

Name: Mariana Cocos

Student Number: 2024061

Teacher name: Nadeem Mirza

Module Title: Introduction the Modern Workplace LCBB4003

Assignment 1 Title: Organisational Structure & Culture

Organisational Structure & Culture Sainsbury



Table of Contents

Introduction.....	3
1. Sainsbury's organisational performances	4
1.1 The impact of the company structure	4
1.2 The impact of the company culture	6
2. Factors that influence individual behaviour	7
Conclusion.....	8
Bibliography.....	9

Introduction

Organisational performance has always been one of the most concerning and discussed topics for organisations and scholars. As every company wants to register a high-performance on all levels such organisation strategy and value, leadership direction, management, development and structure and culture. Under the current uncertain circumstances related to pandemic, it is important to Sainsbury focus on analysing both internal and external factors that may affect its operations and productivity. Sainsburys retails sales have slightly increased in 2019-2020 however, the results are not as expected.

Organisational structure and culture are considered a crucial part of every business. The legal structure determines how the business operates. It also, involves the roles and responsibilities along with policies and other aspects that impact upon organisation success. Organisation culture, on the other hand can be defined as a set of values, beliefs employees have. Organisational culture is embedded in the network of organisational practices. It is evident in the behaviours of individuals and groups. The behaviour in organisation can be influenced by many factors. Some of these can be both internal and external factors such as the organisation structure, people, technology, environment, ability and skills, perception, personality etc. Organisational structure and culture along with behavioural approach will be the focus of this project.

The aim of this report is to establish the Sainsbury's organisational performance by analysing the relationship between organisation structure, culture, and employee's behaviour. Also, it will discuss the impact of each element on productivity and business success. The scope is to investigate the factors along with theories and models and their application in real life situation. It will also evaluate best approaches and techniques that could improve Sainsburys' overall performance and lead to professional advancement.

1. Sainsbury's organisational performances

Sainsbury implemented a series of performance management strategies which allowed the organisation to gain a competitive advantage and improve the quality of services. This section focuses on analysing the impact of the company structure and culture on productivity. The first paragraph discusses various types of organisational structures. Furthermore, the focus is directed on Sainsbury's company structure, then the strengths and weaknesses along with the impact it has on performance and achievement of organisational objectives. Besides that, it projects the overall performance management, and areas to improve efficiency. Second part covers the impact of company culture on performance. It discusses the nature of organisation culture, the manifestation of culture, leadership, and cultural change.

1.1 The impact of the company structure

The businesses in UK are categorised into corporate and non-corporate. The corporate has limited liability, whereas non-corporate has unlimited liability. Examples of corporate companies are private companies, public companies, not-for profit organisation, state owned enterprise etc. The sole traders and partnerships are some examples of non-corporate businesses. Sainsbury is a public limited company which means it offers shares to public. It operates in retailing industry. Its priority is to provide good quality food and meet the customers wants and needs. (Sainsbury's, 2021)

Choosing the right design structure for organisation can be challenging as it has a crucial role in organisation performance and success. Baligh mentioned that organisation structure can be identified by understanding processes and rules. These must be true, operational, general, easy to use and technically sound. (Baligh, 2006) There are mainly few general organisational structures such simple, functional, multidivisional, matrix, hierarchical etc. The organisation can choose whichever structure better fits the company goals. Gurinova suggested that most of the time basic organizational structures can't

provide realization of the chosen strategy. Therefore, there is a need to use two or more types of organizational structures at the same time. (Elina Gurinova, 2015)

Sainsbury's is a good example of applying this approach into practice as it uses a tall hierarchical organisation structure. The hierarchical structure is characterised by high complexity with lots of horizontal separations into functions, departments, and divisions. The formality is also high. For example, the members will have well-defined lines of control and responsibility. The employees from lower level of hierarchy will have low involvement in decision making. Sainsbury's has this type of structure because it helps to control the authority for departments. Also, it contributes to efficient communication and clear results. One of the limitations of this type of structure is the long term of command. Moreover, the managers tend to the interest of their own department which may create conflicts and divisions. Managers tend to use a more autocratic approach as they are task oriented. Similarly, their management style and responsibilities are highly aligned with their level of authority in organisation. (Lunenburg, 2012)

Organisation structure directly affects the work environment and culture. So potential irregularities and discrepancies within its structure will impact upon its culture because these two are strongly connected with one another. Some examples of potential structural factors that may cause underperformance include status differences, the management style used, goal differences, the roles. Wood reported that Sainsbury's plans to axe the roles of deputies with a smaller number of operations managers, the roles and responsibilities are combined. These changes will be made to make a more efficient structure to meet the organisational objectives that has been shaped by the trends and developments in retail industry. (Wood, 2018).

However, all changes come with risks. For example, employees may be less motivated because of limited possibilities to grow to a higher position. It may seem unfair for them have more responsibilities with the same salary and role. As a result, the performance may have to suffer, and the company may not achieve its goals as planned. To prevent this to happen the change must be closely monitored and any potential risks should be addressed at the early stages. It is recommended for leaders to find compromises, manage the organisation culture and employee's behaviour to maintain its reputation.

1.2 The impact of the company culture

As discussed previously, the organisational structure influences the culture in organisation. Culture therefore impacts upon company performance and has a significant impact upon employees' productivity and motivation. Glisson discussed the relationship between organisation culture and climate with effective services. He mentioned that organizational culture includes behavioural norms and expectations that describe a work environment. These guide employees and shape the way work is done. (Glisson, 2016)

There are various models of organisational culture. Some of them include power culture, role culture, task culture. Power culture relies on trust and the control is centred on key individuals. Whereas role culture is about organisation pillars such as accountants, administrators, marketing etc.

It is known that Sainsbury's uses a power culture model. The main reason is to facilitate an effective decision-making process to meet the organisation objectives which are to provide great food at a fair price and provide high service for customers. One of the culture norms all employees must follow is that customers come first. (Sainsbury's, 2021) The people selected for management positions are carefully chosen to ensure they meet the requirements as the power of control will be concentrated in their hands.

Culture can manifest in various ways it can be via practices, assumptions, values etc. Schein's proposed a three-layer model of organisational culture. The first layer he termed surface manifestation which refers to processes that are easy to understand. Second is about organisation values and beliefs and last one is the basic assumptions. (Schein, 2016). If to reflect on surface manifestation of Sainsbury's, then all employees have a dress code to differentiate themselves from customers. They use formality in communication and relationships. Next aspect is widely promoted. For example, Sainsbury's values equality and diversity it is why we can see staff from various backgrounds and ethnicity in the stores. Unlike previous layer basic assumptions are unconscious perceptions. These are unwritten but widely known. Some examples in Sainsbury's organisations culture are the honesty, integrity, receptivity, and professional behaviour. (Sainsbury's, 2021). As discussed above, the Sainsbury's priority is to provide good quality food and meet the customers wants and needs.

The organisation structure impacts upon achievement of company goal. Sainsbury's hierarchical structure has its advantages and disadvantages. It can control easier the authority

for departments on the other hand the managers behaviour tends to concentrate on their department, and it creates conflicts. Organisation structure impacts upon work environment and performance, potential discrepancies within its structure will impact upon the organisation climate.

The power culture on the other hand, contribute to an effective decision to provide great food at a fair price and provide high service for costumers. (Sainsbury 's, 2021). So, the culture manifests in different ways it can be via practices, assumptions, values, behaviours.

2. Factors that influence individual behaviour

People's behaviour in organisation are influenced by many factors such as their abilities, attribution, culture, structure, leadership, and management. This section discusses the impact of individual behaviour on Sainsbury's performance along with interpretation of behaviourism theory and its application at workplace

Organisation behaviours represent the study of individual performance within working embroilment. It helps to determine what triggers certain actions, attitudes and helps to take actions to prevent potential behavioural threats and shape it to get the best results possible for organisation. Behaviourism theory refers to a psychological approach which emphasises scientific and objective of human behaviour. Based on ideology the environment has a direct influence on behaviour. It is presumed that by manipulation the environment, learning can be enhanced through behaviour modification. (Bergner. 2016)

It is well known that companies hiring staff look for individual characteristics that will improve the chances of success and will ensure they contribute to company objectives. Some examples of these characteristics include abilities, personality, biographical characteristics. The leaders use these aspects to form successful teams and create a healthy working culture and climate that will, therefore, boost the productivity as well.

The management in Sainsbury's believes that democratic leadership is the most effective style to manage the staff behaviour because they involve them in the decision-making process which increases their motivation. It is recognised that the leaders have a crucial role in the organisational performance. They have the responsibilities to contribute to work improvements and employee satisfaction by planning, organising, and delegating tasks accordingly. Besides

that, monitoring closely employee's behaviour being aware of their concerns and taking necessary action will ensure long term collaboration and goal achievement. (Sainsbury, 2021)

Conclusion

In conclusion, organisation structure, culture, and individual behaviour are aligned with Sainsbury's performance. The company's goal is to provide high-quality food. So, to achieve this goal, a hierarchical structure of management is used. This type of structure has its benefits and limitations that must not be ignored. Organisation structure impacts upon work environment, potential issues within its structure will impact upon the organisation success and culture.

The organisational culture manifests in various forms it can be through systems, assumptions, values, behaviours, etc. The behavioural approach to the management of Sainsbury concentrates on human connections and workers' welfare. The management in Sainsbury's considers that democratic leadership is the most powerful style to control the team behaviour and at the same time boost their motivation. Based on behaviourism theory the environment has a direct impact on behaviour. It is assumed that by manipulating the environment, learning can be enhanced through behaviour modification.

Bibliography

1. Baligh, H., 2006. Organisation Structures; Theory and Design, Analysis and Prescription. NC, USA: Springer.
2. Bergner, R. M., 2016. What is behaviour? And why is it not reducible to biological states of affairs?. Journal of Theoretical and Philosophical Psychology,, Volume 36, pp. 40-55.
3. Gurinova, E. S. M., 2015. Design of organisational structures of management according to strategy of development of the enterprises. Procedia, Economics and Finance , Volume 24, pp. 1-7.
4. Glisson, C., 2016. The Role of Organizational Culture and Climate in Innovation and Effectiveness. NHS Public Access , 39(4), pp. 1-7.
5. Johnston, K., 2018 . Examples of Behavioral Approaches in Business Management. [Online]
Available at: <https://yourbusiness.azcentral.com/examples-behavioral-approaches-business-management-23852.html>
[Accessed 3 August 2021].
6. Lunenburg, F., 2012. Organizational Structure: Mintzberg's Framework. International Journal of Scholarly Academic Intellectual Diversity, Volume 14(Number 1).
7. Sainsbury's , 2021. Our business strategy. [Online]
Available at: <https://www.about.sainsburys.co.uk/about-us/our-business-strategy>
[Accessed 02 August 2021].
8. Schein, E. H ., 2016. Organizational Culture and Leadership. Germany: Wiley .
9. Wood, Z., 2018. Sainsbury's to axe thousands of store management roles. The Guardian