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Introduction

Leadership and management play a significant role in the survival and development of any organisation. These also help in gaining a competitive advantage in the modern business market. There are various theories and approaches which are adopted by the leaders and the managers in developing the organisation through increasing productivity followed by profitability. The concerned essay has analysed the relationship between structure, culture, people and organisational performance at St. John Ambulance. To attain this purpose, it has included an overview of the St John Ambulance along with its history and development. It also has taken the help of its recent annual report and other information available on its official website. Moreover, it has discussed various other aspects related to leadership and management, such as motivation, behavioural approach, etc. focusing on the culture, people, mission, etc. of the St John Ambulance. It also has analysed SWOT and PESTLE models of internal and external factors analysis for in-depth critical evaluation of its strengths, weaknesses, etc. as well as the influence of the political, economic, etc. factors on its business. Lastly, it has concluded with a summary of the key points analysed herein as well as the relationship between its culture, structure, and people.

Overview and Structure of St John Ambulance

According to Fatehi 1996, there are five different types of organisational structure. The research carried out for the project shows that the concerned organisation has a geographic structure. (Browaeys et al., 2008) The St John Ambulance comprises of numerous organisations which are affiliated under a parent organisation named Order of St John. It primarily functions as a charity by providing health and social care training, first aid, and medical services especially in the time of emergencies. The chain of organisations under the name of St John Ambulance is spread in various countries and regions including England. The first association was established in 1877. The Ambulance Brigade started 10 years' latter. It has more than 5 million volunteers globally including uniformed first aiders. The organisation run by donations and funds raised through public events. The organisation values its culture and people. It also

manages to have diversity as the volunteers and other people involved belong to diversified race, class, gender, etc. (St John Ambulance, 2020). The volunteers of the St John Ambulance provided medical care in the 1890s to the people during the South African Wars. Its first sporting event was the 1908 London Olympics for charity. During the First World War in the 1910s, it provided medical care in association with the Red Cross Committee. During this time, it expanded its services outside of England. The training started in the 1920s. During the Second World War as well in the 1940s it provided medical services to the people. In this way, it has been providing services to the people since its foundation until the present day (St John Ambulance, 2020)

The St John Ambulance is a charitable organisation having a team for as a leader. They oversee the daily activities of the organisation. The leadership team is responsible to the Trustees along with its parent charity of the organisation. The team of leaders comprises of various roles- Chief Executive, Chief Operating Officer, Regional Directors, Other Senior Management Team members - Director of Fundraising, Director of People and Organisation, etc. (Fig. 1)

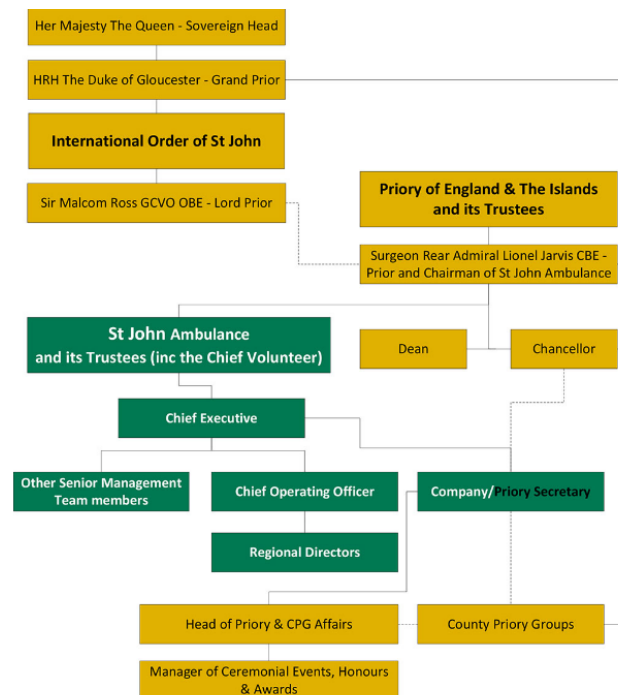


Fig. 1: St John Organisational Structure

(Source: The priory of England and the Islands, 2020)

The behavioural approach to management and the role of Leadership in St John Ambulance

The leadership team of St John Ambulance has recently established a goal “2019- 2022 strategy: Serving your communities”. The board of trustees is responsible to lead this plan and achieve the goal by the time. The leadership of the organisation also includes its clinical team and sister organisations (St John Ambulance, 2020).

Its management focuses on the behavioural approach along with reward management and diversity management. In the 2010s it initiated an event of First Aid Awards for saving a life. It not only inspired people but also created awareness. The behavioural approach of management focuses on the psychological aspect of people and human behaviour as well. This approach helps the managers to focus on the needs of people in the organisation and motivate them pressing on such factors. As the organisation values people at the highest level of priority, the behavioural approach is very evident. This management approach is globally not only acceptable but also is very popular due to its feature of psychological perspective (Fatehi et al., 2019). Moreover, the long-established services of the organisation and an increasing number of volunteers along with increasing donations from people help in establishing the fact that the managerial approach is the key to its success. The behaviour of the people creates relationships amongst them which have a potential impact on the organisational structure and culture. Hence, the behavioural managerial approach also helps in creating a positive organisational culture within the organisation that reflects affirmatively in its external services (Mullins, 2016). Moreover, the managers at St John Ambulance also seem to follow Fayol’s 14 principles of management. The principles are- Division of labour, balancing responsibility, discipline, unity of command, unity of direction, the subordination of individual interest, remuneration, centralisation, Scalar chain, order, equity, the stability of tenure of personnel, initiatives, esprit de corps (Edward, 2018).

Culture in St John Ambulance

Organisational culture comprises of its values and belief. It does not develop in a day; as it is related to the people related to the organisation it takes time to develop. The people also apply their past experiences and learning in developing the culture of an organisation. This is stated by Edgar Schein as well. He has provided a theory including a model of organisational culture. According to the model (shown in Fig 2.), the organisational culture has three levels- Artifacts, Values and Assumed Values. These levels of organisational culture help in building the organisational structure stronger (Onday, 2016).

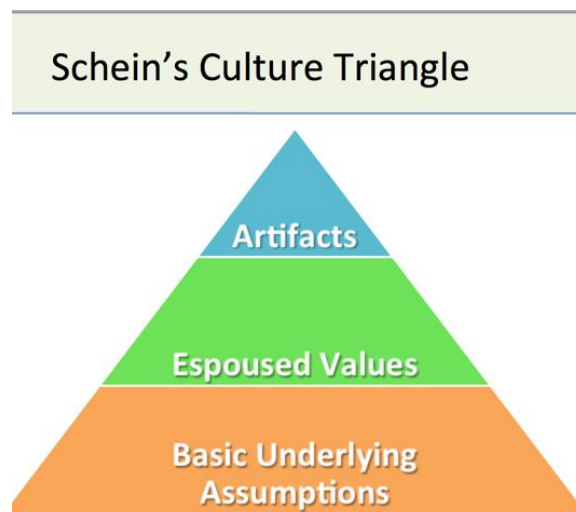


Fig. 2: Schein's Organisational Culture Model

(Source: Models of Organisational Culture - Schein | Business | tutor2u, 2020)

The organisation of St John Ambulance is not only popular for its services but also its culture and organisational objectives. It aims at improving public health through its community service of volunteering and providing first aid as well as other medical supplies. It has a long-established name and popularity and it still carries on its heritage of providing required care and compassion. It stays beside people in the moments of need and promotes relief from various illness and diseases as well as decrease people's suffering and distress. Through providing help to the vulnerable groups of people, it has established a strong culture comprises of values and morality. It also believes in serving without judging people which refer to its anti-discriminatory

environment. This reflects the diversity management of the organisation as well. It also provides caretaking time which establishes the fact that it focuses more on its services than the development of the organisation through more donations or other means. It also provides training to make the volunteers skilled. The management of the St John Ambulance is not drowned in emotion but also has the technicality needed in managing an organisation. It provides training services including lessons for skill development. It explores new areas to cure public health and prevent diseases from spreading (St John Ambulance, 2020).

Mission and values

The HEART values followed by the organisation are-

Humanity: It treats the distressed people with care and respect.

Excellence: It provides training to make the skills of the service providers excellent.

Accountability: It delivers services and other measures as promised.

Responsiveness: It responds in emergency times as well as develops its services with the passing time.

Teamwork: Volunteering and the service providing establishes the strong teamwork that it values the most.

These values adopted by the organisation shows its excellent management and the skills of the managers involved in St John Ambulance. These values along with the training and diversified culture make the volunteers motivated to work more and serve more to the people. Hence, the managers work in both internal and external ways in the organisation. They manage to motivate the volunteers and strengthen the organisation internally as well as serve properly to the common people externally. It also shows that the organisation values people the most both the people internally involved and the external service users. Such compassion and motivation are the keys to its long-established name and developed services (St John Ambulance, 2020)

Hofstede's cultural model

According to Hofstede's cultural model, there are six dimensions and some matches with the cultural path of the organisation. According to psychologist Geert Hofstede's cultural dimension model, the dimensions are- Power Distance, Individualism v Collectivism, Masculinity v Femininity, Uncertainty avoidance, Long-term orientation v Short term orientation, Indulgence v Restraint (as shown in Fig 3.) (Hofstede's Cultural Dimensions Theory, 2020).

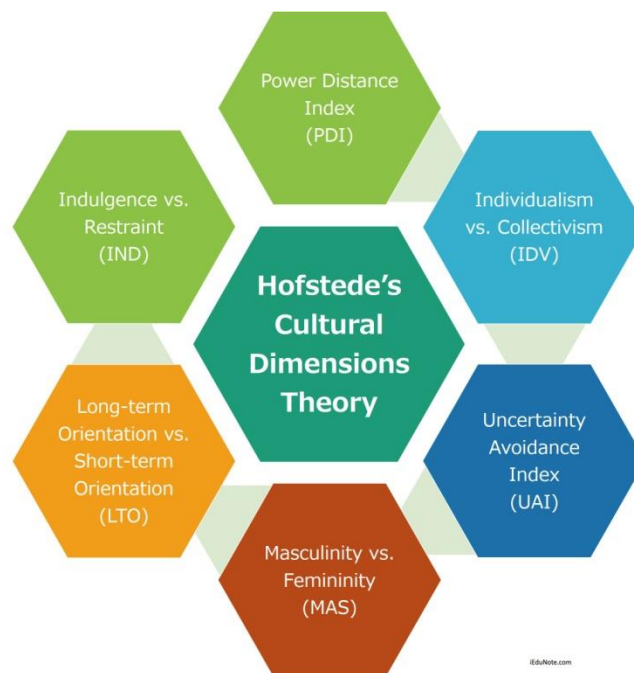


Fig. 3: Hofstede's Cultural Dimensions

(Source: Hofstede's Cultural Dimensions Theory, 2020)

The first dimension focuses on inequality that seems to be non-existent in St John Ambulance. The values of the organisation are based on being 'non-judgmental' as mentioned above. The second dimension refers to working alone v teamwork. Again, the core value of the organisation lies in volunteering and teamwork. The third dimension refers to the distribution of power amongst men and women. The trustee board, leaders, managers as well as volunteers included people from both the genders showing that this dimension of Hofstede is also achieved by the organisation (Minkov et

al., 2017). The fourth dimension shows how an organisation and its people behave in uncertain situations. The organisation's service includes helping in emergency times; hence, the people herein cope well enough with the uncertainty of situation and tension and anxiety of the same. The fifth dimension is focusing on the long term orientation that is showed in the 2019- 2022 strategy of the St John Ambulance. Lastly, the six dimensions refer to a loose organisational culture as opposed to a strict one. The concerned organisation has uses some of the six dimensions and thereby has established a proper culture within and outside of it.

Organisational Performance of St John Ambulance

The annual report of St John Ambulance also shows its increased performance. It shows its long term vision as it established charity funds for the future. It is building resilience by providing training to the public and increasing awareness amongst them as well. It also has been supporting all communities- big and small (Annual Report and Accounts, 2018).

SWOT

For further analysis, the following SWOT analysis shows its strengths, weaknesses, opportunities, and threats:

<i>Strengths:</i> - Well established name - Positive service providing - Maintaining its values and culture	<i>Weaknesses:</i> - Dependency on fundraising
<i>Opportunities:</i> - Technological advancement in healthcare service - Expanding its branches globally - Association with other organisations	<i>Threats:</i> - Political issues - Competitive NGOs

Source: Created by Author

PESTEL

To analyses the influence of the external factor, the following PESTLE analysis will be helpful:

Political	The chain of the organisation is expanded in numerous countries. It has to deal with different political situations, like, elections, instability, Brexit, etc.
Economical	It depends on charity and fundraising which can be uncertain.
Social	It has good values and culture focusing on people. The never-ending fund shows good social influence
Technical	It has developed its service based on rapidly developing technology. The service includes technical machinery. It comes up with the technical changes making them advantages.
Legal	It does not face many legal suits as well as abide by domestic and international laws. Therefore, the legal influence is positive on it.
Environmental	Its strategies are sustainable showing compassion towards the environment. Moreover, it helps in emergencies caused by natural disasters as well.

Source: Created by Author

Based on the analyses above (SWOT and PESTEL) can be seen that the internal and external factors are in favour of the development of the company. There are not many factors that can influence positive organisational performance. The organisation has strong links with its volunteers and a good reputation, and a stable future.

Conclusion

The organisational culture and the structure are interrelated and have impacts on each other. Both of these elements of an organisation rely upon its people. The detailed analysis of the St John Ambulance in the essay referring to various leadership and managerial aspects and approaches has established the fact that St John Ambulance not only enjoys a positive culture inside but the same reflects in its work as well. The diversity, cultural affinity, and the strong structure of the organisation built by its leaders and managers have made the service providing even better with time. These factors of the organisation have been analysed through SWOT and PESTLE models of analysis. The analysis includes literature support as well based on various research studies and annual reports of the organisation and data from its website. It also has theories of academicians related to the concerned field of studies. Therefore, it has been concluded that St John Ambulance not only has developed as an organisation but also has established a benchmark for many other non – profit organisations in the modern world.

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