

Structure and Culture of **Sainsbury's**

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INTRODUCTION

Organization structure and culture are the most important aspects of the organization. Structure can be define as the outline of company in which roles, responsibilities and power of authorities are involved. Culture can be termed as the overall employees' beliefs, values and behaviour which impact the organizational environment (Schneider and et.al., 2017).

Report will highlight the elements of organizational structure, characteristics of organizational culture, organizational techniques, information management system and total quality management. It will tell the impact of culture on organization. Sainsbury's Company is one of the largest chain of supermarkets in United Kingdom. The company was founded in year 1869 by John James Sainsbury.

MAIN BODY

Elements of Organizational Structure

Organizational Structure of the Sainsbury's

Organizational structure is an important part of the organization. Organizational structure can be define as a system in which business activities are outlined and organized towards the achievement of the organizational goals. There are various types of organizational structure which are depends upon the size, numbers of employees under the organization and industry structure etc. (*Hierarchical Organization Structure*, 2019).

Sainsbury's Organizational structure is hierarchical organizational structure. In this organizational structure, there are various level of authorities on the basis of chain of command. In this type of organizational structure, higher authority level controls lower authority level.

Organizational Structure chart of Sainsbury's



(Illustratio

n 1: Organizational Chart

Source: *Hierarchical Organization Structure* (2019)

Elements of Organizational Structure

There are various elements involve in organizational structure of the Sainsbury's. These elements are as follows -

Work Specialization – Work specialization refers to the degree to which an organization assign employees those tasks or activities in which they are experts. It is also known as Division of Labor. Sainsbury's organization follows work specialization which make their structure strong. Thus, it is highly specialized organization.

Departmentalization – Departmentalization refers to the process of dividing whole organization into some specified nature of work which is known as Department. Sainsbury's is highly departmental organization where there are various departments and sub-departments. Thus, there is rigid departmentalization in the organization.

Span of Control – Span of control refers to the numbers of employees who are working under the supervisor or employer. In the context of Sainsbury's, there are more employees and few supervisors, which means there is wider span of control (Winnubst, 2017).

Centralization and Decentralization – Centralization refers to the degree to which top level managers make decisions by their own. Decentralization refers to the degree to which top level managers give the right and responsibilities to the lower level managers to make decisions by their own. Sainsbury's company has decentralized structure.

Chain of Command – Chain of command refers to the reporting relationship between bottom level to the top level. It is depend upon the type of organizational strcuture, a company has adopted. It is not only related to the communication but also related to the decision making and authority power too. In Sainbury's, there is long chain of command in the organization.

Characteristics of Organizational Culture

Organizational Culture

Organizational culture can be define as the shared vision, behaviours and values of all the staffs, employees and people working under the organization which is impart towards the company's environment. There are various aspects which are involved in the organizational culture such as expectations, experiences, norms, standards, guidelines, values and beliefs etc. which lead employees to do work in a certain ways and create the environment accordingly in the company (Young and Ghoshal, 2016).

Characteristics of Organizational Culture

There are various characteristics of organizational culture of Sainsbury's Company. These characteristics are as follows -

Individual Autonomy – Individual autonomy can be define as the degree to which an employee has the freedom to discretion in a particular situation arise in the organization.

Structure – Structure refers to the extent to which an organization clearly explain their objectives and performance expectations to the employees.

Management Support – Management support can be said as the degree to which employees of the organization get support, communication and assistance from their manager or supervisor.

Identity – Identity is the extent to which an employee see himself as a part of the team and organization.

Performance Reward System – Performance reward system means the degree to which the rewards are given to their employees on the basis of the performance rather than behaviours or favouritism or seniority etc.

Conflict Tolerance – Conflict tolerance can be define as the extent to which there is conflict between employees and teams. It also involves motivation and honest aspect too.

Risk Tolerance – Risk tolerance refers to the degree to which employees are encouraged to think innovative and take risks for the work (Naranjo-Valencia, Jiménez-Jiménez and Sanz-Valle, 2016).

Communication Pattern – Communication patterns can be said as the extent to which an organization permit their employees to do communicate with anybody in the company. It basically involves the flow and medium of communication.

Outcome Orientation – It is also known as Achievement Orientation. Outcome orientation is the degree to which Company is focusing on the results of performance done by employees rather than focusing on the tools and techniques through which employees are doing their work.

People Orientation – People orientation means the extent to which management team while taking any kinds of decisions, take consideration the impact of that decisions on the employees.

Characteristics of Sainsbury's Organizational Culture

CHARACTERISTICS	HIGH/ MODERATE/ LOW DEGREE
Individual Autonomy	High
Structure	High
Management Support	High
Identity	Moderate
Performance Reward System	Moderate
Conflict Tolerance	Moderate
Risk Tolerance	Moderate
Communication Patterns	High
Outcome Orientation	High
People Orientation	Moderate

Organizational techniques and management

Organizational Techniques

Organizational technique refers to the method through which employees and other staffs of the company is able to perform the tasks assigned. There are various techniques which are being used by the organizations for the purpose of improvement in the performance of the employees in order to make them efficient and expert (Osland, Devine and Turner, 2015).

Sainsbury's Organizational Techniques

There are various organizational techniques which is being used by the Sainsbury's Company for the purpose of performance improvement. These organizational techniques are as follows -

Survey Feedback Technique – Survey feedback technique refers to the tool through which company is able to get to know about the perception of customers and employees for the firm. This will lead company to do changes accordingly which lead to improvement in the performance as well as organization itself.

Team Building Technique – The most popular and common technique, Sainsbury's company uses. Through the team building technique, company is focusing on the team and its related aspects in order to improvement in the employees as well as in the team which will improve in the performance as well (Helms Mills and Mills, 2017).

Value Analysis Technique – Value analysis technique is a type of organizational technique through which company is able to create the value for its related item. The item can be products or services or process or model or plan or strategy or machinery or tool or method of working or equipment etc. This technique help Sainbury's to reduce the costs which lead company to create synergies. In this technique, Company analysis every aspects of the organization and accordingly improve its efficiency which is result as improvement in overall organization and its performance as well.

Job Evaluation Technique – Job Evaluation technique is one of the most important technique being used by the organization for the purpose of improvement in the employees' performance and improvement in the productivity and profitability of the organization. There are various methods for the evaluation of the job done by the employees of the Sainsbury's Firm. These methods are such as Ranking method, point method, factor comparison method, grading method, summary method and non – analytical method etc.

Organizational Management

Organizational management refers to the process of getting things done from the managerial staffs and employees for the purpose of achievement of the managerial goals and objectives. Process of organizational management include planning, organising, staffing, directing, and controlling (Brettel, Chomik and Flatten, 2015).

Sainsbury's Organizational Management

For the management of the organization, Sainsbury's follows management process which is mentioning below -

Planning – Planning refers to the process of predetermining about what, how, why and when need to be done. It is determined on the basis of the organizational objectives. Top management level of the Sainsbury's Company do planning for the purpose of achievement of the objectives.

Organizing – Organizing refers to the process of allocation of resources, grouping of members, assigning the tasks and defining the objectives & authorities. It is done by the Sainsbury's Organization for the purpose of implementation and execution of the plans prepared by the top management level.

Staffing – Staffing refers to the process of finding right employee for the right job at the right place or job position. This managerial function is handle by the human resource department of the Sainsbury's. It is done for the purpose of hiring people for the achievement of the organizational goals of the company.

Directing – Directing refers to the process of leading, guiding, motivating and building relationships with the employees for the purpose of retaining them in the organization. It is done by the Sainsbury's Enterprise for the purpose of making employees satisfied, efficient and motivated so that they can perform effectively and feel that they are an important part of the organization.

Controlling – Controlling refers to the process of monitoring, evaluating and improving the performance of the employees in order to improve their performance standards. Sainsbury's Company is controlling their employees' performances in order to improve overall performance of the firm for the purpose of making every stakeholders of the company satisfied and happy (Hatch, 2018).

Information system management and organization

Information system

Information system refers to the system through which an organization is able to manage and exchange the information within the company and its related users. It includes process, collection, analysis, sharing and storage of the information.

Information system management in the context of Sainbury's Company

Management of information system is very important for the Sainbury's Company as it helps organization to securely collecting and sharing of the data which lead to enhancement in the effectiveness of the communication flow and communication process between two employees or managers. It also helps staffs, employees and management teams to take decisions according to the information received or collected by them. Proper management of information system helps organization to keep and maintain the records of the data which lead to proper analysis and forecasting (Burke, 2017).

Organization and total quality management

Total Quality Management

Total Quality Management (TQM) refers to the management strategy and approach which is being used for the purpose of continuous improvement in the business and managerial operations.

Total Quality Management in the context of Sainsbury's Company

For the implementation of the Total Quality Management in the organization, Sainsbury's Organization follows some steps which are as follows -

Company make clarification about the mission and vision of the firm to the employees in order to make them familiar with the organizational goals and objectives. Company uses performance based measurement which will be use for the measuring of how well company is meeting with its objectives. On the basis of the measurement, Company will analysis the situation and identify the deviations. After that company will prepare the improvement plan and communicate it with the employees. After that company will take require actions and implement the plan. During and after the implementation, Company will do monitor the process and evaluate the impact. If there is positive impact that means company has successfully implemented the tqm system in their organization (Manning, 2017).

Impact of organizational cultural on organization

Changes in organizational culture enhance performance of employees by increasing its efficiency and productivity. It also helps in maintaining quality in work for long term that help in

retaining employees in Sainsbury. It also helps in improving communication between employees. Through this, employee can learn new things from different perspective (Edgington, 2017).

CONCLUSION

From the above study, it has been summarized that organizational culture and structure plays an important role in the success of the organization. These both terms are interrelated to each other. If organizational cultural is positive, that means employees are happy and satisfied which lead structure to be become strong. In case, if culture of the organization is negative, that means employees are not happy and satisfied. This would lead organizational structure to become weak.

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