

Name: Bandac Gabriela

Student Number:2014067

Module Title: INTRODUCING the MODERN WORKPLACE

**Assignment Title: Organisational Structure and Culture of
Wagamama**

Module Code : LCBB4003

Module Lecturer's Name : Dr. Gregory Cowan

Table of Contents

Introduction	3
Examination of the relationship between culture, people, structure, and organisational performance	9-8
Reference	9-10

Introduction

The research in question is based upon an understanding of the analysis that sought out the relationship of factors that determine an explanation of the determinants that affect human behaviour. According to Joseph and Gaba (2020), the essence of human behaviour and how and why such kind of behaviour develops has been indagated. The company upon which this investigation will be performed is Wagamama. The report will examine various factors of human behaviour and their cultural and structural relationship that stimulates their performance in a corporate sector with its basis upon the chosen company. Wagamama is a UK-based chain of restaurants that specialises in authentic Japanese food. Alan Yau founded the restaurant chain in Bloomsbury, London, in 1992. How these components work concerning the organisation and the remedial steps for better functionality shall also be considered (Wagamama, 2021).

Examination of the relationship between culture, people, structure, and organisational performance

Organisational **culture** has to be the epitome of any workplace as it designates a safe and healthy working condition for both employers and employees. It includes allowing leaders to manage their teams with little interference to enforce autonomy. The company must have a coherent purpose. According to Lee and Edmondson (2017), it's difficult for the employees to work together toward a common goal, make successful decisions, and move the company forward without a collective objective. The predominant culture of enterprises depends upon the organisation's goals, the environment in which it functions, the management of employees, and the employees' methods of faith. Organisations that are highly hierarchical and well-structured tend to have a culture that is heavily regulated. Employees adhere to regular protocols, which include a rigid hierarchy and specified individual roles and responsibilities.

In competitive environments, such as sales, rigid hierarchies may be abandoned, favouring a competitive culture that places a premium on maintaining good performance. When culture and management processes are out of sync, management must re-align them so that employee behaviour leads to organisational objectives.

Wagamama is a shining example of a society that celebrates individualism and cultural diversity. There are communal tables served by a diverse waitstaff that included women, men, black,

white, Hispanic, Asian, Indian people, and those who preferred to dress conservatively. Corporate culture is enhanced through the anabolism of employees. Wagamama does not want employees who fit into its culture; instead, the noodle business requires the diversity of the people it employs to help it develop, live, and grow its culture. As a result, the community has become a living quilt of diversity, with each new addition adding light, power, and uniqueness. Wagamama's diversity fosters a sense of belonging and the restaurant's culture of belonging fuels its development (Wagamama, 2021).

Furthermore, the vision is a motivator that can keep workers engaged even when times are tough. The daily interactions of individual employees also pertain to organisational values. The people include everyone employed to be part of the enterprises' structure, and ethos determines an organisation's ethos's success. Green and Shapira (2018) put forth that when a company focuses on these factors, it is easier to attract customers and increase competition. Whether a company is small or large, its success is determined by how it is organised.

The organisational **structure** develops under the influence of society, which influences a company's ability. It is much easier to describe management operations with the help of the system. It also aids managers in planning, coordinating, directing, and overseeing diverse management operations through a framework of attempt and charge. Greater standardisation is likely to boost individual organisational performance. Still, it can also lead to increased inflexibility as personnel becomes incapable of performing non-standard activities, specialisation, and the degree to which the organisation's work is divided into separate components. According to Vilisov (2017), modern structural approaches to an organisation include a systematic perspective that is a complex interactive method supposedly multi-levelled and multidimensional. They also carry a multi-motivated, anticipatory, multidisciplinary, representative, multivariable, and versatile proposal. A proper organisational structure benefits the employees through transparency.

Wagamama has been functioning upon the kaizen since they first began. Kaizen's organisational structure refers to business activities that continuously improve all functions and involve all employees, from the CEO to the assembly line workers. Kaizen is the Sino-Japanese word for "improvement". It also applies to processes, such as purchasing and logistics, that cross organisational boundaries into the supply chain. This structure seeks to eliminate duplication and

redundancies by improving streamlined programmes and processes. Emma Woods is the CEO and the non-executive director, David Campbell as Managing Director, followed by a series of board directors and secretaries to perform together and make the authentic food-chain both consumer and enterprise-friendly. Being a restaurant chain, they have to develop innovative and creative ideas for dishes and display. Wagamama's Executive Team had set stringent standards for stakeholders and worked in a highly competitive market. With the arrival of a new CEO, it was felt that the team needed to become more aligned on its decisions and ways of working together to maintain the company's market leadership role (Farrer and Wang, 2020).

To attain this, a four-month series of development workshops followed an initial collaborative evaluation using the Adaptable TeamTM Framework and team member interviews. The initial review revealed the need for a renewed sense of team identity, consensus on all team goals, how the team could function together more efficiently, and shared accountability for attitudes and behaviour. As a result of this, the restaurant chain successfully enabled their team to restore and reinvigorate their sense of mission and identity, fostering a renewed emphasis on the team's expectations in the current setting. According to input from the team and the CEO, a distinct change was noticed in team members' attitude and action in how they interacted with each other and with the task at hand (Wagamama. 2021).

According to Sandhu and Kulig (2019), departments can function more if attention is paid to the administrative framework, spending time and resources on productive tasks. A well-defined framework may also serve as a path map for internal elevations, enabling businesses to develop solid employee progression plans. The official reporting relationships that control the company's workflow are laid out in the organisational framework, which offers instructions to all employees. Most companies follow a hierarchy of decision-making, where employees are hired based on their skills and strongholds that they ought to follow to fulfil their designated duties. Smaller companies, however, divide this hierarchy as employees are required to perform more than one designated task.

According to Mannion and Davies (2018), however, this hierarchy in the organisational structure has its advantages and disadvantages. A centralised organisation's benefits include an office cost reduction, formal and integrated functioning as employees are designated particular jobs and know where and who to report to. Quick action and strategies for issues can be obtained through a centralised functioning. The disadvantages include a delay in work as the pressure upon one

person sometimes become excruciating. Wagamama is a restaurant chain where they follow a flatarchy in organisational structure which allows them more decision-making capabilities at different organisation levels, flattening out the hierarchy's vertical appearance. Wagamama has a programme for inner creativity or an incubator that will continue to work in its current structure under this flatarchy. Still, employees at all levels are encouraged to propose ideas and run with them, possibly forming new uniform teams for collaborative and cultural functioning. This helps in the maintenance of a cordial relationship between the staff at the restaurant and the consumers dining out or ordering Japanese cuisine from Wagamama.

The organisational structure of a business can have a significant impact on **performance** management processes and strategies, and organisational performance goals can help shape the network as well. The effect of hierarchy on employee performance and the factors that empower staff, and the impact of work satisfaction on performance are the main focus points. Staff may concentrate on their role-specific activities when they have clear job descriptions and personal responsibilities. As put forth by Szydło and Grześ (2020), it enables workers to prioritise their workload and reduce the likelihood of duplication of effort. Established roles and responsibilities ensure that staff are competent and skilled for the tasks they perform in the offshore setting, where safety is a top priority. The performance of the employees depends upon the importance of responsibilities given to them. Suppose the structure of an enterprise is too hierarchical. In that case, Suppose it leads to a sense of dissolution, lethargy and hopelessness within the employees resulting in a negative impact on their designated employment roles. This takes place because once an organisation is too rigid in a centralised authority, it often does not give enough value and importance to employees' opinions and ideas below their designations, leading to creative blocks and disillusionment that is not beneficial for the company itself. As a result of central administrative control, however, concord in action is provided in the organisation. The same official superintends the job, and the same office equipment is used to ensure that all tasks are carried out consistently. According to Farrer and Wang (2020), a survey indicates that more than 50% of employees are partly satisfied with their jobs based on their organisational structure. Cognitive, affective, or behavioural antecedents may all influence one's attitude toward the same object. Wagamama's workers who follow a flatarchal organisational structure have been witnessed through conversations with former employees. They have poor management and delay

in payments of employees, poor working conditions, etc. There are instances of unavailability of necessary everyday requirements, such as holders and bags. According to Farrer and Wang (2020), the employees are provided with a free lunch and health benefits, but the workload is immense. There is utter confusion because the chefs do not know the remedies for specific allergies half of the time. There have been complaints regarding racist and dysfunctional work culture. Thus, too much haphazardness in management, such as Wagamama, can lead to an organisation's fatal disintegration. This dysfunctional structure has led Wagamama to close down over 200 restaurants because of the Covid19 pandemic and its immense effect on the world's hospitality economy. Thus, it can be understood that an organisation's structure works positively, based upon the relations in culture and performance. A matrix structure should be favourable for Wagamama with a balance in hierarchical management that provides ample scope for employees to participate and portray their creativity.

The effects of various factors on individual behaviours

The factors that affect employees' behaviour in an organisation depend on the organisational structure, culture, and relationship to individual employees determine administrative management's behavioural approach to administrative supervision (Zheng *et al.* 2018).

- Culture at work: Everyone should be subject to the same rules and regulations. According to Kraśnicka *et al.* (2018), employees should be encouraged to respect their superiors and adhere to the code of ethics. This again is a two-way factor where employers have to provide the employee confidence and security.
- Responsibility at work: Employees should not be subjected to overwork. This leads to poor health and mental fatigue and leads to employee resignation. They should be hired based on their skills and allowed importance and independence in their work. For example, Wagamama should employ chefs who have the knowledge to treat allergies in case of emergencies (Farrer and Wang 2020).
- Communicative Effectiveness: Communication between team members and their leaders is a critical factor. Lack of this leads to a gap that forms a sense of deficiency in the problem at hand. Any form of harassment and no steps taken against it often leads to an adverse change in employee behaviour. Acknowledgement of hard work is necessary for

the positive conduct of individuals in the workplace. Wagamama typically has to work for this to help in employee satisfaction (Farrer and Wang 2020).

- According to Zheng *et al.* (2018), healthy work relationships are very important to ensure the mental stature coming to work daily. For example, if a person has to go through bullying, maybe racial or sexist, automatically their functionality will reduce and affect their performance at work. Wagamama, for example, has to provide its ethnic minority staff with proper justice when it comes to racial discrimination instead of being the abusers themselves.
- A healthy and functional home environment is also an important factor in employee behaviour in the workplace (Vilisov, 2017).

Conclusion

The relationships between the organisational structure, culture, and performance of employees in an enterprise are related to each other and result in individuals' positive and negative behaviour. The chosen company Wagama is authentic but requires to put pressure upon their disadvantages at employee benefits for better functioning. The report also focuses on how issues can be overcome through thorough research and understanding.

Reference

- Grin 2021. *GRIN - Impact of organisation structure on employee performance*. [online] Grin.com. Available at: <<https://www.grin.com/document/434752>> [Accessed 25 March 2021].
- Farrer, J. and Wang, C., 2020. Who owns a cuisine? The grassroots politics of Japanese food in Europe. *Asian Anthropology*, pp.1-18.
- Green, E. and Shapira, Z., 2018. Hierarchical sensing and strategic decision-making. In *Behavioral Strategy in Perspective*. Emerald Publishing Limited.
- Joseph, J. and Gaba, V., 2020. Organisational structure, information processing, and decision-making: a retrospective and road map for research. *Academy of Management Annals*, 14(1), pp.267-302.
- Kraśnicka, T., Głód, W. and Wronka-Pośpiech, M., 2018. Management innovation, pro-innovation organisational culture and enterprise performance: testing the mediation effect. *Review of managerial science*, 12(3), pp.737-769.
- Lee, M.Y. and Edmondson, A.C., 2017. Self-managing organisations: Exploring the limits of less-hierarchical organizing. *Research in organizational behavior*, 37, pp.35-58.
- Managementstudyguide.com. 2021. *Ways to Influence Employee Behaviour*. [online] Available at: <<https://www.managementstudyguide.com/ways-to-influence-employee-behaviour.htm>> [Accessed 25 March 2021].
- Mannion, R. and Davies, H., 2018. Understanding organisational culture for healthcare quality improvement. *Bmj*, 363.
- Sandhu, S. and Kulik, C.T., 2019. Shaping and being shaped: How organizational structure and managerial discretion co-evolve in new managerial roles. *Administrative Science Quarterly*, 64(3), pp.619-658.
- Szydło, J. and Grześ-Bukłaho, J., 2020. Relations between National and Organisational Culture—Case Study. *Sustainability*, 12(4), p.1522.
- Vilisov, V.Y., 2017, October. Internal control tools used within hierarchical organizational structures. In *2017 Tenth International Conference Management of Large-Scale System Development (MLSD)* (pp. 1-5). IEEE.

Wagamama.com. 2021. *about wagamama*. [online] Available at:
<<https://www.wagamama.com/about-us>> [Accessed 25 March 2021].

wagamama careers. 2021. *corporate social responsibility - wagamama careers*. [online]
Available at: <<https://jobs.wagamama.uk/corporate-social-responsibility/>> [Accessed 25 March 2021].

Zheng, Y., Wang, J., Doll, W., Deng, X. and Williams, M., 2018. The impact of organisational support, technical support, and self-efficacy on faculty perceived benefits of using learning management system. *Behaviour & Information Technology*, 37(4), pp.311-319.