

The University of Wales Trinity Saint David

**Structure and culture
of
Royal Automobile Club
Woodcote Park**

Introduction the Modern Workplace LCBB4003

Gregory Cowan

Neli Atanasova 1813125

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INTRODUCTION

Structure is a form system which is used in any company or organization for the better growth of the firm. It is form for define the work, job role and rule, vision, mission of the company. Culture of club is the system of shared values, assumptions and belief which guides how people should behave in club and perform their jobs efficiently.

The Royal Automobile Club was formed in 10 August 1897 in London. It's a private club which provide the facilities to their customers or guest of dinning and sporting. This study includes brief introduction of the structure of club and its impact on the club and the further study includes the detail knowledge about the culture of club and its impact on the club.

Structure of organization:

Structure of the company or organization define how task and activities in firm is allocate, coordinate, supervise and directed. It affects the culture and environment of company. Structure of company provide a path to their employees. It is structure which provide the way to individual to perform their jobs and achieve company goal and objectives.

According to Mullins (2016) the definition of tasks and responsibilities within the structure of management gave rise to a stable administration and standardisation of work procedures.

The choice of the structure depends on the strategy and the mission of the organisation, as well as its cultural diversity. Culture is a way a company can differentiate itself from its global competitors. A corporate culture cannot be copied, but it can be analysed by means of the 'cultural web' metaphor. If the company has adapted to the demands of its environment, culture remains the most effective way of maintaining a lasting competitive advantage (Rahman, M., 2015).

Structure of The Royal Automobile Club:

They are a not-for-profit organisation, meaning that all profits are reinvested back into the club for the benefit of members and staff.

The club follows horizontal organizational structure which is also known as flat organization structure. In these types of club structure has some or no level of middle

management between executive and staff. In these types of structure in club top management give order or directions to managers and then managers give delegations of work to the staff. By these structure in club there are no conflicts about authority of work. In these structure club members are always liable for a one personal duty and directions. By these employees of club feel satisfied about the work and also feel pressure free. Those type of structure reduce the *YES MAN* concepts in the club (Körner and et.al., 2015).

Impact of flat organization structure on club:

In these type of structure in club reduce the cost of decisions making process, because these types of structure follow staff level decision process. In these type of structure in club also reduce the cost of supervision because every employee is very well known about its job role. All these types of expenses of club are save and club can use that all money in some other aspect of business. The huge disadvantage of tall structure is slow communication because of more layers of managers and executives but other side flat organization create good impact on communication process of club (Manning, 2017). Cause by these structure staff don't need to follow the guidance of managers, executives and supervisor, they can directly communicate with each other, that impact on club i.e. all messages and information are clear and very under stable for everyone. These type of structure in club reduce barrier of communication because everyone can directly communicate with each other (Schneider and et.al.,2017).

Employees of club are also able to give suggestion, feedback and opinion to the management. When in company have too many managers then it's the habit of each manager to examine the daily task of employees. This type of structure hides the creativity of the employees because they think each and everything are critically examined. But in case of flat or horizontal structure in club, it reduces the system of micromanaging at club, because in flat systems employees and workers are free to work. They can show their creativity in work which make their performance more effective. By these organizations structure in club employees of the club are show more efficiency and productivity in their task (Ashkenas and et.al.,2015). Because no one can criticise their work, they are free to work in club. In these type of structure employees are free to work and have an authority to implement new idea. This type of authority not only increase the productivity of club employees but also increase motivation level of an individual. When employees feel that they are trusted by club

management they also feel motivated and show their skills and talent for the growth of the club. Motivated employees of club are happier employees which improve the job satisfaction that may result growth of club (Hsu, 2017).

Flat organization structure of the club also create impact on the growth and profitability of club. Because this structure is liable for show the path to their employees of directions, coordination, goal and objectives of club. By the help of powerful structure of the club every person is very clear with vision, missions and objectives of the club. They know the expectations of club, make strategies for achievement of goal. This type of structure not only responsible for the growth of club but also create a healthy work environment in club. It also affects the relationship of manager and staff, create friendly relationship at the club (Winnubst ,2017).

Culture of the organization:

Every company has its own unique personality. The unique personality of an organization refers to as its Culture. Culture of the organization is the system of shared values, assumptions, and beliefs which guides how people should behave in organization. These values have a strong effect on people of the organization that how to dress, perform their jobs and acts (Mullins, L, 2016).

Handy's culture model had its four culture's i.e., Power culture is the culture where power is held by just a few individuals. Role culture is the culture based on rules. Task culture is the form where no single power is source to work. Person culture is the culture where power is held by just few individuals. This above organization follows the Task culture as its culture structure.

Culture of The Royal Automobile Club

Royal Automobile Club Woodcote Park's culture is always courteous and professional. The leaders working in the company are very cooperative. They help the employees in various situations. There are various styles of leadership which can be used in the company. Situational leadership is a style of leadership in which leader helps the employees in various situations. No organisation can work properly without proper leaders as they are the mediator between the employee and the top management. If the employee wants

to pass any information to the top management then it can be done only with the help of leaders. Managers are also equal to leaders or it can be said that managers manage the organisation and leaders lead the people. Without managers organisation will not be able to take any decision. Different theories are taken by the management to see the work of managers. Scientific management approach is also explained in the report. This approach is based on reducing the wastage and increasing efficiency of employees by training them.

The staff of the club is so cheerful and efficient towards their job task. They are always polite to the guests and ready to help whoever need that and they perform their all task with a big smile. They had their key main emphasis on excellent service which renders the high quality of customer satisfaction among the guests arrived at the club. The staff of the club attended their guests in very friendly manner so they could easily avail their needs and requirements and could satisfy their guests. Always welcoming and works extremely hard and devoted to their duties (Körner and et.al., 2015).

The member of the club can easily bring their personalities to work as they can easily share their opinion among the guests and could suggest according to the needs of the guests. As member should not have to take a permission from their superior always, they could easily enhance their personality. In this function the Task culture is highlighted as there is no superior authority works. By this strategy the customers are easily influenced and will increase the productivity and helps in reducing communication barriers.

The members are cared by their boss as a person and treated as adult. Treated by their manager in very fair and consistent manner. Manager always praise the club member and appreciate them by thank you for their job well done. They work as a team and always supported by their manager and team (Helmreich and Merritt 2017). Teamwork refers the Task culture effective key function. This helps in the retention of employees and reduces absenteeism of the members. Members does not follow any hierarchy to work with and had trust on the managers. They work as an equal priority as people in authority does not have most preference. The members are not forced to follow the order if they know the order is wrong. Manager act as a best mentor for their members and maintains the right balance among the employees and the members. This reduces the inequality among the employees and reduces the discrimination among employees with their job task (Chang and Lin 2015).

There are some rules usually formed by the authority, but they are not ruled by them. They should be concentrated on the high service standards first that is really important for the club. Their main concentration is on creativity or doing the right thing. Employees will work with great enthusiasm this increases their morale which in turn helps them to achieve the clubs' goal and objective. It is socially and emotionally supportive team cross team collaboration and can easily communicate with their co-workers about the job task given to them. They work as a “one team” among Woodcote and Pall Mall and both the club houses. They treat their colleagues as their friends and socialise with them when they are not at work. Somehow this influences the task culture among the club which indirectly helps the club to increase its productivity (Hutabarat, 2015).

Impact of Culture on the club

Positive effect of Culture are shared values and beliefs creates a setting in which people are committed to one another and share an overriding sense of mission, which builds a bonding among the employees and helps them to work in team which directly influence the company's productivity. Organizational goals are easily achieved by the flexibility among the work environment of the employees of the club. Employees support and help each other which reduces the inequality among the employees which enhances the employees' retention which helps club to work with the employees for long term. Somehow this helps club to retain in the market for long term, increases the sales and increases the no. of visits of guests to the club (Helmreich and Merritt 2017).

Negative effect of Culture as employee works individually this reduces the control of authority on the employees which somehow effects the organizational structure which is the bad impact on the club. Targets are not achieved by the employees on time which reduces the productivity of the club. Ego clashes arise among the employees which somehow create a misunderstanding among the workers which effects the teamwork. This effects the employee retention among the club, and this directly affects the productivity of the club. Strong culture can cause a resistance to change which induces the club to achieve its specific goal. Employee will easily blame each other if any deficiency in the job task defined this is very bad impact on the club's efficiency and services (Giorgi, Lockwood and Glynn 2015).

Motivation

Motivation is the inner strength that drives a person to perform at its best so that company can achieve its objectives. Companies nowadays use various techniques to motivate its employees. A company can get a competitive edge over other companies only by its human resource. And if the company wants human resource to perform at their maximum then they must motivate them.

The study of motivation is concerned, basically with why people behave in a certain way. The underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfil some need or expectation. Individuals have a variety of changing and often competing needs and expectation which they attempt to satisfy in a number of ways (Mullins, L, 2016).

Benefits in Royal Automobile Club

For performing better in the organization, the employees must be properly motivated and for this the company knows good technics for motivation.

The Royal Automobile Club create a platform where everyone of the staff can log on to the platform with a unique username and password to access the benefits that are offered. The platform includes information on benefits, health and wellbeing schemes, Gym, Pension, Fair care Advantage Discount Scheme and lots more. The Advantage scheme allows you access to permanent discounts at over 1600 retailers including the likes of Sainsbury's, Boots, Marks and Spencer, B&Q, Arcadia Group and many more as well as local retailers.

CONCLUSION

The Royal Automobile Club is an old company with traditional and heritage and is a very good example of modern workplace. The culture of staff is always courteous and professional. The management working in the company are very cooperative and good leaders.

Above study shows the impact of structure and culture on the club. Flat structure of club is helpful for staff and management, they are free to work in club, it is also reducing the operational cost of club, it improves the relationship between staff and managers. This type of work structure increase growth of club. On the other hand, culture of club also aids the club

to achieve the goal of club on time, friendly environment among employees which provide them to support and work with each other's. Both are very necessary for the club because it assists to create good image in market and attract the customers towards the services of club.

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