

STRUCTURE AND CULTURE IN SAINSBURY ORGANISATION

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INTRODUCTION

The present and new organisations are concerned with determining the organisation culture and structure (Zhu and Engels, 2014). The structure is concerned with defining the job or task which formally divided, separated and coordinated. There are different types of organisational structure which are adopted by the organisation in order to attain business goals and objectives. Whereas organisational culture is the set of definite beliefs, values and norms which are grouped together in order to represent the specific characteristics of the organisation. The company which will be considered for this report is Sainsbury which has commenced its operations from the year 1869. this industry deals in retail sector and is the second largest chain of retail industry in the UK.

TASK

Structure and culture of the organisation.

Organisation culture and structure of the Sainsbury has direct link with the performance of the organisation (Winnubst, 2017). If Sainsbury has good and effective organisation culture which fulfils the needs of the employees, the proper structure which helps in clearly defining the roles and responsibilities. This will have ultimate impact on the people or employees of the company who will stay motivated towards the company and improves their performances by delivering more productive results.

Organisation Culture

The organisation culture is the set of underlying beliefs and assumptions and the way it interacts in order to contribute to the social and psychological environment of the company. The culture of Sainsbury will involve organisations expectations, experiences and importance which will help in guiding the behaviour and depicts the image of the company by interacting through outside world. It also determines the vision, mission, norms, systems, etc.

Hendy's Model of Organisational Culture

This is the culture model which was developed by Charles Handy who is a leading authority on organisation culture (Körner and. et. al., 2015). This model is visually described in form of graph, wherein the, two dimensions are taken into consideration. These two dimension are power distribution and level of cooperation. The term power distribution is related to the extent at which the top level management will be able to work with bottom up approaches. In

this, employees are required to take their responsibility on their own. The another dimension that is cooperation level is described as degree of cooperation between various departments and employees. Therefore, the following are the different types of culture which can be adopted by the Sainsbury:

Role culture: This type of culture is highly job oriented where the employee will experience the low level of cooperation and less power distribution. It is usually found in bureaucratic organisations (Islam, Jasimuddin and Hasan, 2015). In this, the workforce of the Sainsbury will expect as much as security and stability as possible. This culture is known for its strict rules and regulations in order to attain business goals and objectives. It also defines the clear hierarchy and status which is very important as compared to performances. It is no always flexible in nature and the most crucial aspect which is required under this is security and predictability.

Power culture: This type of culture is characterised as entrepreneurial organisations. In this, there is higher level of cooperation and less power distribution. The companies which have this kind of culture, will have flat organisational structure that are led by charismatic leader. The power also lies within the top management of the company. Apart from this, the relationship between the employee is determined by the leader and also the means which are available to them. The entire control lies with the leader and has the power to delegate the different roles and responsibilities in order to perform the work.

Person culture: This type of culture is generally found in organisations where there is low of cooperation and high power distribution. The employees working under such culture are highly professional in nature, qualified and have complete independence (Hogan and Coote, 2014). This is totally related to the knowledge and ability of the individuals who are working in order to meet their needs and requirements. People assumes themselves superior in the businesses and have same training, backgrounds and expertise. And the power exist among each and every group of individuals.

Task culture: This type of culture is formed when team is build in the company that are formed to address specific needs and requirements. The task is the crucial thing in which team will going to shift the power between the different team members. In this, the teams are generally formed to solve the specific problems. Power is derived from expertise as per the expertise which

will be needed by the team. Therefore, there will be high cooperation level and high distribution of power.

Nature of managerial work

For every business organisation, in order to success in the market it is highly crucial to have proper and effective managerial skills and capabilities. The Managerial skills are generally concerned with the roles played by the manager of the Sainsbury. This skill is highly effective in order to achieve the desired set of objective and goals effectively and efficiently. It is because the **planning** function of management of Sainsbury will help in devising the appropriate aims and objectives for the company which will help in providing the clear guidelines to the employees that in what manner they have to work in order to fulfil the business goals and objectives. In planning, proper plans will be set which ultimately contributes in improving the effectiveness and efficiency of the company. This will help in removing the different types of risk and facilitation of coordination among the members of the company will be enhanced. **Organising** is another important function of management which will support and assist the assigning the work to the different individuals as per their skills and capabilities. With this, the Sainsbury will be able to provide proper the ideas through which the set plans can be converted into the actions effectively and efficiently (Heritage, Pollock and Roberts, 2014). The **staffing** function of the management will be helpful in searching and selecting a best personnel and putting them at the right place and at the right time effectively and efficiently. The **directing** function of the management will be useful in properly directing and leading the team by providing them with proper guidance and training in order to achieve the business goals and objectives. This will help in setting the appropriate path through which the decided goals and objectives can be attained in the desired manner. The last function of management is related to the **controlling** where the manager of the Sainsbury will establish proper control over the operations and functions of the company. In this, the manager will concentrate on examining that the set plans are going as per the expectation and if any problem or deviation arise then this will be required to take proper action and remove the associated deviation or problem.

Variable which determines effective management and leadership

The concept of management and leadership are two different terms and each one of them are required to determine the proper skills. They play a vital role in the success of the Sainsbury because without effective and proper management and leadership, no business can successfully

attain the business goals and objectives. There are certain variables which provides an assurance of which the appropriate business goals and objectives are required to be attained. For instance, the leader will need to constantly focus on motivating and inspiring the workforce. They will be required to guide and train the employees on regular basis such that the desired business goals and objectives can be fulfilled and accomplished. By providing the training sessions, the company will be able to develop the proper learning sessions for the employees because it will help in making them learn the newly set desired objectives and goals for the betterment of the company (Denison, Nieminen and Kotrba, 2014). Apart from this, the leader will concentrate on solving the different problems which are to be faced by the company. For this, they will going to devise the suitable set of solutions. The leader will also be responsible for rendering suitable and good atmosphere to the workforce. Apart from all this, the leader is involved in identifying the needs and requirements of the employees and making them work towards it to attain business goals and objectives.

The manager also plays a vital role in enhancing the growth and development of the organisation structure and culture because it will help in enhancing the accomplishment of business goals and objectives. There are certain variables for which manager is held accountable like planning, organising, directing and controlling. Such activities and actions are very important in order to maximise the level of productivity and efficiency in the company. The manager will set the mission and objective for the company in order to influence the business objectives.

PATH-GOAL THEORY

It is providing support and guidance through different behaviour of leadership which is best suited to needs and working environment for employees. Acceptance behaviour by employees is important while choosing right leadership style (Chang and Lin, 2015). Sainsburys can adopt four leadership style stated under this theory; directive, achievement-oriented, participative and supportive leadership.

Directive leadership: This style is applicable when leaders have to clear how tasks has to be done to inexperience employees. They need to provides proper guidelines to perform tasks, ways to perform it and setting time constraints. Sainsburys leader need to clear what is expected out of them, schedule specific work and provides close supervision. This builds relationship

between employer and employee of Sainsburys which helps in achieving organisational objectives.

Achievement-oriented leadership: When task is complex, need of such leadership style arises where leader have to assign task to employees and encourage them. Sainsburys leader set high standard and expects same while performing task from employees. Subordinates of company has ability to work independently and capable enough to solve problems. This allows company to enjoy high productivity and profitability.

Participative leadership: This type of leader works for mutual understanding, participation and building relationship. Employees who are expertise and involved in their work considered for inputs in decisions. Sainsburys leader is open up to discuss, consult ideas and include them in their decision-making process. Employees feels valuable and motivated which helps in achieving organisational goals or objectives (Brettel, Chomik and Flatten, 2015).

Supportive Leadership: Whenever employees are in problem, disbelief himself or not motivated, leaders need to adopt such style to support them positively. One of characteristics of Sainsburys leader is that they treat their employees with respect and pays attention to their well-being. This type of behaviour reduces psychology stress of employees which increases motivation and productivity.

Behavioural approach to the management

The behaviour approach is referred to as the social and psychological aspects of human behaviour in the organisation. According to this approach the behaviour of the members gets affected by the structure and functioning and the principles as well which it requires to be managed (Alvesson and Sveningsson, 2015). It has also depicted the certain factors in success and failure of the company. Therefore, by using this approach the Sainsbury will depend upon the belief through which the managers will be able to understand the human aspects of the workers effectively and efficiently.

CONCLUSION

From the above essay it has been concluded that organisation can work proper only if there is proper set of structures and culture. Such structure and culture places a great emphasis on identifying and accomplishing the needs and requirements of the employees. An organisation can successfully run only if there is proper set of management mechanism. It enhances the optimum utilisation of resources which will be helpful for the company in maximising the profitability.

This not only involves the performance of different actions but it also enhances the grooming and development of skills and personality of the workers.

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