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Contents

Introduction	3
Organizational structure and culture of TJX Company	3
Organizational culture of TJX Company	3
Comparison between TJX Company and Debenhams Company in terms of culture.....	5
Impact of organizational culture on the performance	5
The organizational structure of the TJX Company	6
Comparison between TJX Company and Debenhams Company in terms of structure.....	7
Impact on the organizational structure of performance	8
Conclusion	9
References	10

Introduction

Culture and structure of an organization refer to the way of dealing with the forces within the organization, and it determines the relationship, functions, process of completing task and interconnection with the various departments and people of the organization. There is a direct and positive relationship between the organizational culture, structure and performance of the organization (Dhir, 2019). That means suitable or effective culture based on the nature or functions of the organization can positively influence the performance of the organization. In this task, the structure and culture of the TJX Company will be analysed. Their impact on the performance of the organization will be evaluated in this task with the application of relevant theories and models. Eventually, these will be compared to the Debenhams Company.

Organizational structure and culture of TJX Company

Culture and structure of an organization depend on the nature, vision, leadership style and managerial practices of the organization (Naranjo-Valencia et al., 2016). It also refers to the factors on which the leaders and managers believe in. In this part of the essay, organizational culture and structure of TJX Company will be identified and analysed. Before discussing the culture of TJX Company, different types of culture will be discussed here.

Organizational culture of TJX Company

According to Robert E. Quinn and Kim S. Cameron, there are mainly four types of culture. These are clan culture, market culture, adhocracy culture and hierarchy culture. An organization following the clan culture believes in working together. In this type of cultural organization, monitoring gets the maximum focus, and all the organization works as a family. Different teams are formulated by the organization, and they are assigned as well as directed towards a shared goal of the organization along with the relevant training, information and supportive materials (Gordon, 2018). Adhocracy culture mainly deals with risk-taking and innovation. It always focuses on doing things first, then the competitors in the market. Another form of culture is a market culture that deals with the result orientation, competition and achievement orientation.

Finally, hierarchy culture is the autocratic form of culture that mainly concern with efficiency and doing things right without focusing on the circumstances.

TJX is a multinational retail company that was established in 1977 and spanned nine countries on three continents. It is operating in 4,412 different locations with more than 270,000 employees. Because of having a large number of employees, it has become a major challenge for TJX Company to cope with the cross-cultural factors (González-Rodríguez et al., 2018). Leaders and managers of TJX Company are mainly focusing on teamwork and work towards a shared goal. Based on the functions, different teams are formulated, and they are instructed to achieve the goal of the organization. Employees are provided with necessary information, skills, training and development. That means TJX Company is following clan culture. Employees are allowed to communicate anytime with the store managers and leaders of the organization, and informal communication is a major part of the organizational culture of TJX Company. Employees are also treated with respect, and they are continuously monitored by leaders and managers. Promotion is given based on the performance of the employees rather than focusing on age or other characteristics. Moreover, ethical practice and fair treatment are the major factors of the organizational culture of the TJX Company.

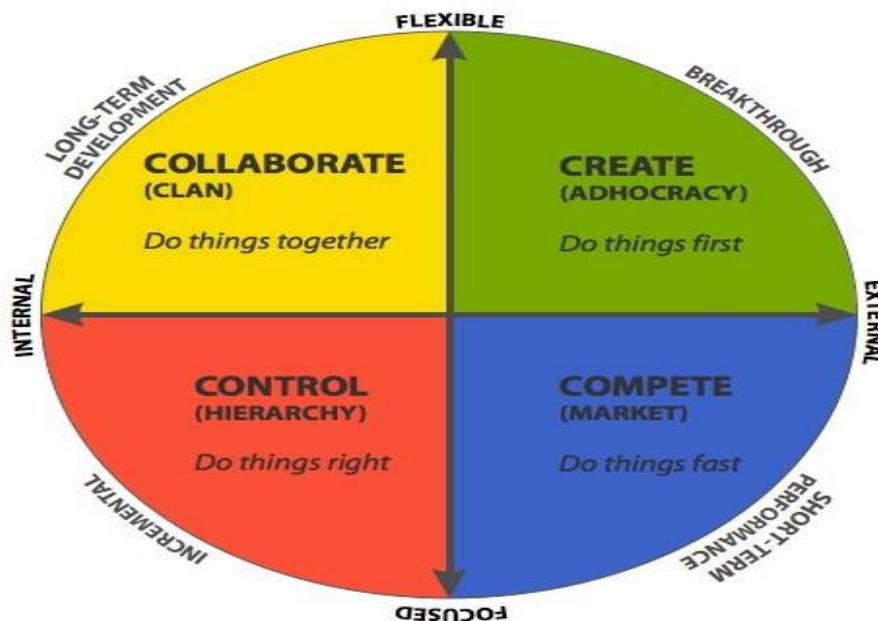


Figure 1: Traditional organizational cultural model

Source: (Madi et al., 2018)

Comparison between TJX Company and Debenhams Company in terms of culture

Debenhams Company is another retailer company that was established in 1778. More than 25,000 people are working in this organization. Debenhams is mainly focusing on the organizational efficiency, and they only consider getting jobs done of the employees. All the employees are strictly controlled by the leaders and managers of the organization where the employees of TJX are provided with continuous supervision and supports from the leaders and managers (Joseph and Gaba, 2020). Debenhams does not provide necessary training to the employees, and hierarchical organizational structure only focuses on the performance. In Debenhams, employees cannot communicate directly with the senior manager because organizational culture only supports formal communication among the employees, but TJX provides the opportunity to communicate their problems and requirements through the informal communication process (Arditi et al., 2017). In this case, organizational efficiency in its functions is the main concern of the leaders and managers of Debenhams.

Impact of organizational culture on the performance

It has already been mentioned that organizational performance is directly related to the culture of an organization. According to Mullins, although people are not aware of culture, it continues to have a persuasive influence on their behaviour and actions(Mullins et al., 2019). Proper organizational culture of TJX Company is helping to enhance the performance level of the organization. Creative performance of the employees is largely facilitated by the clan culture of TJX Company because employees are free to apply their creativity while performing their jobs (Kaufmann et al., 2019). TJX Company is one of the largest retailers, with more than £39.4 billion in revenue. Proper organizational culture has reduced the employee's turnover rate of TJX Company. The turnover rate of TJX Company was 24.5% in 2013 while it was following hierarchical organization culture that has reduced to only 11.4% in 2019. The efficiency of the employees has been increased by 9.5% within these six years, and it is believed by the leaders and managers of TJX Company that changing organizational culture and adapting to clan culture has helped to increase the efficiency of the employees (Madi et al., 2018). In addition to this,

TJX Company has a large number of satisfied and loyal customer bases across the globe because of proper organizational culture and customers are treated with respect and continuously getting responsive supports from the employees. In this regard, proper organizational culture is helping to deliver superior services to the customers.

The organizational structure of the TJX Company

Organizational structure is the strategic way of defining the allocation of tasks, specifying the responsibility and reporting position as well as coordination among the employees and the flow of instructions towards the aim of the organization set by the top authority (Neubert et al., 2016). An organizational structure is also determined based on the nature and objectives of the organization. According to the traditional corporate structure theory, an organization is structured in 4 different types. These are functional, flat-, matrix and divisional organizational structure. In a functional organizational structure, the workforce is divided into different groups, and specific tasks are assigned to these groups. There are five core functions, and there are marketing, finance, accounting, sales and human resource. In structured divisional organization is divided into divisions that allow more autonomy among the different groups of the organization. When functional and divisional formal is mixed, and employees report to multiple bosses (Kaufmann et al., 2019). Finally, Flatarchy organizational structure is defined as the blending of functional and flat construction that is more applicable for the start-ups or small companies.

TJX Company is following a functional organizational structure. It has divided the whole corporate functions into five core groups and employees, resources and tasks are allocated among these five functions. Although all the services are performing different tasks within the TJX Company, they are directed towards a shared goal of the organization that is providing superior value to the customers (Eva et al., 2018). For example, financial department is allocating required resources to different sectors and ensuring efficiency within the organization, the HR department of TJX Company is working for increasing the performance of the employees by providing training and development, the accounting department is continuously managing financial activities, and marketing department is communicating the core values and services of TJX Company with the customers. All these are helping to provide superior value to

the customers. TJX Company has appointed ahead of the department as a manager who directs all the employees and continuously monitors the functions of the employees. There are supervisors and assistant managers working under him and reports about the performance of the other group members (Arditi et al., 2017). There are key performance indicators (KPIs) set by the top manager of TJX Company, and in this case, the executive-level manager is responsible for maintaining actual performance standards with the KPIs. If there is any problem faced by the employees within the group, it is solved by the managers and supervisors of TJX Company. Moreover, executive level manager reports to the CEO of TJX Company.

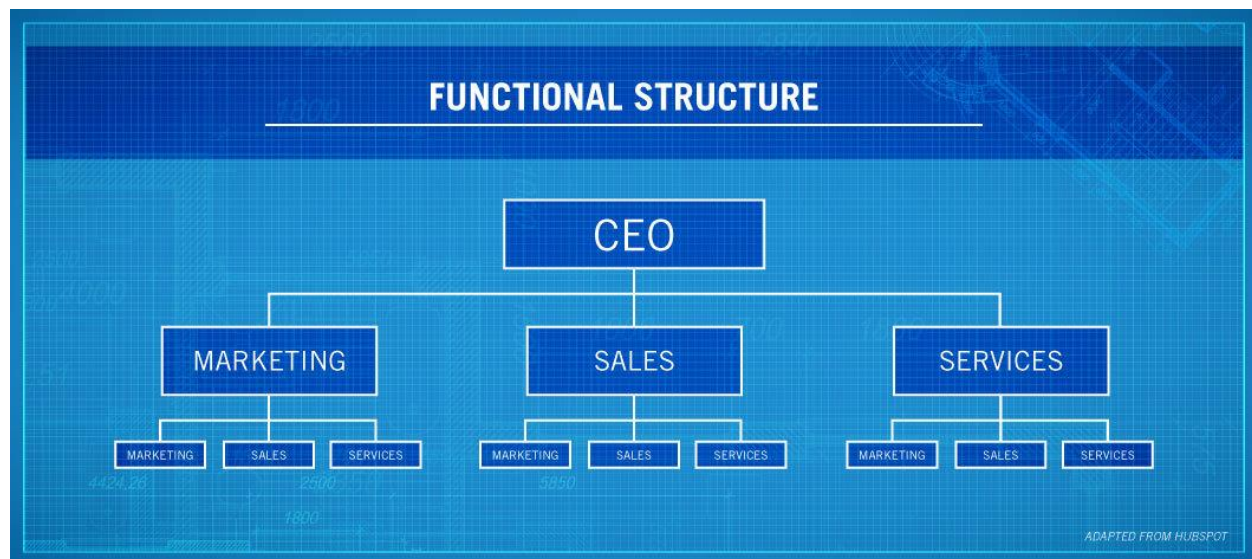


Figure 2: Organizational structure of TJX Company

Source: (Eva et al., 2018)

Comparison between TJX Company and Debenhams Company in terms of structure

There is a significant difference between TJX Company and Debenhams Company in terms of organizational structure. The organizational structure of TJX has been discussed in the above part of this essay. It has been identified that TJX is following a functional organizational structure, but Debenhams is following a divisional organizational structure. It is mainly following geographic divisional organizational structure, and there are three different divisions of Debenhams (González-Rodríguez et al., 2018). These divisions are North-American division,

EMEA division and Asia perspective division. There is a regional or divisional head in each of the divisions. There are three sub-divisions within this organization, sales, marketing and service, which carries out the different functions instructed by the divisional head of Debenhams and also reports to the head of the division. By the nature of the structure, reporting responsibilities as well as controlling or monitoring process of these organizations are different.

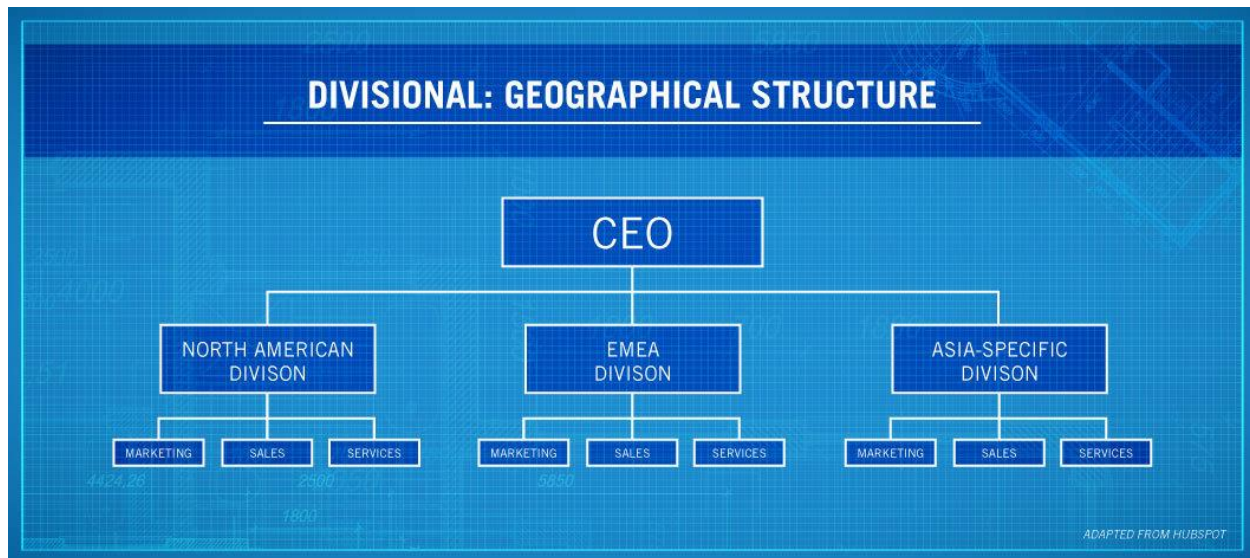


Figure 3: Organizational structure of Debenhams Company

Source: (Kaufmann et al., 2019)

Impact on the organizational structure of performance

Organizational performance is also influenced by the structure of the organization. TJX Company is directly getting some benefits because of its functional organizational structure, and also this structure is creating some problem for TJX Company. The functional organizational structure of TJX Company is helping the employees to become specialised on their assigned tasks because they are doing similar types of functions repeatedly (Joseph and Gaba, 2020). It is also providing the opportunity to achieve efficiency within the functions of the organization. According to the manager of TJX Company, employees have become able to get speedy operational service to deliver to the customers. Finally, the functional organizational structure of TJX Company is ensuring operational clarity and has reduced the complexity within the organizational functions. All these are helping to improve the performance of the organization.

However, some factors or functional structure are working adversely for TJX Company. Lack of coordination among the various functions is the major obstacle of the functional structure of TJX Company (Neubert et al., 2016). Communication has become difficult among the various functional departments that are reducing the performance level of the employees. It has also been seen that some functional departments are only focusing more on their success rather than focusing on the overall organizational objectives. These factors are adversely affecting the organizational performance of TJX Company.

Conclusion

An organization is a combination of different components, factors, actor and forces those must be functioned towards a common goal. To ensure the effective flow of the organizational functions, there should be proper culture and effective organizational structure. Having a proper culture and effective organizational structure can ensure long term success of the organization.

As TJX business continues to grow, understanding and maintaining their culture, as well as developing people, is key to their success. Their culture is at the core of how they operate the off-price organisation. When the employees learn and apply the cultural factors in their day-to-day work, they help TJX Company to create a productive work environment where all Associates are welcomed into Company, valued for their contributions and fully engaged with the business. The TJX cultural factors and having an inclusive workplace are foundational to the core of who it is as an organisation. According to TJX philosophy (work smart and support each other to achieve goals for the entire team), the result is critical, and mistakes are acceptable. TJX Company set clear goals and strive to reach them- unafraid to take the risk and learn along the way (mistakes are okay, as long as the organisation learn from them). Through this essay, the organizational culture and structure of TJX Company have been critically analysed and their role or impact on the organizational performance with the application of cultural and organizational structural theories.

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