

LCBB4003

BA Business Management

Introducing the Modern Workplace

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Introduction

Organisational culture and structure determine how the organisation will be run and what the duties of different levels of employees will be (Schulman, 2020). Organisational performance is directly related to organisational structure and culture. A very renowned airline organisation in the UK, namely British Airways has been analysed on the basis of its organisational culture, structure and performance. British Airways operates in 160 destinations around the world in 70 countries. The report shows a detailed analysis of how British Airways uses strategies and implements various cultural elements that enable the company to increase the performance levels of its workers.

Analyse the relationship between structure, culture, people and organisational performance

Organisational structure determines how the workload will be distributed to the various levels of workers and how the information and communication will be conducted internally among these levels. An organisation adopts some business goals to indicate a directive for the organisation and its employees. These business goals require to be met in a certain time and manner which is assisted by the flow of work through organisational structure. It's conventional to group different tasks into different teams of people having similar skills, for example, finance, management, accounting, human resources, etc. This type of organizational structure is known as a functional structure. Another type of organisational structure is called divisional structure which utilises people of different skills in the organisational wherever the need arises to ensure that skills are distributed equally and none is wasted. Matrix structure refers to a mixture of the previous two methods of organisational structure. In this type of organisational structure, employees are distributed according to the needs of the project. This type of organisational structure is known to be very effective and convenient for large corporations. British Airways utilises this type of organisational structure which helps them ensure that the organisation functions smoothly under the guidance of the head of the organisation (Triguero-Sánchez, Peña-Vinces and Ferreira, 2022).

Organisational culture represents the values and norms shared by members of the organisation which guide them in achieving their organizational goals. It can also be defined as the attitude of the organisation to its stakeholders as the organisational culture is something that is easily noticeable from the stakeholders' perspective (Grover, Tseng and Pu, 2022). There are different types of organisational culture. Hierarchy is the organisational culture in which there is a formality in dealing with the stakeholders and an authority figure who established control over the organisation. The market is another type of organisational culture where competitive actions are taken and organisational productivity is duly rewarded. The clan is a type of organisational culture in which loyalty is prioritised and employees are friendly to each other and function together as a team. Adhocracy is a comparatively modern type of organisational culture where thinking out of the box is appreciated and rewarded. British Airways follows a hierarchy of organisational culture through which employees are directed as to which values and norms to adhere to and how to deal with the clients pleasantly. They also make use of different roles and tasks in their cultural practice. Its vision is “To be the most exclusive and

first choice airline for all airline travellers”. They express their earnest wish to ensure their confidence and responsibility for the passengers on land and in the air (Al-Ali, Singh, Al-Nahyan and Sohal, 2017).

Organisational culture influences the organisational structure and at the same time, the type of organisational structure defines the culture of its employees. Structure refers to the framework in which the organisational culture flourishes and ensures the smooth functioning of the organisation. The culture and structure affect the associated people in the organisation. Employees and employers maintain a professional and positive interrelationship within the limits of the company. In the organisation of British Airways, it is seen that structure and culture influence the service of the employees and their relationship with the stakeholder. Hierarchy in the organisational culture and the Matrix or networking system of organisational structure ensures that authority and communication are passed through streamlined channels and reach the lower levels of the organisation. It ensures optimum organisational performance and quality of service (Nowotny, Hirsch and Nitzl, 2022).

Identify the essential nature of managerial work (in terms of both functions and processes), communicate the role of leadership, and explain the variables that determine effective management and leadership

Management is the process by which the head of the organisation distributes duties to the different personnel within the organisation and works to achieve goals for the organisation and its stakeholders. There are many managerial tactics that ensure that the employees are satisfied with their job and are capable of giving their best performance. Organisation flourishes when a manager is good at his job and knows how to lead a team successfully. A manager is accountable for the performance, safety, and satisfaction of his/her team. They know how to impose control and authority when necessary and how to solve problems. There are some key managerial duties that must be carried out by the team manager. These duties include planning, organizing, staffing, leading, and controlling (Samson and Bhanugopan, 2022). Planning means targeting a specific goal and planning the activities and tasks to be undertaken in order to reach the goal. Organising refers to conducting a task or action based on the prior plan. A manager takes note of the different tasks required to achieve a goal within an allocated time and distributes the duties to respective employees. Staffing is another important duty of a manager which means that the manager should recruit, scrutinize, employ, and further develop the employee through required training facilities. A good manager is also a good leader.

Leading a team means motivating them for work, giving them directives whenever necessary, and communicating with them whenever problems arise. Good managerial and leadership qualities are associated with better employee outcomes (Simsek, Heavey and Fox, 2022).

Controlling the staff through managerial approaches like being firm about receiving proper outcomes of work from employees and checking the quality of work in order to reach the organisational goals is an important duty of a manager. It is their duty to ensure that the employees are on time and working the required amount every day so that the goal can be reached.

The leadership and management in an organisation depend on three main variables, namely the nature of the employer/ leader, the nature of the employees/ followers, and the nature of the situation that the organisation is in. An appropriate management style can be chosen by the organisational head if they consider all three variables and choose which ones to prioritise. There are five key leadership styles in management. These are the Autocratic management style, Permissive management style, Democratic management style, and Laissez-faire management style. In the autocratic style of management, the organisational head makes the rules and has the final vote on every decision. The employees must follow the instructions and complete their tasks on time. In the permissive management style, the organisational head takes a back seat and lets the employees set their own goals, decide how their tasks are going to be done, and work at their own pace and space. This type of leadership role enables the employee to give their best performance. In a democratic management style, the manager listens to the people within the group and takes their opinion in management decisions. The Laissez-faire management style lets the employees find their own tasks and learn how to conduct them. Transformational management style is the style of management in which the boss inspires and motivates their subordinates to work and creates a healthy work environment (Kaur Bagga, Gera and Haque, 2022).

British Airways conventionally had an autocratic style of management. Here commands and rules were passed down from the hierarchical organisational structure and employees in the different levels receive the instructions and work accordingly. In recent years, British Airways noticed that the productivity and motivation of the workers were reduced and to rectify this, they changed their leadership style to a Transformational management style. Here, the organisational head does not micromanage their employees but rather inspires them to work creatively and give their best to the organisation. The organisation of British Airways changed

their leadership style according to the needs of time and saw the flourishing of the employees (Kučera, 2022).

Evaluate the behavioural approach to management, through understanding the factors that affect differences in individual behaviour

The behavioural approach to management is a popular one used in organisational management. This theory states that the behaviour, psychology, and sociology concerned with the employees or the people within the organisation explain a lot about what style of leadership is to be chosen and how the management of the organisation is to be executed. The behavioural approach to management focuses on the individuals within the organisation and how their behaviour is affected by the style of management. This theory is divided into two parts, namely the Human Relations approach and the Behavioural science approach. The human relations approach focuses on the way a manager connects with his/her employees. Building a healthy professional relationship and having empathy are important for this approach. Meeting the employee's need for approval, recognition, and acceptance in the workplace are the essential criteria for this management approach. Here the manager thinks of the group of employees as a positive force which is very quintessential for organisational productivity (Menon, 2022).

The Behaviour Science approach to management is the second part of the theory. This theory focuses on the characteristics of the tasks to be completed, and the way the individual can showcase their skills in achieving the task. This approach believes in motivation, reward, communication, and participation of the management in solving issues within the working range of the individuals. The management can deploy this managerial approach through team building exercises and activities for projects, through training the individuals for further professional development, giving out awards for excellent performance, and motivating and empowering employees in various ways.

There are some factors which affect the behaviour of employees in a workplace. There are four main factors that can influence the behaviour of an individual. Physical factors like age, health, etc. can contribute to moods, acceptability of information, communication, etc. Emotional factors like mental health, beliefs, and personality affect the behaviour of the individual. Life experiences like social life, tradition, life events, etc. can influence the behaviour of the employees. The needs and the wants of the person also become a deciding factor in the change of behaviour (Grant, 2013).

Contextual factors can also affect the behaviour of individuals in the organisation. Contemporary events, environmental factors like heat, light, etc. and response to external factors like other people's attitudes can affect one's behaviour. The economic environment can also contribute to changes in behaviour. An individual's perception of the outside world may also affect their behaviour in the workplace. British Airways focuses on the behaviour of their employees and keeps the work environment friendly and motivating by continuously communicating with the personnel and listening to any problems that may arise during the work performance. Auditing work age compliance, conducting diversity training for management, rewarding employees for reaching the organisational goals, conducting professional training programs, and ensuring the health and safety of employees are some of the key points in the efforts of British Airways to ensure optimum employee performance using the behavioural approach to management (Larsson and Vinberg, 2010).

The organisation of British Airways knows how their employees are affected by the external environment and issues within the individual and how these feelings affect the psyche of the individual which in turn affects the work performed in the job. British Airways realises the importance of being employee-friendly and ensuring that they feel at ease and comfortable with working in the organisation to meet some common goals. The human relations theory is in use by British Airways to some extent as they care about the age, health, safety, and insurance of the employees. Again, the company focuses on the behavioural science approach as well, since it offers employees rewards and bonuses for jobs well done (Bernauer, 2022).

Conclusion

The modern workplace focuses on a healthy work environment for all personnel where positive factors like motivation, rewards, appreciation, recognition, and healthy interpersonal relationships are used to motivate employees. Jobs are known to be executed with mindfulness and enthusiasm when the work environment is friendly, optimistic, and helpful to the skills and expertise of different employees. The organisational structure, culture, and leadership styles of the organisation of British Airways influence the employees and the management to ensure smooth communication within and achieve higher job performance outcomes (Park and Shin, 2021).

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