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Assessment 1

Introducing the Modern Workplace

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Introduction of the company (TESCO)

Tesco PLC is an international retail corporation that operates supermarkets and other retail outlets (Pulker et al., 2019). Jack Cohen, who had left the Royal Flying Corp at the end of World War I, started buying and selling food excess from a booth in London's East End with his own money in 1919. Tesco Tea was the first product to bear the Tesco trademark, introduced in 1924. This is the origin of the brand's name. With over 4,000 locations, Tesco dominates the British grocery sector. As a bonus, it's a key player in the global retail industry (Špička, 2016). Europe's Hungary, the Czech Republic, Poland, Asia's Thailand and Malaysia all use it. According to the company's annual report for the year 2021, the company's group revenues were £53.4 billion (Statista, 2022).

How do the organisation structure and culture affect its performance?

Impact of Tesco's structure

Tesco's foundations are based on three essential concepts that influence the organisation's corporate culture. Along with its fundamental ideas, the organization's structure significantly affects its operations. The corporation's hierarchical, product-based, and decentralized structure offers advantages and disadvantages (Alkhatib, 2020). The global retailer employs over 360 thousand individuals, according to the latest available data from 2021 (Bedford, 2022). The organisational structure of Tesco splits people into three groups: those at the top, the middle, and the bottom.



Figure 1. Tesco Organisational Structure

Source: Meng (2019)

Following the Tesco PLC board and committees, there is a foundation of management in charge of allocating employees to their respective departments. On top of the food chain is a regional manager. A shop's next-level supervisor is the manager (Meng, 2019). Their subordinates consist of three managers: the food trading manager, the non-food trading manager, and the people manager. All three supervisors have their team of assistants in the departments of fresh foods, cold foods, energy, apparel, and staff (see Figure 2).

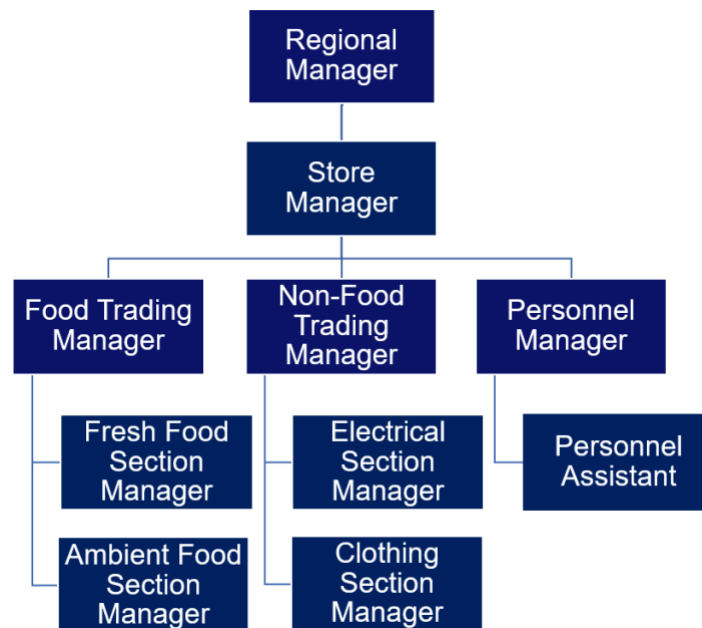


Figure 2. Tesco Organizational Structure

Source: Meng (2019)

Different kinds of organizational structures exist for:

- Power to decide
- Leaders and management levels
- Other types

First of all, Tesco PLC's organisation is not centralized. When a business's lower levels have the power to make decisions, the company has a decentralized organizational structure. It usually happens when a business has many locations, and the head office cannot control or make decisions for all of them (Chen, Wang, and Jiang, 2016). Tesco has over 4,000 outlets; however, they are all in the United Kingdom. The board and its committees would be unable to regulate

operations in every branch. As an alternative, there are regional managers responsible for certain regions and store managers in charge of individual locations.

Tesco has a complex management structure with many tiers of executives and administrators. It is an indicator that the organisation has several heads and levels of command. As previously mentioned, there are top, medium, and lower levels of management in the corporation. Other people in various roles report to managers at each of these tiers. At last, the variety of products sold drives the store's layout. Individuals in the workforce are organized into teams that work with a certain product line, a specific demographic of customers, or a particular geographical area. Tesco employees are classified depending on where they work in this scenario. A regional manager leads each region. In addition, each room has store managers in charge of one shop in that region.

Impact of culture on Tesco

Even though Tesco is a worldwide grocery store brand, it has clients from various ethnicities and beliefs. This cultural pattern influences behaviour, needs, and desires. Tesco's management must pay attention to what customers desire and understand their culture. Tesco can set up and run a survey to find out how culture affects customers' buying habits in the same community, area, or society (Hutabarat, 2015). Organisational culture also affects how Tesco does things inside and outside the company. Culture is important for making an environment where employees want to work together. Tesco's management focuses on culture and environment to motivate its employees to work harder (Stare, 2011).

Tesco PLC's organizational culture is based on three main values: customers, communities, and the planet.

Customers

Tesco is a company that services a diverse variety of clients daily. Their consumers are at the centre of all they do. So, they are one of the three most important things the company stands for. By doing this, Tesco hopes to learn what its customers want and need and to meet their needs before they ask.

Communities

A community is one of the things that the store cares about. Tesco helps communities in more ways than just giving people food, clothes, and many other things. The company also benefits communities by providing decent employment, partnering with local suppliers and manufacturers, and supporting local issues via community initiatives.

Planet

Tesco PLC says that plants are an important part of their business. The company's goal is to change how it does business so that it has less of an effect on the environment. This is especially true for its supply chain, which is the biggest thing that hurts the planet. The company also supports and encourages people to live healthier lives.

Factors which influence individual behaviour in TESCO

Many things can affect how employees act at work, such as their skills and abilities, attitude toward the job, perception of nature, demographic factors, and presentation.



Figure 3: Factors which influence individuals in the workplace.

Source: Alfes et al. (2013)

Individual's ability and experience

This is the most important thing that makes a person act a certain way at work. Like other companies, Tesco is looking for productive employees with the skills to do their jobs creatively

(Wannapong, 2014). Tesco wants candidates to have at least the starting level of knowledge to be honed to meet the organisation's goals.

Demographic factors

Demographic factors are the second most important factor. Demographic factors like a person's race, origin, beliefs, and gender affect how they act at work. But Tesco believes in equal opportunities and diversity. This is why they encourage their employees to take advantage of opportunities (McShane and Von Glinow, 2015). For example, some employees may not want to become supervisors because of their race or gender. These factors rarely change.

Positivity

When an employee has a positive attitude, it always keeps them motivated to reach their personal and organizational goals. How people act at work depends on how they feel about the nature of the work and how the company is set up. Negativity in an employee's attitude kills their skills and makes them less productive, while positive employees do their best and get the results that were expected. Positive employees are important to Tesco's ability to decide the organization's culture and structure as a team.

Perception

Perception is an employee's ability to understand how an organization works. Better perception leads to better work results because it helps people avoid making mistakes and makes them more productive in the same amount of time. Tesco wants people to understand the problems at work so that quick and easy solutions can be found. Organizations encourage employees with good ideas to take part in building structures and making decisions.

Personal Presentation

It tells how the employee acts in the organisation. Management monitors employees' workplace actions and personalities (Sapry et al., 2020). People who are competent in their work and polite in their interactions with others make it simpler for management to elevate them to a higher position so that they may serve as more visible representatives of the company both internally and outside. The employee's personality shows their feelings about their job and the services offered.

The changing environment impacting on the need for leadership and management skills

A manager at Tesco Company needs to be able to manage and lead people. Based on the management and leadership style, some skills need to be learned to fit the modern business world.

Leadership skills

Trustworthiness

Changes in the business world are making it more important for leaders to be trustworthy, which is an important skill. The leader of Tesco Company must maintain trust even though they have two opposing ideas. Trustworthiness is a good skill to clear up any confusion (Ganson, 2013). Due to trustworthiness, employees at Tesco are motivated to perform their work effectively.

Commitment

In a changing business environment, a company must have commitment skills to use transactional, transformational, or charismatic leadership styles (Clegg et al., 2015). For example, if you want to make changes about how the environment is changing, you should show your commitment. For a leader to be successful in the new business environment, they need to make promises (Kalargyrou et al., 2015).

Flexibility

Corporate leaders in the present day or in a dynamic business environment must be flexible. The key to being flexible is to make room for other people and follow new trends. The theory of mentoring is linked to how well people do their jobs and how well they learn to deal with difficult people in the workplace. So, the retail industry needs to develop new talent, which requires flexibility and skill in the modern business world. (Karaszewski, 2008). Employees at Tesco are provided with workplace flexibility which helps them to increase their work efficiency.

Delegating

Delegation is a very important part of being a leader since all a leader has to do is give direction and let others do the rest. Work must be delegated at Tesco because the business world needs creative and innovative ways to change. Tesco Company is associated with contemporary business and changing environments per the theory Y. The leader can identify and empower employees capable of creating exceptional quality, originality, and innovation. (Mencl et al., 2016).

Management skills

Adaptability

A manager in the company needs to be able to change and adapt. Customer behaviour, customer service, buying patterns, and perceptions are new trends in the retail industry. The people in charge at Tesco need to change in some ways. A firm manager must be able to interpret people's attitudes, views, prejudices, and preconceptions. The ability to retain relevant knowledge and notice various things is critical for a manager. Managers may take action if they see divergent values (Clegg et al., 2015).

Critical thinking

Tesco's business process needs people who can think critically. The manager's critical thinking skills are on display since they are grounded in the content theory of motivation. The changing nature of the business environment is a factor that must be taken into account while managing and keeping tabs on employees. The self-fulfilling prophecy allows observing how individuals think and behave. For example, how we see ourselves is significant for management since it appears critical for many types of progress (Clegg et al., 2015).

Team Building

The business needs different kinds of people, meaning a manager at Tesco Company needs to be good at building teams. When planning team-building activities for the company, Tesco's manager tries to find ways to bring people from different cultures together. In this method, the management may assemble a diverse team with the same purpose and can accomplish the company's objectives. A manager has a good reputation because he can spot the talent that fits the changing needs of the business world (Smith, 2016).

Conclusion

In conclusion, a corporation's internal relationships and operations are profoundly affected by the structure and culture of the business. Daily operations at Tesco are shaped and determined by the company's basic principles and organizational structure. Business patterns are shifting, and the necessary adjustments are being made to leadership and management abilities. Tesco, which operates in the highly competitive retail market, has a better chance of achieving success and gaining a competitive edge if it adopts current business practices. The first thing that must be done

is to acquire some level of expertise, and the difference may be created by successful execution. Tesco Company is doing a good job in general skill development and implementation, which makes the success of modern businesses possible.

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