-time trips
- Paid for surgeries
- Helped staff with money problems (Virgin Startup, 2018).

Timpson's is a loosely controlled company, but that's what makes it so successful. Referring back to their 'Upside Down Management' where employees have been free to make their own choices and decisions regarding customer service. This has been key to creating a strong employee bond, (Brunt-Seymour, 2017).

Timpson's strongest control system is their performance, they have excellent customer service. Their staff go above and beyond to ensure their stores are kept clean and tidy and that their customers get an exceptional service.

ORGANISATIONAL STRUCTURE. DEFINITION.

‘An Organisational Structure is a system that outlines how certain activities are directed in order to achieve goals of an organisation. These activities can include rules, roles and responsibilities. The Organisational Structure also determines how information flows between levels within the company. Having Organisation Structure in place allows companies to remain efficient and focused’.

(Kenton, 2020).

ORGANISATION STRUCTURE CONTINUED.

- What is the purpose of Organisational Structure?
- What is Timpson's Organisational Structure?
- Is there Organisational Structure flat or hierarchical?

Mullins (2010, p.551) states 'the purpose of structure is the division of work among members of the organisation and the co-ordination of their activities, so they are directed towards the end goals and objectives of the organisation. This framework makes the management process achievable as the organisations activities can be planned, organised, directed and controlled'.

Timpson's organisational structure as stated by Livingston (2010) 'is again built by its 'Upside Down Management. Customers are at the top with Mr Timpson himself at the bottom'.

As stated by Timpson (2017) 'Timpson scrapped the term Head Office and renamed it 'Timpson House'. The colleagues who work there are under the understanding that they are there to support colleagues that work in the shops by helping and giving them advice rather than give orders. This has helped their business by making a massive difference to colleagues who now find the working atmosphere more relaxed and enjoyable'.

Although Timpson's are a large company, they have a flat organisational structure as even though they have store managers, area managers and staff at head office, they are not given permission to issue orders to staff beneath them and have no more authority than they do. They are simply there to guide, help, train and team build.

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