

WORKPLACE CULTURE AND ITS IMPORTANCE ON ORGANISATIONAL EFFICIENCY (BMSW5105_LON)

“An organisational culture linking to its
performance?”

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Executive summary

According to *Jargons (2022)* an organisation is a group of people who work together to achieve the same goal, is considered as a social structure as that includes human interaction, corporate responsibilities distributed among personnel, and company goals. In industrial businesses, organisational culture was used to explain why there was a low level of output and why rules and procedures did not work to improve the dysfunctional relationships between leaders and subordinates (*Ajmal & Kassem, 2019*). This report will analyse the Mandarin Oriental Hotel organisational culture and its environmental factors such as the PESTEL analysis which is a method of strategic analysis used to identify the external elements and Porter's Five forces. Also, it will cover the cultural web, a tool for understanding the numerous factors that shape organisational culture and for visualising, describing, and mapping organisational cultures. A reflective essay will be included in this report.

Table of Contents

Executive summary	2
1.Introduction.....	4
2. Mandarin Oriental Hotel	4
3. Pestel analysis applying in Mandarin Oriental Hotel.....	5
3.1 Political factors	5
3.2 Economic factors	5
3.3 Socio-cultural factors	5
3.4 Technological Factors	6
3.5 Environmental factors	6
3.6 Legislative factors	6
4. Mandarin Oriental hotel Porters five forces analysis.....	6
4.1 The rivalry between competitors	7
4.2 The buyers' power of negotiation	7
4.3 The suppliers' power of negotiation.....	7
4.4 The threat of new entrants	7
4.5 The threat of substitutes	8
5. Organisational culture and organisational structure in Mandarin oriental hotel.....	8
6. Mandarin Oriental Hotels cultural web	9
6.1 Paradigm.....	10
6.2 Organisational structure	10
6.3 Symbols	11
6.4 Stories	11
6.5 Rituals and routines	12
6.6 Power systems.....	12
6.7 Control systems	12
7. "How do environmental forces and ethical dilemmas affect on organisational culture and how organisational culture can be linked to organisational performances?.....	13
8. Recommendations	14
9. Conclusion	14
10. Reflective essay	15
11. References	16

1.Introduction

In the beginning of 2020, a tough situation occurred due to COVID-19, in which impacted our daily life. Local, international, and corporate businesses were forced to shut down for a set amount of time until the roll out of vaccination against COVID-19. That period had affected on humanity, causing people to alter their behaviour and subsequently the organisational behaviour because of organisational environment. Due to the unexpected pandemic, everybody had to adapt quickly and follow all the protocols, and this especially affects the organisation such as staff's morals are being changed. According to *Figar & Đorđević (2016)* every day, whether they are personal or professional, people have to make decisions. Usually, they provide several alternatives. Individuals must therefore choose which choice to choose as a result. The objective is to choose the most qualified applicant, but what constitutes the most qualified varies for different individuals, organisations, and countries. Additionally, it can be challenging for the decision-maker to decide which option to choose because the possibilities usually conflict.

This report will discuss what is the organisational culture of Mandarin Oriental hotel. It will analyse the business environment by using Pestle analysis, Five forces analysis and Cultural Web. It will also discuss Ethical dilemmas within the organisation.

2. Mandarin Oriental Hotel

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 chain retains its place as a pioneer in high-end hospitality by carefully focusing on the prospects that will help it build its brand and increase long-term shareholder value and profitability (*Limited, 2021*).

In 1974, The Mandarin in Hong Kong and The Oriental in Bangkok partnered to create the Mandarin Oriental brand, which was first founded in Hong Kong in 1963, the Mandarin, which was the tallest building when it originally opened, quickly gained recognition as a historical landmark, while The Oriental was regarded as one of the most storied hotels. The two hotels shared a history and had a reputation for providing outstanding and friendly

service, when these two saw the need for a united hotel organisation and brand, the Mandarin Oriental Hotel Group was created in 1985 (*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*).

3. Pestel analysis applying in Mandarin Oriental Hotel

To determine the external factors—political, economic, sociocultural, technological, ecological, and legal—the PESTEL study is a method of strategic analysis. —that have an impact on each of the aforementioned factors. The goal of this analysis is to identify the social forces that have an impact on the microenvironment, which entails examining all the general (national and international) factors that influence a region's institutions and the environment in which they operate, including the sector, market, customers, competitors, and suppliers. PESTEL analysis, as described, is a method of business analysis that enables and determines the environment in which it operates, enabling the development of plans to protect themselves, profit from, or adjust to anything that influences the market or the industry (*Rosa, et al., 2019*).

3.1 Political factors

Political difficulties have a significant impact on the variables that can affect Mandarin Oriental International Ld long-term 's profitability in a specific nation or market, in this case in the UK with the Covid-19 the hotel might face a political stability because of the lockdown (*Fort, 2023*).

3.2 Economic factors

The inflation rate, savings rate, interest rate, foreign exchange rate, and economic cycle are financial sector variables that influence an economy's overall demand and investment (*Fort, 2023*).

3.3 Socio-cultural factors

The shared values and attitudes of the populace must be considered by Mandarin Oriental International Ld marketers to understand a market's clients and build a marketing message that appeals to consumers in the Travel & Leisure industry. Data about the

population and degree of expertise the hierarchy, class system, and power structures in society (Fort, 2023).

3.4 Technological Factors

Understanding these consequences is necessary for analysing technology: competitors' most recent technological innovations of Mandarin Oriental International Ltd., impact of technology on product offerings, consequence on the consumer services value chain, the travel and leisure sector, and the rate of technological diffusion (Fort, 2023).

3.5 Environmental factors

In advance, a company should consider a number of environmental factors, including weather, a changing climate, environmental pollution is subject to laws, water and air pollution laws for the travel and leisure sector and recycling (Fort, 2023).

3.6 Legislative factors

The leadership of Mandarin Oriental International Ltd. should consider several legal issues when entering a new market., among other things, both the travel and leisure industries are covered by the nation's antitrust laws; discrimination laws; patents, copyright, and intellectual property law; e-commerce and consumer protection; employer rights; occupational safety and health legislation ;privacy protection (Fort, 2023).

4. Mandarin Oriental hotel Porters five forces analysis

The economic climate, according to Michael Porter, affects how appealing an organisation is planning a sustainable strategy should take sector competitiveness into account. The intensity of the competition comprises long-term objectives whether the business is one that seeks to enter the market or one that is already present. Porter has shown that there are five key elements that impact and shape competition in each economic sector: rivalry among competitors, supplier and buyer negotiating power, threat of new entrants, and threat of substitutes. When these factors are strong, the economy suffers since it is difficult for rivals to generate large profits or get their investments back. Conversely, if the forces are weak, the businesses will have more room to negotiate and make more money. Each of these pressures poses a threat to the organization's ability to compete in the

market; as a result, barriers should be erected to safeguard its position (Anastasiu, et al., 2020).

4.1 The rivalry between competitors

The level of competition among competitors determines how appealing an industry is. If similar-sized and profitable firms are present in the area; the barriers to leaving the company are substantial due to the level of expertise or the management's personal investment; customers are not aware of the advantages of the offered goods and services, and the market is moving slowly. Rivals frequently engage in price wars to increase their market share, but this is only a short-term strategy. Since new competitors may arrive from all over the world in a globally competitive environment, eliminating competitors is a terrible strategy (Anastasiu, et al., 2020).

According to the *Global (2023)* data analysis, Mandarin hotel main competitors is Shangri-La LTD, the Hongkong Shanghai hotels LTD and Regal hotels international holdings.

4.2 The buyers' power of negotiation

If the customers are few but purchase in great quantities, they may have significant negotiating power over the pricing of the goods or services. If they can quickly swap suppliers or decide to produce the suppliers' goods, they can pose a threat. For intermediate clients, the same analysis may be created (Anastasiu, et al., 2020).

Customers chooses Mandarin oriental hotels as it is known as a luxury hotel, it lets you feel unique experience during your stay; from its services and the luxury rooms that the hotel provides with top notch technology and facilities.

4.3 The suppliers' power of negotiation

A small group of providers may establish a monopoly or oligopoly, giving them unrestricted power. The same scenario can arise if customers' switching costs to other suppliers are high or if their revenue is diversified across several industries (diversification) (Anastasiu, et al., 2020). Mandarin hotels have a various supplier, depending on the countries and departments.

4.4 The threat of new entrants

Economies of scale or other cost-cutting measures may prevent new competitors from entering the market. It is challenging for new entrants to enter new markets if the entry

barriers are high. On the other hand, when differentiation is a strong company's strategy, they may count on making some early losses before consolidating their market position (Anastasiu, et al., 2020).

As it this hotel industry, rivals a various in this industry, therefore, to be able to survive with threat of new entrants, Mandarin hotel should keep their good services avoiding any complaints.

4.5 The threat of substitutes

It is possible for alternatives to pose a challenge to the products sold in a certain market if their price is aggressive or if they make use of innovative materials or technology. The differentiation of products or the reduction of costs are two potential obstacles that could prevent alternatives (Anastasiu, et al., 2020).

Many hotels may have a lot of common with Mandarin hotel, but locations of the hotel may be the best key to survive the threat of substitutes.

5. Organisational culture and organisational structure in Mandarin oriental hotel

According to Jargons (2022) an organisation is a group of people who work together to achieve the same goal, is considered as a social structure as that includes human interaction, corporate responsibilities distributed among personnel, and company goals.

In industrial businesses, organisational culture was used to explain why there was a low level of output and why rules and procedures did not work to improve the dysfunctional relationships between leaders and subordinates. Three decades later, the notion of culture as the social fabric of the organisation, contributing to the group process of creating a unique organisational character, was put forth. Additional definitions have been provided since then, such as "The social programming of the mind which distinguishes the members of one organisation from another," or "Organizational culture as a characteristic which distinguishes between organisations based on employee mindset, “.” Other academics concentrated on the enduring convictions defining organisations and groups. Organizational culture is sometimes described as an organization's set of guidelines, principles, presumptions, and attitudes. This description is likely the most widely used (Ajmal & Kassem, 2019).

The significance of and ongoing debate surrounding the topic of culture in management in both theory and practise. The fundamental problem is its impact on the organization's overall functionality. Culture is the environment in which individuals and groups work, as well as the foundation for governance, evaluation, and communication. For

decades, the study of organisational cultural phenomena has been a focus of management sciences. However, it also has to do with how society affects how labour gets done (which derives from social relationships) and on the other hand, it has to do with how societies differ culturally and how that affects management, a topic that has been studied since the 1970s. The correct organisational culture inspires and supports interpersonal interactions while assisting employees in understanding the company's business objectives (*Gorzelany, et al., 2021*).

Organisational culture in general concept is difficult to define as by (Mullins, 2016), the fundamental 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.

According to *Ahmady et al (2016)* a framework used for task, system, operational procedures, people, and groups cooperating to achieve a common objective is an organisational structure. While *Mullins (2016)* stated that 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 arrangement of people in various roles forms the organisation and structure of the business, in certain businesses, the relationship between management and employees is defined by strict hierarchies, Other businesses collaborate more (*Richards, 2018*) even as *Mullins (2016)* says management develops the framework to construct relationships between people and groups. Technology, leadership and management philosophies, and organisational structure patterns all have an impact on behaviour.

6. Mandarin Oriental Hotels 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*). According to *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*). Mandarin Oriental's guiding principle is that they are committed to the communities in which they work and manage through their social and environmental concerns, 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 .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. (*Joy, 2016*).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 according to *Jargons (2002)* the project management organization is not an independent organization, is it plan within an organization to achieve the goal. And the 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.

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

Symbols are the logo of each organization where it symbolizes the company. Mandarin oriental hotel has the following logo:



6.4 Stories

As in every organization have their own stories that the guess, costumer, 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.

6.5 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.

6.6 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

This is the method by which organization is managed, by including financially and quality (*Tools, 2022*). As the hotel are being surrounded by a CCTV to check that everything is under control by the guest and the employees.

7. “How do environmental forces and ethical dilemmas affect on organisational culture and how organisational culture can be linked to organisational performances?”

Fundamentally, whether the option is morally correct or wrong, good, or evil, or fair or unfair, every problem involves an ethical question. Decisions are made based on the viewpoints of the decision-makers (agents), the decision-requiring parties (principals), as well as most individuals who do not participate in decision-making but are nevertheless impacted by them (the common good or the general interest). There are wide range of kinds of EDs and understanding them is essential because each type calls for a distinct approach to treating them. The intricacy and significance of the ED are demonstrated by the fact that any attempt to discover a solution is a process rather than an isolated event. Ethics is the study of right and wrong, fair, and unfair, and moral and immoral behaviour. Since the good and the right are identical with moral, which three key concerns, ethics is regarded as the discipline that investigates morality. —the community good, individual interests, and the interests of others—are used to gauge morality. Considering one's own interests as well as those of others and the greater good. The term "common good" refers to a person acting in the benefit of the public or most people. An individual becomes altruistic if personal interests are not considered during interactions because they become more important than their own (Figar & Đorđević, 2016).

In every organisation mission, they always try to make their best about sustainability by trying to save our planet. According to *Mandarin Hotel (2021)* sustainability report place a high value on running their hotels sustainably over the long term as they expand their network of luxury hotels and residences around the world. By adding sustainability components to their policies and procedures, to guide us in the direction of their objectives, they have established a sound governance structure. They achieved their ambitious goal of eliminating all single-use plastic from our hotels by the end of December 2021. Although our very small footprint limits their potential to contribute to the reduction of plastic usage globally, they are well-positioned to exercise crucial leadership and drive significant advancements in the industry. Along with their commitment to being "plastic free," they recently achieved a remarkable feat by establishing a programme for ethical purchasing. Their concern for the environment and the supply chain employees has had a big impact on this initiative.

Environmental forces and ethical dilemmas are one of the parts that many organisations get affected, as mentioned before, Mandarin oriental hotel was affected with

the Covid-19. Due to the lockdown, the business was might not have totally shut but it has lost a lot of earning because of the lockdown as there were no leisure at all. Ethical dilemma is common in the hotel as for example manager needs to think about how to handle difficult situation if there is a complaint from the guests.

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*). *Mullins (2016)* states 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.

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 *Mullins (2016)* says 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.

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. Conclusion

Due of the impact of the situation that Covid-19 has given globally during this past two years, affecting the organisational behaviour, by examination 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.

10. Reflective essay

The reflective cycle tool from GIBBS will be used in this essay. Students typically use the Gibbs' Reflective Cycle as a framework for mandatory written reflections on lectures. This paradigm was created by Professor Graham Gibbs and published in *Learning by Doing*. (Sekarwinahyu, et al., 2019).

The module name is workplace culture and its importance on organisation, what is the meaning of the culture linking it in the organisations. In 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. I had no idea what the meaning of the organisational culture it was. I only knew what culture is like when every single country has their own culture. As according to *Ajmal & Kassem (2019)* organizational culture is a factor that differentiates between organisations on the basis of employee mindset." Other academics concentrated on the enduring convictions defining organisations and groups. Organizational culture is sometimes described as a set of rules, values, assumptions, and attitudes that shape behaviour within an organisation. I did not really think about it is all about the mindset, values, rules, assumptions, and attitudes connected to behaviour within the workplace.

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 adapt. Now I feel more over shock about the culture in my workplace, not in a negative way but in a positive way. I came from Spain, and to be honest the workplace culture there is a huge different. As for example in Spain as a single mother, it is hard to find a job that would consider your time schedule, not like here in the United kingdom and especially Mandarin oriental Hotel, was able to consider me the schedule that I needed, specially that I am also studying, in Spain that kind of culture is very hard to find as there are a lot people looking for a job, so why would they acknowledge your schedule if they can hire people without any complication.

Also, about the Pestle analysis and Porters Five forces, I did not know that sense of using this tool in the beginning, although it has been discussed in level 4 already, but in level 5, I was able to deeply understand more the usefulness of these tools. Now I know that it is important for the organisations to understand it environmental factors to be a successful firm.

As for example during analysing the Pestel analysis, I thought gathering certain information in each sector was enough on putting the assignment. I did not realize that it sense is to know the factors of each sectors, which one is negative or positive so the company would be able to compete in the market.

About ethical dilemmas, I had no clue on what does it mean, but by doing this report, my knowledge about it went deeper as according to *Figar & Đorđević (2016)* every dilemma contains an ethical issue, regardless of whether the choice is morally right or wrong, good, or evil, or fair or unfair. Ethic is a discipline, in Mandarin hotel every single person from staff member to managers, have their ethics with a simple task for example as a housekeeper, I know what I should use to clean all the rooms, using my ethics, I should know where to start to quickly finish on time the rooms. This kind of things we do it daily without realising is an ethical dilemma.

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 analysis or applying different model to analyse the company's environment to be able to be more successful. Now I deeply know more about the company I work for; I understand better my colleague's behaviour and more importantly this helps me more to achieve my dream to move on to a better career taking someday a managerial position.

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