

Introducing the Modern Workplace

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Introduction

The modern workplace is understood as the organisational structure or a setup in which organisations design themselves to match their professional aim to obtain physical and technological objectives (Namiq, 2018). The integration of the values, ethics, visions, practice and behaviours on which an organisation works is called the organisational culture. Organisational culture is the driving factor of business firms that ensures that members within the infrastructure follow and stick to the same. The following essay is focused on Microsoft which is a multinational technology firm that was started in 1975 by Bill Gates. The firm mainly deals in computer software, hardware and other computer devices. The essay will focus on highlighting the organisational structure, culture and leadership in Microsoft along with a discussion on employee motivation. The report will show the opportunities and challenges and a recommendation to the firm to manage employee motivation.

Analysis of the role of organisation structure, culture and managers in employee motivation at the workplace.

An organisational structure is a framework for business firms upon which the most vital organisational processes are undertaken and directed within them (Paais and Pattiruhu, 2020). Microsoft has followed a Divisional organisational structure in which different functions are covered. The company has also experienced significant changes in its structure where the company has become more hierarchical. The company has also focused on keeping the senior management, business and engineering functions hybrid. The company is currently headed by Satya Nadella who heads the two divisions of the company known as Business and Engineering. Satya changed the organisational structure into *divisional* intending to focus more on innovation in which he divided the engineering department into three categories. Intending to find efficiency through the divisional structure of the company, Satya has encouraged and brought the company to have heterogeneous skills. This way the head of the company is aiming to foster employee skills and talent in each department. Employees in each of the departments have been fostered to have training and skills development sessions through which they can be more included and feel engaged in the organisational missions. Another way in which this divisional structure supports employee motivation is by being flexible and responsive. Through this structure, Satya Nadella has been able to find better efficiency in managing the employees (Viardot, 2020). The management through this structure is enabled to find flexible measures for the employees to work on their talents. Employees can even switch their departments to work and find the most appropriate role thus supporting them with perceiving this structure to be highly beneficial for their growth.

Organisational values, on the other hand, are the set of rules, ethics, practices and guidelines upon which the organisations work to attain their ultimate objectives and that set itself distinct from others. The organisational culture of Microsoft is highly focused on having a growth mindset, supporting diversity, customer orientation and inclusiveness. The culture of the company is highly focused on person-centred culture as per *Charles Handy's Organisational Culture Theory*. Microsoft has focused on having *Person Culture* as per the theory through which the organisation ensures that each person plays a major role in providing the desired outcome. Since this organisational culture focuses on the well-being of the people in and out of the organisation, employees are highly encouraged to work in the organisation (Microsoft, 2022).

According to comparably, employees find it very included while working for the organisation and for this aspect, Microsoft has also scored 4.5 out of 5 stars (Comparably, 2022). The company focuses on providing value in having a diverse and inclusive culture through which employees find it very encouraging to work. Employees from every race, religion and ethnic group by which the employees feel more included in the company and encouraged to work.

Managers in the company have been very well focused on providing employee motivation to foster their inclusion in the organisational objectives and goals. Leadership has been a major aspect of Microsoft which is considered a vital tool towards making the organisation it is now. The organisational structure of Microsoft has been very comfortably fostering the employees through its well-structured leadership positions and delegation of powers. The first way in which leaders or managers support employee motivation is by acknowledging its *growth culture*. Managers in the organisation help the employees to understand the concept of growth culture by helping them with their responsibilities. *Training and development* is another major step that managers in Microsoft undertake to support employee motivation. Employees find it very inclusive to work after obtaining all the necessary skills and attributes needed to attain the organisational goals. *Fostering human rights* is also considered a major step toward helping employees find motivation while working for Microsoft (Microsoft, 2022). The employees in the organisation find it very helpful and inclusive after every right of theirs are fostered by the leaders. *Rewards* are also provided to the employees regarding their performance in the organisation to boost their inclusion and motivation in the company. Employees are very well recognised and appreciated for their collective and individual efforts (Morgan, 2020).

Opportunities and challenges for employee motivation in the workplace.

There are several challenges and opportunities for Microsoft to provide motivation to the employees in the workplace, which can be identified through *Mashlaw's hierarchy of needs*. The theory emphasises that motivation meeting the five categories of human needs describes individual behaviour. The five categories of needs are as follows;

Physiological needs: can be described as basic needs or biological needs for human survival. The needs such as clothing, food, shelter and so on are one of the drivers that motivate Microsoft employees to engage in the workplace (Hale *et al.*, 2019). If the physiological needs are not fulfilled it is a threat for Microsoft, the employees at the workplace cannot operate optimally.

The company can fulfil the physiological needs of the employees by providing high-end salaries, accommodation and so on that can assist in the finance and expenses of the employee.

Safety needs are the second stage of human needs, after the fulfilment of physiological needs the needs for safety and security become salient for the employees. Human behaviour changes towards the experience of order and control in life. The safety and security needs for humans are health and wellness, financial security, job security and so on. If the security needs are not fulfilled by the management of Microsoft it will be a threat to the company. The employee feels demotivated to engage in organisational activities due to fear of losing a job, fear of getting injured and so on. The company can fulfil the safety needs by providing job agreements, health insurance facilities, health care and safety in the workplace motivating the employees to engage in organisational activities.

Social need: is the third stage of human needs that motivates human behaviour to engage in different tasks and activities. The social needs of human beings can be described by love, belonging and so on. It can also be said that emotional needs such as friendship, community, social groups and so on drive the employees to engage in organisational activities (Ştefan *et al.*, 2019). It is a threat to the management of Microsoft for not meeting the social needs of the employees. It reduced the productivity of the company by increasing miscommunication, conflicts and so on at the workplace. However, fulfilling the social needs also provides opportunities for the management, increasing the interaction and engagement of the employees in organisational activities. The management of Microsoft can motivate the employees by providing a positive environment with teamwork, group activities and so on.

Esteem needs: are the fourth stage of human needs in Mashlaw's hierarchy of needs, the esteem of human beings can be described as respect and appreciation. After satisfying the above three needs, esteem needs become prominent for motivating employees in the workplace (Trivedi and Mehta, 2019). The employees at Microsoft seek to gain appreciation and respect from others at their workplace. If the esteem needs are fulfilled by the management of Microsoft, it will be an opportunity for the company. Fulfilling the esteem needs of employees provides a sense of being valued for making their contribution to organisational activities. It also assists in raising the confidence level of employees towards their skills and abilities.

Self-Actualization needs: this is the highest level of human needs in Mashlaw's hierarchy of needs; it can be described as the involvement of individuals in understanding themselves and

their potential and achieving it (Fallat and Syed, 2018). It is an opportunity for the management of Microsoft to fulfil the self-actualisation needs of the employees at the workplace. It assists the employees in finding the motivation to improve and grow at the workplace instead of gaining something they lack. It also assists the employees in spontaneously growing and pursuing their goals.

Recommendation for improvement in current activities for improving employee motivation

Employee motivation is essential for the organisation to improve engagement and retention towards the organisational activity. Employee motivation in Microsoft assists the organisation in building the confidence of the employees along with improving performance in the workplace. It also assists in attaining the loyalty of the employees towards the organisation and increasing their satisfaction with the assigned job. However, there are certain areas for the improvement of the current activities of Microsoft to improve the motivation of employees. The recommendation for improving employee motivation is as follows;

To improve employee motivation at the workplace Microsoft should focus on creating a more **positive and welcoming environment** at the workplace. A positive working environment facilitates open communications for the employees at all levels of management, also assisting employees to engage effectively in collaborative working projects and so on. It increases teamwork and also assists the team to learn effectively through mistakes instead of fear of failure (Setiyani *et al.*, 2019). The company should also focus on creating **short-term or intermittent goals** for improving employee motivation at the workplace. The measurable and small goals and objectives in team works and projects assist the employees to stay motivated, the small goals and objectives of individuals reduce pressure and provide satisfaction for continuous growth. The company also focuses on providing **rewards and recognitions** for achievements of the employee's work and contribution to the organisational activities. The management of Microsoft should focus on providing appreciation and recognition for the employee's contribution, it will assist the company to improve employee engagement. The recognition and appreciation by the management improve the self-esteem of employees along with improving the morale and enthusiasm in the workplace. Recognition and rewards such as incentives, applause and so on can improve the employee's performance along with positive competition among colleagues (Wuryani *et al.*, 2021). The employees focus on competing among themselves positively for performing effectively in the organisational activities. Microsoft should also focus on providing

feedback to employees for improving their motivation at the workplace. The company providing feedback to the employees helps to improve their performance by understanding the mistakes. It also helps in the improvement and growth of employees improving motivation to engage more in the business activities of the organisation.

Conclusion

From the above study of modern organisation and the analysis of Microsoft, it can be said that the organisational structure of the company has been very beneficial and supportive to the employees in finding employees. The change of structure from hierarchical to divisional by Satya Nadella has been perceived by stakeholders as being very forward-looking and innovative. The organisational culture of growth orientation has shown that employees find it very supportive of their skills and knowledge. The culture of the organisation lets the employees work at their best and bring desired results in their performance. Managers in Microsoft have also been a major asset in providing employees with the essential motivation and drive to find themselves working at their most potential. As per the application of Maslow's Hierarchy of Needs, it can be seen that managers in Microsoft can find opportunities for growth and motivation for the employees while fulfilling their basic needs first.

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