

BA Business Management

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Introduction

An organisation's success depends on its skilled employees and their systematic working techniques. However, the employees' performances are dependent on the work environment and the opportunities that they get in the companies. The present report will focus on British Airways which is considered one of the most popular airlines firms in the UK. It covers various national and international destinations and has been highly famous in the industry for its premium quality services and its innovative working strategies which inspire its employees. The report will emphasise finding out the structure, culture, motivational techniques, leadership, and management approaches followed in the company which has influenced the employees and their performances. The type of impact that the above-mentioned factors have created on the employees will also be discussed here.

Ways in which the organisation structure and culture affect a company's performance

British Airways' organisational structure and its impact on its performance-

Organisational structure enables a company to work systematically as it guides the executives and managers to allocate tasks as per the job positions and skills of the employees. It further provides an approach which makes people within an organisation understand how coordination, monitoring, and direction are needed to be undertaken efficiently (Badcock, *et.al.*, 2019). British Airways follows a hierarchical organisational structure which make the company able to keep its employees disciplined.

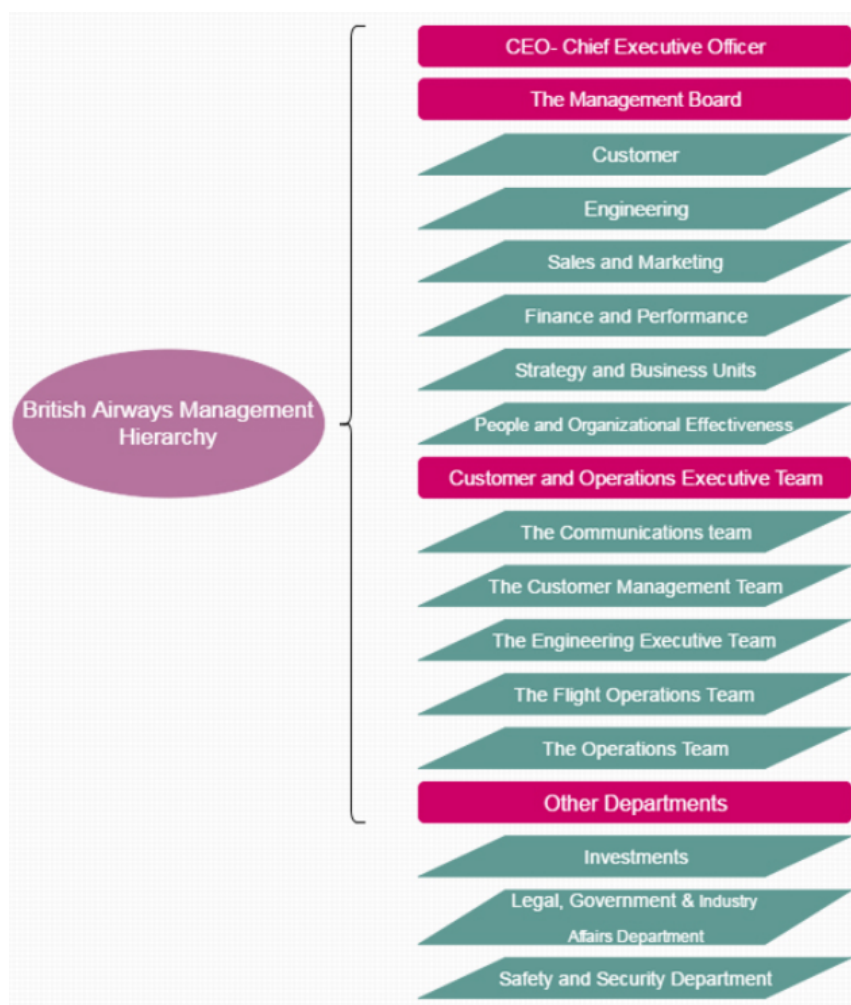


Figure: British Airways' structure

Source: (Blišťanová and Tirpáková, 2021)

British Airways' board of directors make the ultimate decisions which are carried out by the CEO and the other executive members of the company. The company has multiple layers of management who are assigned the duty of managing and controlling employees' performances at various levels. Resources are allotted separately to all the divisions and departments of British Airways by the managers who further supervise, control and manage the employees' actions regularly (Moore and Taylor, 2021). As a result of that, the tasks are carried out with limited issues or mistakes. Moreover, each of these departments of British Airways such as the sales department, marketing department, etc. are headed by managerial heads whose permission is important for the employees before they start working on any project. This structure has helped to start an organisational model which has helped the company to promotional opportunities for its employees. It has made employees more interested to work and impress the authorities as they have realised that they might get opportunities to be junior managers in future since this management model has started.

The employees and managers within the various departments and segments can easily focus on bringing in changes within the business functions. In this way, the productivity of the various functions have increased which has helped the company to set up premium prices of its services which are easily accepted by the customers. Moreover, it has been a belief among customers that high prices are usually set to match the value of the quality of any product (Blišťanová and Tirpáková, 2021). Therefore, British Airways has been able to grab customers' attention by selling its services at high prices. Moreover, the employees have been able to reduce their expenses and mitigate their mistakes with the feedback that they received for various managers.

British Airways' organisational culture and its impact on its performance-

Organisational culture is the collection of beliefs, attitudes, and values that employees and managers of an organisation have and which guide their decisions and actions within a workspace. A good organisational culture is important as it creates a positive atmosphere which is important for employees to work efficiently (Yilmaz, 2022). Managerial decisions and the leadership approaches used by British Airways' executives highlight their focus on an adhocracy culture. Tasks regarding various services and business functions are divided among various managers and employees based on their skills and knowledge. The employees and managers have been able to get more opportunities to undertake their own decisions and carry out their innovative initiatives. Moreover, the company has created a diversified employee base which implies that the workspace consists of employees of various regions, backgrounds, nationalities, genders, etc. This makes the employees able to use their innovative ideas and helps develop the company's performance (British Airways, 2023).

The company even inspires the employees and managers to follow the code of business principles which is published annually by the company such that the employees can follow them and work ethically. Consequently, employees have been following the principles and have been reducing the carbon content which is usually produced from various business operations. The company has also started a hybrid work culture as per which employees can maintain their professional and personal lives easily. This further enables them to work effectively without getting stressed or pressurised in peak season. It has been noted how British Airways' employees' productivity has helped it to have a customer base of 47.7 million (iairgroup, 2020).

Ways in which various factors related to British Airways impact its employees' behaviours

Impact of leadership roles:

The role of leadership is one of the main factors which has a huge impact on the behaviour of the employees of the organisation. The employees of British Airways are very energetic. Mainly the employees show their effectiveness by showing their responsibility in work in their workplace. It is also the responsibility of the organisation to provide a healthy environment for their employees to work in. The leaders of the organisation are mainly responsible for their well-being in the company (Walumbwa, *et. al.*, 2021). In a recent study, it is observed that the leaders of British Airways play very critical role in the life of the employees and help them to maintain a good and systematic workplace by following a democratic leadership style. The leaders check that the employees should not be emotionally exhausted. Employees who are emotionally exhausted due to the work pressure are often affected by many diseases like palpitation, chest pain, shortness of breath, anxiety and depression. Thus leaders of British Airways treat their employees in proper way by providing them equal opportunities.

The role of the leaders in the organisation British Airways towards their employees is that they set the task or the goal for the employees and motivate them to reach that goal with hard effort. The setting goal for the employee is very important as they put a good impact on the behaviour of the employees and they get some energy to work hard (Mostafa, *et. al.*, 2020). The leaders of British Airways teach the employees about the meaningfulness of the task and they try to give them the motivation to do the work with full effort. Giving rewards for the excellence of the work is also done to motivate the employee's behaviours. If the employees do a great job in their workplace then the organisational leaders have to appreciate that so that

the employees feel enthusiastic to work. Maintaining a healthy relationship between the leader and the employee is required so that the employees can interact with their managers without any hesitation.

Impact of behavioural approach:

The behavioural approach towards the behaviour of the employees in the organisation mainly determines the performance of the employees. In British Airways, the behavioural approach helps its managers to understand their employees' behaviour and their pattern of working. This approach gives various parameters like the satisfaction of the employees the total turnover rate etc. In the behavioural approach, there is an automatic link between the performance of the employees, the interest of employees and their rewards (Bakker, and Schaufeli, 2018). This helps the management of the organisation to take certain decisions which are beneficial for the organisation. In running the organisation smoothly the performance of the employees is very important. If the employees did not have good productivity in the work then the organisation cannot meet their goal easily in the market. Thus all the employees are provided with proper training and proper knowledge about the process and the product of British Airways. The training department of the organisation is very strong so that the employees can give their best when they are giving their effort in the workplace. The accuracy and the result of the performance gives huge satisfaction to the employee which has a huge effect on the growth of the organisation.

Understanding the behaviour of the employees helps the organisation to have a strong bond between the workers and the management. The managers of British Airways keep all the records of the employees by using this approach. For better productivity of the work, managers give regular feedback to the employees (Stajkovic and Luthans, 2019). These feedback sessions help the employees to improve their work performance. If their

productivity increases the organisation can achieve their required goal very easily. Thus the revenue earned by the company also gets increased which leads to an increased rate of profit percentage. Working with proper dedicating behaviour is very important in the organisation. It helps both the organisation and the employees to grow in the future.

Impact of motivational theory:

Motivation is one of the essential factors which influence the behaviour of employee towards organisation. If an employee motivated they become more dedicated towards their work which results in high productivity of the organisation. The strategies and techniques of British Airways highlights the management's use of Maslow's Hierarchy of Needs theory through which they are able to satisfy their employees and they will show more dedication towards their work in the organisation.

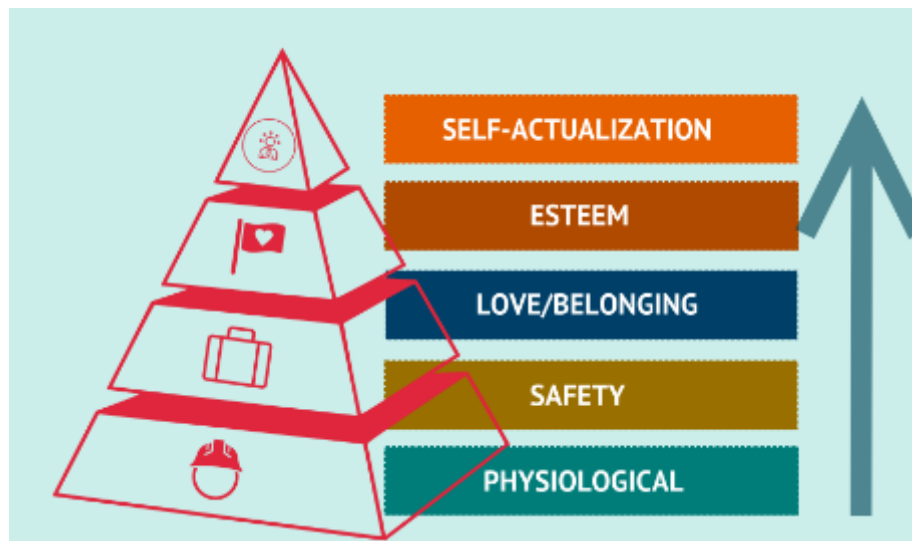


Figure: Maslow's Hierarchy of Needs

Source: (Lester, 2019)

There are five basic behavioural needs which the employees get from British Airways, such as-

Physiological Needs- The employees are provided with a good workplace where all the basic needs like food and water are available. A place of relaxation is also present in the workplace (Lester, 2019). While working it is very obvious that the employees need some rest thus these physiological need is very important to satisfy the behaviour of the employees so that they can give good productivity.

Safety Needs- This need is mainly for the female workers in the organisation. The workplace is kept safe enough so that the female employees do not feel any disturbance working there. The organisation provides all the protection to their employees so that they can work in the organisation without any hesitation.

Love and Belonging Needs- The relationship between the other employees and the employers is very friendly so that if the employee faces any issue they can easily convey it to their seniors (Hagerty, 2020). Managers check all the activities of the employees are having friendly and cooperative relations with each other and maintain good behaviour.

Esteem Needs- All the employees of the organisation are provided with an equal level of respect. Disrespect in the workplace destroys the motivation of the employees and thus then they lose hope of working in the organisation. Freedom of working is there in the workplace and this leads to encouraging the behaviour of the employees and they get motivated to work in the organisation.

Self-Actualization Needs- While working in the organisation the employees are given new training so that they are not bored with their monotonous work (McLeod, 2020). There are many employees who love to learn many new things in the organisation so that they improve their skills in the workplace. Regular learning of new things motivates the employee's behaviours which is beneficial for the organisation.

Conclusion

The report has helped to conclude that the organisational structure and culture of a company impact its performance to a huge extent. The study has even proved his point using the example of British Airways. It has been noted how British Airways' management has been able to create new changes in the marketing agendas in specific product categories without negatively affecting the other product ranges. The friendly work culture has further been noted to encourage employees to provide their best efforts. Moreover, it has also been observed how the management's leadership and behaviour approach have been able to control employees' resistance to work. The motivational theory of Maslow's hierarchy of needs has helped the company to inspire employees to work efficiently.

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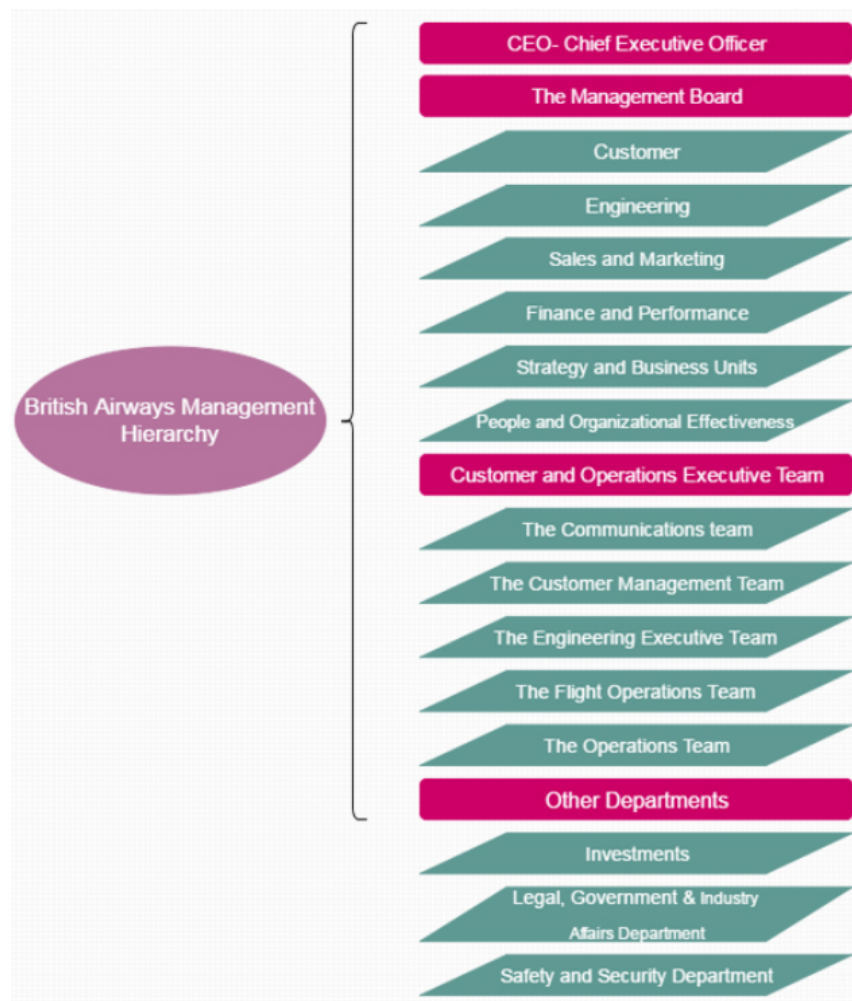
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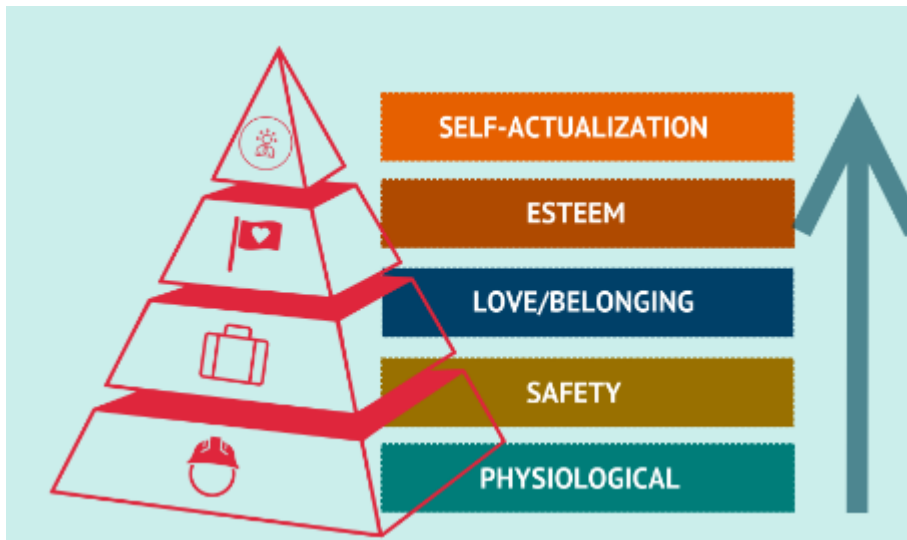
Appendix

1.



British Airways' structure

2.



Maslow's Hierarchy of Needs