

BUSINESS MANAGEMENT

ASSESSMENT 2

Introducing the Modern Workplace LCBB4003

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Executive Summary

This is a report initiated with the prospect of Vodafone Group Plc where it has been observed that the employees are showing some adverse behaviour to some extent. The paper by delivering a brief background of the organization outlined the issues of the management regarding employee motivation. The goals and objectives of the company are detailed, along with the dimensions of managerial work nature and leadership roles. By acknowledging different dimensions of behavioural attributes with the support of academic literature, the paper further delivered some strategies to mitigate the issue properly.

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1.0 Introduction

The report is presented on the backdrop of Vodafone Group Plc, which is currently moving towards standardizing its operation on a global scale. By acknowledging the behavioural response of its employees, especially in the regional branches, the study is expecting to outline some suggestions to the managers. Identification will be made on both leadership and management aspects and will be accelerated further with distinctive behavioural approaches.

2.0 Background of the organization

Founded in 1991, Vodafone Group Plc. is a leading UK based organization that delivers data, voice, IT, and mobile services across the globe. Headquartered in Berkshire, UK, the company is operating in 25 countries and has network partners in more than 40 countries. In June 2020, Vodafone Group reported having more than 300 million mobile service holders and 22 million broadband customers across the world. Being the largest telecommunication organization, Vodafone managed to accumulate a revenue of 43.7 billion Euros with a global employee base of 92,963 people in 2019.

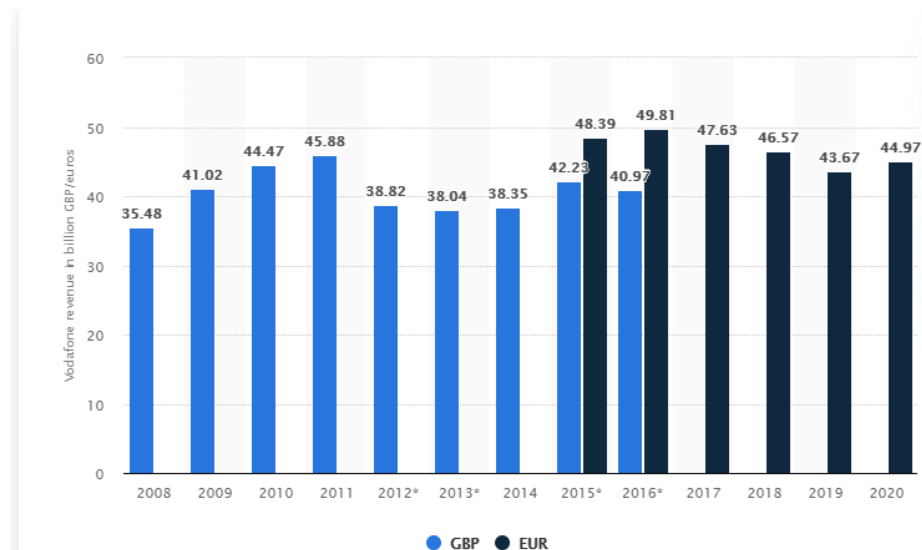


Figure 1: Revenue of Vodafone (2008-2020)

(Source: statista.com, 2020)

With the mission of providing high-quality service, products, and solutions to the customers, the company transformed its technological communication massively over the past few years which includes the acceptance of automation, Artificial Intelligence (AI), cloud computing, and coding. Vodafone always aspires to be an employee-friendly organization as they find it the most significant culture for survival and profit maximization. Over the past few years, Vodafone became a global name and established many regional offices. However, the independent operation of the regional branches caused the company to have standardization issues. Being a global company, it became essential for the brand to introduce a common standardization in all areas for which they recognized the need for change. Now the organization is slowly moving towards the scenario of global leadership that will drive a standardized operational agenda around the world (vodafone.com, 2020).

2.1 Outline of the project

Growing competition and continuous change in the market is demanding potential leadership at a global level that can support the goals of the company. With the vision of having ***“International values and local roots”***, the company is trying to establish a global and standardized leadership and management in place of the regional administration. Changing its leadership and management style is causing a change in its organizational structure and culture as well. Undoubtedly any change in the culture and infrastructure always comes with internal issues. Many of the employees by considering the change in a negative way started to demonstrate adverse behaviour which is not good for the company. The project is initiated to acknowledge the goals and objectives of the company in terms of its leadership and management transformation. It will outline the probable behavioural issues of the employees. It is also expecting to outline the role of leaders and the nature of managerial work concerning the issues to deliver some concrete suggestions for improvement.

3.0 Goals and Objectives

With the ethos of underpinning all the regional branches of the company under a common roof, Vodafone is implementing the policies of standardization and code of conduct. The salient goal of the organization is to implicate the centralized strategies in all branches without damaging

their flexibility and autonomy to operate in the local market. For this, the firm is introducing new managerial and leadership values directly from the headquarters. CEO Nick Read along with his managers understood that the brand could not move forward without the help of the employees. For this, Vodafone is committing to nurture the employees by creating an exclusive work culture. The company is aiming to have a diversified workforce to support the needs of the customers at a global level. They are also aiming to develop the most accurate leadership and management style that can foster the capabilities of its staff without violating their authenticity.

Distribution of responsibility and authority in the management defines the behaviour of the employees. Potential management always glorifies a culture and structure that manages the operations fluently and motivates the employees to support the objectives at each level. Identification of such potential variables in management and leadership is the principal goal of the project.

The following are the objectives of the company that the project is trying to incorporate for prescribing the most accurate strategies.

- To recognize the issues of the employees in the transformation process of the management of Vodafone.
- To realize the significant role of a global leader and the appropriate nature of managerial work. It also includes the identification of middle managers' work.
- To observe the variables that drive the behavioural differences among the working individuals.
- To assess the key strategies through which greater employee involvement for a leader's call can be gained.

4.0 Leadership and management behaviours

Identify the essential nature of managerial work

The nature of managerial work is thoroughly described by authors Altamony and Gharaibeh, (2017) in the journal where they detailed the *Mintzberg's Management Roles*. Mintzberg recognized the role of managers at the workplace, which are;

Interpersonal Roles:

- Leader: encourage the subordinates

- Frontman: represents the organization to the stakeholders
- Liaiser: maintains communication

Decisional Roles:

- Spokesperson: transmit vital information outside
- Monitor: supervise the flow of work
- Communicator: communicate the information with subordinates

Informational Roles:

- Resource allocator: decides the work and province of the employees
- Entrepreneur: initiate the crafting the change
- Handling disturbance: managing sudden events
- Negotiator: perform negotiation



Figure 2: Mintzberg's Management Roles

(Source: Self-created)

Role of leadership

Effective leadership influences the behaviours of the employees by guiding them in their need. Managers of Vodafone to implement any change must acknowledge fruitful leadership styles to control and motivate the employees for adopting global strategies. Some key areas where the managers have to let their leadership abilities outperform are in the skill development programs while introducing any organizational change, in solving the internal conflicts, boosting employee morale and motivating the employees for the change (Binci *et al.* 2016). Finding the right

balance between leadership and managerial attributes is what the top management of Vodafone currently necessitates. Some leadership styles the global leader of Vodafone must acknowledge here are;

- **Transformational leadership:** Here, the managers have to encourage their subordinates to excel in their area of interest for the betterment of the organization. This leadership style is particularly effective to encourage employees to bring innovative changes in their work that will shape Vodafone's growth. Leaders in this process prefer to connect with their employees on a personal level and also train them to be the next leader (Nawaz and Khan, 2016). This mechanism outperforms in the transformation process as it erases the self-doubt and fear of the employees regarding the change.
- **Transactional leadership:** Here, the leaders promote good work through rewards. In this style, the manager of Vodafone can focus on the performance of the employees at a scalable range. At the same time, the idea of reward in terms of recognition and incentives motivates the employees.

Effective management and leadership variables

Some effective variables that the leaders and managers of Vodafone must assess are;

1. **Honesty:** Integrity and honesty are the most crucial component to impress the subordinates.
2. **Confidence:** The leader needs to reflect high self-confidence for the subordinates to mirror.
3. **Commitment:** Managers have to fulfil their commitment towards the work as going back on promises can cause psychological contraction among the employees.
4. **Communicator and listener:** Managers have to communicate the goals and objectives clearly with the followers (Sandybayev, 2019). They have to be a good listener as well to acknowledge the ideas and issues of the employees.

5.0 Group and team behaviours

A behavioural approach to management

The behavioural approach to management incorporates the idea of **Behavioural Science**, which suggests that human beings are complex entities, and the management must develop the adequate skills and expertise to satisfy human needs (Varma, 2017). The managers of Vodafone to acquire

potential employee performance, motivation, and participation have to adopt integrated leadership approaches. Behavioral Science believes that leadership is an essential element in managerial success and must stimulate the mindset of the followers through communication and inspiration.

The managing body of Vodafone is advised to consider *Vroom's Expectancy theory* which states that the level of employee performance depends on an individual's factors like skills, knowledge, abilities, and experience (Lloyd and Mertens, 2018). However, the theory also suggests that even after having distinctive goals, the working individuals can get encouraged if they believe that;

- There lies a positive connection between performance and efforts,
- Commendatory performance can reflect a desirable reward,
- The given regard can satisfy their utmost need,
- The craving for satisfying the need is so strong that it can justify the effort given.

Thus, the managers of Vodafone to drive the standardized strategies have to let their employees believe the mentioned elements to gain success (jstor.org, 2020).

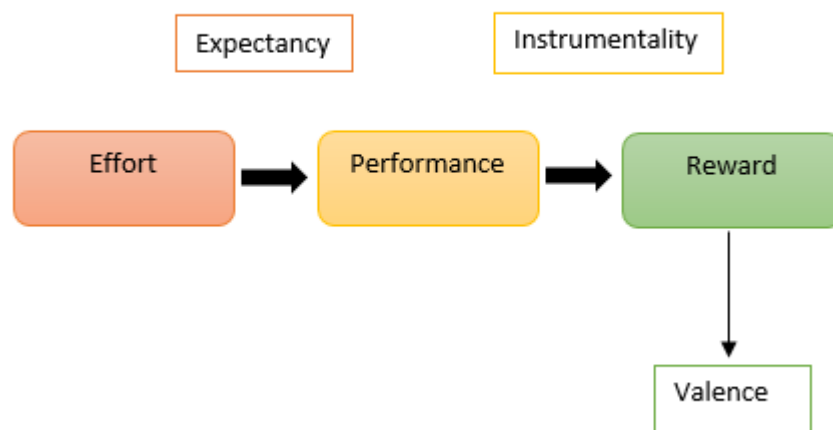


Figure 3: Vroom's Expectancy theory

(Source: Self-created)

Factors that affect differences in the behaviour of the individuals

The way an individual in the workplace addresses and responds to a situation depends on multiple factors. Possession of a few essential factors makes the person eligible for the work.

The managers and leaders of Vodafone must scale the employees based on such factors which are discussed below;

Openness: Possession of such features makes the person innovative and creative. Such individuals are good for work as they also want to learn new things and tend to prosper challenges.

Conscientiousness: Individuals with such characteristics are reliable and tend to live an organized and goal-oriented life. People with high conscientiousness can become a focused and reliable employee.

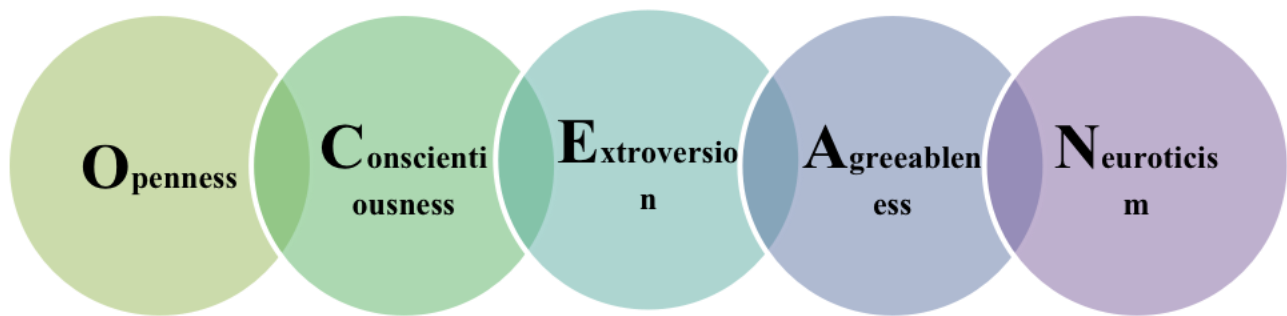


Figure 4: OCEAN personality traits model

(Source: Self-created)

Extroversion: Extroverted people are energetic and interactive (Ziegler *et al.* 2019). Such people can dilute in any atmosphere and are good in team performance.

Agreeableness: The dimension of kindness, affection, and co-operation are associated with this feature, and employees with high agreeableness can submerge themselves easily with the change.

Neuroticism: Individuals with high neuroticism are not good for an organization as their emotional instability leads them towards sadness, fear, mood swings, and anxiety easily.

6.0 Motivation and perception

Critical Analysis

Even after having moral differences, the work of a manager must execute the dimensions of leadership properly. As observed in the case of Vodafone, the employees are showcasing inadequate behaviour towards the concept of global leadership and standardized Code of Conduct. In such a situation, managers of the headquarter as well as the regional branches need

to work as a leader. They have to adopt all the leadership attributes essential for preparing the employees for the change.

As the **Scientific Management Theory** of F.W. Taylor suggests, employee productivity is directly proportional to job simplification (Ferdous, 2016). He also suggested that the managers must cherish a strong bond with the employees on a personal level. Similarly, by showing the leadership traits, they have to guide them on their targets. Unlike the **Classical Administration Concept**, which concentrates more on employee training rather than concentrating on the individual's efficiency, Taylor suggests that salary must be given on the work done. It also justifies the concept of Expectancy theory and Transformational leadership which also supports the reward system for developing employee motivation (researchgate.net, 2019).

Recommendations

The following are some additional recommendations for the leader and managers of Vodafone to implement.

First, the higher authority of the headquarter needs to communicate about the standardized strategies with the managers of the regional offices. They are highly suggested to convince the managers and leaders of the branch offices first about the change.

Second, the managers of the branch offices then have to develop a communicative atmosphere in the office premise where they can communicate about the change process. Utmost transparency is a must need here. They have to motivate the employee for standardization by letting them know about the importance and benefits.

Third, the managers and leaders need to consider the personal wellbeing and goals of the working individuals here. They must not consider a work-atmosphere that can damage the work-life balance of the workers.

Fourth, the adoption of transformational leadership is what the leaders of Vodafone currently need to speed up the inherent capability of the employee and also to demolish their inner doubts about the change.

7.0 Conclusion

The report picturized the ongoing issues of Vodafone Group regarding the employee behaviour towards global leaders and the unified standardization process. As organizational success depends massively on its employees, the cooperation and motivation of the staff is a must

requirement. The study, throughout its course, recognized the strategies through which the managers and leaders of Vodafone with the guidance of CEO Nick Read can imply a supportive organizational structure and transformation for the employees. The managers are strongly suggested to follow the concept of Transformational leadership here.

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