

INTRODUCTION TO THE MODERN WORKPLACE

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Introduction

Organisational structure refers to the systems that have been put in place by an organisation to ensure that there is a defined and well laid out system through which people report to and use as channels of communication. This makes it possible for them to avert some of the crises such as having confusion of roles and not having a defined structure as to who to report to for assistance and guidance at work. Through an established structure, the organisation has a defined manner through which they are able to carry out their objectives. It also ensures that there is a structured manner through which decisions are made and the working conditions are very good such that they promote productivity at work. For an organisation to be successful there is a need for them to have a good structure (Banerjee and Srivastava, 2017).

Organisational culture on the other hand refers to the manner through which an organisation has made their beliefs and working norms such that they influence the manner through which the staff members interact with one another. They also affect the manner through which the staff members interact with the clients and the other stakeholders of the organisation. Mostly, the organisational culture is defined by the environment of the organisation and the people that are affiliated to it. They make up the company's overall personality and point the company towards the right direction in terms of how they should be governed and what ways do the staff members take when they are at work (Banerjee and Srivastava, 2017).

Marriott International is in the hospitality industry. It is a public limited that was founded in the year 1927 and has its reach in different departments of the industry such as hotels and resorts.

The organisation has its headquarters in Maryland, USA. With over \$25 billion in revenues, operations in 120 countries, 6, 000 properties and close to 250, 000 employees worldwide, the Marriott International has been a very successful venture which has been attributed to the structure and culture that they have stabilised as a company. The following essay will look into the organisational structure and culture of Marriott International and how it has been of help to the organisational performance (Marriott International, 2020).

Organisational structure of the Marriott International and how they contribute to the organisation's performance

There are different types of organisational structures that are available to the organisation for them to choose one that fits their criteria and mode of operation. One of them is known as the functional structure. This refers to the organisational structure where the organisation is divided into departments such as finance and marketing where they each have roles laid out for them according to their professional experience. The department members are all under a manager who is also under someone else in the hierarchical structure in the organisation. The structure goes up to the highest level. It ensures that the different operations are taken care of. However, it is very rare for the departments to work together. Divisional structure is another type of organisational structure where the organisation is divided into different small divisions that cater for different sections of the industry they are in. For instance, the Marriott International Group is divided into the lodging and the restaurants sections. It is also divided into different continental divisions. It ensures that the organisation is simpler to manage due to the different divisions having stable management. However, the different divisions cannot be in communication with each other which makes it hard for them to coordinate their practices.

Marriott International uses a third organisational structure known as the matrix. This is an organisational structure that combines the functional and the divisional structures. This is due to their large operations that are extended to not only the USA but to other countries in the world. They therefore have to apply the divisional structure as they are differentiated into the same operational mode in all these areas where they are located. Moreover, they have the same departments in all these operational countries and continents that see to it that they have functional organisational structure embedded in their system (Coller-Peter, 2016).

At the top management, Marriott International has an executive board. This is headed by an executive chairperson and president of the organisation as well as the overall CEO. The executive board comprises of members who have an expertise in management in their different regions of profession but they are all on the same horizontal level. This means that there is functional structure differentiation involved. These also have the chairperson and the CEO to report to which shows the vertical differentiation of the organisation when it comes to structure. From there, the organisation has been broken down into regions and continents which they operate to enforce divisional differentiation. These are also structured in the same manner as they have been structured at the top to ensure that it is simple to operate and manage these structures down to the lowest level which is the individual units that make up the whole organisation (Marriott International, 2020).

There are many ways through which the matrix structural organisation of the Marriott International helps to alleviate the performance of the company as a whole. One of the ways through which this is made a possibility is through the organisation getting to have a certain form of unity when it comes to them operating as one unit in all their hotels. They are able to get the

communications from the top and distribute them through the uncomplicated channels to the rest of the other organisational managements that are available in the organisation at large. Moreover, the organisation is able to adopt and work with the locals such that they are able to get them to work with the organisation as they identify with the different cultures. This is due to the decentralisation of power that has been trickled down in form of divisional structures to enable them to work at a lower level that connects to the surrounding where the hotels have been located. They are also able to respond and act accordingly to the required specifications of the environment in which they are located in. This is due to the fact that the organisation operates in different environments that have different aspects that affect it. It is much easier to respond to these circumstances as they come as compared to responding to it as a unit as this may take a while to go through the whole approval process required by the management. Moreover, the different departments of the organisation in the different countries and places of origin have studied and seen the ways through which they can be at an innovative level which helps them to cope with the environment that they are located in. It would be very hard for the organisation to operate as a unit due to the different circumstances in environments and as such the smaller divisional and functional units have been of help to them as they have made it possible for them to make their own decisions according to the objectives and the laid down strategies of the organisation that are needed to satisfy the customers. Therefore, it is of importance for the organisation to have a laid down structure that they can simplify and make decisions that help them grow and attract the attention of their consumers rather than one which is rigid with lots of structures that are needed to be followed for a process to be changed (Banerjee and Srivastava, 2017).

Organisational culture of Marriott International and how these factors contribute to the organisational performance

As previously explained, there are some scholars who link organisational culture to the success of the organisation. They go ahead and explain that the culture of an organisation is very hard to change. This means that the culture of an organisation should be attributed to the success of the company through ensuring that it works to the benefit of the organisation through having core values that are strong and dedicated to work for them. This is explained better through the work of Edgar Schein. The scholar says that the culture of the organisation is bigger than the founders and also attributes it to the organisational artefacts, the assumptions that the staff and the rest of the organisation put while they are at work as well as the values, slogans and mission of the organisation (Tuan, 2011).

Charles Handy on the other hand has made a connection between the structure and the culture of the organisation by explaining that the two are interconnected. He explains that the culture through which an organisation takes into consideration is linked to the structure. An example is where an organisation takes into consideration the culture of power. This would mean that the decisions that are made in the organisation will be concentrated and considered by the few people who are in power (Tuan, 2011).

Marriott International has some values and beliefs that make up their organisational culture. They are attributed to the success and the growth of the company such that the company deems itself to be at the forefront when it comes to the hospitality industry. The organisation also has a culture that is very flexible. One of the values and beliefs that make up for the culture of the organisation is the ability to accept that innovation is the background of a company that grows

and one that needs to stay competitive in the industry it is due to this belief that they have ensured that they have channels through which they are able to attract and keep their customers through improving and keeping their customers while attracting new ones. There are changing environments and different needs that are brought by the consumers through which they are expected to keep their standards high or face competition from the other players such as Hilton organisation which offer the same products and services as they do. For instance, the organisation introduced the use of CRM where they got big data to personalise the products for their consumers as they would like them to be (Subba Rao, 2010).

The organisation has also attributed its organisational cultural success to being results oriented. This can be seen through the way that they have influenced their customer service to be the best. They have ensured that they personalise the service that their consumers get through training their staff members to do so. Also, they have integrated technology as part of the ways through which they operate which has simplified their operations and ensured that the consumers have the best that they can get from the organisation (Subba Rao, 2010).

The organisation has also ensured that they have placed the needs of their employees first. This is the person culture where they give their employees a chance to grow at work. An instance is where they consider promotions given to people who are within the premises first before they outsource to other people outside the organisation. They also ensure that they have reward schemes that cater for their employees such that they are free at work. They also ensure that they get to concentrate at work and improve their productivity instead of worrying about their lives (Styhre and Borjesson, 2011).

Conclusion

In summary, it is important for every organisation to consider how their structure and their culture are. It is also important to marry the culture and the structure of the organisation such that they work to ensure the success of the organisation. The structure should be well defined such that it is able to check and look into how they are in a position to control the manner through which the affairs are controlled and who gets to be reported to. This ensures efficiency at work. From the essay, it is also evident that the organisational culture of the organisation is important as it helps the organisation to operate in a certain manner that they are used to and one that makes it possible to achieve the objectives of the company as a whole. The organisational culture and structure of Marriott International has made it possible for this to be realized and as such, the growth, expansion as well as the success of the organisation is guaranteed.

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