
INTRODUCING THE MODERN WORKPLACE

Organisational Structure & Culture in airline industry

British Airways

MODULE LCBB4003

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Introduction

Organisational culture is defined as the shared values and beliefs that is endured by an organisation through its employees. Within the culture of an organisation, different teams who work collaboratively under the guidance of the organisational leaders share the values and beliefs. The behaviour of the leader and the staff determines the way in which they are able to perform and the influential factor in positive development of employee behaviour is enabled through the organisational culture. The airline industry in the UK can be identified as one of the most effective industries in the country. Accordingly, organisational culture is highly important in order to ensure that employee engagement and motivation is procured thereby being able to ensure that highly efficient performance is being induced within the industry (Anning-Dorson, 2021). The British Airways may be identified as one of the most effectively performing an organisation, which considers its organisational culture as an important factor for determining highly effective performance, and influencing the behaviour of the people in the company. The following report focuses on the organisational performances of British Airways which relies on its organisational culture and using a behavioural approach would explain the factors influencing individual behaviour of workforce in the organisation.

Relationship between organisational structure, culture, people and organisational performance

Organisational structure is one of the most important aspect which ensures that a company is able to perform within the industry. Accordingly, it may be identified that in order to deal ensure that a organisation performs through a definite process and functions efficiently, it requires to have a specific structure, functional, divisional or matrix structure based on which research and development and organisational strategies could be formulated thus, meeting the organisational purpose. The organisational structure helps in determining the different types of experts working within the organisation to be grouped in separate teams who would perform their respective functions, thus, being able to enhance greater effectiveness (Paais, and Pattiruhu, 2020). The organisational goals and strategies are met with the help of the different structure that any organisation possesses hence, being able to deliver better performances. The importance of

organisational structure can be identified in distribution of different tasks between different teams to get the most output.

The relationship of organisational structure with people comes to the fact that any organisational structure to operate effectively requires workforce who would perform to meet the organisational goals and objectives. These people are a group of skilled experts and professionals who are required to perform in different teams using their creativity, their expertise, and their ideas that would help a business to formulate their plans and strategies. The organisational structure is hence, dependent on the people who would perform for the organisation hence, ensuring that it is able to fulfil its business purpose. For British Airways, it may be identified that the business has a flat organisational structure implying that the organisation has limited levels of management for the business but has a wide control over its business operations (Isensee, *et al.*, 2020). The leadership team of the company is governed by six members including the Commercial Director, Chief Information Officer, Director of Engineering, Director of Investments and Alliances, Director of People and Organisational Effectiveness and General Counsel. The organisational structure and the leadership members within the company operate and control the entire airlines business and ensure that the people working for the company are able to perform under their leadership and achieve organisational goals.

While the organisational structure and people need to work to formulate business plans, it requires team collaboration and cooperation, decision-making process and effective teamwork to ensure that the business is able to perform effectively. In order to do so, interaction between different teams and cross-departmental interaction and communication becomes important. In order to govern all the teams under common grounds, the values and beliefs of the organisation is endured like in British Airways, where cooperation and communication forms essential part (Lubis, and Hanum, 2020). Hence, this helps in the development of a workplace culture that helps in fostering teamwork proficiency and thus, enables teams to perform graciously. Based on the structure and people, interactive and effective decision-making process, enables to form and develop a culture based on a set of beliefs and values that all the people abide by hence, fostering organisational performance. Thus, it may be identified that with stronger organisational structure,

efficient people and valuable culture, organisational performance can be enhanced. It is because of the organisational culture of British Airways where creativity, diversity, respect and responsibility and fair-play which has enabled the airline company to enhance its market position and remain one of the market leaders in the UK. The organisational slogan “BA Better World-Flying is Magic” has enabled the business to connect with diverse communities, places and brought people closer (Tan, 2019).

Role of Leadership and variables determining effective management.

The role of leadership is of primary importance for an organisation whereby the organisational leader is able to work in collaboration with its teams thus, enforcing an environment where people are able to work cohesively with one another. The role of leadership can be considered as a guiding and influential factor, which allows team of workers to be able to perform with greater efficiency, understand the corporate values and beliefs, and find themselves working with like-minded people in the organisation. The role of a leader within an organisation is to motivate the group of employees to work efficiently with one another thereby being able to create a culture and workplace environment where employee engagement is ensured and higher output is generated.

Leadership is an essential quality that organisational leader needs to possess and the influence of the leadership role within the organisation is determined by certain key variables. The first is to ensure that communication including speaking and listening are key qualities of the leader. Communicating with its team consisting of a group of people with different skills and expertise enables the employees within the organisation to understand about the needs and requirements of the employees, their issues and conflicts and resolve them appropriately. Another key variable is that of knowing the people within the team of the leader (Spicer, 2020). An efficient leader is supposed to be the one who is able to identify the strengths and weaknesses of its team and team members and works together to utilise the strengths for enhancing performances and eliminating weaknesses by developing them as their key qualities. This ensures that employees are motivated to work with a leader who understands their capabilities, utilises, as well as enhances their skills to make them better and efficient as a workforce for the company. Certainly, this helps in

creating a workplace environment where development thrives and people are able to benefit from working for the organisation. Knowing oneself is also important for a leader to ensure that it is able to understand its own strengths and a weakness that enables the leader to make improvements in itself and further, hence, having the Emotional Intelligence to understand the emotions of itself, manage it and further motivate others in managing their emotions. Furthermore, it is essential that an efficient leader is able to include the people of team in the decision-making process (Soomro, and Shah, 2019). Accordingly, this allows the team to express their own ideas and gain knowledge about others, hence, enhancing their own abilities and competencies to be able to survive within the organisation and increase organisational productivity. Finally, a good organisational leader has the capacity to seek out feedback from its people understanding their work experience within the company and evaluating how well they are able to perform within the organisation. With the help of the feedback process, it is also possible to know about the employee grievances and ensure that they are resolved hence, enhancing organisational performance.

Considering the case of British Airways, the autocratic style of leadership is followed within the organisation. This style of leadership is categorised with limited input from the stakeholders but high reliance on the organisational structure based on which the BA's workplace environment is maintained. The rules and regulations of the organisation are clearly laid out and it has been possible for the business to ensure that they focus on their productivity and performance. However, the respect for roles and responsibilities for its people is ensured while employees are kept motivated with industrial level salaries and efficient organisational culture where they are able to perform productively (Fitria, 2018). Appreciation for the effective work and functions of the employees is endured thereby ensuring that the employees are retained within the organisation. Based on a flat structure and six-leadership team, it has been possible for British Airways to ensure that it is able to induce its focus on expanding control widely in different departments and internally the controls are managed effectively. The organisational culture reflects its need to provide people with highly effective services by the airlines and the workforce's dedication and engagement within the organisation has ensured that the organisation is able to work efficiently in the UK industry.

Understanding factors in individual behaviour using behavioural approach to Management

The behavioural approach to management of an organisation focuses upon the ability of the organisation to focus on the fact that it is able to undertake highly effective ways of understanding the attitudes and behaviours of the people. It may be identified that for the enduring a behavioural approach to management allows in understanding how employees within an organisation are influenced by the behaviour at the workplace hence, being able to get motivated to work with company. Focusing on the Human Relations Theory, it would be possible to explain about the individual behaviour of the employees working within the organisation (Syakur, *et al.*, 2020). Accordingly, while BA follows an autocratic style of leadership, it is highly focused on the individual behaviour of its people. BA ensures to focus on its people rather than its machines and equipment hence, ensuring that their needs are fulfilled thus, being able to deliver highly effective performance, human relations are essential in motivating the employees to be able to work in a highly cohesive manner thus, being able to enhance greater efficacy in the functionality of the organisation. BA understands its importance and has been able to ensure that that the workforce under the various leadership of 6 members is able to cooperate and coordinate with one another thus, enhancing the organisational productivity (Arif, *et al.*, 2019). This has certainly enabled the BA to experience meeting of both individual and organisational objectives in the airline industry in the UK. Thus, it may be identified that human relations has a role to play to engage employees, motivate them and accrue for an organisational culture where relationships are valued more as part of gaining business profitability and enhancing the brand's visibility in the market due to the performances of the employees.

Conclusion

From the above report, it may be concluded that organisational culture is influenced by several factors including the organisational structure, the people, and leadership roles and even with the enablement of human relationships within the organisation. It may be identified that British Airways has been able to ensure that it focuses on its human relations to be able to align them with greater efficacy in the market. It has been possible for the organisation to cater to have highly effective business dynamics hence, enhancing its workplace environment through its

people. Thus, organisational culture needs to be efficient for a business to be as successfully productive as the British Airways.

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