



INTRODUCING THE MODERN WORKPLACE

BA Business Management

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Module:LCBB4003

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Date: 24/04/2024

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Introduction

The report will give a broad focus on three important factors of organisational goal attainment in the changing business environment. The entire depiction of the report will be centred on one of the leading UK-based airline companies Virgin Atlantic. The first part of the report will highlight the key concept of organisational structure along with explaining the organisational structure of the airline company which will also cover its impact on the organisational performance. The negotiation of the second part will revolve around another important factor organisational culture by bringing the references of the company. The final segment will reveal how Virgin Atlantic follows strategic ways to motivate employees.

The organisational structure of Virgin Atlantic and its impact on business performance

Organisational structure

According to Nene and Pillay (2019) organisational structure is one of the most important aspects which has a significant impact on organisational performance. It is a kind of designed structure through which organisational communication and activities are maintained. Designs of organisational structure depend on the size and organisational objectives of the business organisations. Success in organisational performance is effectively linked to the fruitful interconnection between organisational structure and the attainment of organisational goals.

The organisational structure has a vital impact on the organisational decision-making process by accelerating communication between the employees' team and the management team. Some of the key elements related to the organisational structure include delegation, departmentalisation, expansion of control etc (Friend, 2019).

Organisational structure of Virgin Atlantic

The UK-originated one of the leading airline companies Virgin Atlantic follows a clear hierarchical structure in the organisation. The organisational structure has an immense impact on the organisational decision-making process of the business. Besides, the structure confirms the clear distribution of roles and responsibilities within the department of the company. By following the principles of hierarchical organisational structure, the leadership and management team of the company is structured with different kinds of dignified roles for continuing the business operations. For instance, the distributed roles, responsibilities and authorities of the company include Chief Executive Officer, Chief Operating Officer, Chief Commercial Officer, Chief Financial Officer etc (Organ, 2023).

The hierarchical organisation structure of Virgin Atlantic is connected to the Bureaucratic theory which was developed by Max Weber. The bureaucratic structure advocates for clear rules and regulations within business institutions with the distribution of authorities according

to organisational functions. The distribution of authorities along with clearly circulated job roles and designations are aligned with the principles of Bureaucratic theory. The theoretical interpretation has effectively intertwined the organisational structure and its related organisational functions of the company to meet long-term business goals (Beetham, 2018). The Chief Executive Officer of the company is Shai Weiss who has achieved a long journey of experience being involved with the leading airline company. The Chief Operating and Customer Officer of Virgin Atlantic is Corneel Koster who is responsible for delivering unique customer service by following the safety regulations and operations. The designation of Chief Commercial Officer in Virgin Atlantic holds Juha Jarvinen who has a rich ground of experience in the logistics and travel industry. The logistics operations of Virgin Atlantic are efficiently controlled by Jarvinen. Oliver Byers holds the post of Chief Financial Officer at Virgin Atlantic. The strategic financial planning of the company is designed by him with a prudent view to the healthy business growth of the company (Virginatlantic, 2024).

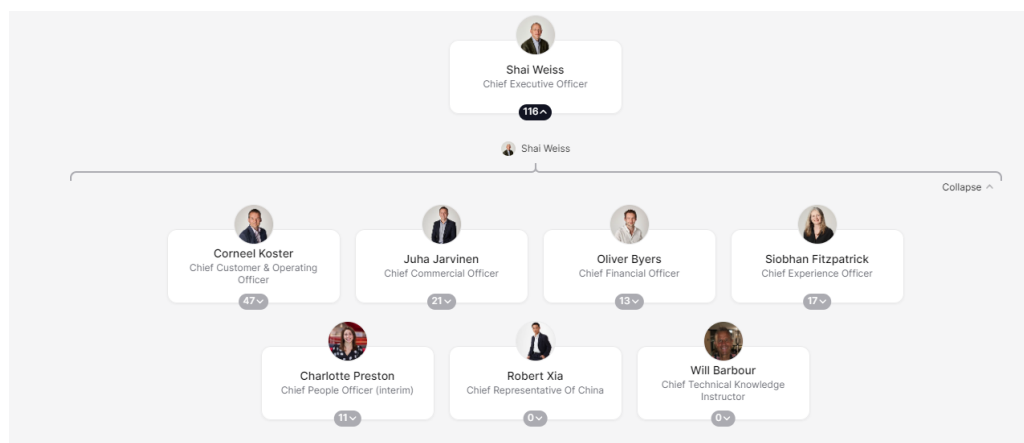


Figure- Organisational structure of Virgin Atlantic

Source- (Theorg, 2024)

The connection between organisational structure and performance

The British airline company Virgin Atlantic has accumulated dynamic achievements by following a hierarchical organisational structure. It has been highly effective and instrumental in extracting the best potential of the designated professionals appointed in various business operations of the company (Organ, 2023). The 2022 annual report of the company disclosed the company's success in achieving the APEX award, a Passenger Choice Award for the best airline service in Europe. Besides, the company also achieved the IFSA award for the Best Product or Service. The achievements of the company prove the enhanced customer service and relationship of the company members which have brought positive consequences in the

organisational performance of the company. Smooth and effective communication processes of the company representatives with their customers have provided greater insights to highlight customer demands and values. The financial performance of the company in 2022 recorded £2,854 million in revenue generation which was £928 million in 2021. Even, the challenging conditions in the aviation industry can not affect the customer demands and services of the company. The prolific management team of the company raised the customer service operations of the company by increasing passenger numbers by 4,42,000. It proves the proper alignment of the organisational structure of the company with an enhanced organisational performance which helps the entire team of Virgin Atlantic to pursue its long-term business goal by increasing organisational operations, customer services and satisfaction (Virginatlantic, 2022).

The organisational culture of Virgin Atlantic and its impact on business performance

Organisational culture

As stated by Montgomery (2019) organisational culture defines a power package of beliefs, attitudes, and values of business organisations that can direct the entire workforce. The proper achievements of business organisations depend on the purposefulness of organisational values and their interconnection with accelerated business performance through improved employee satisfaction. Organizational culture has a significant and long-term positive impact on employee performance, satisfaction and retention which brings also positive outcomes to business organisations. The key characteristics of organisational culture include fair business policy, commitment to people, community and environment, welfare of customers and employees etc. which play vital roles in shaping the cultural status of business organisations.

The organisational culture of Virgin Atlantic

The organisational culture of Virgin Atlantic has been categorised as one of the most purposeful ones providing a positive impact on people, the community and the environment. The business team of the company has an enhanced focus on strengthening strategic partnerships through which the business operations of Virgin Atlantic have been proceeding to meet its business mission and vision. The DEI strategy of the leading airline company has given birth to a fruitful environment by fostering innovation, growth and creativity (Virginatlantic, 2024a). The inclusion strategy of the company has been finely mixed up with the pillars of the 'Be Yourself' motto of the company which includes the recruitment and development of a diverse workforce, creating an inclusive culture and integrity among people, communities, customers and partners. Besides, the popular UK airline service has a rich employee network confirming awareness of Diversity, Inclusion and Equity. The employee networks of the company include Valued,

Scarlet, Pride and Den which stand for women's empowerment along with the development of Ethnic, disability and LGBTQ communities (Virginatlantic, 2024b).

The organisational culture of Virgin Atlantic is assimilated with the elements of the Culture Alignment Framework. The framework is an effective tool to assess the cultural effectiveness in business organisations. The significant dimensions of this cultural framework include organisational attitude and performance leading to independence and interdependence along with flexibility and stability. The principles of this cultural framework are mingled with the cultural attitudes of Virgin Atlantic. By connecting their cultural principles with this framework the executive team members of Virgin Atlantic have achieved a greater result in employee engagement and its positive outcome on business performance. By providing autonomy to employees and creating employee networks, the management team of the airline company has complied with the detection of the culture framework from independence towards interdependence (Spencerstuart, 2024).

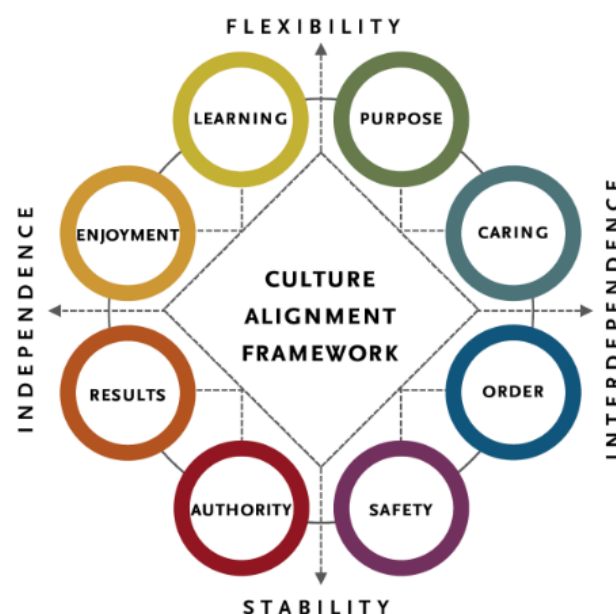


Figure-The organisational culture of Virgin Atlantic

Source- (Spencerstuart, 2024)

Impact of Organisational Culture on the Performance of Virgin Atlantic

As the organisational performance is correctly determined through organisational leadership styles and culture, the Organisational performance of Virgin Atlantic has been proven as the best outcome of the mixed venture of the airline company (Garengo and Betto, 2024). The developed cultural structure and commitment of the organisation have enhanced customer-focused employee performance which has developed customer service of the company.

Continuous employee engagement in the company has a significant impact on the regular business operations of the company along with the commitment to achieve long-term business goals. As per the 2022 Gender and Ethnicity Pay report of the company, the percentage of men and women employees receiving bonuses include 89.2% and 87.2% respectively. Besides, the percentage of Minority Ethnic and White Groups receiving bonuses include 74.5% and 88.8% respectively (Virginatlantic, 2022a). These have a positive impact on the employee performance and satisfaction. Employees from different social and cultural backgrounds feel valued working in a collaborative working environment of the company. As per the 2022 annual report of the company, Virgin Atlantic was one of the most celebrated UK airline services despite the adverse impact of COVID-19, inflation, Ukraine war and Omicron. The success of the company was possible due to a highly developed organisational culture (Virginatlantic, 2022).

Employee motivation process of Virgin Atlantic

Providing autonomy to employees

As a progressive founder and leader, Richard Branson likes to provide autonomy to his employees which has played a key role in the employee motivation process of Virgin Atlantic. Even, Branson likes to bestow full responsibilities on the employees in big projects which helps employees to deliver their best effort with innovation and creativity to make the projects successful. This has led to increased customer service for the company (Lowe, 2024).

Arranging training Programmes

As the management team of Virgin Atlantic has a sheer focus on customer service, the management professionals arrange training programmes for their employees. It plays a convenient role in encouraging employees by enhancing their opportunities to develop their skills and knowledge regarding the present customer-centric business operations and requirements. The employees of Virgin Atlantic have been truly motivated by the training programmes which enable them to satisfy customer needs (Lowe, 2024).

Flexible working environment

One of the best motivating factors which has been instrumental among the workers of Virgin Atlantic is the full utilisation of a flexible working environment. It gives employees scope to maintain a perfect and healthy work-life balance. This factor increases employee engagement and commitment towards the company. Thus, the employees of Virgin Atlantic feel valued and trusted which has accelerated their energy and effort to serve the company (Lowe, 2024).

Perks and benefits

Virgin Atlantic takes a leading position in terms of providing employees with various perks and benefits. Employees working at the airline company are allowed to take limitless annual leave which has expanded employees' commitment level and sense of attachment with the company. Besides, the leaders of the company have fixed bonuses for the workers of different groups and communities which have played a vital role in employee motivation in the company (Lowe, 2024).

Implementing DEI strategy

The implementation of a strategic DEI strategy becomes the strong backbone of the employee motivation process of the company. The strategy has brought innovation and creativity among the staff which plays an effective role in the decision-making process of the company leading the business to the way of long-term business success. Even, employee communication networks act as united platforms for employee well-being (Virginatlantic, 2024a).

Connection with Herzberg's two-factor theory of employee motivation

The employee motivation process of Virgin Atlantic has been interconnected with Herzberg's two-factor theory of employee motivation which includes the motivating factors and the hygiene factors. By following the motivating factors, the governing body of the business has confirmed training opportunities, perks, benefits and opportunities for the employees. The hygiene factors of the company include organisational policies and strategies which have developed employee satisfaction in the airline company. The best outcome of employee motivation falls on the improved organisational performance of the company (Tezel, 2023).

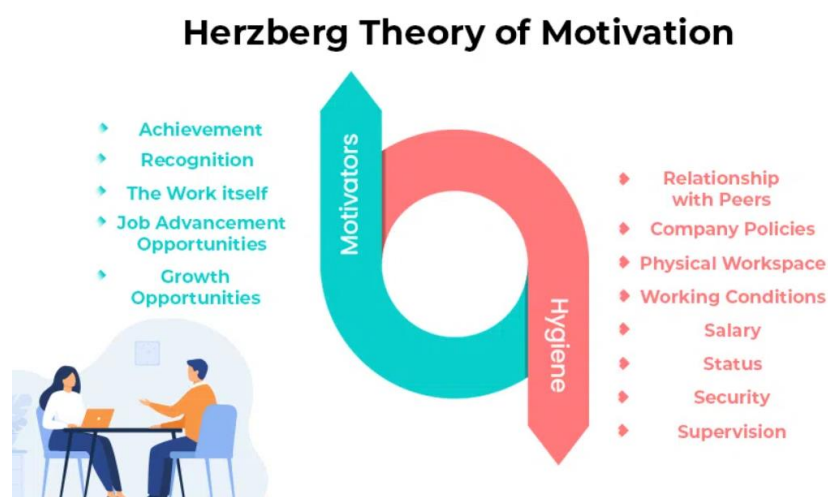


Figure- Herzberg's two-factor theory of employee motivation

Source- (GeeksforGeeks, 2023)

Conclusion

The report has demonstrated a comprehensive analysis regarding the most significant factors of achieving organisational success. The beginning section of the report has discovered the key concept of organisational structure along with mentioning the organisational structure of Virgin Atlantic and its impact on business performance. The theoretical connection is revealed here through the inclusion of bureaucratic theory. The next section has discovered the analysis regarding the organisational culture. The culture alignment framework has been used here to describe the organisational culture of the airline company. The final section has revealed the employee motivation process of the company by including Herzberg's two-factor theory of employee motivation.

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