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PROGRAMME:

BA (HONS) LEADERSHIP AND MANAGEMENT SKILLS FOR THE WORKPLACE

COURSE TITLE:

WORKPLACE CULTURE AND ITS IMPACT ON ORGANISATIONAL EFFICIENCY

LECTURER:

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EXECUTIVE SUMMARY

This report relates to Compass-Group culture and its impacts and efficiencies along with Covid-19 and the ethical dilemmas affecting their cultural performance. Models and Theories will be applied such as Porter's Five Forces, PESTLE and so forth.

At the end of this report recommendation will be given in the continuance of their business efficiency and ethical dilemmas solutions and a final conclusion plus references and appendix of the organisational health checks.

INTRODUCTION

The report is about Workplace Culture and its impact on Organisational Efficiency.

It is relates to Compass-Group, United Kingdom and Ireland Limited, a leading catering and hospitality business sector, which is the chosen organisation and the writer is currently an active employee with them.

The purpose of writing this report is to address the external environmental factors that are affecting organisation along with Covid-19 and its ethical dilemmas including the effects of organisational culture and its performance.

BACKGROUND OF COMPASS-GROUP (PLC) PUBLIC LIMITED COMPANY UNITED KINGDON AND IRELAND

Compass-Group United Kingdom and Ireland Limited founded in 1941 by Jack Bateman and is a global leader in food services, providing delicious and nutritious meals to millions of people across 45 countries, main headquarters is in Washington, the United States of America and regional office is in England, the United Kingdom. It is a macro catering and hospitality business oriented organisation having branches nationally in the United Kingdom and international and employed 500,000 thousands staff of different diversity with a generation of huge turnover.

Financial report for the year ended 2021 was £17.9 billion and 2020 was £19.9 billion a decrease of 10.2% due to the effect of Covid-19 crisis.

(compass-group, 2022).

MAIN BODY

In the year 2020, Compass Group experienced one of the most difficult periods in its history due to the pandemic continuance of ravaging around the world, and with a large proportion of the business closed. However, the world was unprepared in this modern era to

experience such an effective epidemic for the first time on a global scale which has threatens our health, modern lifestyle and our living spaces. Management has been trying in getting full understanding of such pandemic and the essential requirements while reviewing all possibilities what should be done or care about their employees.

Science has revealed that our existence in the world is very fragile and has called for a change to our daily and usual personal routine including the workplace in order to tackle this crisis. During the pandemic, their strategic pillars of people, performance and purpose became more relevant than ever. The Covid-19 pandemic has highlighted social inequalities and the organisation believed that balancing financial with social and environmental performance was the right approach for them and remain committed to enhancing the wellbeing of their employees, consumers, clients, and the communities they served. However, with the ongoing Covid -19 crisis still ravaging viciously, in March 2020 the United Kingdom government has to intervene in making a critical decision by imposing lockdown restrictions, the wearing of face masks and social distancing which they believed will slow down or eliminate the virus and this was one of the effects of external factors by government political intervention. The organisation acted swiftly in changing one of their cultures from normal operations of close contacting to prioritising social distancing and the wearing of face masks for the health and safety of the employees, clients and consumers.

ORGANISATION'S CULTURE

(Schein, E. 1996), Organisational culture refers to a system of shared meaning held by members that distinguishes the organisation from other organisations in other words, the way operations are done in Compass-Group that are different from Amazon's company including some unwritten rules that influence individual and group behaviour and attitudes. also the use of Hofstede's dimensions of culture to investigated about the organisation by completing a given out Organisational Health Check's questionnaire to my line manager it is observed that they have Long-term Orientation culture with reference to the Organisational Health Index theory. (Hofstede, 1980) culture is "the collective programming of the mind that distinguishes the members of one group or category of people from others".

However, there are some factors which can influence the culture of the organisation and these are: (a), the organisation's structure, (b), system and processes in their work how it is carried out, (c), the behaviour and attitudes of employees, (d), organisation's values and traditions, and (e), management and leadership styles that has been adopted within. Example, Compass-Group's culture is different from Amazon's own ways of carrying out their operations.

COMPASS-GROUP ORGANISATION CHART / STRUCTURE

The hierarchical structure of Compass-Group which shows the chain of command top-down approach with Chief Executive Officer at the top, it is structured in order to achieve the common goals of the organisation, and there are rules, roles, and responsibilities.



(compass-group, 2022)

CULTURAL WEB

The cultural WEB of Compass-Group structures above shows how power in the company appears, with a single executive director having power from top to bottom approach, and questions are asked how powers are distributed in this organisation?, what status symbols of this company are there?, is it a special unique logo which is the visual representations of the company nationally and internationally?, including stories people said and heard about their hospitality events in the past and present of how professionally they can operate in all events?. Example, in recreational grounds, Hospitals, Schools and so forth, because they are the leading catering organisation globally.

EVALUATION OF COMPASS-GROUP WITHIN ITS BROADER ENVIRONMENT

In evaluating the PESTLE (Political, Economic, Sociological, Technological, Legal and Environmental) is use to analyse and examines the key external factors influencing an organisation in making a strategic decision, and Porter's Five Forces (1980) Models will be implemented.

Political, deals with government regulations and political stability. There are variety of ways in which politics can influence organisational culture. On a large scale, example, the United Kingdom government can creates laws and regulations that may change the way Compass-Group operates even though they may disagree with the new changed law, however will still legally obligated to abide by such and may also influence the organisation's culture on a smaller scale because of the relationship with politics. Example, the case of Covid-19 crisis the United Kingdom government had to intervene for implementing lock-down after having several meetings and consultations with stakeholders regarding the crisis and then made the final critical decision regarding the situation. Competing against other organisations for clients or market shares can be political in nature and influence the way the organisation chooses to operate. However, politics on the other hand whether on a small or large scale can change organisational goals and objectives and then chooses ways to work towards them.

Economical, deals with economical growth/decline and also competitive pricing is another factor in financial decisions Compass-group had to make on daily basis because if a market crashes or recession, it will directly impact on the sales of the organisational operations and products, also if customers are no longer able to afford buy their product or choose to spend their money elsewhere especially when some their customers are now using their compass's applications to pace food orders presently, this will directly impacted the organisation. On the other hand, affect the

company when the economy is good and customers are able to spend or invest more money. Any changes in the economy the company must have strategies to be able to adjust and accommodate for survival.

Sociological factors, refers to cultural norms and expectations such as health consciousness, population and growth rates, society and public opinion's expectations are large external factors that force the organisation to re-evaluate the way they operate. The honest operation of Compass-Group to their stakeholders and society is that If the public has a negative perception of the organisation, it could have a detrimental impact on them because society has a very high expectations for them to be socially responsible and these may include diversity promotion, high ethical standards, community outreach and sustainability thus when they are incorporated into an organisation's culture will make them to be more successful.

Technological factors, new technologies are continually emerging example, robotics and artificial intelligence, affecting the organisation's products or services.

Technology has formed part of today's workforce and has changed the way how organisations do business over the years now and still continues to make waves with every new technology innovation. Incorporating technology into the organisational culture of every organisation is important to develop and maintain a successful organisation. The need for constant updating and changing, however making it challenging at times for organisation and their employees to keep up.

Legal, it is the changes to legislation impacting on organisations and businesses, any changes to legislation that will have an impact on employment, access to materials, quotas, resources, imports and exports tariffs, and taxation, would have an effect on the organisation and must act appropriately.

Environmental, example monitor and reduce food waste created ways to address wastages along the value chain and also continued to raise awareness with consumers, global warming and the need to switch to sustainable resources; ethical sourcing, pandemics and other emergencies. (CIPD, 2021).

PORTER'S FIVE FORCES MODEL, (Porter, 1980)

This was developed as a techniques for analyzing Industries structure and identifies the forces that shape them and its competitors in the macro environments, they are:

1. Bargaining power of Customers. Buyers are often very demanding always wanting to buy the best offerings available by paying the minimum price as possible putting pressure on the organisation's profitability in the long run. However, the smaller and more powerful of these customers to the organisation and the higher the bargaining power of these customers and higher their ability to seek increasing discounts and offers.

2. Bargaining power of Suppliers. Companies in this catering sector buy their raw material from numerous suppliers. Some suppliers in dominant position can decrease the margins of Compass Group's earning in the market and some powerful suppliers uses their negotiating power to extract higher prices from these firms in this sector. However, the overall impact of higher supplier bargaining power is that it lowers the overall profitability of the organisation.

3. Threats of Substitute. When new products or services matches similar customer needs in different ways, the industry profitability pays these penalties. For example services like black cab and uber are substitute in transporting passengers..The threats of a substitute services or products are high if it is offering some value proposition that is unique and different from present offerings of the industry.

4. Rivalry among existing competitors. If the rivalry amongst the existing players in this catering industry is intense prices will drive down and decrease the overall profitability of the organisation, thus Compass-Group operates in a very competitive catering industry. Example Sodexo and This competition will affect the overall long term profitability of the organisation

5. Threat from new entrants. New entrants in this sector brings innovation, new ways of doing things and putting pressure on Compass Group through lower pricing strategy, cost reducing and providing new value propositions to the customers. The organisation would have to manage all these challenges and build effective barriers to safeguard its competitive position.

SWOT ANALYSIS OF COMPASS-GROUP

In critical evaluation, Compass- Group's business challenges, the SWOT analysis has been used to evaluate.

Strengths

1. Listed on the London Stock Exchange and FTSE 100 Index
2. World leader in food and support services over its rival such as, Aramark and Sodexo catering companies
3. Good knowledge in new markets performance by creating expertise with professional market strategies thus will helped in expanding and making them very successful and the expansion has helped the organisation to build new revenue stream.
- 4.Strategies in acquisitions of inferior company thus adding to the growth of the company
- 5.Employed over 500,000 people in the organisation

Weaknesses

1. Lost some market share in the niche categories due to the constant pressure by new entrants and has not being able in tackling the challenges presented.
Countering these challenges, need to build internal feedback mechanism directly from the sales team.
2. Compass-Group Plc has a higher attrition rate and have to spend a lot more on training and developing of employees at a higher attrition rate compare to its competitors in the industry, example, Aramark and Sodexo catering companies.

Opportunities

1. Markets daily development will lead to dilution of other competitor's advantage enabling Compass Group to increase its competitiveness compare its rivals.
2. Constant Innovation in business models
3. Involved in corporate social activities and promotional campaigns

Threats

1. As the strengths of local distributors keeps growing it has presents a threat in some markets because the competition is paying higher margins to the local distribution
2. Stable profitability in this industry has increased the number of similar players in past few years which has push down pressure on profitability for similar organisations including on sales .because of the intense competition that is existing.
3. Shortages of skilled workforce in certain global market represents a threat to steady growth of profits for Compass Group Plc and in those markets.
4. The development of new technologies by competitor or market disruptor could be another serious threat to the industry in near or long term future.

IMPACT OF ORGANISATIONAL CULTURE AND PERFORMANCE

The Organisational Health Index (OHI) Theory is use to measure and tracks the organisational elements that drive performance and also provides a simple solution but powerful as well as for management and managers to improve the health of the organisation.

(McKinsey and Company, 2019). Areas identified on the Health Check needed improvement:

(a) the organisation need to improve on project's communication constantly on a regular basis, (b) more socialisation needed to broadening acquaintances but in a responsible way taking into account the current Covid-19 still existing globally. Copies of Compass-Group Organisational Health Index (OHI) attached on appendix.

Relationship between Compass-Group present culture in analysing the efficiency in achieving their financial and non-financial performance

A. Financial Performance

The way Compass-Group are managing and running the business at the moment financially, that sales have been recovering from 2020, market shares and profits has also been increasing it shows that they are managing and running the business is being functioning very well by their culture, beliefs, principles, structures, policies and procedures.

Revenue was down by 10.2% resulting the continuing impact of the crisis on performance, operating profit of £545 million, an increase of 85.4%, due to actions taken in controlling that which they were able, also resizing the cost base and improved cost control. Basic earnings per share increased to 150% was at 20.0p. Compass-Group has delivered an improved margin and cash flow even though the impact of Covid-19 on their revenues, underlying operating profit was £811 million (2020: £561 million), an increase of 44.6%, operating margin improved to 4.5% was 2.9% previous year, as per graphics below:



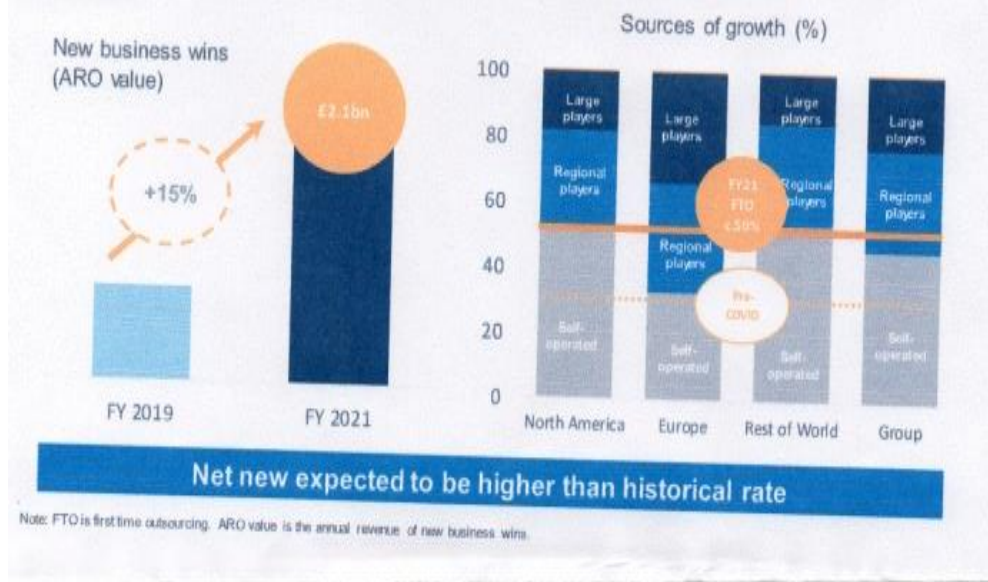
(Compass-Group.com, 2021)

B. Non Financial Performance

Compass-Group show how cooperative they are in complying and abiding to government disclosure of non-financial report, company disclosure law. As seen above, global lost time incident frequency rate reduced to -37% and food safety incident -38%.

In addition, recently won new business contracts which will be added thus brings in additional revenues to increase their profit margins.

RECORD NEW BUSINESS WINS AND STRONG OUTSOURCING TRENDS



(Compass-Group.com, 2021).

ETHICAL DILEMMA

Refers to wanting to say something but stuck, if said might be in trouble or be less favoured at all times. However there two (2) identifying ethical dilemmas in the organisation and are: (1) Discrimination and (2) Nepotism and Favouritism.

1. Discrimination

It is the action that causes an employee to receive unequal treatment and also illegal. There are statutes Laws requiring organisations to protect employees from discrimination based on gender, race, age, religion, disability, and more. Laws require Organisations must recruit a diverse workforce, enforce policies and training supporting equal opportunity programmes and to foster an environment that should be respectful to all types of people. On the other hand, when discrimination of employees based on gender, age, race, ethnicity or disability occurs, it effect the performance of the organisation it has acted unethically and also crossed the line including the legal aspect which is very costly as well. However in responding to this is to maintain personal values and ignore and repel such unaccepted, intolerant and unethical norms by offering an alternative perspectives.

2. Nepotism and Favouritism

Nepotism is when a company employs friends or family member and put special interest in them. Favouritism is when a manager treats an employee better than other workers for personal reasons.

Not only that nepotism and favouritism that are unfair, but they also disheartening to employees thus will affect the performance of the organisation by less interest in doing effective jobs.

JUSTIFYING MY ACTION FROM AN ETHICAL POINT OF VIEW

However a denial is the most common method businesses uses to manage ethical issues that these problems are existing. ideally If you want to maintain a good reputation on ethical point of view just ignore although this it is the worst thing one can do. However, sooner or later such unethical behaviour will definitely come to light to everyone to know.

RECOMMENDATION

In recommending firstly taking into account of Covid-19-related attitude and behavioural shifts, Compass-Group should continue with their existing culture of long-term orientation focus and will be more successful in creating a powerful support tool for their customers, staff's morale, public health and business' resilient, sustainability and continuity and profitability. However in predicting more growth the organisation should try blending more socialisation more open communication thus will have an impact on the organisation's workplace along with further recommendations for meeting these challenges such as balancing financial with social and environmental performance which should be the right approach for the organisation and remain committed to enhancing the wellbeing of their employees, clients, consumers and the communities they served.

According to the Organisation Health Check it shows that Compass-Group is performing very healthily financially and non-financially and should keep doing such.

Ethically, the organisation need to organise more training programmes in tackling suspected areas needed to improve on within the organisation for avoiding bad or negative reputation that will affect them.

CONCLUSION

Currently there are no concrete solutions or perfect working environment, the current Covid-19 crisis has offers opportunities for companies to reshape or adjust their organisation's culture by bringing in additional reforms

However, changes for the Post-Covid-19 mindset will tackle the challenges facing now and creating more resilient for businesses in the future.

the direct and indirect impacts and implications of public health crises such as the corona virus Covid-19 on the economy, nationally and internationally, and on Compass- Group, its operations and prospects, including disruptions and inefficiencies in the supply chain has general effect in all areas and stakeholder s included.

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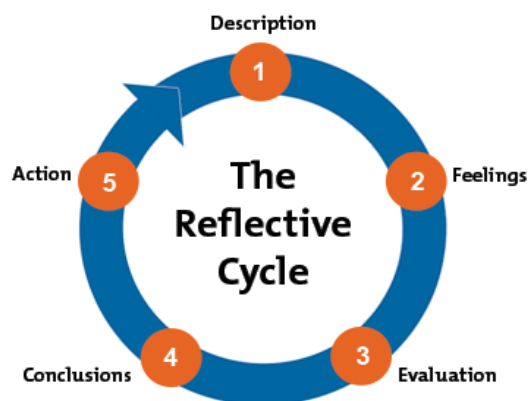
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REFLECTIVE JOURNAL

In reflection the Gibbs Reflective Cycle (1988) will be use in this reflection.



(MindTools, 2022)

This Model help people or organisations in making sense of situations, understand what went well and what can be done better in future.

DESCRIPTION

Before I started the attending the class i was thinking about meeting different set colleagues of different diversities whether they will be very accommodating and very easy to become friends that gave me little bit worries or concerned.

Week 1.1. My class lecturer was Mr. Mohammed Kalam. Class introduction was done by all to know each other, followed by class rules: the required grades expected and very good results from students, how to access Module materials from University of Wales online Library, class attendances and punctuality, appointment of representative and services that are available for students

1.2. The introduction of the module Workplace Culture and its Impact which sounds to me strange and a bit confusing with no understanding about what was Workplace Culture and then asked the general class to explained with our ordinary understanding, the meaning of Workplace Culture, I could not.

1.3. The lecturer explained briefly by some organisations, example, Compass-Group.

Week 2.1. Lectures continued on organisations and the inclusion of Porter's Five Forces (1980), which I have been taught on in Level 4 before but time in great details and how to applied it.

Week 2.2. Class debate was held as class exercise on the Porters Five Forces and lots of compromises came from me and many other students but still short falls on explanations.

Week 3. Lectures on organisational structure and class exercises were given to draw the structure of an organisation preferably where everyone works and brief explanation about advantages and disadvantages. answers were very impressive to lecturer and was appreciated and he added some more knowledge to our answers.

Week 4.1. Assignment debrief, requirements and guidance were also given and additional explanation was given by lecturer any questions were asked by me (Willie Harding) and some other students about areas to be made more clearer which were clearly explained by lecturer and was understood.

Week 4.2. Properly detailed explanation on organisational culture by lecturer followed by individual student's explanation to get proper understanding

Week 5.1. Lectures on identifying organisational culture which was very interesting, because I never knew that there was a way to identify culture in an organisation

Week 5.2. I took the understanding to my organisation and I have now identified the culture of my organisation which is a power culture.

Week 6. More lectures and class discussion on organisations

Week 7. Lectured on Models and Theories and the application of them.

Week 8.1. Additional discussion on the assessment and more questions by students.

Week 8. 2. Explanation on Hofstede's insights by comparing different countries culture which was amazing and well understood

Week 9.1. Organisational Ethics was explained in full details and class exercises was done followed by general discussion by all students.

Week 10.1. Revision and special advices about the assessment and some assessments were checked by lecturer Kalam then some areas were highlighted to make some necessary correction corrections.

FEELINGS

The introduction of the module "Workplace Culture" was strange and no understanding until when it was then thought by my lecture, Mr. Mohammed Kalam who lectured us thoroughly through the whole second term and made sure that we compromised with class works. My understanding began to come clear as lectures proceeds. doing lots of exercises on the module and individual questions asked by lecturer and answers given by myself, come correct and some wrong was clearly shows how desperate i was simply to understand about Workplace culture.

Mr. Kalam intervene to explain properly for me to fully understand and I realised more reading and researches needed including spending additional hours of study to eliminate all these errors

EVALUATION

In evaluating, the study of organisational culture has given me the ability to examine and to know or identify any organisation by the way they are carrying on their operation

On the other hand, if the organisation is unable to adjust their present cultures to leverage with the future will cause them out of touch.

ANALYSIS

According to my well established understanding of Workplace Culture I have no more doubts to how to tell the culture of any workplace to helping to improve efficiently if they better working conditions.

CONCLUSION

In conclusion if my understanding were still in doubts I would have raised an alarm for more lectures or special one to one tuition to get better and clearer understanding. I attended the University of Wales Trinity Saint David simply to learn and grow in future.

The delivery of the lecture on workplace by lecturer Mr. Mohammed Kalam was amazing and my beliefs that I will learning has made me gained greatly, and also my attitudes of compromising to learn has made me valued what I have absorbed and retained greatly. (Anderson & De Silva, 2009).

ACTION PLAN

Any arising opportunity for future or further offer for additional developments I am prepared, and well ready and willing to participate because it is a continuous process until i get to the highest level.

APPENDIX

7. Planning our Service Provision	No	At Times	Yes
7.1 We use monitoring data and user feedback to plan our services	☐	☐	☒
7.2 We have a work-plan or development plan and review it regularly (short, medium or long-term, as appropriate)	☐	☐	☒
7.3 We have a business plan (if applicable) and review it regularly	☐	☐	☒
7.4 Our planning process involves staff (as appropriate) and trustees	☐	☐	☒
7.5 We involve service users in the planning process (indirectly, through feedback or directly, through representation)	☐	☐	☒
Notes:			

5. Equal Opportunities	No	At Times	Yes
5.1 We have an Equal Opportunities policy that applies to all areas of our work	☐	☐	☒
5.2 We comply with the Equality Act (2011) legislation, including for recruitment of staff and the provision of services	☐	☐	☒
5.3 We monitor Equal Opportunities and use this information to develop our services	☐	☐	☒
5.4 We include Equal Opportunities in our induction and offer training on equal opportunities to all staff and trustees on a regular basis	☐	☐	☒
Notes:			

6. Staffing	No	At Times	Yes
6.1 All staff have an up-to-date contract of employment, job description and terms and conditions	☐	☐	☒
6.2 We comply with employment and equal opportunities legislation and inform staff of relevant changes	☐	☐	☒
6.3 All staff receive regular reviews, support and supervision	☐	☐	☒
6.4 All staff are offered training and development activities	☐	☐	☒
6.5 There is a personal file with records of review and supervision sessions and other information tracking personal development	☐	☐	☒
Notes:			

3.3 Accounts and financial reports are presented to our Management Committee for review and planning (at least quarterly)	☐	☐	☒
3.4 We have a fundraising strategy which seeks funding from a variety of sources	☐	☐	☒
3.5 We know what level of reserves we need and what we can spend them on	☐	☐	☒
3.6 We have this amount set aside	☐	☐	☒
Notes:			

4. Internal Communication	No	At Times	Yes
4.1 We hold regular staff meetings (as appropriate)	☐	☐	☒
4.2 Volunteers are invited to or represented at staff meetings	☒	☐	☐
4.3 The minutes of staff or management meetings are available to all staff and volunteers	☐	☐	☒
4.4 We communicate project updates internally on a regular basis	☐	☒	☐
4.5 We hold an annual 'away-day' for teambuilding and/or planning for trustees, staff and volunteers	☐	☒	☐
Notes:			

Organisational Health Check

This quick self-assessment has been developed to give me a general idea of the state of my organisation in terms of overall good practice. Going through these questions will help me identify the strengths and weaknesses of my organisation, Compass-Group Plc. United Kingdom and Ireland, and to draw up an action or development plan.

1. Stating our purpose	No	At Times	Yes
1.1 We have a mission statement	☐	☐	☒
1.2 Our (current) aims (still) comply with our constitution	☐	☐	☒
1.3 We ensure that all the people working in our organisation understand its purpose at an appropriate level (staff and volunteers)	☐	☐	☒
Notes:			

2. Information on services and promotion of work	No	At Times	Yes
2.1 We have an up-to-date leaflet or written information on our services	☐	☐	☒
2.2 We have a website or webpage with up-to-date information	☐	☐	☒
2.3 We make information available to users with special needs, on request	☐	☐	☒
2.4 We produce an annual report	☐	☐	☒
2.5 We keep our stakeholders (e.g. funders and potential funders, key organisations and groups) informed about our work such as sending them our annual report or invite to AGM	☐	☐	☒
2.6 We make use of the media to promote our work (press releases, radio etc.)	☐	☐	☒
Notes:			

3. Finances	No	At Times	Yes
3.1 We have written financial procedures (for banking, petty cash, cheques etc.)	☐	☐	☒
3.2 We produce quarterly reports (at least) on accounts	☐	☐	☒

8. Resources and Information Technology	No	At Times	Yes
8.1 Overall, we have sufficient resources to deliver our services effectively	☐	☐	☒
8.2 Our premises have been assessed for health and safety	☐	☐	☒
8.3 We use computers in several areas of our work (not just for typing letters)	☐	☐	☒
8.4 We back up our work on a regular basis (at least monthly)	☐	☐	☒
8.5 We have adequate technical knowledge or support, to cope with problems	☐	☐	☒
Notes:			

Please use the space below to list other things in your organisation which you feel are relevant: This could be particular areas that require support/and or issues you feel have not been covered in this Healthcheck.

Organisation Name: Compass-Group Plc. U.K. & Ireland

Name of person completing this form:

Ian Dhakgren

Contact details:

07841634444

Date:

20/04/22