



ASSIGNMENT 2021
Introducing the Modern Workplace

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Executive summary :

The task of this is a study to analyze the relationship between structure, culture, people, and organizational performance.

The organization under consideration is Travis PerkinsPlc, a merchant in retail buildings.

Identify the essence of management, convey leadership roles, describe the variables that determine effective management and leadership, and provide real-life examples.

Examining organizational structure and culture, explains how it affects organizational performance.

How different factors affect individual behavior in the workplace, depending on the way they behave. Describe how management can affect an individual's attitude in the workplace and how conflict can be resolved.

Employees in a positive and inspiring work environment are more likely to seek solutions and maintain loyalty even if the company experiences financial difficulties. Nevertheless, employees are responsible for changing their attitudes.

I have chosen to discuss about the Following Retail company:



TP plc is a UK home remodeling retailer and builder headquartered in Northampton. It is listed on the London Stock Exchange and is part of the FTSE 250 Index.

Company Benjamin Ingram Carpenters and Carpenters Company was founded in 1797 on Beech Street, London. Benjamin Ingram later merged with Perkins in 1850 to become Ingram Perkins. Ingram Perkins then merged with Sandell Smythe & Drayson in 1970 to form Sandell Perkins.

Sandell Perkins was first listed on the London Stock Exchange in 1986 and soon after merging with Travis & Arnold in 1988 to form TravisPerkins.

TP is the UK's largest distributor and distributor of building materials for the building, construction and home improvement markets. It has been supporting the construction of the UK for over 200 years. There are various businesses within the group. It has opened 560 branches in the UK to distribute and provide over 100,000 products.

Group business and sister companies: Toolstation, Keyline P&H, BSS, CCF, Benchmarkx.



Two themes:

In order to provide first-class services, they will focus on serving commercial customers through advantageous businesses in attractive markets, and simplify the group to reduce complexity and drive shareholder returns.

- ☐ Focus on trade
- ☐ Business development
- ☐ Business is the core of the group
- ☐ Profit margins are more flexible
- ☐ Business cycles are more predictable
- ☐ DIY customers turn to DIFM
- ☐ Digital is an untapped opportunity in the commercial market Business fills this gap
- ☐ Simplified Group
- ☐ JENNER Group
- ☐ Improve profitability and long-term growth
- ☐ More concentrated capital allocation
- ☐ Faster decision-making
- ☐ Reduce overall costs
- ☐ Simplify IT operating model
- ☐ Target market
- ☐ The strength of the national real estate market and consumer confidence are half of the leading indicator group revenue
- ☐ Recent macro Economic and policy uncertainties affect these two factors at the same time, causing consumers to be very cautious in spending on high-value goods.
- ☐ Greater certainty and confidence combined with strong fundamentals will enable the building materials market under favorable conditions. Increased again by
- ☐ The compound annual growth rate of the group's target building materials market sold through d distribution channels was 3.4% from 2013 to 2019
- ☐ All trade-focused channels were in absolute value and market share
- ☐ The market grew from 2013 to mid-2016 Faster because it recovered from the global financial crisis
- ☐ After the EU referendum in 2016, growth slowed
- ☐ The outlook for each trade-focused channel remains positive, with participation in all sectors except retail and direct to site
- ☐ Have improved

Retail:

Distribution channel services in the marketplace have declined over the past five years as consumers become more “doing for me” (“DIFM”). (general and specialized) increased

Merchant sector is strong, the group is in an advantageous position in this space New models for : New business models for are also booming Fixed price careers including

Toolstation It grows significantly and provides its customers with improved products including extended time and scope at high availability and competitive fixed prices

Value`s and cultures

Ensuring staff safety - Safety is everything. The group hopes that everyone can go home the first time they go to work.

Working for clients: The success of the group's business depends on strong relationships. It's about the "can do, be willing to do" attitude and understanding the lifetime value of every customer relationship.

Adhering to Family Values - This is what makes the group unique. Everyone works hard to achieve results and have fun in the process. It's about doing the right thing. The group is upright and values honesty, trust, and kindness. This is a "new" family value based on the tradition of the group.

Be the best: The

goal is to set high standards and make group customers feel special. The business is based on maintaining good relationships with customers and suppliers. The group must attract and retain the best talent so that it can carry out the best business in each area of influence.

Obtaining decent returns: Obtaining decent returns is not so much about making money as it is about creating value for shareholders, employees, customers and suppliers. It depends on establishing a business relationship based on trust and respect; strong enough to continue experiencing good and bad times.

Travis Perkins is a Hierarchical type of Organization structured as follows:

CHIEF EXECUTIVE /CHIEF FINANCIAL OFFICER/CHAIR
NON EXECUTIVE DIRECTORS/SENIOR INDEPENDENT NON-EXECUTIVE
DIRECTORS
HUMAN RESOURCES
ACCOUNTS
REGIONAL DIRECTORS
BRANCH MANAGERS
ASSISTANT BRANCH MANAGERS
TOOL HIRE MANAGERS
SALES SUPERVISORS
SALES TEAM
DRIVERS
ADMIN TEAM
YARD TEAM

Travis Perkins Branch Manager's and Assistant Branch Managers roles are linked together; they are supposed to plan, organise, evaluate department activities.

1. Achieve Branch goals through employee management; planning and evaluation of departmental activities.
2. Maintain employees through recruitment, selection, guidance, and training.
3. ensures a safe, reliable and legal working environment.
4. Developing opportunities for personal growth.
5. Achieve employee results by communicating work expectations;
6. Planning, monitoring and evaluating the results of work.
7. Train, advise and discipline employees.
8. Develop, coordinate and apply productivity systems, policies, procedures and standards.
9. Set strategic goals by collecting relevant business, financial, service and operational information.
10. Define goals
11. Identify and evaluate trends and options, choose action plans, and evaluate results.
12. Achieving financial goals
13. Maintains a high quality service by implementing quality and customer service standards, analyzing and solving quality and customer service problems, and recommending improvements to the system.

“Work is a group based activity and if the organisation is to function effectively it requires collaboration and cooperation among its members. Most activities of the organisation require at least some degree of coordination through groups and teams is vital if the manager is to influence the behaviour and performance of people in the work situation. “

“Critical review and reflection, self-interest and opportunism are natural features of human behaviour and will always take preference over the demands and best interests of the group or teamwork.

To what extent can you present a counter point of view ? How far you are prepared to put the interest of a work group or team before your own interests.”

(Management and organisational behaviour : Mullins Laurie J.)



I'll give an example of a good practice of Managerial decision making;

Saturday morning, on the transport side the lorry is loaded, checked, ready to go . Drivers first stop , arriving at the address , on the customers drive , getting ready to offload the order on the customers chosen spot. When he raised the crane to unload the pallet of blocks , unfortunately the hydraulic hose burst open and because of the high pressure in there the hydraulic oil sprayed quite a big area on the customers side as well as the neighbour's garden. As the oil is very toxic and dangerous it had to be stopped quickly as it can spread quite fast , so spill kits were used and stopped going to any drains or flower beds, even so some damage was made , customers fence panels , flower pots and next door neighbours , garden chairs and trampoline . The driver contacted the office straight away , the Branch Manager was contacted on his day off, he came as soon as possible on the site to assist and to speak with the customer and see what the next process was.

The Branch Manager came back into this office, contacted environmental services and requested a deeper clean to make sure the hydraulic oil did not do any more damage than we thought at the time. Booked the Crane for a repair, contacted the insurance company and open a case and he is in contact with the Customer on a daily basis for update on the case .”

The outcome from this is that a Manager has to be very committed and prioritize work most of the time and make wise and fast decisions. You have to be there for your staff and customers when they need you the most.

Another benefit is based on the method of behavior, that is, how various factors affect an individual's behavior in the workplace.

Attitude can generally be defined as a person reacting positively or negatively to the environment. However, the definition of attitude continues to be the subject of debate and controversy.

When defining posture, it is helpful to remember two useful conflicts. First, there are contradictions and differences in attitudes toward people, things, and situations. identification. From people like, sometimes at the same time. This contradiction shows that the attitude is simple positive and inherently more complex than the negative slide scale. This axis Defining in different ways is an essential part of

identifying the essence of attitude. The second conflict to remember is the degree of implicit and explicit attitudes.

Let's talk about the unconscious and the conscious. In fact, people are often completely unaware of their implicit attitudes, complicating their ability to accurately study and interpret these attitudes.

The conclusion here is to be specific by carefully discussing attitudes and defining terms. The manager's saying that someone has a certain attitude, or that someone has a negative or positive attitude toward something, is ambiguous and not constructive. Instead, the manager's job is to try to observe and judge the causes and effects that a person's point of view may have on something.

People have their own attitude towards many things. These aren't necessarily bad. One aspect of an employee's attitude is the impact on the people around them. People with a positive attitude can raise the spirit of their peers, and people with a negative attitude can lower their spirit. However, this principle can work the other way around. Attitudes are often more complex than positive or negative. Attitude can affect the performance of an employee or colleagues.

Certain attitudes represent risks that can be communicated from the workplace to the closest employee and affect the performance of everyone. Is it the responsibility of the manager to help change people's attitudes? Do the staff take full responsibility? The answer is that attitude is the confluence of individual and external stimuli for which everyone is responsible.

However, managers can influence employee attitudes if the root cause is related to working conditions or working environment. For example, if an employee is too long, an employee may have a bad attitude if the company is facing difficulties or if there is a problem with the relationship between the manager and another employee. Similarly, when employees who are less likely to be promoted feel or if the organization does not appreciate their efforts, they may develop a negative attitude. Managers should do everything possible to address these situations in order to promote an effective work environment.

A strong work environment is essential to a productive workplace. Employees in an active and collaborative work environment are more likely to continue to stick to finding solutions even when the company is struggling financially. Nevertheless, employees are responsible for changing their attitudes. If management does their best to create a positive environment and employees refuse to participate, there is little that management can help. Sometimes attitudes are beyond what the company can improve.

Attitude can have a positive or negative effect on a person's behavior. People may not always be aware of the impact of their attitudes and behaviors on their behavior. A person who has a positive attitude towards the workplace and colleagues (eg satisfaction, kindness, etc.) can have a positive impact on those around him. These positive attitudes are often expressed in action. People with good attitude are active, productive, and do what they can to improve the mood of those around them.

Similarly, a person with a negative attitude (dissatisfaction, boredom, etc.) behaves accordingly. People with this attitude can take action that also affects those around them, reducing their effectiveness and effectiveness.

Disputes are ubiquitous, and the workplace is no exception.

We all come to terms with our moods, opinions, needs, and personalities, and that can make a difference to our peers. Without a solution, collaboration is lost and productivity is reduced.

Disputes make most of us uncomfortable. Our emotions and hormones increase and we can feel guilty, blaming others. It's easier to escape conflict than trying to resolve a conflict. Still, conflict can be a good opportunity for improvement.

Conflicts are unavoidable, so awareness raising and conflict management strategies are important leadership and management skills. And it starts with understanding a unique approach to conflict management.

1970s Kenneth Thomas and Ralph Kilmann's work identified five types of conflicts and was widely used as the Thomas Kilmann Conflict Mode Instrument (TKI) to develop self-reports. bottom. .. They have identified five competitive management approaches that you can use depending on the situation you are facing.

A shy - accommodating approach. With this approach, you give up your own needs in exchange for the needs of others. You are simply giving in or you are persuaded to give in. This style works when you are less interested in the problem than others, or when the other party is an expert or has a better solution.

A owl-collaborative approach. This style tries to find a solution where each of you achieves your goal. It's about achieving a win-win situation by really diving in to understand the needs and wants of both parties. It takes a high level of trust and it can take a lot of time and effort to get everyone involved and all of the ideas. But it is likely to provide the most permanent solution.

A turtle approach - avoid. It simply avoids the issue of conflict because you are not helping the other person achieve their goals and you are not aggressively pursuing your problem either. It works when the topic is small or when you have a small chance of winning.

A tiger approach - in competition. It's a "win-win" approach. You are responsible and pursue your own interests without considering anyone else. You might have to act like a tiger if you are short on time and need to make quick decisions.

A Fox Approach - Compromise - This is a “loose” situation where no one really gets what they need. It requires a certain degree of assertiveness and cooperation. This can be useful when you need a temporary solution or when both parties have goals of equal importance.

Conflict can be resolved. Furthermore, it can be positive in terms of highlighting issues, creating collaboration, and stimulating innovation.

If your organization feels comfortable challenging each other on the quest for greater performance, your ability to learn about your organization will be enhanced. The more comfortable you are with each conflict resolution, the more effective you will be.

When conflict arises, whatever approach you take, the first step is to pause and examine yourself: your state of mind, attitudes, and emotions before you intervene.

“Whenever you are in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening your relationship. That factor is attitude. William James.

What is happening around you and within you? Remember what your business goals and strategies are. Is the person the problem or rather the situation the problem? What could be a positive outcome of all of this?

Do not be afraid of conflict, accept it!

Organizational Structure-Cultural Relationship

It determines the flow of communication between divisions and other layers of the organizational structure, how roles and responsibilities are assigned and controlled, i.e. the goals and organizational goals of the organization. It totally depends on how you are trying to achieve it. .. A centralized structure is where all decisions are kept at the highest level of management and in all other sectors, they are closely monitored and controlled, but a decentralized structure is low for speeding up decision execution. It is delegated at the level. Not only that, but job satisfaction has also improved. The organizational structure of

can be classified into two dimensions: vertical and horizontal. When a manager or supervisory individual has narrow or narrow management scope, the vertical organizational structure has different levels of authority (management scope is the number of workloads below). Individual) compare with horizontal structures. The narrow control area is easy to manage and communicate. It also reduces the management ability to control more people than hand over various controls. Horizontally oriented tissue structures tend to have a wider range of control. That is, there are multiple subordinates under one manager or supervisor. Horizontal structures tend to be more cost effective than organizations because there are fewer managers who need less communication.

The structural structure of the organizational companies of tends to organize itself in different ways as needed. "Organizational structure depends on the unique strategy of the company, the unique customer base, a unique awareness of products and services, as well as the administration of these considerations, if you scattered worldwide. Company" (Fontaine, 2007).

Some major structures are as follows:

Functional structure

This is probably the most common type of organizational structure manufactured by companies around the world. Its popularity is due to it that it is simple but effective. In this structure, an organization is divided into different parts (research and development, sales of customers, Human Resource Management, V.V.). People with similar skills are summarized in their respective parts.

Structure Subdivided

Division structures differ from functional structures, as they do not believe that they do not believe in people with similar skills into different parts, but needed in the organization, in the organization, needs needed. For example, if a retailer has a retailer in various cities, each city will have a separate customer sales department instead of a single department. For the entire company.

Matrix structure

is a kind of combination of functional structure and partition structure. It consists of groups of employees from different parts of the organization who come together for a specific project. This group is often not fixed, but it is unique to the project. This is a very effective type of structure in most cases. They are usually led by project managers who report directly to the head of the organization.

The important point to note here is that some companies, especially very large ones, may be using other types of structures from other departments rather than a single structure as a whole. It means that there are many.

Organizational Culture

Organizational culture is "a set of specific values and norms shared by people and groups within an organization and controlling the way other stakeholders interact with other stakeholders outside the organization." Can be defined as. (Hill & Jones, 2001)

The culture of an organization is not always easy to explain, but it can be felt and perceived much more clearly, that is, the character of the company.

Hierarchical Culture

This type of culture is well defined and stable. It's a fairly formal culture that emphasizes control and authority to keep an organization running smoothly. These types of cultures offer security and stability.

Market's culture

This kind of culture is similar to a hierarchical culture in the degree of focus on security and stability, but is influenced by the results. It's a very competitive environment where you work and are very focused on production.

Clan Culture

The focus of this organizational culture is on its employees. It's a very friendly work environment. Loyalty is highly valued, and employees are required to express themselves in the open. Teamwork is also important.

Adhocracy's Culture

This type of culture emphasizes thinking without being bound by established concepts. Employees have time to experiment and think differently. Creativity is encouraged and appreciated. The atmosphere is dynamic and roles are not always defined. It is quite different from other organizational.

Like organizational structures, it is not necessary that one type of culture prevails throughout an organization. Some companies tend to implement different cultures in different

"Pure Control (Hierarchy), Compete (Market), Collaborate (Clan) or Create (Adhocracy) are extremely rare." (Tharp, 2009)

The relationship between organizational structure and culture, and how this affects business

Organizations always need a formal structure to achieve their goals effectively. It is important to split the work into different teams to ensure that no two people are working on the same project and the same task and to get the best results for their contributions. Because organizations cannot function without people, they tend to create different structures and informal environments in organizations, which result in different attitudes, perceptions, and behavioral traits. So, when employees need to collaborate under the constraints of a formal structure to achieve a specific goal, there are plenty of ways to speak and communicate and actually shape the organizational culture to create it. Whether intentional or not is by the employee. In what sense organizational culture defines the organizational structure of an organization, but structure also defines part of the organizational culture.

The structure is a frame to implement the culture, and culture determines the nature of a company. Structure. Regardless of the magnitude of a company as soon as the culture begins to collapse, it is only a matter of time until its structure continues.

Business development of a functional organizational structure can be seriously affected by the time of contact to overcome various hierarchy levels, which makes this organization difficult. Delays to comply with new technologies, political or economic circumstances, cultural changes or social factors and legal issues. He often has limited control, limiting expression and personal power that can lead to dissatisfaction and the reduction of work. The level of employee dynamics concerns their performance and affects the implementation of the company. Employees can not understand greater views and meaning of individual duties. Employees are more likely to affect the nature of their attitude and relationship with the employees, as they have a little awareness of their work or because the situation is clearly defined and come next. It reduces your performance and affects your motivation

On the other hand, the structure of departments with a low level of management is more flexible. These rapidly evolving properties provide a competitive advantage and the ability to adapt very quickly to your needs and demands. Use better communication efforts and decision-making techniques to inspire individuals, give them freedom, motivate them and make a big impact on their work. It also depends on the personality of the individual and the network within the organization. Different perceptions that people tend to work together or what others say can affect employee relationships and performance. Therefore, for good business relationships, it is necessary to select suitable employees for tissue culture. The

Matrix is a new organizational structure that is a bit different from the idea of existing general bosses. It also uses the power of the organization to overwrite ideas for individuals and counterfeiters who make decisions, but this is an idea for professional and employee authority. The culture of the mission is reflected in the matrix organization, and in some cases each team does not have a clear leader. These changes affect the company's performance simply because of individual participation and team identity, which significantly improves employee job satisfaction and motivates them , Better behavior.

To draw my conclusions about the relationship between structure and culture and organizational structure and culture, I would say that in any organization, every mindset and set of rules emerges. from the head of the board of directors. Everything is reviewed and researched before anything is released.

New regulations or reflections are tested first and if the results are good then everything is done or adjusted if necessary in that case.

This would of course be in the ideal world, but there can be times when nothing is tried before and if management thinks it's for the best, they immediately put in the "New". It can be lucky or unlucky because drastic changes can mean people get scared and run away.

The Culture into an organization is based on many factors like country, religion, Franchise and a few more so as an example KFC will have to use Hallal chicken in Muslim countries and sauces with non alcohol in ingredients . Tesco as another example will have to not consider any items with banned ingredients as E numbers, Beef gelatine , to be on the shelf in their supermarkets in the Middle East.

As in our Study retail company Travis Perkins they introduced Diversity into the workplace which gives all the employees the opportunity to be equal and to feel safe and appreciated for everything they do and they are .

At Travis Perkins, we are proud to be represented by employees of all ages, backgrounds, genders and sexual orientations, and we are even more proud that employees feel they can be themselves at work.

The conclusion of my Study is that for a Health and Strong Company , we should have Organisational Structure , Culture and in place; but also the right team of people. From the higher rank to the operation side, those who are devoted and wheeling to go by the company rules and regulations and be happy at work and work with pleasure and the Behaviour comes and depends very much on that.

I think that behind a good Organizational Performance are happy , motivated people!

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