

Organizational Structure and Culture

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Introduction

Organizational structures and cultures play a significant role in motivating the employees and boosting the performance of the firm. The structure of an organization provides the guidelines through which the actions and procedures are based. Culture, on the other hand, is the shared values and beliefs that guide the action of individuals and become part of the practice. An effective organizational structure will establish a more inclusive culture that enhances the performance of the employees. An organization with a poor culture would have a low motivated team and thus low productivity. British Airways and Vodafone are some of the largest corporations in the UK. Each of these organizations has different cultures and structures, which then determine the performance of the employees. This report analyzes the structure and culture at British Airways and Vodafone and how these impact the performance of the employees and overall organization.

British Airways

British Airways is a UK-based airline and acts as a flag carrier. The firm has its headquarter in London, UK, and is the second-largest UK-based carrier according to the size and number of passengers. British Airways is one of the organizations with a large number of employees and a more effective culture.

British Airways Structure and Culture and Impact on Performance

British Airways uses a flat structure where there are few lines of management and a wide span of control. The firm tries to avoid a hierarchy with several levels of management but instead uses a divisional system due to the nature of the business. In this flat structure, the top management provides an opportunity for the lower-level employees to take more responsibilities through delegation. At the top level is the CEO, who is the overall head and oversees the running of the whole organization (Britishairways.com 2020) British Airways has implemented a high-performance framework that ensures that leaders have long-term growth in an attempt to achieve a long-term vision. In this organisation, there are a few middle-level managers, which facilitates collaboration both upwards and downwards.

The management structure is currently divided into two groups, the Management Board and the Customers and Operations Executive. The Board of Management is responsible for establishing the strategic vision of the organisation. The customer and operations manager is responsible for regular customer care, maintaining the highest quality of service and protection for travellers.. This structure has made British Airlines more efficient, allowing for ease of communication with the lower-level employees. The restructuring of the management line is used to ensure that workers can now move between different functions hence gaining more experience. To support great mobility, the organization has clarified the individual and collective roles and responsibilities, thus holding each manager accountable (Britishairways.com 2020). The flat organizational structure

with a divisional system, therefore, plays a significant role in open communication, accountability, and responsibility to individual employees and managers.

A culture based on developing a diverse, difficult, and rewarding workplace has been developed by British Airways. Employees are made to feel part of the company and therefore to share in its success. Diversity is a core value at this organization and is embedded in the recruitment policy (Britishairways.com 2020). The culture of inclusion and diversity promotes respect and dignity for people from different backgrounds. British Airlines has also established a culture of open communication and teamwork. Employees are encouraged to be open and communicate with the management about any issues. Due to the relatively low hierarchy, employees can reach the top management and express their views. The top management engages with the employees through constant face-to-face communication. During weekly meetings, the employees are encouraged to communicate and share their views directly.

The organizational structure adopted by British Airways plays a positive role in motivating the employees and creating job satisfaction. This organizational structure promotes delegation and accountability. It enhances the empowerment of the junior staff by allowing them to handle tasks while the leader plays a coaching role. Delegation enhances job satisfaction because the employees feel that managers trust their abilities and thus better performance. The organizational structure adopted by British Airlines also promotes efficiency. The management encourages the movement of employees within different job functions across the organization. This allows them to build their experience, achieve career growth and increase their performance (Awadh and Alyahya 2013). An effective organizational structure means more delegation, empowerment, and decentralization of decisions which leads to higher productivity.

The secret to the success of every organization is a clear and productive organizational culture. Culture determines how people interact and how they carry their day-to-day activities. A culture of diversity and inclusion promotes respect and dignity. It makes every employee feel that they are valued and considered part of the organization. Research shows that a culture of inclusivity and diversity leads to employee motivation and thus performance (Uddin, Luva and Hossian 2013). By making everyone's culture to be respected, the employees feel accepted and thus motivated to work towards the vision of the organization. The British Airways culture of inclusivity builds emotional attachment and cultivates a sense of belongingness (Britishairways.com 2020). This assists in creating a sense of unity and commitment towards the organizational structure. A culture of open communication at this organization also motivates the employees to communicate their ideas. It makes the employees feel that their ideas are taken seriously by the management. All these lead to more productivity due to increased motivation. British Airways has a reward system where the best performers are rewarded. This makes the workers remain dedicated to the goals of the organization.

Factors Influencing Employee Behavior and Motivation at British Airways

The culture of work is one of the variables shaping employee actions at British Airways. In order to make them remain satisfied, workers need to feel relaxed at work. This includes leadership to empower employees to feel free to express their thoughts and views (Azanza, Moriano and Molero 2013). British Airways has created a workplace culture where employees are valued and feel respected. This culture greatly impacts how they behave. The other factor that impacts how workers behave at this organization is effective communication. The top management engages in direct communication with the workers and encourages them to speak out their minds. Because the idea of the employees is taken into consideration, they are more

likely to feel part of the organization. Leadership at British Airways also plays a significant role in influencing the behavior of the workers. The role of the leader is to provide direction and act as a role model. A leader who shows the right direction to the team members would instill ethical behavior amongst the workers. For example, a leader who leads with integrity and accountability is more likely to make the employees behave morally. The leadership at this organization follows a coaching approach where the role of the leader is only to offer guidance while workers are allowed to do their duty.

A positive work environment where employees feel valued and respect is one key factor motivating the employees at British Airways. The organization has created a more conducive work environment where the employees feel part of the organization. The rewards and recognition also play a great role in motivating the employees at British Airways. The organization has a system in which the employees who have performed extra-ordinary are rewarded and recognized (O'Reilly et al. 2014). Through recognition, the firm has been able to make employees feel appreciated for their good work. Inspirational leadership at the organization also helps motivate the workers at the organization.

Vodafone Structure and Culture and Impact on Performance

Vodafone is a British multinational telecommunication company headquartered in Berkshire, London. Vodafone offers a wide range of products and services within the telecommunications industry. It has a presence in Asia, Africa, and Europe. Vodafone has a more hierarchical organizational structure. There are several different levels of authority within this framework within a chain of command that links the multiple levels of management within an organisation (The Official Board 2020). The decision-making method at Vodafone is formal and flows from the top downward.. This, therefore, make Vodafone have a tall organizational

structure with every level of the management having clear responsibilities and a line of control. Due to its large size and presence in different regions, having several management levels ensures that every subsidiary has effective management to oversee the running of the business. The board is responsible for the overall business conduct and management of the organization. The board meets at least eight times a week to discuss important matters of the organization. The CEO is the overall management head, and all the level managers report to the CEO.

The first stage in the organizational culture of Vodafone is goal setting and effective communication. The organization makes clear to the employees their roles and responsibilities. Two-way communication is preferred, where the employees are encouraged to communicate and share their ideas with the management (Vodafone.com 2020). The role of the manager is to provide direction and help employees stay focused. Employees are provided with feedback about their performance and guided to improve their output. Communication between the management and the employees plays a significant role in the success of Vodafone. The management maintains constant communication with the employees to ensure they are updated on everything. Inclusivity is also a core component of Vodafone culture. It has many employees from different backgrounds, and it has created a culture in which all the employees feel safe, respected, and valued irrespective of their backgrounds. Teamwork is another key element of Vodafone's culture is based on. Employees have a team spirit and working in groups is preferred to individual. A culture of excellence drives every action within the organization. Employees strive to deliver excellence through the support of the management.

A core benefit of the hierarchical structure at Vodafone is its ability to provide employees with a clear understanding of their roles and responsibilities. Employees tend to become more motivated and perform better when they understand their line of duty and responsibility. It makes

the employees more confident about their roles and thus enhances their performance. At Vodafone, the hierarchical structure also provides close oversight of the workers across a small period of management power. The workers are close to the line manager, thereby creating a good working partnership that can contribute to improved results.

The culture of inclusivity plays a significant role in building a sense of unity and making all the employees feel welcomed in the organization. It builds a team spirit and unity, which is essential for increased productivity. A culture of open and two-way communication also plays a positive role in building employee motivation and enhancing performance. Two-way communication creates openness and builds a close relationship between the management and the employees which then results in increased productivity. It makes the employees feel part of the organization for which they share a common vision and objective.

Factors Influencing Employee Behavior and Motivation at Vodafone

Open and effective communication is one of the factors that impact the behavior of the employees at Vodafone and enhance their motivation. The management supports two-way communication where the employees are encouraged to speak out their views without fear. This makes the workers feel secure and safe in the workplace, allowing them to identify any problem they see. This not only motivates them but also impacts their attitude towards the firm. The culture of teamwork also plays a significant role in employee motivation and influence on behavior (Yidong and Xinxin 2013). The organization has established a culture of team spirit where workers embrace each other and work together for the benefit of the organization (Pinder 2014). Effective leadership at Vodafone has also played a significant role in employee motivation. Inspirational leadership provides direction to the employees while allowing them to

boost their skills at work. Therefore, the leadership at Vodafone has been one of the factors that have led to increased employee motivation and thus higher productivity.

Conclusion

Organizational cultures and structures have significant impacts on a firm's performance and day-to-day running of activities. Good corporate cultures and systems motivate employees hence leading to more output. For instance, Vodafone's good organizational culture had led to employee inspiration and improved employee productivity over the years. Valuing and respecting employees motivates and empowers them and leads to employee productivity all the time.

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