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Organisation Structure and Culture

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Executive Summary

At the base of any organization there is an organizational structure and culture that define the rules and develop the culture of the organization.

The success of a company is due to the open and creative structure and culture, in which employees can easily adapt, in order to obtain optimal results and good satisfaction from the work environment.

The world of technology is incomplete without the name and services of Google. This American cosmopolitan organisation has touched the highest level of technology in terms of offering networking and internet-oriented facilities to the world. Based on this organisation's structure, culture, people, and performance, a report has been completed below.

Along with that, the organisation's behaviours have also been considered and evaluated in the following report.

Introduction

*The company on which the following report will be based is **Google**. Furthermore, in the following report, the company's organisational structure, organisational culture, organisational people, and organisational performance will be presented. The report will also explain the relationship between the organisational culture and people with the organisation's performance. The behavioural theory to management will be explained, and the factors that affect the behaviours of individual.*



Company History

Google is one of the wealthiest and all-pervasive companies in the world, and the company's history is a story of a hard work, and a little luck.

The name comes from the algorithm-generated ranking for how many backlinks a page has. This engine worked on the Stanford Servers for more than a year.

The name of the company was registered in September 15th 1997. The name is a play of 'googol' which is a mathematical term for the number followed by 100 zero and this reflects the founder mission to organize the infinite amount of information on the Internet.

On 4th of September 1998 Google was incorporated as a private company. The first office was, a friend garage in Menlo Park, California and the first employee were hired, was Craig Silverstein, who also stayed with the company for more than ten years.

The company moved in 1999 from its humble garage to new digs at 165 University Avenue, Palo Alto. The company has engaged in a partnership with NARA, AOL, Sun Microsystems, News Corporation, Sky Uk, and others.

Google set up a openhanded offshoot, Google.org, in 2005.

In 2006, *Google* Video introduced to the public and users were able to search for videos, rather than be restricted to content through the search engine. In the same year the company acquired YouTube.

In addition, the very popular *Google* Docs service was launched.

Controlling the Market Share

The company is estimated to have around 54% of the market share for search engines with Yahoo as it's a closest rival.

The search engine gets more than 1 billion search requests each day and every click make the company money.

*After all, for **Google**, the sky is no longer the limit.*

The culture and structure on Google company

Every department and internal areas of an organisation are interconnected with each other.

Organisations need to be understood in their entirety in order to manage them strategically.

Two key concepts that explain organisations are structure and culture.

Organisation structure and its main elements:

-departmentalisation, specialisation, centralisation of decision making, chain of command, span of control and formalisation.

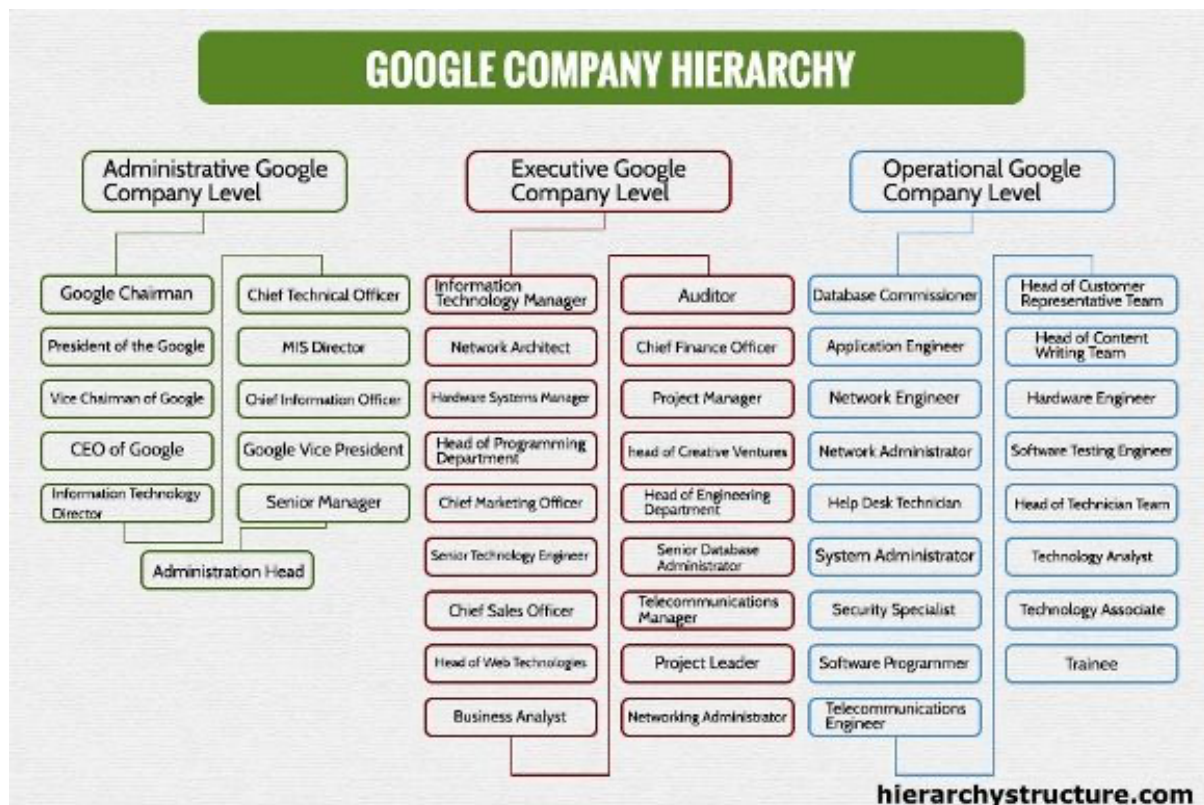
Culture can be explained as the 'personality' of an organisation and describes the way things are done here. Culture is as important to management as strategy and structure and influences the ability of the organisation to implement strategy and deliver outcomes.

The structure, people, the culture of organisations are connected with organisational performance. Such connection and interrelationship from the perspective of Google are being addressed here

Relationship of organisational structure with performance:

An organisational structure defines the infrastructure or foundation based on which a company can flourish and enhance. Structural adversity of development can either make organisational performance progressive or damaging. Structure decides the stability of a company (Devaney, 2021). Thus, the performance of organisational people and departments gets facilitated. The influence of efficient leadership and management can also be seen in this context.

For example, the structure and overall performance of Google possess a strong relationship. The cross-functional structure is being followed by the management/leadership and employees of Google (Smithson, 2018). Under this structure both flat and matrix aspects are being used by Google. This structure helps the organisation completing three types of duties - production-related, function-related and employee-related. Successful following of this structure develops the employees' working zeal, and thus efficacy of the organisation increases. Simultaneously, Google functions, such as managing customers, managing stakeholders, inventors, are successfully being done through the help of this cross-functional structure. For example, Google possesses successful international financial and marketing teams. Such teams follow the cross-functional structure and offer premium services to customers all over the world. As a result, the profitability and sustainability of Google is enhancing simultaneously. The overall performance of the organisation is also getting facilitated.



(Source: <https://www.hierachystructure.com/wp-content/uploads/2013/11/Google-Company-Hierarchy1.jpg>)

Google's Organizational Structure and organizational Culture

The Hierarchy Structure

Google is one of the largest companies in the world, with a large number of technical and other professionals who work extremely hard to ensure the operation of this technology giant.

This categorization is broadly done in 3 levels.

The 3 levels of the company's hierarchy will be explained in a simple summary, which means that the highest in the hierarchy is placed at the top, and the lowest is placed on the end.

The first level of the company (administrative level)

The professionals at this level, the highest in Google's hierarchy structure, handle the entire administrative work. All of these professionals must be equipped with extensive experience and knowledge in the field to ensure the company's performance.

The second level (executive level)

The average level of the company contains professionals who are in charge of the entire team of professionals within them.

They assume all tasks at the executive level for the company, and most of them are team leaders.

The third level (operational level)

At this level, professionals manage certain areas defined and pre-specified in the company.

Their role is to make an expertise.

The managers and leaders of Google also utilise efficacy for supporting the relation of its structure and performance (Smithson, 2018). The managers and leaders use different techniques to make the connection of structure and performance of Google stronger. For example, structural modification and involving employees in such decisions are being done by the managers and leaders of Google. Thus, collaboration and positivity get witnessed in this organisation's environment, and it also enhances its performance quality.

Relationship of organisational culture with performance:

Google is really touched by this philosophy, not just planning it out loud. A great company needs great people. To attract and retain such people is to make their work interesting.

Operating HR is obviously a field of science at Google. They do everything to satisfy employees and to help them work effectively and improve themselves in order to provide quality for a good performance of the company.

The dominant culture in the organisation depends on the environment in which the company operates the organisation's objectives, the belief system of the employees, and the company's management style. (Schein 2017)

Culture offers equality and diversity to the functions and operations of an organisation (Forsey, 2021) Along with that, by maintain proper culture, a company can easily manage both employees and customers. The predominant culture aimed at Google is an open culture, where everybody and customer can freely contribute their ideas and opinions to create more comfortable and friendly working environment (Hsieh 2010a).

Working at Google, employees enjoy free food, served through the day, a volleyball court, a swimming pool, a car wash, an oil change, a haircut, free health and many other benefits.

The biggest benefit for the staff is to be picked up on the day of work.

This is one of the secrets of Google, performance and success is due to a very well-studied culture in order to have exceptional performance from employees. To get the best idea, Google employees are very spoiled and the permanent success is due to this fact.



(Source; <http://www.corporateculturepros.com/wp-content/uploads/2013/Google-Company-Culture-infographi>)

The culture of Google and its performance are strongly connected.

Collaboration culture is being followed by the management of Google and obeyed by the employees. This culture helps Google to ensure three prime aspects- creativity, employee orientation and risk management.

These three aspects of Google's organisational culture influence the performance. For example, the collaborative culture of Google encourages creativity and offers freedom of talking and sharing viewpoint with the employees (Pratap,2019) A strong connection between the management and

employees gets formulated. At the same time, the performance of the employees grows in this way.

The risk-taking nature of Google organisational culture, on the other hand, supports the risky ideas of the management and employees.

As a result, encouragement is being provided to the workforce, and this organization is receiving quality work. The overall performance growth of the organisation thus gets facilitated. Google is known to be a workplace-friendly organisation that offers opportunities and developments to the workers. As a result, the overall productivity of the organisation gets facilitated. For instance, in the previous year, almost 180 billion annual revenue has been gathered by Google due to the hardships given by employees (Pratap, 2019). The collaborative nature of leadership and management of this organisation also shaped its strong workforce. Leaders and managers of Google also influence its culture. Effective leadership of the organisation helps in the nourishment of collaborative culture of Google. At the same time, the law-based management of Google ensures cultural diversity and equality. As a result, CRS policies and employment policies are being well handled inside this organisation (Manimala, 2013). In this way, the overall performance of Google is getting enhanced. Along with that, Google's leadership and management's cultural support develops its employee retention and customer retention policies.

Relationship of organisational people with performance:

People in an organisation mainly resembles the management and employees. Based on this quadrant, the productivity and customer-handling of an organisation can get successful.

Administrative departments and employees of a company offer hard work, and thus organisational efficiency develops. At the same time, company performance also grows in this way.

Internal people of Google influence its performance and possess a strong connection inside the company. The employees of Google are known for free traits- devotion, creativity and hardships. These traits help the employees creating a strong relationship with Google's performance (Schwantes,2017). The devoting nature of Google employees allows them to connect with both management and customers. The brand popularity and performance of the organisation enhances. The creative spirit of the employees at the same time attracts investors and customers. Company profitability also improves in this way. At the same time, the high performance of Google shows a strong connection with its performance. Apart from that, Google offers rotation

duty times to employees. In this way, employees get to show their enthusiasm and provide hardships to the company. The productivity of Google thus enhances, and it becomes easy to manage the demand of the market. At the same time, the performance of the organisation also gets enhanced in this way.

The people culture of `Google gets influenced by its effective leadership and management. For instance, this organisation's leaders always motivate the employees to share their viewpoints, showing creativity and taking challenges (Schwantes, 2015). In this way, the operations and functions of Google are being handled successfully by the employees. At the same time the management of Google is quite supportive and sympathetic towards the employees. As a result, working freedom is being experienced by the workforce of Google. The daily performance increases simultaneously. It also develops the overall performance of the organisation.

Evaluation of behavioural approach to management and understanding the factor that affects differences in individual behaviour

Behavioural theory to management is very significant as it helps one company like Google to motivate their employees. This management theory helps one company like Google identify and understand the working dimension of the employees. This helps the company to take proper steps and actions through which the company as well as the quality of the company by which the customers can be satisfied. Furthermore, the behavioural theory of management was founded by the managers who were practising the work as the managers who were practising their job identified for harmony in the workplace and effectiveness of the workplace was not achieved after using the classic management theory. Moreover, classic management theory is one of the best theories that used to be favourite of all the managers as it used to benefit the managers.

As a result, the development of the behavioural theory of management was found as this theory has the capability of resolving those problems and issues that were not resolved by the classic management theory. Therefore, this management theory can be used by Google, and this theory can help the company to influence their employees in a positive way (managementhaven,2021).

Furthermore, there are two different parts that fail under the behavioural theory of management. The human relations approach and the Behavioural relations approach are the two different parts that come under the

behavioural theory of management. Both the approaches of the Behavioural theory of management affect the employees of one company in a different way.

Human relations approach

The human relations approach is the first approach that falls under the behavioural theory of management. This approach is mainly used by managers so that they can get connected to the employees working under them. This approach can also help the manager to create hassle free communication with the employees. As a result, the managers are able to understand the employees properly. This can help Google to increase their production, and with that, the profit of the company will also increase. The chances of business expansion and introducing a various range of products also increase as with the help of this approach the manager of Google will be able to understand the needs and issues of the employees. This will help the managers of the company to co-operate with the employees. Moreover, this will also help the manager of Google to understand the people working under them. With the help of this, the manager will be able to make strong and effective strategies that can be followed by the employees of the company easily (cliffsnotes, 2021). This will help the company to achieve its business goals easily. Furthermore, the manager of Google will also be able to see and identify the positive side of the employees. As a result, this will help the manager of Google to make an effective workplace which can help the company to enhance their production and also increase the profit of the company. These are some of the factors that can be identified after the use of human relationships as an influencing factor for the employees. By doing this, the employees of the company are able to enhance their skills, and with that, the company is able to achieve its goals and also increase the profit of the company. Hence, it can be said that the employees of the Google, due to the human relation approach, get influenced in a positive way (Johnston, 2018.)

Behavioural Science Approach

This is one of the parts of behavioural theory to management, and therefore, the reason behind this approach was to show that human beings are much more complex compared to the one shown in classic management theory. The behaviour, attitude, and performance of one employee in the organisation are too significant as it can ruin the environment as well as

building the working environment. And behaviour, attitude, and performance of one employee are given value in the organisation in which behavioural theory of management is used. This is why Google can also use this management theory as this can help the company to motivate its employees. Using this management theory, the manager of Google will be able to value the performance of the employees, attitude of the employees, and behaviour of the employees. This will motivate the employees, and the employees will push themselves as hard as they can. This will increase the profit of the company.

The above mentioned are some of the factors that influence the employees of Google. Hence, it can be seen that the employees are being influenced in a positive way as they are able to enhance their skills and also give benefit to the company (analysisproject, 2021)

Conclusion

A report on the topic of organisational behaviour has been completed here. At first, a strong connection amongst organisational structure, culture, people, and performance has been identified. The case of study of Google, along with its examples, have been used here. Apart from that, the effectiveness of leadership and management have also been used here. Apart from that, the effectiveness of leadership and management have also been evaluated in the above report.

The behaviour of individuals has also been acknowledged here from the perspective of different approaches and their influences. Examples from the case study of Google have also been provided in this section.

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