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Introduction

Organizational performance is a variable factor which depends on the structure and culture of that organization. Employees of an organization feel better when they are motivated by organizational structure and culture that can enhance the performance of the organization like Sainsbury to achieve organizational goals and vision. Sainsbury has been one of the largest UK-based supermarkets since 1869 conducting its operation around the world with 1400 outlets. Key products of this organization are general merchandise, groceries, and clothing products. This paper will describe the organizational structure and culture in light of Sainsbury. Besides this, the motivational strategy of Sainsbury will also be described by providing relevant theories which play a vital role to improve the effectiveness of employees to achieve organizational goals and objectives.

The organizational structure of Sainsbury

Organizational structure refers to the roles and responsibilities of the management and employees to conduct assigned tasks with ensuring coordination, collaboration and supervision to achieve organizational goals (Lewis, 2019.). There are many types of organizational structures functional, divisional, matrix, hierarchical, flat and network structures. As one of the largest UK-based supermarkets, Sainsbury conducts its operation through a hierarchical structure. Because Sainsbury has different levels of people, and these levels are conducted by each other from top to bottom. For instance, in the case of Sainsbury, sales assistants are responsible to line managers and line managers are responsible to senior managers. By conducting a hierarchical structure of the organization, Sainsbury leads the internal people in an effective way towards achieving goals where every level of employee is accountable to their tom level to conduct their operation smoothly.

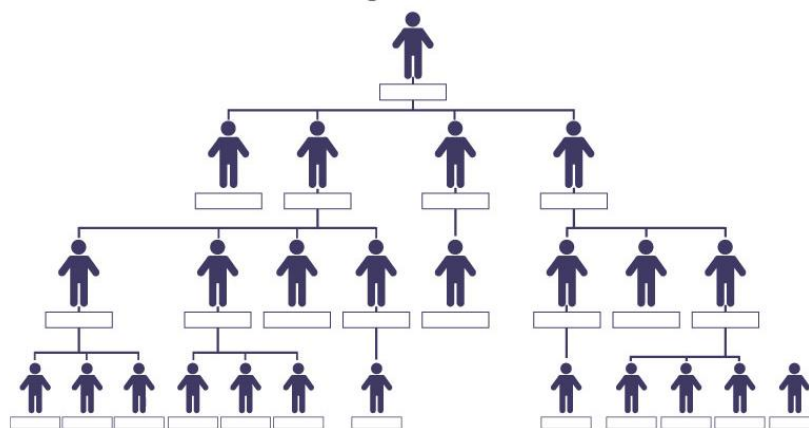


Figure: Hierarchical organizational structure of Sainsbury

Sources: (Harris, et al 2019)

On the other hand, many experts say that J Sainsbury had implemented a matrix organizational structure for Sainsbury. Matrix organizational structure refers to the accountability of a team to multiple leaders considering the activity's relation (Theocharis, et al 2019). J Sainsbury was highly interested in conducting a matrix structure considering the open communication between teams to enrich innovation and communication regarding products and services to compete in the market.



Figure: Matrix organizational structure for Sainsbury

Sources: (Harrison, 2017)

As one of the largest supermarkets, Sainsbury usually conducts a good number of people around the world and in that case, Sainsbury maintains a hierarchical and matrix organizational structure considering the appropriateness and necessity of the management of internal people to lead organizational goals and vision around the globe.

Organizational culture of Sainsbury

Organizational culture includes the values, beliefs, attitudes and norms of an organization which affect the organizational internal people to conduct their performance to achieve organizational goals (Warrick, 2017). There are different types of organizational culture like strong leadership culture, customer-first culture task-based culture etc. Though Sainsbury conducts customer first culture there are four main organizational cultures clan culture, hierarchy culture, adhocracy culture and market culture.

Clan culture: In clan culture, the team leader will play the role of facilitator, mentor and team builder to ensure organization commitment, communication and development. Such culture enhances trust and cooperation among the employees within the organization. Participation as well as supportive commitment is also enriched through this culture.

Adhocracy culture: Adhocracy culture seeks an innovative and visionary leader to conduct innovations, creativity, and development for the organization to ensure organizational competitive advantages for the customer. Such culture is implemented and practised by Sainsbury (Noone, et al 2022).

Hierarchy culture: Cooperative and organizational skilled leader with high monitoring skills is suitable for this culture to ensure efficiency, timeliness and consistency.

FOUR TYPES OF ORGANIZATIONAL CULTURE



Figure: Organizational culture of Sainsbury

Sources: (Khunsoonthornkit, 2018)

Market culture: Market culture seeks such kind of leader who has a strong commitment to being a strong competitor, hard driver and producer to ensure better customer satisfaction towards achieving higher market share (Paul, 2019). By conducting such type of culture, an organization like Sainsbury can promote rivalry and productivity that is required to sustain itself in the market with a higher market share. Sainsbury prefers this culture to ensure organizational control and efficiency.

Therefore, Sainsbury highly maintains the adhocracy and market culture where a team leader will be innovative and visionary. Creativity, development, efficiency, timeliness, consistency and innovation will be ensured by coordinating, supervising and monitoring the subordinates by the leaders of these cultures to achieve a great market share.

Relation of organizational structure and culture of Sainsbury to its performance

The performance of any organization like Sainsbury is highly related to the organizational structure and culture (Serrat, 2017). In terms of organizational structure, Sainsbury conducts hierarchical, and matrix organizational structures based on the situation to get a better outcome. And in terms of organizational culture, Sainsbury conducts adhocracy and market organizational culture to ensure good leadership to achieve leading market share in the competitive business world.

The organizational structure of Sainsbury and its performance: Sainsbury conducts more than 1400 outlets around the globe where more than 78000 employees are involved. So, for managing a such great number of employees, Sainsbury maintains a hierarchical organizational structure. By managing such kind of organizational structure, Sainsbury ensures clear lines of management and authority as well as a line of accountability within the business (Abubakar et al 2019). Employees of Sainsbury also get a clear understanding regarding their roles and responsibilities to perform to achieve the individual target to achieve the organizational vision. In a hierarchical structure, accountability is clear for every employee from the top to bottom within the organization which ensures performance effectiveness. Employees find out clearer paths and improvement prospects which ensures their satisfaction and enriches the performance of the employees with greater motivation.

Sainsbury also conducts a matrix organizational structure which includes accountability to multiple leaders. J Sainsbury had initiated the implementation of a matrix structure for Sainsbury considering the organizational operation and performance to get a better outcome (Sainsbury, 2017). So, practising the matrix organizational structure enriches the performance of an employee. Employees can apply their interpersonal learning and skills to conduct business tasks. Teams can share their best ideas, views and opinions by storming their minds, brains and skills that lead the organization to ensure innovation. Sainsbury also applies this matrix structure to enrich communication across the business to connect, cooperate, support and monitor the employee which boosts the performance of the employees.

Organizational culture of Sainsbury and its performance:

Sainsbury maintains adhocracy and market culture among the clan culture, adhocracy culture, hierarchy culture and market culture considering the suitability and effectiveness.

Sainsbury conducts an adhocracy culture for ensuring that business operations are in a highly flexible manner to adapt in any situation to sustain in the competitive market with a better market share (Felipe, et al 2017). Decisions can be formulated fairly and quickly according to the immediate necessity that leads to competitive market performance. For conducting this culture, Sainsbury doesn't conduct job specialization and they think that every employee within the business need to fit for every task that ensures employees high performance in the situation of the lower number of employees. People can easily switch their departments within the organization considering their careers which is conducive to preparing highly capable employees to ensure effectiveness within the organization. Freedom, creativity and innovation are also

ensured by Sainsbury considering the adhocracy culture which motivates the people within the organization to share their views, ideas and opinions to ensure competitive business.

Besides adhocracy culture, Sainsbury also conducts market culture considering the suitability and effectiveness of the operation. In terms of market culture, Sainsbury conducts such a leader who has the mentality of competition, hard drive and production (al Habibi, 2019). In such a culture, Sainsbury emphasizes competition not only between the business but also between the employees within the organization. Such culture arises to focus on performance, competitiveness and results which ensure more productivity and profitability. Often, Sainsbury's teams, in this type of culture, achieve their target and exceed the expectations of the business to lead organizational goals.

Motivation for the employee of Sainsbury

Motivation is a kind of incitement or inducement for an employee within an organization to lead them to achieve their individual or group target. Motivation can be of two types intrinsic motivation and extrinsic motivation. Intrinsic motivation includes participation in an activity with fun for enjoyment (Filimonov, 2017). On the other hand, extrinsic motivation comes from any kind of benefits like financial gain, praise or approval, promotion or winning a competition. As one of the largest supermarkets, Sainsbury conducts both kinds of motivation for enriching the employee's performance to achieve the organizational goal to compete in the market.

There are some motivational theories and contents which are also maintained by Sainsbury like Herzberg's theory of motivation and Adam's equity theory of motivation.

Herzberg's theory of motivation: Herzberg's theory of motivation includes two parts motivating factors and hygiene factors (Alshmemri, 2017). Motivating factors include recognition, achievement, promotional opportunities and career growth. On the other hand, hygiene factors include company policies, physical workplace, salary, status, security, supervision as well as the relationship with peers.

Sainsbury maintains Herzberg's theory of motivation for motivating the employee to enhance the level of performance to achieve organizational goals.



Figure: Herzberg's theory of motivation for the employee of Sainsbury

Sources: (Thant, 2021)

Adam's equity theory of motivation: If an employee within an organization finds inequality, he can be demotivated which can decrease the performance level of that employee. So, Adam's equity theory of motivation describes equal opportunities and facilities for each employee (Ross, 2018). For example, in an organization like Sainsbury, if any employee knows that his colleagues get a higher amount of salary for the same kind of tasks, this employee may be distressed and demotivated which can hamper the performance level to achieve the target.

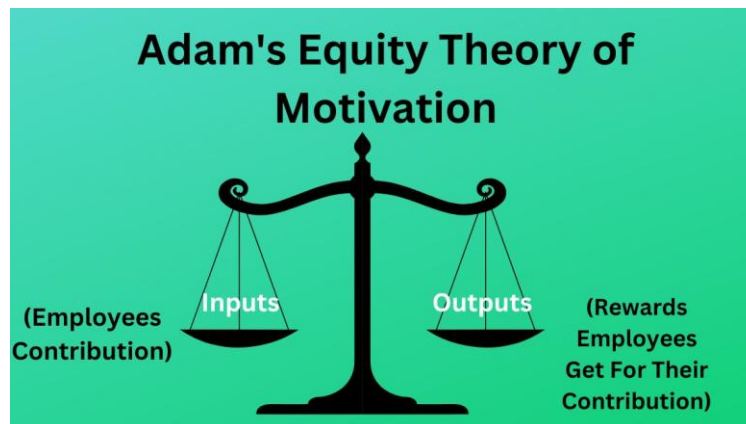


Figure: Adam's equity theory of motivation for Sainsbury
Sources: (Cheng, et al 2020)

As a renowned business organization, Sainsbury is always aware of Adam's equity theory of motivation that ensures the better performance of the employees.

However, proper management of motivational factors by Sainsbury is ensuring the effectiveness of employees' performance, which is required to achieve organizational goals to sustain in the competitive market with a good market share.

Goal theory of motivation: The goal theory describes that people find motivation when they have a goal. Dr Edwin Locke apply suggest this theory for business organization and said that an employee without a goal is not an effective employee and such kind of employee can't perform to achieve organizational goals (Urdan, 2020). As an expanded business organization, Sainsbury set up a target for every team within an organization that needs to achieve. After achieving the target, the teams of the employee also get rewards and recognition that enhances their motivation. This strategy of Sainsbury is highly related to the goal theory of motivation.

Conclusion

The performance of an organization like Sainsbury is highly related to organizational structure, culture and motivational strategies conducted by the organization. As a world-renowned supermarket business organization, Sainsbury always thinks about the competitive advantages for the customer to grab a greater market share. For ensuring greater competitive advantages for the customer, an organization like Sainsbury needs to ensure effectiveness, timeliness, consistency, commitment and customer-oriented products and services which can differ from country to country. All of these only come from a flexible and organized organizational structure and culture. Sainsbury always needs to think about the enhancement of employee performance to ensure effectiveness to minimize operating costs. In that case, Sainsbury needs to conduct a proper motivational strategy to grow employees' performance to achieve organizational goals and objectives.

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