

Individual Report

Contents

Organisational culture	3
Relationship between structure, culture, people, and organisational performance ..	3
Role of organisational structure, culture, and managers in motivating employees at the workplace	4
Opportunities and challenges in motivating employees.....	7
Recommendations to improve current practices to improve employee motivation ..	8
Reference	9

Organisational culture

Organisational culture is unique identity of organisation, that is an invisible and influential force influencing the group of peoples working in the organisation. Organisational culture is values, beliefs which are shared among the organisational peoples and impact the workplace behaviours of the employees. Organisational culture also includes the philosophies, expectations of the organisations that are expressed throughout the practices and interactions with other organisations. Scholars have introduced different definitions of organisational culture, and understanding these definitions is helpful to acknowledge differential aspects of organisational culture (Thornton et al., 2019). Katanga introduced culture as the ways organisations perform its operations. Haverstick defined culture as mostly of product of compensation in organisation. Perron defined culture as a description that is shared jointly within organisational peoples outlines the forming and working structure. According to Perrin, culture is the overall values and rituals that integrated and developed within the organisational members. Adler defined culture as workplace civilisation. Skringar defined culture as reflection of social culture and values specific parts of which are emphasized in organisation to obtain certain outcomes. The cultural facts of the organisation like customs, attitudes, dress code, performance expectations etc. can be encompassed under organisational rules and regulations in written and unwritten forms (Walker , 2013). Organisational culture carries distinctive features such as the ways organisation treats and committed to its employees and customers, extents of employee's freedom of decision making, flow of information and power. In contemporary global and modern business era, organisational culture is more focused on distinctive facts such as innovation, focus on precise business operations and outcomes, fairness and equality toward employees, teamwork and collaboration, competitive edge, sustainability policies.

Relationship between structure, culture, people, and organisational performance

Organisational culture is an essential part which is inherently connected with productivity and performance of organisation and organisational culture also reflect the significant practices like customer care, product development and quality, marketing, workplace punctuality, and environmental concerns. Organisational structure and operations are

part of the culture, organisational structure shows how communication and decision-making practices flow within the organisational peoples, and also, organisational structure shows the distribution of the resources to achieve the business goals and objectives (Daum & Stoll, 2020). Overall, these practices combinedly create the organisational culture. The evolved culture in organisation impact on the flexibility or rigidity of organisational structure to adapt with the dynamic business environment. Organisational culture grows the ideologies and self-perceptions of its people throughout practicing certain behaviours and cultural aspects. Organisational culture also impacts the personal and social life of organisational peoples as it influences on their behaviours and personal and professional development. Better and strong organisational culture makes organisational people feel more connected and part of the organisations and enthuse them to work with highest dedication. Thus, higher dedication and optimization in organisational operations result into better and efficient performance results.

Relationship of organisational culture with its structure, peoples and performance can be evidently found from the corporate culture of Coca-Cola, as Coca-Cola is a multinational company operating in more than 200 countries and territories. Based on the researches on Coca-Cola organisational culture and structure several facts are demonstrated such as, organisational culture has significant effect on employee engagement, organisational culture of leadership has significant impact on employee positivity. Coca-Cola possesses inclusive organisational culture that integrate an inclusiveness of seven core organisational values which are leadership, collaboration, quality, passion, integrity, diversity and accountability. The cultural practices in Coca-Cola create refreshing of the body, mind and spirit that enable the employees to work more independently. Enhanced focus is made on creating optimism into organisational peoples (Coca-Cola Leadership 2022). As the workplaces of Coca-Cola are diversified due to different geographical locations, programmes are undertaken to retain diverse talent and providing them support systems to adapt with diversified peoples.

Role of organisational structure, culture, and managers in motivating employees at the workplace

Motivating employees in workplace is essential part of business operations that are practiced and grows through better organisational structure and culture. Besides, the

managers and leaders have to play distinctive roles to ensure employees are motivated and dedicated to the workplace (Thornton et al., 2019). Organisational culture of Coca Cola is distinguished which is well motivating to its employees, as a result the employees of Coca-Cola are dedicated and less likely to change their workplace. It is found in research that; organisational culture is critical to motivate employees and acts as magic force that organisational leaders and managers apply to control the workforce. Organisational culture acts as play or learning instinct that encourage employees and increase their curiosity to enjoy their works through exploring, learning and experimenting solutions to their workplace problems. Organisational culture acts as purpose to direct employees toward their fitted place in workplace. Organisational culture acts potentiality to increase employee potentiality to do the workplace job better. Organisational culture is significant indicator of the relationship between organisation and its employees which encompass the standards and characteristics. Organisational culture of Coca-Cola is focused on distinctive facts that personalized motivating tactics such as coaching and mentoring employees, less micromanagement, trust and transparency, flexible work schedule, employee delegation and empowering, team supports, employee participation and feedback, sufficient resources for workplace comfort, gratitude toward each other, rewards and certificates (Our culture. 2022). These distinctive measures trigger employee motivation and their dedication in workplace and influence them to provide their best work performance.

Organisational structure has impact on employee motivation and performance, poorly organized structure results into low productivity and less employee delegation resulting into employee losing interest. Organisational structure that is poorly designed is less focused on employee well being and the decision making is scattered, employees become less satisfied and their performance fall. Well established organisational structure motivates employees and improve their work performance which increase organisation's overall productivity (Pendergrast & Crawford, 2020). Employee morale is developed according to the organisational structure, structure can influence employees positively and negatively. Every organisation has its own structure that create different level relationship among between the organisational peoples and this structure can be different types such as centralised, decentralised, functional, simple structure, divisional structure.

Coca Cola has a complex matrix organisational structure based on geographical locations, product divisions, business function and group type divisions. Maintaining matrix structure helpful to Coca-Cola to support the growth and pay attention to geographical details. Integration of clearly defined strategic direction for different workplace structure and a culture of innovation, teamwork, inclusion and diversity is the most distinguished fact of Coca Cola business structure which is offering an employee friendly environment and consistently motivating them.

Managers at Coca Cola are assigned with diverse roles to ensure employees are happy and treated fairly through having a healthy and safe workplace where everybody is respected to each other. Managers apply strategic plan to meet the extrinsic and intrinsic needs of the employees (Obrist et al., 2020). As Coca Cola is vast scale business corporations, managers don't directly generate company structure and policies, but managers act as the link between the organisational policies, strategies and peoples. Managers directly promotes the policies and procedures to the employees and meet the subordinate's needs and motivate them toward the organisation. Managers of Coca Cola maintain communication with the employees and conduct annual survey and lead the feedback and opinions toward the decision-making stages, as a result employee feel engaged with the decision-making process. Business leaders have to carry out distinctive roles and duties that are much influential to the development of organisational culture and employee motivation. In case of process leadership, organisational manager and leader focus on evaluating and improving the organisational processes. Most of the managerial duties are based on the production and manufacture of the products, though multiple departmental works also have to be performed by them. Process managers and leaders emphasize on bringing more efficiency to the business operations through making necessary changes and improvements whenever needed. Besides, documentation is major role of process leadership and managerial activities to document and forecast the current and potential processes outcomes. Other essential managerial roles in process learnership are discussing business objectives and analysing current processes to meet them, identifying the areas of improvement and reporting them, troubleshooting process problems and finding potential solutions, updating new processes and policies based on updated technologies (McFarlin & Sweeney, 2015). Functional leadership or functional

managerial roles are based on specific functional areas, and managers and leaders are held responsible to overall performance and success in specific functional areas such as marketing, IT, HR etc. The degree of involvement of the functional managers and leaders depend on the organisational structure. The key roles that have to be performed by most of the functional managers are assigning duties to individuals and teams and distributing necessary resources, participating in planning, providing expertise, approving project plans, recommending changes in project, managing functional activities, problem solving, staff communicating and utilisation, risk assessing and others.

Due to rise in globalisation and diversification in business industries and workforces, motivating and retaining employees has become more challenging; specially the multinational and global companies like Coca Cola has to treat their workforces in a way meeting their diversified cultural and social needs (Flores, 2018). Coca Cola keeps focus at behavioural management for which participative leadership styles are followed. Cooperative decision making and supported team works enthuse employees to stick together and meet goals. The key factors like biographic and demographic characteristics, mental and physical skills, socio-personal traits are integrated part of motivational strategies. Throughout applying the behavioural management theories, leaders of Coca Cola trigger individual productivity and efficiency. Coca-Cola contribute toward personal and professional development through mentoring and training sessions and creates employee's willingness toward workplace.

Opportunities and challenges in motivating employees

Business organisations have to successfully motivate their employees and workers while they also have to face different challenges create obstruction in keeping the workforce motivated. As a global business organisation, Coca-Cola has to maintain a large diverse workforce, to keep them motivated, Coca Cola has to address some challenges (Careers at Coca-Cola, 2022). Employees from differential backgrounds carries differential socio-economic needs, which is tough to address individually, standardised, globally fair and universal aspects are maintained in organisational culture to ensure good for all. Needs and demands of the employees can't be seen, its only can be presumed, and all employees are not motivated by same facts or achievements. Lack of self confidence of the employees often result into poor performance, and employees also become less

engaged in organisational roles. The rise of uncertain situations like Covid-19 pandemic, wars between countries, political clash and embargo etc. also influence employee motivation. For example, due to Ukraine Russia war, Coca Cola left Russia, as a result of which, the employees in Coca Cola who are from Russia can be psychologically impacted. However, Coca Cola have opportunities to address these challenges, throughout maintain better HR practices of motivating employees (Coca-Cola Leadership 2022). Coca Cola can keep the employees motivated and satisfied by consistent communication between the organisational peoples through online and social media and engaging them in innovation and creativity practices.

Recommendations to improve current practices to improve employee motivation

One considerable fact is that Coca-Cola can focus on ERG theory of needs to apply better strategic policies for employee motivation. The needs, existence need, relatedness need, growth need would enable the managers and leaders to enhance focus on detailed employee motivation. Programs are needed to train and coach the employees for higher skills and cultural awareness to ensure sustainability of each employees and to meet their distinctive needs at detailed (Daum & Stoll, 2020). Though Coca Cola possesses distinctive cultural aspects practicing the employee motivation tactics, but there have some drawback issues such as Coca Cola focus more in functional or departmental performance rather than focusing on individual performance. The organisational practices are more oriented to overall business goals and success but not employee's individual goals or performance success. It is significantly needed to focus on employee performance and individual goals beside providing them better working environment and motivations.

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