

Name: Balta Mirela

Student number: 1920865

LCBB4003 Introducing the Modern Workplace

Assignment 1

Lecturer: Gregory Cowan

Introduction

Organisational culture and the structure of a business firm are important to understanding the manner in which the various operations, as well as the employees, function within the organisation. The following essay is a descriptive account of how organisational culture and organisational structure impact the success of the business firm for Google LLC, a multinational company that deals with internet technology and its related sectors. Numerous models and frameworks, such as Schein's model of culture, Hofstede's cultural dimensions, and various others will be illustrated for the purpose of this essay, in order to understand how both can impact and affect the success of the organisation.

Background to the organisation

Google LLC has its headquarters in California and is among the most successful internet services and technology companies in the world. It specialises in various services such as cloud computing, artificial intelligence, search engine functions, and online advertising. Originally founded in 1998 (Google, 2020), its parent company Alphabet was actually reorganised in 2015 when Sundar Pichai became its CEO. The company has more than 110,000 employees (Elias, 2020) and has a revenue of \$40.98 billion as far as its first quarterly performance in 2020 is concerned (Clement, 2020).

Organisational culture

Organisational culture is commonly defined as the set of shared beliefs, assumptions and values that determine the behaviour and governance of the workers in an organisation. These elements typically have the power to inflict a long-lasting impact on the workers as well as the organisation, since they also determine their dress code, organisational identity and the workplace atmosphere (Körner et al., 2015). Thus, organisational culture affects the performance of the workers, which in turn can impact the organisational functions and ultimately, the success of the business.

When it comes to organisational culture, Hofstede was one of the few researchers who studied how the management practices within a business organisation were affected by the national culture of the country where the workplace was situated in (Beugelsdijk and Welzel, 2018). Based on his study, the researcher was able to outline four attributes that influenced the management within organisations – power distance, uncertainty avoidance, individualism/collectivism, and masculinity/femininity (Vasile, 2016; Beugelsdijk, Kostova and Roth, 2017). He further added a fifth dimension – the short-term vs the long-term – even though this was originally not included in the first study. As far as Google LLC is concerned, it can be said to have a low power distance, since the hierarchy within the organisation typically exists for the sake of formality, as the company encourages and respects individuality. Furthermore, the company also is inclined towards femininity, since there are no particular gender roles that persist within the organisation, while the workplace seeks to motivate the relax its workers equally, as is evident from the many facilities that the offices provide to the employees (Tran, 2017). Uncertainty avoidance is low since Google LLC has been known to push innovation and take risks, thereby indicating that the company culture is based on healthy competitiveness. The company also adheres to a long-term orientation since the focus is on the future market position and also expects its workers to be disciplined and accountable.

It must also be noted that the culture of organisations, including Google LLC, are dependent on their geographical location. For instance, Americans usually have an Anglo-Saxon approach to conducting business, while being collaborative in nature (Gantman, Yousfi and Alcadipani, 2015). Thus, this internet technology company has work ethics that align with the principle of

equality, as there are many immigrants in that region. The fact lies in the assumption that culture can be learned, and it is, by nature, diverse, dynamic, cumulative, and is shared by a common group of people who can adapt to change. Organisational culture is an important aspect that needs to be considered when planning for organisational change.

Since the discussion on organisational culture is being pursued, mentioning the work and contribution of Edgar Schein is unavoidable. This researcher stated that culture has three layers or concepts – the artefacts and attitudes, the norms and values, and the basic assumptions, which are the behaviours, the systems, and the aspects which are otherwise not easy to explain (Martinez et al., 2015). This brings to the argument to Handy's framework for organisational culture, which states that there are four types – power, role, task and person (Glisson, 2015).

In an organisation with a power culture, the owner or the leader typically exercises power over the employees, while in a role culture, the responsibilities and the job positions dominate everything else. In a company with a task culture, the teams are brought together via the tasks they perform, while in an organisation that has a person culture, the company essentially works in such a manner as to benefit the employees. Google LLC has a typical task culture within the organisation, since the focus is more on innovation and the tasks that need to be performed. The work culture is such that the employees have free reign to exercise their thinking and planning, which helps them develop on a personal level significantly.

Organisational structure

Organisational structure is the overall working system of an organisation that explains the manner in which the different processes and activities are conducted with the aim to achieve the company's aims and objectives (Ahmady, Mehrpour and Nikooravesh, 2016). This takes into consideration the numerous leadership and management roles since the managers and leaders have the responsibility to ensure that the business firm can run smoothly without any hiccups.

Before the organisational structure of Google LLC can be broken down and explained, developing an understanding of the various elements of management as postulated by Henri Fayol can be helpful. The researcher stated that there were five elements to management – planning, organising, command, coordination and control since managers are responsible for

making organisational decisions and defining how the employees should perform those tasks (Godwin et al., 2017). Thus, organisations like Google LLC need managers since according to Mintzberg, they are responsible for the stability of the organisational operations, and they are also in charge of ensuring that the basic purpose and objectives of the business firm can be served. Thus, the management at Google LLC is like a formal authoritative body which guides and operates the systems of the company.

Typically, the culture as well as the management structure prevailing in an organisation can impact the corporate structure or the organisational structure (Alvesson and Sveningsson, 2015). The organisational culture, as discussed in this essay, is a direct result of the organisational structure. Thus, Google's organisational structure is responsible for its workplace culture and employee behaviour. The organisational structure determines the tasks, positions and job roles of the employees, while also determining the hierarchy that is to be followed. Researchers like Fatehi have discussed numerous organisational structures, such as geographic, functional, product and mixed (Browaeys, 2019). It must be noted that Google LLC's organisational structure is more synonymous with the recently developed transnational category of organisational structures. This makes this company able to respond to the environment on a multinational and global scale, and its international units are independent and the knowledge developed is done so jointly while also being shared on a global basis.

Business organisations, no matter how big or small, need to have a definite structure, since the organisational structure makes it easier to understand, which part of the business does what. While there are numerous ways to structure a business or denote its administrative hierarchy, the most commonly used terms are the tall and the flat structures (Zubair and Kamal, 2016). These organisational structures help understand the chain of command by analysing the span of control that the managers have on their subordinates.

Organisations with a flat structure have transparent layers of management, and the chain of command is essentially very small. This allows the employees and their managers to have a better line of communication which greatly improves their relationships with one another (Kaufmann, Borry and DeHart-Davis, 2019). Also, it is comparatively easier for the business to implement decisions and changes since the employees are involved with the decision-making processes, thereby making the business proceedings comparatively easier and faster.

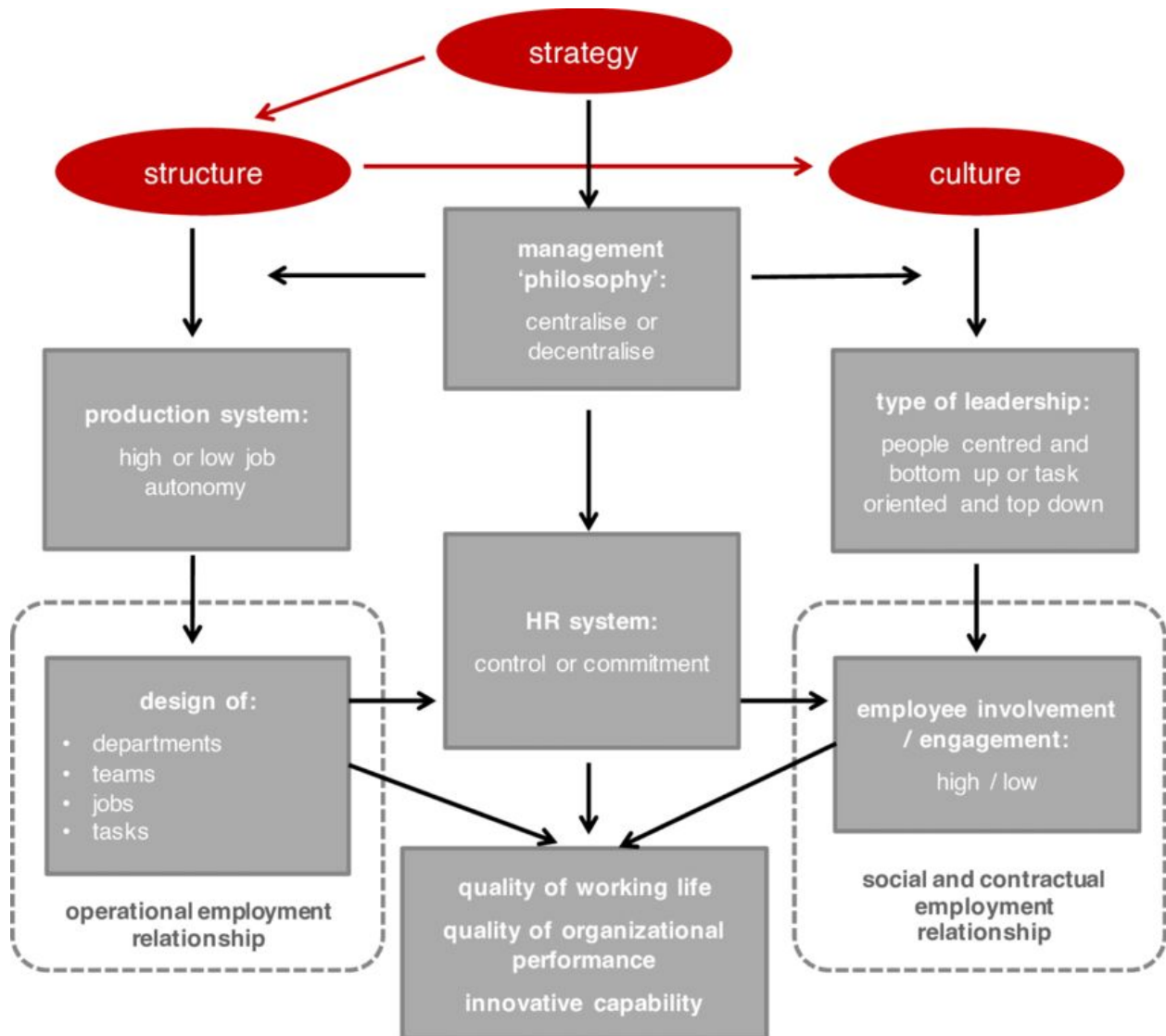
On the other hand, organisations with a taller structure have a firm hierarchical chain of command, and the structure is essentially like a pyramid – higher the position, fewer the people in those roles. This kind of structure benefits organisations when there is a need for the clear definition of the responsibilities and opportunities, which can help motivate them in the long run (Kaufmann, Borry and DeHart-Davis, 2019).

Google LLC, despite being such a large organisation, has been able to successfully maintain a flat management structure. This entails that the employees do not have any specific person to report to as they are free to exercise their own ideas and innovations for the betterment of the company. This structure helps avoid the many restrictions that come with having a hierarchical structure, such as that of a lack of communication, issues with bureaucracy, and departmental rivalry – all of which have the potential to severely hamper the functioning and efficient decision-making of the organisation (Zubair and Kamal, 2016). This also implies that this very decision-making process at Google LLC is highly decentralised in nature, thereby relieving the topmost managers of the burden to be responsible for these tasks alone since they can easily consult their employees for advice, opinions and suggestions.

Contribution to the organisational success

The organisational culture and structure of Google LLC, as discussed above in the previous two sections can help understand how and why both these aspects can help contribute to the success of the organisation. The structure typically helps align the different parts of the business firm and relates them together so that the best possible performance can be achieved. Thus, the structure that an organisation has is of dire importance since it has the potential to affect the firm's success with regard to realising its objectives and strategies (Körner et al., 2015). This can be better illustrated by the figure as below –

Figure 1: Interrelationship between organisational structure, culture and strategy



From the figure as indicated above, it can be deduced that the organisational structure gives rise to the culture, which in turn shapes the manner in which employees function. More decentralised the structure, the more likely it is to bring about a high level of employee

engagement, which can help improve productivity and establish profitable relationships between the firm and its workforce.

Similarly, the organisational culture that is prevalent at any business firm determines the principles, ideologies and the beliefs behind the work that is being pursued on a daily basis, since it also shapes how the employees interact with each other. When it comes to the success of any organisation, the culture attribute is of supreme importance as it is the one factor that brings together the people of the company and helps them be aligned, while also setting expectations for their behavioural parameters, thereby enabling them to work together as a team (Glisson, 2015).

In case of Google LLC, the organisational structure as discussed is flat, meaning that the employees have the freedom to exercise their decisions and pursue their innovative ideas while keeping in mind the best interests of the company. This allows the employees to approach even the higher management without having to get into the hassle of bureaucracy by interacting unnecessarily with the middle managers, which not only saves time but also speeds up the different business processes. This structure has essentially given way to an organisational culture that is conducive for the development of innovative ideas, which has been fundamental to ensuring that the organisation can essentially achieve success by being aligned with the business goals and objectives.

Google LLC's flexible work culture and organisational structure encourages employees to not only work but also have fun at their workplace. This enables them to relax and see their job as something that they can learn to love. This automatically motivates the employees who consequently do not mind working for extended hours or even on the weekends. This essentially increases the overall organisational productivity since happier and more motivated employees are more likely to perform better, thereby helping improve the outcomes of the company. Additionally, the lack of a steadfast hierarchy also enables the workers to come forward with their ideas and this encourages innovation within the company. The work culture motivates employees to see their workplace as a location where they can not only show their creativity but also undergo personal development, which ultimately benefits the organisation in the long run. Moreover, the flatter organisational structure also helps with improving the communication

processes between the various teams and departments, since it dissolves the need for hierarchical formalities and bureaucracy.

Conclusion

The work culture and organisational structure at Google LLC are fundamental to aiding the business's success since both are aimed at forming amicable relationships with the employees and utilising their motivation to benefit the company. The administration essentially recognises that happier employees can help improve the organisational outcomes and results, which is why the company encourages a workplace culture that is characterised by innovation, learning and a relaxed environment, while also blurring the hierarchical lines and boundaries to further ensure that the workers can come forward with their ideas and help meet the organisational objectives and goals.

Reference List

Ahmady, G.A., Mehrpour, M. and Nikooravesh, A., 2016. Organisational structure. *Procedia-Social and Behavioral Sciences*, 230, pp.455-462.

Alvesson, M. and Sveningsson, S., 2015. *Changing organisational culture: Cultural change work in progress*. London: Routledge.

Beugelsdijk, S. and Welzel, C., 2018. Dimensions and dynamics of national culture: Synthesizing Hofstede with Inglehart. *Journal of Cross-Cultural Psychology*, 49(10), pp.1469-1505.

Beugelsdijk, S., Kostova, T. and Roth, K., 2017. An overview of Hofstede-inspired country-level culture research in international business since 2006. *Journal of International Business Studies*, 48(1), pp.30-47.

Browaeys, M.J., 2019. *Understanding Cross-Cultural Management*. London: Pearson, UK.

Clement, J., 2020. *Revenue of Google from 1st quarter 2008 to 2nd quarter 2020*. [online] Statista. Available at:
<<https://www.statista.com/statistics/267606/quarterly-revenue-of-google/#:~:text=In%20the%20second%20quarter%20of,Google%20sites%20and%20its%20network.>> [Accessed 10 August 2020].

Elias, J., 2020. *Google employees are complaining the company has changed — this chart shows one reason why*. [online] CNBC. Available at:
<<https://www.cnbc.com/2020/01/02/google-employee-growth-2001-through-2019.html>> [Accessed 10 August 2020].

Gantman, E.R., Yousfi, H. and Alcadipani, R., 2015. Challenging Anglo-Saxon dominance in management and organisational knowledge. *Revista de Administração de Empresas*, 55(2), pp.126-129.

Glisson, C., 2015. The role of organisational culture and climate in innovation and effectiveness. *Human Service Organisations: Management, Leadership & Governance*, 39(4), pp.245-250.

Godwin, A., Handsome, O., Ayomide, W., Enobong, A. and Johnson, F., 2017. Application of the Henri Fayol principles of management in startup organisations. *Journal of Business and Management*, 19(10), pp.78-85.

Google, 2020. *From the garage to the Googleplex*. [online] Available at: <https://about.google/our-story/#:~:text=The%20Google%20story%20begins%20in,year%20they%20struck%20a%20partnership.>> [Accessed 10 August 2020].

Kaufmann, W., Borry, E.L. and DeHart-Davis, L., 2019. More than pathological formalisation: Understanding organisational structure and red tape. *Public Administration Review*, 79(2), pp.236-245.

Körner, M., Wirtz, M.A., Bengel, J. and Göritz, A.S., 2015. Relationship of organisational culture, teamwork and job satisfaction in interprofessional teams. *BMC Health Services Research*, 15(1), p.243.

Martinez, E.A., Beaulieu, N., Gibbons, R., Pronovost, P. and Wang, T., 2015. Organisational culture and performance. *American Economic Review*, 105(5), pp.331-35.

O'Neill, J.W., Name: Balta Mirela

Student number: 1920863

LCBB4003 Introducing the Modern Workplace

Assignment 1

Lecturer: Gregory Cowan

Introduction

Organisational culture and the structure of a business firm are important to understanding the manner in which the various operations, as well as the employees, function within the organisation. The following essay is a descriptive account of how organisational culture and organisational structure impact the success of the business firm for Google LLC, a multinational company that deals with internet technology and its related sectors. Numerous models and frameworks, such as Schein's model of culture, Hofstede's cultural dimensions, and various

others will be illustrated for the purpose of this essay, in order to understand how both can impact and affect the success of the organisation.

Background to the organisation

Google LLC has its headquarters in California and is among the most successful internet services and technology companies in the world. It specialises in various services such as cloud computing, artificial intelligence, search engine functions, and online advertising. Originally founded in 1998 (Google, 2020), its parent company Alphabet was actually reorganised in 2015 when Sundar Pichai became its CEO. The company has more than 110,000 employees (Elias, 2020) and has a revenue of \$40.98 billion as far as its first quarterly performance in 2020 is concerned (Clement, 2020).

Organisational culture

Organisational culture is commonly defined as the set of shared beliefs, assumptions and values that determine the behaviour and governance of the workers in an organisation. These elements typically have the power to inflict a long-lasting impact on the workers as well as the organisation, since they also determine their dress code, organisational identity and the workplace atmosphere (Körner et al., 2015). Thus, organisational culture affects the performance of the workers, which in turn can impact the organisational functions and ultimately, the success of the business.

When it comes to organisational culture, Hofstede was one of the few researchers who studied how the management practices within a business organisation were affected by the national culture of the country where the workplace was situated in (Beugelsdijk and Welzel, 2018). Based on his study, the researcher was able to outline four attributes that influenced the management within organisations – power distance, uncertainty avoidance, individualism/collectivism, and masculinity/femininity (Vasile, 2016; Beugelsdijk, Kostova and Roth, 2017). He further added a fifth dimension – the short-term vs the long-term – even though this was originally not included in the first study. As far as Google LLC is concerned, it can be said to have a low power distance, since the hierarchy within the organisation typically exists for the sake of formality, as the company encourages and respects individuality. Furthermore, the company also is inclined towards femininity, since there are no particular gender roles that persist within the organisation, while the workplace seeks to motivate the relax its workers

equally, as is evident from the many facilities that the offices provide to the employees (Tran, 2017). Uncertainty avoidance is low since Google LLC has been known to push innovation and take risks, thereby indicating that the company culture is based on healthy competitiveness. The company also adheres to a long-term orientation since the focus is on the future market position and also expects its workers to be disciplined and accountable.

It must also be noted that the culture of organisations, including Google LLC, are dependent on their geographical location. For instance, Americans usually have an Anglo-Saxon approach to conducting business, while being collaborative in nature (Gantman, Yousfi and Alcadipani, 2015). Thus, this internet technology company has work ethics that align with the principle of equality, as there are many immigrants in that region. The fact lies in the assumption that culture can be learned, and it is, by nature, diverse, dynamic, cumulative, and is shared by a common group of people who can adapt to change. Organisational culture is an important aspect that needs to be considered when planning for organisational change.

Since the discussion on organisational culture is being pursued, mentioning the work and contribution of Edgar Schein is unavoidable. This researcher stated that culture has three layers or concepts – the artefacts and attitudes, the norms and values, and the basic assumptions, which are the behaviours, the systems, and the aspects which are otherwise not easy to explain (Martinez et al., 2015). This brings to the argument to Handy's framework for organisational culture, which states that there are four types – power, role, task and person (Glisson, 2015).

In an organisation with a power culture, the owner or the leader typically exercises power over the employees, while in a role culture, the responsibilities and the job positions dominate everything else. In a company with a task culture, the teams are brought together via the tasks they perform, while in an organisation that has a person culture, the company essentially works in such a manner as to benefit the employees. Google LLC has a typical task culture within the organisation, since the focus is more on innovation and the tasks that need to be performed. The work culture is such that the employees have free reign to exercise their thinking and planning, which helps them develop on a personal level significantly.

Organisational structure

Organisational structure is the overall working system of an organisation that explains the manner in which the different processes and activities are conducted with the aim to achieve the

company's aims and objectives (Ahmady, Mehrpour and Nikooravesh, 2016). This takes into consideration the numerous leadership and management roles since the managers and leaders have the responsibility to ensure that the business firm can run smoothly without any hiccups.

Before the organisational structure of Google LLC can be broken down and explained, developing an understanding of the various elements of management as postulated by Henri Fayol can be helpful. The researcher stated that there were five elements to management – planning, organising, command, coordination and control since managers are responsible for making organisational decisions and defining how the employees should perform those tasks (Godwin et al., 2017). Thus, organisations like Google LLC need managers since according to Mintzberg, they are responsible for the stability of the organisational operations, and they are also in charge of ensuring that the basic purpose and objectives of the business firm can be served. Thus, the management at Google LLC is like a formal authoritative body which guides and operates the systems of the company.

Typically, the culture as well as the management structure prevailing in an organisation can impact the corporate structure or the organisational structure (Alvesson and Sveningsson, 2015). The organisational culture, as discussed in this essay, is a direct result of the organisational structure. Thus, Google's organisational structure is responsible for its workplace culture and employee behaviour. The organisational structure determines the tasks, positions and job roles of the employees, while also determining the hierarchy that is to be followed. Researchers like Fatehi have discussed numerous organisational structures, such as geographic, functional, product and mixed (Browaeys, 2019). It must be noted that Google LLC's organisational structure is more synonymous with the recently developed transnational category of organisational structures. This makes this company able to respond to the environment on a multinational and global scale, and its international units are independent and the knowledge developed is done so jointly while also being shared on a global basis.

Business organisations, no matter how big or small, need to have a definite structure, since the organisational structure makes it easier to understand, which part of the business does what. While there are numerous ways to structure a business or denote its administrative hierarchy, the most commonly used terms are the tall and the flat structures (Zubair and Kamal, 2016).

These organisational structures help understand the chain of command by analysing the span of control that the managers have on their subordinates.

Organisations with a flat structure have transparent layers of management, and the chain of command is essentially very small. This allows the employees and their managers to have a better line of communication which greatly improves their relationships with one another (Kaufmann, Borry and DeHart-Davis, 2019). Also, it is comparatively easier for the business to implement decisions and changes since the employees are involved with the decision-making processes, thereby making the business proceedings comparatively easier and faster.

On the other hand, organisations with a taller structure have a firm hierarchical chain of command, and the structure is essentially like a pyramid – higher the position, fewer the people in those roles. This kind of structure benefits organisations when there is a need for the clear definition of the responsibilities and opportunities, which can help motivate them in the long run (Kaufmann, Borry and DeHart-Davis, 2019).

Google LLC, despite being such a large organisation, has been able to successfully maintain a flat management structure. This entails that the employees do not have any specific person to report to as they are free to exercise their own ideas and innovations for the betterment of the company. This structure helps avoid the many restrictions that come with having a hierarchical structure, such as that of a lack of communication, issues with bureaucracy, and departmental rivalry – all of which have the potential to severely hamper the functioning and efficient decision-making of the organisation (Zubair and Kamal, 2016). This also implies that this very decision-making process at Google LLC is highly decentralised in nature, thereby relieving the topmost managers of the burden to be responsible for these tasks alone since they can easily consult their employees for advice, opinions and suggestions.

Contribution to the organisational success

The organisational culture and structure of Google LLC, as discussed above in the previous two sections can help understand how and why both these aspects can help contribute to the success of the organisation. The structure typically helps align the different parts of the business firm and relates them together so that the best possible performance can be achieved. Thus, the structure that an organisation has is of dire importance since it has the potential to affect the

firm's success with regard to realising its objectives and strategies (Körner et al., 2015). This can be better illustrated by the figure as below –

Figure 1: Interrelationship between organisational structure, culture and strategy

From the figure as indicated above, it can be deduced that the organisational structure gives rise to the culture, which in turn shapes the manner in which employees function. More decentralised the structure, the more likely it is to bring about a high level of employee engagement, which can help improve productivity and establish profitable relationships between the firm and its workforce.

Similarly, the organisational culture that is prevalent at any business firm determines the principles, ideologies and the beliefs behind the work that is being pursued on a daily basis, since it also shapes how the employees interact with each other. When it comes to the success of any organisation, the culture attribute is of supreme importance as it is the one factor that brings together the people of the company and helps them be aligned, while also setting expectations for their behavioural parameters, thereby enabling them to work together as a team (Glisson, 2015).

In case of Google LLC, the organisational structure as discussed is flat, meaning that the employees have the freedom to exercise their decisions and pursue their innovative ideas while keeping in mind the best interests of the company. This allows the employees to approach even the higher management without having to get into the hassle of bureaucracy by interacting unnecessarily with the middle managers, which not only saves time but also speeds up the different business processes. This structure has essentially given way to an organisational culture that is conducive for the development of innovative ideas, which has been fundamental to ensuring that the organisation can essentially achieve success by being aligned with the business goals and objectives.

Google LLC's flexible work culture and organisational structure encourages employees to not only work but also have fun at their workplace. This enables them to relax and see their job as something that they can learn to love. This automatically motivates the employees who consequently do not mind working for extended hours or even on the weekends. This essentially

increases the overall organisational productivity since happier and more motivated employees are more likely to perform better, thereby helping improve the outcomes of the company. Additionally, the lack of a steadfast hierarchy also enables the workers to come forward with their ideas and this encourages innovation within the company. The work culture motivates employees to see their workplace as a location where they can not only show their creativity but also undergo personal development, which ultimately benefits the organisation in the long run. Moreover, the flatter organisational structure also helps with improving the communication processes between the various teams and departments, since it dissolves the need for hierarchical formalities and bureaucracy.

Conclusion

The work culture and organisational structure at Google LLC are fundamental to aiding the business's success since both are aimed at forming amicable relationships with the employees and utilising their motivation to benefit the company. The administration essentially recognises that happier employees can help improve the organisational outcomes and results, which is why the company encourages a workplace culture that is characterised by innovation, learning and a relaxed environment, while also blurring the hierarchical lines and boundaries to further ensure that the workers can come forward with their ideas and help meet the organisational objectives and goals.

Reference List

Ahmady, G.A., Mehrpour, M. and Nikooravesh, A., 2016. Organisational structure. *Procedia-Social and Behavioral Sciences*, 230, pp.455-462.

Alvesson, M. and Sveningsson, S., 2015. *Changing organisational culture: Cultural change work in progress*. London: Routledge.

Beugelsdijk, S. and Welzel, C., 2018. Dimensions and dynamics of national culture: Synthesizing Hofstede with Inglehart. *Journal of Cross-Cultural Psychology*, 49(10), pp.1469-1505.

Beugelsdijk, S., Kostova, T. and Roth, K., 2017. An overview of Hofstede-inspired country-level culture research in international business since 2006. *Journal of International Business Studies*, 48(1), pp.30-47.

Browaeys, M.J., 2019. *Understanding Cross-Cultural Management*. London: Pearson, UK.

Clement, J., 2020. Revenue of Google from 1st quarter 2008 to 2nd quarter 2020. [online] Statista. Available at:

<<https://www.statista.com/statistics/267606/quarterly-revenue-of-google/#:~:text=In%20the%20second%20quarter%20of,Google%20sites%20and%20its%20network.>> [Accessed 10 August 2020].

Elias, J., 2020. Google employees are complaining the company has changed — this chart shows one reason why. [online] CNBC. Available at:

<<https://www.cnbc.com/2020/01/02/google-employee-growth-2001-through-2019.html>> [Accessed 10 August 2020].

Gantman, E.R., Yousfi, H. and Alcadipani, R., 2015. Challenging Anglo-Saxon dominance in management and organisational knowledge. *Revista de Administração de Empresas*, 55(2), pp.126-129.

Glisson, C., 2015. The role of organisational culture and climate in innovation and effectiveness. *Human Service Organisations: Management, Leadership & Governance*, 39(4), pp.245-250.

Godwin, A., Handsome, O., Ayomide, W., Enobong, A. and Johnson, F., 2017. Application of the Henri Fayol principles of management in startup organisations. *Journal of Business and Management*, 19(10), pp.78-85.

Google, 2020. From the garage to the Googleplex. [online] Available at:

<<https://about.google/our-story/#:~:text=The%20Google%20story%20begins%20in,year%20the y%20struck%20a%20partnership.>> [Accessed 10 August 2020].

Kaufmann, W., Borry, E.L. and DeHart-Davis, L., 2019. More than pathological formalisation: Understanding organisational structure and red tape. *Public Administration Review*, 79(2), pp.236-245.

Körner, M., Wirtz, M.A., Bengel, J. and Göritz, A.S., 2015. Relationship of organisational culture, teamwork and job satisfaction in interprofessional teams. *BMC Health Services Research*, 15(1), p.243.

Martinez, E.A., Beaulieu, N., Gibbons, R., Pronovost, P. and Wang, T., 2015. Organisational culture and performance. *American Economic Review*, 105(5), pp.331-35.

O'Neill, J.W., Beauvais, L.L. and Scholl, R.W., 2016. The use of organisational culture and structure to guide strategic behavior: An information processing perspective. *Journal of Behavioral and Applied Management*, 2(2), p.816.

Tran, S.K., 2017. GOOGLE: a reflection of culture, leader, and management. *International Journal of Corporate Social Responsibility*, 2(1), p.10.

Vasile, A.C., 2016. Hofstede's cultural dimensions and management in corporations. *Cross-Cultural Management Journal*, 18(01), pp.35-46.

Zubair, A. and Kamal, A., 2016. Perceived authentic leadership, work-related flow, and creative work behavior: Moderating role of organisational structures. *Abasyn Journal of Social Sciences*, 9(2), pp.426-441. L.L. and Scholl, R.W., 2016. The use of organisational culture and structure to guide strategic behavior: An information processing perspective. *Journal of Behavioral and Applied Management*, 2(2), p.816.

Tran, S.K., 2017. GOOGLE: a reflection of culture, leader, and management. *International Journal of Corporate Social Responsibility*, 2(1), p.10.

Vasile, A.C., 2016. Hofstede's cultural dimensions and management in corporations. *Cross-Cultural Management Journal*, 18(01), pp.35-46.

Zubair, A. and Kamal, A., 2016. Perceived authentic leadership, work-related flow, and creative work behavior: Moderating role of organisational structures. *Abasyn Journal of Social Sciences*, 9(2), pp.426-441.