

THE MODERN WORKPLACE

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INTRODUCTION

The modern workplace can be referred to a concept that states the real situation of the various business organizations. The modern workplace depicts the ways about how the individuals at the organization behave in order to reach the desired performance of the organization. The modern workplace focuses upon the business environment and the ways in which the digital workplace helps the organization to perform the various task (Andrianova and Antonacopoulou, 2020).

Tesco is a UK based retail sector organization. Tesco is the third largest retailer in terms of gross revenue. The organization deals in the general merchandise and groceries. The headquarters for the organization is established in Hertfordshire, England, UK. The organization has established in retail stores in 5 countries across Europe and with over 7000 shops worldwide. The report revolves around the study of modern workplace at Tesco (Goldman and Weil, 2020).

TASK

Explain the ways in which the organizational structure and organizational culture affects the organizational performance at Tesco.

Tesco follows a hierarchical structure of business organization structure due to its huge business size. The Board of directors of Tesco consists of 10 members and there are various changes that are introduced in the organization. The Board of Tesco consists of various committee such as Audit, Corporate responsibility, Nominations, Disclosure and Remuneration. The influence of organizational structure of Tesco upon the organizational performance is explained below-

- **Improves overall operations-** The well organized and defined structures of the organization help in assuring that all the important and required tasks are completed on time after the assignment of the work and brought into action. An ideal organizational structure of the organization helps in avoiding situation of confusion regarding the jobs and tasks. At the time of problems or issues at the organization, the management can call for meetings in order to discuss the issue and come up with various solutions. The adoption to a new organizational structure can seem tough in the starting. The organization can treat various organization structures as a testing period and convey the same to the management and the employees (Harinarayanan, 2021).
- **Improves inter departmental Communication-** An efficient organizational structure promotes better communication that further enhances productivity in the organization. The effective organizational structure allows a flow of effective communication among the various departments of the organization. The various departments include Sales, marketing, Human resources and Finance. The effective communication helps

in accomplishment of the organizational goals sooner. The employees are communicated their roles and responsibilities through various charts and job description that allows the employees to know who they need to report at the organization. The process helps the employees to discover the mentors they can refer for guidance in case they face any kind of issues and challenges during the course of action.

- **Helps in reduction of defects, returns and complaints-** The organizational structure of the organization reduces the chances of the organization to incur losses due to the defects of products. The efficient communication due to the organizational structure proves beneficial in communicating the goals of the organization which provides better ways to communicate and decreases the probability of mistakes as the employees are assured of the duties to be performed hence lesser chances of errors. The positive influence of the organizational structure includes lesser issues and problems during production. This further helps in lesser defects in the products and services along with the delivery. When there are lesser chances of production related issues then there are lesser number of returns of the product in the organization and thus leads to better customer satisfaction. The organizational structure somehow directly or indirectly impacts the production level of the organization by increasing the production capacity and quality of the organization. Moreover it helps in improving efficiency of the organization by increasing the quality of the employee output and as well as departmental output (Kilner, 2020).

Influence of organizational culture upon the organizational performance

Organizational culture is referred to the policies of the organization that guide the employees towards a definite direction. The organizational culture is a very complex culture that comprises of various beliefs, values and assumptions and monitors the behavior of the employees. In aspect of Tesco, the organizational culture is based upon a vision that is brief and to the point. The organization aims to keep a message short and brief and convey it to the stakeholders about its future plans and strategies as well as business philosophies. The organizational culture of an organization has three layers namely artefacts, values and the underlying assumptions. The artefacts of Tesco are the tangible aspects of the organization. The core values of Tesco cannot be observed properly but they comprise of common goals, principles and standards. These values are accountable, collaborative, diverse and passionate in nature. The assumptions of the organization can be referred as the foundation of the formation of the organizational culture. The assumptions help in having a base in creation of the values and beliefs of the organization. These above mentioned organizational culture have a huge impact on the performance of the organization. The influence of the above mentioned organizational culture of Tesco is discussed below.

- **Goal and mean oriented-** Tesco has a perfectly balanced culture of goal orientation as well as mean orientation. The terms state that the organization focuses on the accomplishment of goals within the organization and also focuses on the encouraging

the employees only if they are in a condition of taking risks. This assures that the organization is focused upon the ethical and integrated ways of working in order to fulfill the objectives of the organization. The goal orientation culture influences the organization and the employees to bring in the best efforts and also encourage them to bring innovation and bear risks (Leclercq-Vandelannoitte, 2021).

- **Internally driven and externally driven-** The organizational culture of Tesco is more focused upon the internally driving factors rather than the externally driven factors. The organization focuses upon taking quick and required actions in aspect of the changing or dynamic customer needs. But despite this the top management of the organization focuses upon communicating an ethical attitude that can be adopted in order to respond to the needs and demand of the markets. Tesco shares strong commitments in aspect of integrity and ethics in light of the business operations of the organization. The internal driven factors help the organization to focus upon its image in the market to gain a competitive advantage in the market (Rahaman and et.al., 2020).
- **Discipline work culture-** The organization is more focused upon a disciplined work culture as it follows a vertical hierarchy organizational structure which is highly linked with the discipline at work. The organization holds the decision making authority and control of the organization while it promotes innovation at the workplace by rewarding employees for their performance. The organization has though shifted upon decentralization of the authority and it helps in providing opportunities to the employees that boost their morale and hence the organization can aim and achieve the equilibrium level of strict organizational structure and fluid organizational structure.
- **Employee orientation and work orientation-** The organizations belonging to retail sector such as Tesco to acknowledge its human capital and hence aim to provide employee satisfaction and motivation. Even though the employees have work load and pressure, the management aims to decrease the pressure upon the employees of the work. The organization aims to attain the equilibrium of work orientation and employee orientation. The equilibrium can be achieved by assigning the hectic objectives to complete and further maximize the task performance. The organization can provide the employees with necessary guidance and mentoring to accomplish the assigned goals and also the employees must be discouraged to work overtime in the organization.

Explain the various factors that influence individual behavior at Tesco in aspect of the behavioral approach.

The behavioral approach states that a behavior can be learned and unlearned in order to replace them with desirable new behavior. The behavioral approach focuses upon the measurable and noticeable aspects of the human. The approach is a continuous process and also a general approach that are used in various aspects and situations of life. The behavior of an individual is affected by various factors. The behavior of employees is a matter of concern

for the organization and thus it is important for the organization to determine the factors that affect the behavior of the employees at the workplace (Richardson, 2020). The factors are described below-

- **Personal factors-** The personal factors that have an influence upon the human behavior are biographic characteristic and the learner characteristics. There are factors that are in humans since their birth and they can be termed as genetic. The genetic qualities are termed as biographic features of the humans that cannot be changed with the course of action but can surely be redefined in order to meet the expectations of the business. The various biographical characteristics that affect the individual behavior are physical features, age, religion, gender, experience, skills and intelligence of a person. Another element of personal factor is the learned abilities. The learned abilities can be referred to the behavior that can be changed and modified as per the need of the hour with the various kinds of environmental interactions. The organizations lay more focus upon the learned skills rather than the biographical skills as these can be modified as per the needs of the organization. The various learned factors that affect the behavior of an individual are the personality, attitude, perception and values. The personality consists of various skills such as aggressiveness, dominance and persistence. Perception is referred to the ability of interpreting a situation (Stretton, 2020).
- **Environmental factors-** The environmental factors are considered as the external factors that have an impact upon the behavior of an individual in an organization. The environmental factors consists of various factors such economic factors, socio culture, legal and political factors. The economic factors have a huge impact upon the behavior of an individual. The various economic factors that influence behavior of the individual are employment opportunities at the organization as well the wage rates or the remuneration that will be paid to the employees or the individuals along with the general economic environment and the technological factors. The socio culture factors are referred to the relationships of the individual with the acquaintances that affect the human behavior. The political environment of the region can also be considered as an environmental factor that has influence upon the behavior of an individual (Tran and et.al., 2020).
- **Organizational factors-** The organization also has a huge impact upon the behavior of the individual. The behavior is influenced by the huge variety of organizational facilities and resources. There are various organizational factors that influence the individual behavior at the organization which include physical facilities provided by the organization to the employees. The physical facilities include infrastructure, cleanliness, light, ventilation, disturbance etc. The organization structure of the organization also affects behavior due to the communication flow among different departments and different levels. The various other organizational factors include leadership and the reward system of the organization (Wu, 2020).

CONCLUSION

It can be concluded from the study that the modern workplace has evolved in order to meet with the present day needs of the organization and individuals. The modern workplace depicts the ways about how the individuals at the organization behave in order to reach the desired performance of the organization. The modern workplace focuses upon the business environment and the ways in which the digital workplace helps the organization to perform the various tasks. The study revolves around the study of modern workplace of Tesco as a retail sector organization. The study consists of impact of the organizational culture and organizational structure upon the performance of Tesco. The study also focuses upon the factors that are responsible for influencing human behavior in the organization.

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