

Organization Structure and Culture

Anamaria Gabriela Duman

Modern Workplace

Student id: 2015291

Organization Structure and Culture

Introduction

Organizational structure and culture are considered some of the core factors that determine the success of an organization. The management structure entails the chain of command and the reporting levels created within the organization. On the other hand, culture involves the values and norms that guide the actions of the organizational members. The culture of an organization binds the workers together and provides a direction towards which members should act. The organizational structure and culture have been found to play a key role in motivating the employees and increasing the performance. An organization with ineffective culture is more likely to experience low motivation and thus low productivity. On the other hand, a good culture would create a sense of unity and bring the members together towards the organizational vision. This report presents the analysis of the organizational culture and structure of Jet2 and Next plc.

Jet2.com Limited

Jet2.com Limited is a British low-cost airline that offers scheduled and chartered flights in the United Kingdom. It is the third-largest scheduled airline in the United Kingdom according to the 2019 report and only ranks behind EasyJet and British Airways. As one of the top airlines in the UK, Jet2 requires an effective organizational structure that enhances its performance and success.

Jet2.com Limited Structure and Culture

Jet2 uses a hierarchical organizational structure with decisions flowing from the top to the bottom. At the top is the CEO, and down is several layers of management. The CEO is the

overall head and oversees all the activities of the organization (Jet2plc.com 2020). At the lower level are the various departmental managers responsible for overseeing the other activities at their units. The departments include customer service, marketing, and engineering. There is a board of directors responsible for the organization's long-term success and are collectively accountable to the shareholders. The board's core role is to establish the values, purpose, and strategy that the management implements (The Official Board 2020). The board recognizes the importance of effective management and works with the CEO and other top management to ensure the organization's success. This hierarchical structure allows the workers to be supervised within a narrow span of control, and each employee reports to a specific chain of command. The communication begins at the top and moves downwards. At this point, the managers pass the information from the CEO to the junior employees.

As a low-cost airline, Jet2 is considered the organization with the best culture to boost employees' morale. One of the factors on which the culture of the organization is based on teamwork. Jet2 has introduced a teamwork culture, where the employees are encouraged to work together as a team to create a better customer experience (Jet2careers.com 2020). The values of togetherness and one team remain one of the major factors driving the organization's success. The employees are taken through training to ensure that they learn the organization's values and develop a team spirit. With this approach, workers can share ideas and work together for the success of the organization.

The management promotes open and two-way communication between the staff and the management. A culture of openness and communication encourages the employees to speak out on any issue without fear. This culture has created a workplace where the employees feel open and free to communicate with one another. Jet2 has also built a culture of excellence and better

customer experience. The employees work towards enhancing customer satisfaction through excellence in everything they do. All the new employees are trained to improve their skills and taught about the importance of excellence. This training ensures that workers can offer the best services to the customers. Jet2 also promotes a culture of inclusivity and integrity. Both in the UK and abroad, the firm has employees from different backgrounds. Inclusivity is included in its hiring policies to reflect a more diverse workforce. It enhances a culture of respect and dignity, ensuring that every worker is respected irrespective of the cultural background.

Organizational culture and structure play a significant role in employee performance and overall company growth. The hierarchical structure at Jet2 involves different levels of authority within the chain of command. Even though the decision-making flows from the top to the bottom, there is a clear duty line, and employees understand their roles and responsibilities. The employees have a clear knowledge of who to report to and what they are expected to do. Having a clear line of duty is always associated with increased confidence and thus employee performance (Tran and Tian 2013). The managers also have clear roles and duties, which increases accountability for their actions at different management levels. The line managers also supervise a few employees at a time, which offers an opportunity to build a close work relationship between the employees and managers. The narrow span of control ensures close supervision and building a strong work relationship, thus increasing performance.

Jet2 culture makes the employees see themselves as part of the organization and therefore work towards the set vision. The culture offers an opportunity for all employees to undergo training to boost their skills and experience. The training of all the new workers boosts their skills, confidence, and performance. Besides, the inclusion and culture of respect and dignity play a major role in making employees feel part of the organization. It makes all workers feel

welcomed and part of the organization despite their different cultural backgrounds. All these are important in enhancing the performance of the workers. Teamwork remains one of the most crucial elements in the success of current organizations (Martinez et al. 2015). When employees work together in a team, they can increase the overall output and efficiency. Teamwork builds unity and makes workers stick together for a common purpose.

Factors Influencing Behavior and Motivation at Jet2

Good leadership is one of the factors influencing the motivation and employee behavior at Jet2. Good leadership, which starts from the CEO and moves down to the line managers, is responsible for employee motivation. Leadership allows for two-way communication, always engaging the junior in discussing important factors for the organization (Ganta 2014). This makes the employees feel part of the organization, which then leads to motivation. The other factor affecting the employees' motivation and behavior in this organization is the training and development opportunity. At Jet2, employees undergo training to improve their skills and abilities, offering them development opportunities. It makes the employees see that the organization values their careers and wants them to excel.

Better working conditions also play a significant role in enhancing motivation and impacting the behavior of the workers. Jet2 offers workers the most conducive working environment where they can work safely and effectively. The better working condition has therefore enhanced the motivation and the performance of the workers (Ganta 2014). The other motivational factor at Jet2 is the better pay. Employees at this organization are paid better, a move that also enhances the workers' motivation level.

Next PLC

Next plc is a UK-based retailer offering clothing, footwear, and accessories. The firm has over 700 stores in the United Kingdom and is one of the country's largest clothing retail stores. It also has a presence in other regions, including Asia, Europe, and the Middle East. It is currently the largest retailer in clothing in the UK after it overtook Marks and Spencer.

Next Plc Structure and Culture

Next, plc uses a functional matrix organizational structure in which the employees report to many managers. The authority of the functional managers flows downwards, while that the top manager flows horizontally. The functional managers play a significant role in the management at different functional units to work with the employees (THE ORG 2020). The functional managers also make sure that the employees remain motivated to meet the set target. On the other hand, the overall general manager comes in to perform tasks related to performance evaluation, follow-up, and carry-out work. At the top is the CEO, who works with the board of directors to ensure that the strategic actions are implemented.

The major cultural values of Next plc are diversity, collaboration, passion, integrity, accountability, and leadership. On diversity, Next has a culture that brings all people into the organization irrespective of their backgrounds. It ensures that there is inclusivity and that all workers are treated equally and not discriminated against based on their backgrounds (Han and Ko 2019). Besides, Next has a collaboration and teamwork culture where workers are encouraged to work in a team. Quality is at the core of all services provided by the organization. The employees are aware of the quality standards required of them and are always determined to ensure customer service. The culture of quality and passion has been the major reason for the

organization's high-quality products and services. Every employee is passionate about working and deliver the best value.

Leadership and integrity are also other cultural values that guide Next plc. Effective leadership and integrity ensure that all the workers adhere to these values in their course of work. There is also a culture of accountability at Next plc in which the employees are held responsible and accountable for their actions. This has created a workplace where the staff can show commitment towards their work.

The matrix structure used by Next plc allows the workers to report to multiple lines of commands. This allows the workers to reach out to different levels of management and share their ideas. It helps build a close relationship with different management levels, thus enhancing productivity. An effective structure ensures that work is delegated to the workers based on their abilities. The management at Next plc delegates the tasks to the employees, with the core role of the manager being to coach and guide the worker. Delegation helps motivate the employees because it makes them feel that the management has confidence in their abilities.

A culture of collaboration and teamwork also plays a great role in enhancing the workers' performance at Next plc. The organization encourages teamwork and collaboration, which together enhances the efficiency of the work. Teamwork helps reduce errors and enhances the ability of the team to offer quality (Awadh, A.M. and Alyahya 2013). The organization's quality and passion culture guides the team in their actions to ensure they meet the quality standards. The success of the organization has therefore been contributed by its effective culture that enhances inclusivity and ensures all the employees feel part of the organization.

Factors Influencing Employee Behavior and Motivation at Next plc

Employee behavior and motivation at Next plc are influenced by effective leadership, recognition, development opportunities, and the level of responsibility. The inspirational leadership at the organization significantly increases the performance of the employees. The leadership promotes open communication and motivates the employees using various strategies. The other method used to motivate the employees is rewards and recognition (Cherian and Jacob 2013). The workers at Next plc are recognized and rewarded for their good work. The recognition of the employees' performance is one of the strategies that can be used to motivate the employees and enhance their performance. Recognition makes the workers feel that the organization appreciates their hard work.

The existence of development opportunities at the organization also has a significant role in employee behavior and motivation. Workers will always want to advance in their careers and want to work in an organization that offers development opportunities. Next plc offers training to its workers and provides them with an opportunity to advance to higher job roles and responsibilities. For example, Next plc organizes its succession planning by training and developing its employees and prepare them for the new leadership roles. This motivates the workers as it shows that the management values them and trusts in their abilities. The level of responsibility is another core motivational factor for employees at Next plc. When the employees are provided with clear roles and responsibilities, they get more motivated with their tasks, thus leading to job satisfaction (Ganta 2014). Clear job roles enhance confidence levels, thus the morale to handle their tasks.

Conclusion

Organizational culture and structure cannot be overlooked if a firm wants to achieve short-term and long-term goals. Organizations with excellent organizational structures and cultures manage to run their operations with ease and attain profits. Exemplary systems and culture act as motivation to employees, and as a result, a sense of belonging is achieved among the staff. The employees become motivated and inspired, leading to maximum productivity.

Reference List

- Awadh, A.M. and Alyahya, M.S., 2013, 'Impact of organizational culture on employee performance,' *International review of management and business research*, 2(1), p.168.
- Cherian, J. and Jacob, J., 2013, 'Impact of self efficacy on motivation and performance of employees,'
- Ganta, V.C., 2014, 'Motivation in the workplace to improve the employee performance,' *International Journal of Engineering Technology, Management and Applied Sciences*, 2(6), pp.221-230.
- Han, Y. and Ko, E., 2019, 'The effects of hierarchical organizational structure and performance-based human resource system on climate of silence and selfish silence behavior,' *Korean Journal of Industrial and Organizational Psychology*, 32(4), pp.473-494.
- Jet2careers.com. 2020, *Values*. [online] Available at: <<https://www.jet2careers.com/about-us/values/>> [Accessed 22 February 2021].
- Jet2plc.com. 2020, *Corporate Governance | Jet2 plc*. [online] Available at: <https://www.jet2plc.com/corporate_governance/> [Accessed 22 February 2021].
- Martinez, E.A., Beaulieu, N., Gibbons, R., Pronovost, P. and Wang, T., 2015, 'Organizational culture and performance,' *American Economic Review*, 105(5), pp.331-35.
- The Official Board. 2020, *Org Chart Jet2.com*. [online] Available at: <<https://www.theofficialboard.com/org-chart/jet2-com>> [Accessed 22 February 2021].
- THE ORG. 2020, *NEXT | The Org*. [online] Available at: <<https://theorg.com/org/next-plc>> [Accessed 22 February 2021].

Tran, Q. and Tian, Y., 2013, 'Organizational structure: Influencing factors and impact on a firm,'

