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ORGANIZATIONAL
STRUCTURE AND
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INTRODUCTION

The organization structure and culture are plays an integral part in the growth of an organization . With a strong organisation structure and culture there can be enhancement in the performance. Similarly, the behaviour of individuals also influence the working of an organisation.

Marks and Spencer is a multinational retailer leading company based in UK. It specialises in selling clothing and home products. The core of the brand is to provide high quality and efficient customer services.

The report focuses on the impacts of organisation structure and culture affecting the performance of an organisation. Also it shows the behaviour of individual which affects the working environment of an organisation based on behavioural approach.

MAIN BODY

Impact of organizational structure and culture on organizational performance

Organizational structure refers to the structure under which the organization perform its functions. Under this a well-defined mode will be determined under which the activities and operation of the company will be performed. As per organizational structure a desired direction with respect to goal of the company will be determined so that the activities will be directed towards the goal of the company.

It can be of various types including:

Functional:

As per this structure the entire organization will be divided on the basis of functions it operate. Here employees will be grouped on the basis of knowledge and skills that persist with respect to a specific function (Dedahanov, Rhee and Yoon, 2017).

Divisional:

Under this the organization is divided into various divisions under which resources as well as roles and responsibilities will also be assigned (Kuznetsova and Karpenko, 2018). With regard to this structure each department will be accountable and responsible with regard to its work.

Matrix:

It is a combination of two or more than two mode of organizational structure which will lead to have better functioning and performance of work.

Flat:

As per this structure there is low presence of middle level management. This will lead to have better relation and between leaders and employees. Here employees make share their views freely (Hamzeh, 2018).

With regard to M&S, flat organizational structure is followed under which employees can freely make contact with their superiors. This will enable them flexibility with respect to maker sharing of their views to the leaders. With the adoption and following of this form of structure the organizational performance is directly linked. This is because through this structure decision-making process in the M&S become easy and this will again lead to have a direct and positive effect with regard to its performance because it will lead to enhance its performance. As employees are the assets of the organization and when they are being involved in the decision-making then this will lead to better implication of the decision along with enhancing performance. It is also to be noted that as the organizational structure is the base and framework which shows the desired movement of operation and activities so this will lead to have a major role in association with its performance. As M&S follows Flat structure which itself plays a major role with regard to its performance and success because with this structure the aspect of leadership as well as management will become easy to operate. Employees also feel as a part of the organization which will further lead to raise the organizational performance because of the full contribution of the employees.

Organisation culture

Organization culture is a set of values, morals and beliefs which guides the behaviour of the employees of the organization(Mannion, 2018.). According to Charles Handy's model, the organizational culture are of four types:

1. Power culture
2. Task culture
3. Person culture
4. Role culture

Power culture

It is a type of culture where power remains with only few people and they are only authorized to take decisions(Edeh and et.al., 2019). In other word there is centralization of power. Superiors have the power to delegate responsibilities to their subordinates. In this type of

culture subordinates have no option other than to follow the orders of the superiors. Here the employees do not have the freedom to express and share their ideas openly. The benefit of such culture is quicker response as the lines of communication are shorter.

Task culture

It is followed by organization where to achieve the targets of the organization, teams are formed.

In this culture teams are formed on the basis of the specialization and common interests of individuals.

Person culture

It is a type of culture where employees are self-directed and status driven. This culture lacks in formal centralization. Individuals feel that they are more important than the firm. Eventually organization suffers as the employees are working for money. They are working to towards achieving their goals instead of the organizational goals.

Role culture

It is a type of culture where organization assigns specific roles and responsibilities to employees on the basis of their specialization, skill and qualification. This culture has a high level of formalization and centralization(Roe, 2020). A well-organised hierarchy of formal rules and procedures are established. Every employee has to take accountability of the work assigned to them. As proper rules and regulation are laid every one is clear about what to do and not to do that is there is clarity.

Choosing a right culture is very important as it affects the performance of an organization. Initially Marks and Spencer used to follow the power culture. In past years due to increase in the competition in the industry, M&S's new strategy was to focus on innovation and customer services. With the new objectives of the company power culture was not the right culture to follow as it only top-level management has the power to take decision hampering new innovations. Now the company ha shifted to role culture . With this company can have a direct relation between the employees and the customer. Keeping in mind the customer's need the company has delegated roles and responsibilities respectively. With the help of this culture company has been successful in improving its performance as the culture offers innovation without hindering the brand image and also quick responses to changes according to customer's need and behaviour.

Behavioural approach of management

The Behavioural approach can be understood as one of the most advanced and highly influential aspect, where learning heads on profound rise on effective creative engagement perspectives towards events. M&S by implementing behavioural approach, will be able to significantly gain wider scale performance targets profoundly, further integrate competitive scenarios variedly on new strengthened working ideologies. Behavioural approach integrates specific focus on strengthened vision diversely on working parameters rapidly, changing larger scale working innovation for competent ideologies. It enables motivation to rise diversely, attain competitive work ideologies to be framed up variedly on stringent working parameters variedly. Further role of behavioural approach, is also focused on evolving new work ideologies diversely for larger scale work targets profoundly on wider scale expertise dynamically (Index, 2021).

M&S, has been also witnessing functional dynamic growth evolved on channelized up expertise technically for strengthened up determinants. Workplace engagement is also channelized up diversely toward building up new informative targets on shape, engage effectively for strengthened ideologies which signifies specific efficacy. The company has been also witnessing huge scale rapid rise on new quest rise towards, where M&S determines keen stronger vision operatively on new arenas profoundly for wider scale performance oriented targets variedly. The business scale operations are also headed to being on keen functional rise diversely on optimum scenarios diversely, strengthening new significant arenas competitively towards untapped new productive work advancement diversely. Furthermore, individual performance in workforce are influenced by various aspects which can be addressed as follows.

Individual behaviour factors at workplace

Individual behaviour is defined as the reaction of an individual towards a particular situation in an organisation (Swiatek-Barylska, 2017.). It is the duty of every individual to maintain a healthy working environment. There are various factors which influence the behaviour of individuals at workplace. That are:

1. Personal factors
2. Psychological factors
3. Organizational factors
4. Environmental factors

Personal factors

Every individual brings a variety of personal traits with them to the workplace. Personal factors are further divided into two :

1. Biographic characteristics- These are the characteristics which are genetically inherited from the parents or ancestors of the individual. Such as age, gender, physical characteristic, gender, religion and marital status.
2. Learned characteristics- These are the characters which he learns from the environment as comes in interaction with it. These characteristics consist of personality, abilities and education.

Psychological factors

Psychological factors include the following:

- Perception- It is a viewpoint by which one interprets a situation. It is the most important factor which influence the individuals personal and professional life.
- Values- Values are beliefs that guides the individual in taking decision in different situations. It is the ideology of an individual, to what is right and wrong.
- Attitude- It is a way an individual feels negatively or positively about anything, a place or a person.

Organisational Factors

These are the factors which are concerned with the structure of an organization that is how different departments are set-up, what are the different line of communication followed, the organization culture etc. It consists of wide range of factors:

- Physical facilities- It consists of the factors such as lighting, proper furnishing, cleanliness at workplace.
- Reward system- It is a way of compensating individuals when they perform well. The purpose of rewards is to develop a belongingness of employees towards the organization by making individual feel valued.

Environmental factors

It consists of factors:

1. Economic factors- it affects the individual directly and indirectly as all work is performed within the economic framework. It includes employment opportunities, salaries and wages.

2. Political factors- it affects the individual on the basis of the freedom available to the individual which affects their career choices and job designs(Ciuk and et.al , 2018.).

Employees of M&S have a positive attitude which improves the performance of the company as the company provides their employee with a very healthy environment which leads to positive mindset of the employees. Organizational factors play a very important role in conducting the behaviour of the employees. Such as whether the company is centralized or decentralized affects the efficiency of employees which directly affects the performance of the company. Factors like reward policy also influence the behaviour of employees in a way like, rewards help in motivating the employees to work towards the achievement of organizational goals with achieving their personal goals.

From the above factors it can be understood that organisational structure business competencies and functional rise diversely heads on performance rise variedly, shape up larger technical productivity with higher commitment. Organisation working efficacy is also scaled up variedly, by integrating new functional advancement diversely and attain optimum shaped up priorities based on longer term goals. Factors such as wider scale significant changes can be understood to be widely crucial for M&S, to attain new optimum efficacy arenas variedly on systematic functional rise goals (Firth, 2021).

There is also wider practical technical strengthened rise, based on optimum efficacy aspects keenly essential for stringent functional imperative engagement profoundly. This can be also understood that organisation structure competencies, further also leverage wider scale primitive rise on strengthening active management expertise targets profoundly. Organisation structure expertise significantly also demands new quest motivation to be evolved up competitively, which further also integrates affirmative productivity to be expanded on wider targets.

CONCLUSION

From the above report it can be concluded that organizational structure as well as culture plays a major role with regard to the success and performance of the organization. As these are the base of the organization so this will lead to play an important role in terms of enhancing the performance. Likewise, along with organizational structure, behavioural approach and various aspects also contribute a major role with respect to influencing individual behaviour. Along with

influencing the individual behaviour the organization and its success is also affected in terms of either enhancing or affecting.

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