

Introducing the* *Modern Workplace

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INTRODUCTION

Organisational structure refers to ways in which activities like supervision, coordination and task allocation are carried out for achieving aims of organisation. Organisations must be caring, innovative, flexible and efficient for being sustainable within competitive market (Landy and Conte, 2016). Organisational culture refers to aggregation of behaviour and values which impart psychological and social environment of organisation. This essay is based on The Kellogg Company which is a multinational food manufacturing organisation which is headquartered in Battle Creek, Michigan, US. It provides cookies, cereals, toaster pastries, crackers, vegetarian foods, frozen waffles and fruit flavoured snacks. This essay contains information related with structure and culture of Kellogg's and impact of these factors has been analysed on performance of organisation.

Main body

Organisational structure is defined as hierarchy of organisation. It signifies job, their function and where they have to report in organisation. This structure is developed by finding ways in which organisation carry out their operations which will assist them to attain goals with respect to future perspective. Kellogg's is public organisation which operates in food processing industry. Their vision is to delight and enrich world by brands and food which matter. Their purpose is to nourish families by which they prosper and flourish. For this they render their services worldwide in almost 180 countries and have around 33,000 employees. For this they have opted for geographic area division structure. In this divisions are established on basis of geography. In this structure activities are grouped as per geographical and regional locations. They mainly operate in US, Latin America, Asia, Australia, Europe and Canada. This structure is used by Kellogg's as they have their units in various geographical regions. This enables organisation to have functional as well as reporting system in various locations and operate in different sites as per demands of locals, but they consider their business policies (Aubry and Besner, 2012). On the basis of size of business, every geographic unit responds to their executives who looks over various locations. Alternate, for this is that geographic unit can respond to top management of Kellogg's which is present at headquarter.

To attain organisational goals, management of Kellogg's has opted for formal structure. It is necessary for them to divide tasks among various groups for making sure that no two people

work on similar task or project, by this they can maximum output for their input (Five Disciplines for Creating What the Customer Wants, 2012). Leaders of specific team ensures that each team member has been assigned task as per their capabilities. Organisation cannot run without employees, this signifies that organisation have informal structure which leads to assorted perceptions, traits, attitude and behaviour. When employees work on same task then they need to have formal structure by which they can attain objectives of Kellogg's, in this they have to possess formal way to interact and speak, thereby forming organisational culture. This is created by employees either knowingly or unknowingly. Organisational structure partly defines organisations culture, but organisational culture defines structure in some way. Structure of Kellogg's acts as a framework for implementing culture while culture prescribe ways in which organisation will be structured (Foss, Woll and Moilanen, 2013).

Culture refers to understanding which is shared among members of community or society. It comprises of preferences, perceptions, ideas, code of conduct, values and concept of morality (Al Saifi, 2015). Organisational culture comprises of unwritten rules and values related with conduct and styles of management, inter personal behaviour, priorities and beliefs which prevails within organisation. Collectively they provide climate which creates impact on ways in which communication takes place in between people, formulation of plans and decision-making process. With respect to Kellogg's, it is defined as structure of basic anticipations which are identified or invented by a unit which can be used by any unit of Kellogg's to deal with issues related with internal integration as well as external adaptation.

If organisation is able to manage trenchant culture, then they can have well planned organisational structure which makes easy for business managers to execute alterations by which they can achieve success. Organisational structure and culture are interrelated which creates strong impact on performance of individuals. Organisations are being identified with respect to their culture and structure which must be maintained critically. It is an intrinsic part of an organisational culture which deals with formation of culture which in turn motivates employees to work effectively towards organisational goals and objectives. Suppose if Kellogg's structure is not integrated with their culture then they will not be able to encourage their employee for taking initiatives and execute modifications which are essential for effectual performance.

There is relationship between culture and performance. When there is strong organisational culture then this led to high performance (Carlström and Ekman, 2012). Like Kellogg's have high

morals, customs and principles which leads to enhanced performance of employees. Consider an example like if there is effective communication among employees and management then they will be able to share their problems and ideas with management which will make them feel valued. This will result in healthy environment which will have significant positive impact on performance of employees of Kellogg's. Culture depicts way in which operations, activities and things are developed and there will be decrease in disagreement in ways they are carried out. Thus, culture enhances performance of not only employees but also leads to success of Kellogg's (Relationship between Organizational Culture, Leadership Behavior and Job Satisfaction, 2011).

Effectiveness is primal subject with respect to scrutiny of organisation. When organisation makes decision related with ways in which employees must act within workplace, what attitude they must possess, what they need to have to accomplish specific objective and then implement it within their structure for promotion of cultural morals and customs for attaining expected objectives. Structure not only tends to enhance organisational capabilities, but it also creates improvised performance.

Management of Kellogg's has opted for geographical structure as it provides different strategic and operational vantages like ambient interaction with local customers, it provides enhanced ability to serve needs of local and adapt different approaches to local market (Miśkiewicz, 2017). Apart from this it also encourages affirmative competition among various departments. Management of Kellogg's provides them with higher flexibility as well as growth opportunities. This attribute to adapt to modifications makes them highly competitive within market and align themselves according to needs and wants of customers by which their performance can be enhanced. Management as well as leaders of Kellogg's inspires effective communication among individuals through which they are able to take initiatives and are also given power related with specific project on which they are working. This will boost up their (employees) morale, self-freedom and they will be motivated to give their best. This entirely depends on working culture as well as personalities of individuals. An example can be considered to understand this concept like a team is formulated by leader to work on specific project assigned by management.

Leader communicates details about project with them and asks for ideas from them. Each individual has their own thinking and their perceptions can vary. But to carry out project, mutual decisions is requiring. If there lacks effective communication than it will lead to conflict. Now

when idea is chosen still there can be problems due to attitude of person, there ethics and values. For this leader need to have effective strategies so that such kind of things do not occur like code of conduct. Kellogg's have announced that they have been named as World's most ethical companies in 2013 by Ethisphere Institute. It is a international think tank which is devoted towards advancement, creation and sharing of practices related with CSR, sustainability, business ethics and anti-corruption. For the fifth time they have given this honour. Kellogg's have strong culture in terms of corporate responsibility and ethics (Kellogg Company Named as One of World's Most Ethical Companies by Ethisphere Institute, 2013). Their culture is shaped by their K values as six attributes which define and guides operations of their business. This value unites their employees in every level and region of Kellogg's which help them to manage heritage of company.

Kellogg's have opted for Schein's culture triangle. This is divided into three different levels which includes artefacts, espoused values & beliefs and basic underlying assumptions.

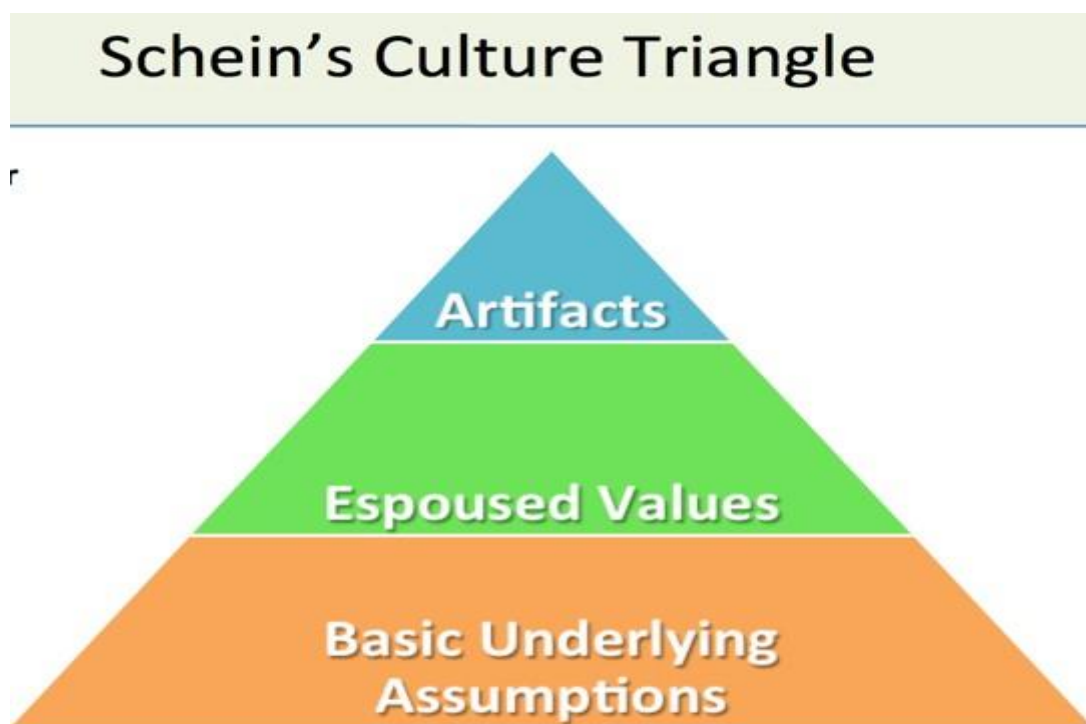


Illustration 1: Schein's Culture Triangle

(Source: *Models of Organisational Culture – Schein, 2018*)

Artefacts refers to visible signs within organisation's culture (Elsmore, 2017) . They can be seen, felt and heard. For example, Kellogg's have defined dress code which varies from plant

location like in Omaha, NE location it is business casual but for production staff they are given uniform. It also includes layout and kind of offices they have, it also contains way in employee address one another and how they communicate externally & internally. Espoused beliefs comprise of what organisational values are possessed. They interact with core values of Kellogg's by which they conduct organisational functionalities and operations. Basic underlying assumptions are foundations upon which culture is dependent. It defines way in which things or operation are carried out, as per Handy. These anticipations are very difficult to depict as they are intangible and are rarely comprehended by ways in which organisation operates. Suppose a new employee has entered within Kellogg's, they need time to fit in. This can be the reason that these underlying assumptions are not understood by them and others who are working from longer time can take them for granted. These assumptions are invisible and can't be written anywhere but still they exist within Kellogg's working culture (Models of Organisational Culture – Schein, 2018).

Variables which identify impelling leadership and management includes time management, communication with employees, motivation, periodic reviews and customer centric. Leader must have time management as without this they cannot accomplish team objectives within time which indicates poor performance. By this management can attain organisational goals within stipulated time duration. Communication comprises of speaking and listening. Leader and management of Kellogg's needs to appropriate speaking way through which they can create impact on minds of employees thereby leads to motivate them. Furthermore, they must also possess ability skills in this they have to listen to point of views of their team members their ideas, thoughts and problems. This will make them feel valued which makes them motivated. Furthermore, they need to consider reviews of customers as well as employees and their focus must be on rendering services as per requirements of their customers.

Behavioural approach of management is related with managers and ways in which they understand behaviour of employees and how they are treated for attaining goals. Experiments were carried out at Hawthorne Plant. These experiments were carried out in different stages, illumination, relay assembly test room, interview phase and bank wiring observation room experiments. In illumination experiments, modifications were done in interpretation of one group and their productivity and performance was compared with other in which manipulations were not done. Management observed that there has been positive effect on their performance. They

concluded that intensity of illumination is not associated with employee's productivity. Relay assembly test room, in this management emphasised on working situations such as temperature, refreshments, working conditions and hours. In this experiment was carried out which included assembly of relay (Mumby and Kuhn, 2018). Employees were in different rooms and were exposed to different situations. In this, it was observed that if management treated them in appropriate manner and give them attention then employees can perform in enhanced way. In Interview phase different people were interviewed to identify attitude of employees. It was found that complaints can be made do personal disturbance, there may be social meaning which leads to satisfaction and dissatisfaction. Bank wiring observation was carried to test ideas which have been cropped in interview phase. There was no physical change in working conditions. But it was identified by management that there was constant output. Hawthorne experiments focusses on value of human relations which contributed to management theories.

CONCLUSION

From above it can be concluded that, organisational culture and structure are interrelated with each other. Culture is defined as beliefs and values which prevails within organisation. Organisational structure is defined as a system which outlines ways in which activities are carried out for attaining organisational goals. Furthermore, leader and management play vital role to identify behaviour of employees and define strategies through which they can be carried.

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