



Programme: BA Business Management

Introducing the Modern Workplace LCBB4003

Assessment 1
Relationship Between Organizational Structure And Culture, Understanding Its Influence On The Business

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Executive summary

Food & grocery, during this competitive era every organization is facing financial ups and downs from previous couple of years because of recession. UK incorporates a wide range of outlets all with big infrastructure and chains that include food, clothing and much of other products.

The following report is about describing the concepts of organizational structure and culture likewise how does this two concepts are influencing to a stronger effectiveness of 1 of the most important chain of supermarkets within the uk, Wm Morrison Supermarkets plc, trading as Morrisons.

In the report will shed light on the key indicators of an organisational structure, organisational outcomes and cultural basement of an organisation affecting the performance of Morrisons.

Introduction

Founded in 1899 by William Morrison, hence the abbreviation Wm Morrison, it began as an egg and butter stall in Rawson Market, Bradford, England. Until 2004, Morrisons store locations were primarily focused within the North of England, but with the takeover of Safeway in this year, the company's presence increased significantly within the South of England, Wales and Scotland. As of 2016 the corporate had 494 supermarkets across England, Wales and Scotland, also united in Gibraltar.

As of February 2021, Morrisons employed 110,000 employees, and served around 11 million customers weekly.

Wm Morrison Supermarkets plc, trading as Morrisons, is that the fourth largest chain of supermarkets within the uk

Morrisons, a UK based food retailer, took over the rival grocer Safeway for 3 billion pounds in 2004 (BBC, 2004). The research starts with introduction to Morrison, followed by applying different internal and external strategic models. In the tip implications and important lessons from the mistakes made by Morrisons are listed

Morrisons could be a UK based food retailer with over 500 stores and online home delivery services. They mainly deal in food and grocery items with a concentrate on providing fresh and quality food through its own manufacturing facilities with its skilled, committed and trained professionals. It caters to over 11 million through its online service. so as to stay competitive and help customers to avoid wasting money daily, it offers food for low prices

The concept of organizational structure

What is an **organisational structure**?

It shows how RESPONSIBILITIES during a business are shared amongst different departments and folks. It shows people INSIDE and outdoors of the business the various job roles for all employees. It shows who is to blame for whom.

Based on Mullins (2013) there'll be 3 general varieties of principles that stands on the bottom of a company which is able to provide a transparent view and proper functionality when it comes about the way to divide and structure tasks at different levels of organization, so here they are:

HIERARCHY - structure of various levels of authority during a concern, one on top of the opposite.

SPAN OF CONTROL - the quantity of individuals who report on to another worker in an organisation.

CHAIN OF COMMAND - the trail down which orders are passed. in an exceedingly company, this goes from the board of directors right down to other workers within the organisation.

We need organisational structures as this helps with the following:

- Makes easier to bring order to the business
- Helping the new employees
- Provide support for people outside of the business
- Helps with improvements in customer services
- Can sustain expansion

Organisational Culture

One theory that's common within the literature is that the strong culture theory. This theory assumes that if managers and employees within a company are fully committed to collective principles, customs and morals this can end in positive outcomes within the organization. the speculation also proves that there's a relationship between strong corporate culture and organization performance or profits. – Denison (1984) states the purpose as follows; “the ‘strength’ of ‘corporate culture’ is directly correlated with the extent of profits in an exceedingly company”.

The observation is that if the organization and its employees share a standard culture the environment makes it easier to share common goals and to follow suitable procedures in achieving them. A collective culture also has positive impact on motivation in a corporation. Existence of common culture encourages people to spot with the organization and feel belongingness and responsibility for it, it's assumed (Brown A.D, 1998).

Methodology

Purpose of Morrisons. Morrisons offer quality products and services to their customers at the lowest prices. They aim to match the affordability rate of the mass population in the UK. Morrisons is considered to be a profit-making organisation that has a number of customers and a brand identity in the retail market. It has a 9 million customer base and it is aiming to become the leading Supermarket chain in the UK market.

An organisation structure describes the activities carried out in an organisation to achieve the goals set. These activities that define the organisational structure are referred to as rules roles and responsibilities that describe the objectives of the organisation. There are different types of organisational structures used to determine the information flow within the levels of the company. The organisational structure can be a centralised form or can be decentralized. A centralised organisation is a type of methodology where the decisions are taken centrally and there is a chain of command present in the centralised organisation. While on the other hand decentralized organisation structure is the startups that do not have a specific process of functionality. Various types of organisational structures are described in detail below.

Functional structure It is the most common found structure in an organisation where the structure is broken up into different bureaucracies for carrying out the assigned works. This structure is followed by most of the small to medium-sized businesses.

Multidivisional structure There are various business units involved in this type of structure where the workflow is dependent upon the leadership structure and team-based.

Flat structure A flat structure is a methodology carried out by the new companies or startups who are at the beginning of their business (Melegati *et al.*, 2019). A properly defined leader is not been assigned in this type of structure for carrying out the flow of work.

Matrix structure Matrix structure has various employees with different positions and responsibility been assigned according to the divisions and departments. In a matrix structure, a single employee can be responsible for carrying out many duties.

Hierarchical structure The hierarchical structure is a commonly found structure where there is a chain of commands from the top of the organisations to the bottom. In this type of structure, the senior management is responsible for making the decisions that are critical for the company. There are many subsidiary levels of Management in this structure.

Morrisons follows a hierarchical structure where the top management is responsible for taking the business decisions that are crucial for the organisation. At Morrisons the board of members that includes chairman director and a various higher level of Executive decide on the strategic planning and operations that need to be followed by the employees of down level. In this structure, the marketing team and other retail branches are managed to buy the higher-level executive (Anzengruber *et al.*, 2017). Furthermore, the sales team and the workers and salespersons working at the Morrison stores are being managed by the head of the marketing team and human resource managers. Therefore it can be seen that Morrison follows a hierarchical structure for carrying out the procedures and operations at Morrisons.

Identify the essential nature of managerial work (in terms of both functions and processes) ,communicate the role of leadership, and furthermore, explain the variables that determine effective management and leadership

The well defines organisational structure of Morrison is designed to carry out. The functioning of resources and departments to meet the organisational goals. Various organisational structures are horizontal and vertical. It is important to have coordination between. The structures as it is helpful in maintaining the procedures and working of the company (Obeidat *et al.*, 2017). Coordination is also important to achieve the overall mission. This needs to be adapted in the organisational culture. The culture at Morrison is in a way that managers assign the task and responsibilities to the employees according to their skills. Furthermore, managers at Morrison delegate tasks and responsibilities in a way that focuses on assisting the higher-level responsibilities. Morrisons encourage welcoming ideas from the employees of every level that will be helpful for them to plan the strategies. It is also important for an organisation to keep its structure changing periodically so as to improve the planning and working.

Relationship between organisation structure and culture

Organisational structures have various lines of authorities that are responsible for collectively working and Meeting the Expectations of the organisational culture (Owen *et al.*, 2021). The success of the organisation depends upon the organisational culture which is required to meet the objectives and goals set by the company. An organisational culture with effective setup and clear ideas is a necessity for effective and efficient working. A well-described and precise plan needs to be e adapted within the organisational culture. Morrison follows this aspect of maintaining a balance between the organisation structure and culture which tries to make sure that every individual carries out their responsibilities effectively. Furthermore, the workers and supervisors who are at the managerial level are also carrying out their responsibilities effectively.

There are many factors that influence the work culture and behaviour. The major factors that influence the working environment are the difference in the behavioural patterns and the demographic factors that include economical background nationality age.

The physical capacity of individuals and their behaviour and performance is highly influenced by the ability and skills. Furthermore, the perception of the cognitive process also contributes to the organisational culture. The attitude of the individuals within the work culture impacts dog organisational structure and behaviour (Papadopoulos and Koulouglioti, 2018).

The culture at Morrisons can be better understood using Handy's Cultural Typology.

Handy's Cultural Typology describes the individual culture and motivation level of the employees in the organisation.

Power Culture: In this culture, the decisions are made by the higher authorities centrally. Motivational methods focus more on financial performances and bonuses.

Role Culture: Different roles are assigned according to the skills and creativity of an individual. In the role culture, the structure of the organisation is precisely defined and carried out. The decisions are made slowly in role culture. Hierarchical structures often use powerful role culture.

Task Culture: task culture considers working in groups to find the solutions and tackle the projects assigned. Team members are encouraged to work productively and creatively in a team that motivates the employees.

Person Culture: using this method, conflicts can arise as the work is not emphasized on teamwork. Person culture often tends to make an individual convenient to work independently. Individuals find it difficult to work in a structured organisation.

Entrepreneurial culture: Motivational level is high in this type of work culture where the team members are innovative and creative (Afsar and Umrani, 2019). Employees working in this work culture are often innovative and risk-takers.

Leadership approaches and the effectiveness on the work culture

Leadership is termed as the process of motivating the employees to work more productively to meet organisational needs (Warrick, 2017). There are four types of leadership approaches that are found in the organisation. the management style of the organisation depends upon the personalities of the staff. Various different external factors are considered to be the motivators for the personality styles. Variety in the office culture is beneficial as it is helpful in the management which makes the manager and the employees efficient. Managers often tend to lead their employees and motivate them. Training is also provided by the managers that help towards the success.

Motivational Impact within the work culture.

Motivation within an organisation helps the employees to work progressive Li and productively to achieve the organizational objectives and targets. Various theories of motivation are being implemented by Morrison in order to make sure the effective working within the organisation culture. Motivation theory and the practices of Management work together to give better productivity (Lloyd and Mertens, 2018). Managers keep motivating their employees that encourage self-esteem and impacts the work culture within the organisation. The teams are made in order to establish a good structure for the organisation to carry out the activities. The group said developed through personal efforts of individuals to meet the specific goals. Furthermore, all effective teamwork helps in the successful working of the business structure. The group members are positively working that enhances the performance within the team.

Discussion and Conclusion

From the above analysis, it can be seen that Morrisons follow a hierarchical structure. The decisions are taken for the business strategies are dependent on the higher authorities at Morrisons. The hierarchical structure followed gives an idea about the level of management carried out at Morrisons. Furthermore, using the handis cultural theory it can be seen that power culture is more in focus at Morrison. The organisation has always been involved in various kinds of inclusive, sustainable and supporting initiatives since the beginning with the target to form its staff, customers and partners feel comfortable and understood. the staff are loyal to the organization where the culture is innovative and encouraging; the leader is co operative and helpful and every one the people work together to realize the common goals for the success of the organization.

In addition, the importance of leadership and motivation was discussed to give a better understanding of the work culture at Morrisons.

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