

INTRODUCING the MODERN WORKPLACE

Name: MARIUS MOLDOVEANU

Student Number: 2023028

Module Title: Organizational Structure & Culture of ASDA

Assignment Title: LCBB4003

Module Lecturer's Name: NADEEM MIRZA

Table of Contents

Introduction	3
Organizational Background.....	3
Influence of organizational culture and structure and their effect on organizational performance. 3	
Behavioral approach and its effect on individual behavior within the workplace.....	6
Conclusions	8
References	9

Introduction

The following assignment will highlight various aspects of a retail organization in the United Kingdom. The assignment will mainly highlight various prospects of how organizational structure affects the organizational performance of a business organization along. The assignment will also, critically evaluate how organizational culture has a positive and negative impact on the work performance of the employees and the managers of a business organization.

Organizational Background

Asda is basically a British supermarket chain which has its headquarter in Leeds in the United Kingdom. The organization was founded back in the year 1949 during the phase when the Asquith family were merged their retail business with the associated dairies organization of Yorkshire. The organization was expanded to the south of the United Kingdom in the year 1970s and during the 1980s as well. Through this expansion, the organization acquired 61 supermarkets along with various other businesses such as the MFI group as well as Allied Carpets as well. Although the organization sold such acquisitions in order to focus way more on the supermarkets. Asda was also, listed on the London Stock Exchange till 1999 when it got acquired by Walmart for \$6.7 billion. From the year 2003 and 2014, the organization was the second largest chain of supermarkets in the United Kingdom by their share of the market. Apart from the supermarket services the organization also, provides various sorts of mobile and financial services as well. In 2021 in the month of February Asda was acquired by EG Group and TDP Capital (Asda, 2021). The ownership of the organization also changes constantly as the shareholders are the owners of the organization. The organization also holds a wide variety of product lines which includes items such as toys, clothing, electronics, homewares, along with various beauty and health products and services.

Influence of organizational culture and structure and their effect on organizational performance.

As per the viewpoint of Kaufmann *et al.*(2019), the organizational structure may be defined as the way through which the business organizations are being operated and controlled. Organizational structure plays a major part in the success of any business organization. A sound and well applied organizational structure enhances way more clarity to the business organization

and their employees as well and also, helps in the achievement of the business goals and objectives hand to hand and makes the organization way for effective and positive with their respective business approaches. A proper organizational structure enhances way more productivity within a business organization and also, helps to bring in innovation with the business functionality (Bizjournals, 2021). There are a lot of types of organizational structures which various business organizations follow to meet their demands and requirements. From the context of this particular assignment the chosen organization Asda follows a formal Hierarchical functional structure which helps in their effective organizational performances. In such a type of organizational structure, the follows a basic and suitable chain of commands from the higher levels which reaches the lower levels of the organization such as the employees and the subordinates. Such aspects of an organizational structure enhance department flexibility which improves the organizational work performance. As the selected organization in this case which is Asda a lot of functional departments thus, they prefer to move with such an organizational structure. The organization also has a large number of employees as well which also, helps to make their organizational structure way more effective they have an all total of 1,45,000 employees working within the organization. The CEO takes all sort of required decisions within the organization who is Roger Burnley who also, has a lot of experience in the retail sectors as well which makes the organizational performance of the organization way more effective he is also, the president of the organization as well. The board of managers also has some experienced people such as Rob McWilliam who is the Chief financial officer of the organization and looks into the financial terms of the organization. Derek Lawlor is the chief of merchandising and Hayley Tatum who is the people manager (Asda, 2021). In this case, the CEO takes all sorts of required decisions within the organization and conveys them to his group of managers who are operating and guiding the organization to achieve the business aims and objectives. The managers then pass the information to the respective workforce who then applies it for achieving the business objectives. The overall prospect makes the organizational performance of the organization very effective with the approach.



Chart 1: Organizational Structure of Asda

Source: (The Official Board, 2021)

As per the viewpoint of Ellinas *et al.* (2017), organizational culture may be defined as the way through which the people within the business organization behave themselves. It's a very important prospect for business organizations as it has a large impact on organizational performance. Organizational culture is basically the various values and beliefs of the higher authorities of a business organization that determines the organizational future. The organizational culture acquired by the organization as they follow a hierarchy culture has made the organizational performance of the organization way more effective and efficient which has already lead to the organizational success of Asda. The organizational culture of the organization is highly complementing (Careers Help, 2021). The organization mainly focuses on providing effective and much better organizational service to its customer also, the organization knows how to show respect to the values and beliefs of the people working within the business organization. The organization also aims to foster in all sorts of organizational fields and performances. The CEO of the organization Archie Norman has worked extremely hard to improve their organizational culture which has benefitted their organizational performance as well. Although the main aim and the motive of the organization were to maximize their rate of profits which would help them to compete with their respective competitors such as Wall-Mart but then also, the higher authority of the organization made sure that all the members of the workforce which are the employees are provided all sorts of support and care so that they have a positive feeling about their working environment which will help to foster the aspects of

organizational performance as well. Throughout all these years the organization has gone through a hell of a lot of changes in terms of its organizational structure during the phase when the organization was acquired by Wal-Mart but still, the organizational culture which is egalitarianism along with transparency has made sure that the workforce of the organization was committed towards the organization and also, they believe the higher management as well. The organization has a smooth organizational culture which has helped the organization throughout these years in terms of various acquisitions and mergers. The managers and the leaders of the company have made the organizational structure of the organization effective and have made sure that they have positivity within their work culture. The managers of the organization follow a lot of values that benefit and foster the work performance of the employees within Asda. Firstly, the higher authority of the organization sees each employee with equal prospects and makes sure there is no discrimination within the workforce. Secondly, the higher authorities are very fair with their approaches and make sure that the work performance is being evaluated properly. Thirdly the managers along with the employees are very happy with the organizational culture which are being followed which also, creates positivity within the organizational structure and performance. And, finally, the managers are very respectful towards the workforce which has a huge contribution towards employee satisfaction levels.

Behavioral approach and its effect on individual behavior within the workplace.

The behavioral approach may be defined as the process of individual behavior which also, has a lot of impact on the organizational terms and performance (Betterhelp, 2021). The various approaches of behavior have a lot of impact on the organizational performance and effectiveness of work it determines a lot of a business organization and its performance. Each working environment has a specific approach to perform based on the various attitudes and attributes of the workforce and the management. There are various issues and factors of behavior that also, have a positive and negative impact on the work performance of a business organization.

In organizations such as Asda, there are a lot of aspects that might affect the behavior within the workplace-

Decisions of the higher officials

The decisions and prospects of the higher officials of the organization have a lot of impact on the behavior of the employees. Although the higher authorities of Asda are very sound and effective with their various organizational decisions and also, tries to meet the demand and the requirements of the workforce which helps to keep the behavior and approach of the employees effective in nature. The higher authority of the organization as said earlier practices a lot of values which has a positive impact on the organizational behavior of the employees of the organization.

Work culture

Another factor that also, has an impact on individual behavior within the workforce is work culture. Although such aspects are also, well maintained within the organization as well as the CEO of Asda who is Archie Norman beliefs to maintain a positive and sound work culture that comprises of equality and positivity and has the transparency in it. Thus, the organizational and individual behavior of the employees are properly enhanced and the employees of Asda do not face any issues within the working environment which might affect their individual behaviors. Various negative behavior from the employees may lead to various issues for any type of business organization thus, it's the basic responsibility of the managers to properly foster the various requirements of the workforce which is properly maintained in organizations such as Asda (Built In, 2021).

Excess work pressure

Overburdening employees with work may also, lead to poor individual behavior within the business organizations such as Asda, but in this case, also, the organization is very effective in nature as they follow a sound organizational structure which is the Hierarchical functional structure that helps the divide work within all the respective departments of the organization with equal prospects. The organization is very effective in terms of its working structure which adds a lot to the individual behaviors of the workforce of the business organization (Managementstudyguide, 2021).

Communication

Effective communication is also, an important prospect that might affect individual behavior within the organization. Although the managers of the organization constantly communicate with their respective employees and the subordinates which enhances some major positive impact of the individual behavior of the workforce of Asda (Small Business - Chron, 2021).

Work relationship

Work relationship is also a major prospect which may affect the behaviors of the workforce poor working culture and the relation among the employees may lead to various conflicts and discrimination among the workforce which will affect their individual behaviors. But the management of the organization is effective in this case as well as they believe in working with equality which narrows various aspects of discrimination (Harvard Business Review, 2021).

Conclusions

Through this assignment, various aspects of conclusions may be sketched out as to how a retail sector such as Asda operates within the United Kingdom along with its organizational history and background. Also how organizational structure has an impact on organizational performance has also, been highlighted. Asda follows a Hierarchical functional structure which makes their organizational performance pretty effective and sound in approach. Also, how the organizational culture affects the organizational performance of the organization has also been critically evaluated. Although through this assignment it's been clear that the organization has some positive aspects of organizational culture which makes their performance effective and efficient in nature. Finally what is behavioral approach has been determined and what are the various aspects which might affect the behaviors of the employees of the organization has also, been effectively monitored as well.

References

Asda. 2021. *Asda.com - Online Food Shopping, George, & more*. [online] Available at: <<https://www.asda.com/>> [Accessed 27 July 2021].

Asda. 2021. *Asda.com - Online Food Shopping, George, & more*. [online] Available at: <<https://www.asda.com/help/company-details>> [Accessed 27 July 2021].

Betterhelp. 2021. *The Behavioral Approach To Psychology: An Overview of Behaviorism | Betterhelp*. [online] Available at: <<https://www.betterhelp.com/advice/behavior/the-behavioral-approach-to-psychology-an-overview-of-behaviorism/>> [Accessed 27 July 2021].

Bizjournals. 2021. [online] Available at: <<https://www.bizjournals.com/phoenix/blog/business/2014/06/why-organizational-structure-is-so-important-for.html>> [Accessed 27 July 2021].

Careers Help. 2021. *Asda organisational culture | Careers Help*. [online] Available at: <<https://careershelp.co.uk/asda-organisational-culture/>> [Accessed 27 July 2021].

Ellinas, C., Allan, N. and Johansson, A., 2017. Dynamics of organizational culture: Individual beliefs vs. social conformity. *PloS one*, 12(6), p.e0180193.

Kaufmann, W., Borry, E.L. and DeHart-Davis, L., 2019. More than pathological formalization: Understanding organizational structure and red tape. *Public Administration Review*, 79(2), pp.236-245.

Managementstudyguide. 2021. *Factors Affecting Employee Behaviour*. [online] Available at: <<https://www.managementstudyguide.com/factors-affecting-employee-behaviour.htm>> [Accessed 27 July 2021].

Medium. 2021. *Business Organisation of ASDA*. [online] Available at: <<https://medium.com/@emma24zoe/business-organisation-of-asda-de78b0a2a477>> [Accessed 27 July 2021].

The Official Board. 2021. *Org Chart Asda*. [online] Available at: <<https://www.theofficialboard.com/org-chart/asda-2>> [Accessed 27 July 2021].

Built In. 2021. *The 4 Types of Organizational Culture You Should Know*. [online] Available at: <<https://builtin.com/company-culture/types-of-organizational-culture>> [Accessed 27 July 2021].

Harvard Business Review. 2021. *The Little Things That Affect Our Work Relationships*. [online] Available at: <<https://hbr.org/2019/05/the-little-things-that-affect-our-work-relationships>> [Accessed 27 July 2021].

Small Business - Chron. 2021. *How Does Communicating Affect Work?*. [online] Available at: <<https://smallbusiness.chron.com/communicating-affect-work-37276.html>> [Accessed 27 July 2021].