

Introducing the Modern Workplace

Organisational Structure & Culture in British Airways

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Introduction

British Airways is an airline company based in the United Kingdom. It has its main hub in London's Heathrow Airport (Oliver, 2019). It is also the largest airline in the UK when it comes to the number of international flights. The culture of an organization is a set of common values, beliefs, and rules that all its members share. It is formed by the evolution of the organization's traditions and history. The influence of this culture on the behavior of its members can influence the decisions of the company. The culture of an organization is very important to its success. This is because it influences the style of leadership that the organization will adopt (Oliver, 2019). In addition to being able to manage people, the behavior of an organization also contributes to the development of its structure. Most employees are satisfied with their work and are loyal to the company for a long time. However, if the culture is not conducive to effective leadership and the behavior is not conducive to the company's success, then the turnover rate will be high. This study explores the various factors that influence the success of an organization.

Organizational performances are reliant on a suitable culture and Structure for the accomplishment of set organizational goals in British Airways?

Background information on British Airways

An organizational structure is a hierarchy of communication and authority lines in an organization. It describes how responsibilities and power are assigned to employees and how those are handled. One of the most prominent companies that uses an organizational structure is British Airways, which is the UK's biggest airline company. The members of British Airways' leadership team are responsible for various areas of the organization (British Airways, 2019). These include the commercial director, chief information officer, engineering director, and the director of investments and alliances. The leaders of an organization are usually responsible for making the decisions that are not on the executive scale. However, they are also supported by a number of directors. In addition, there is a cross-functional team structure that enables employees to work together seamlessly. Communication problems can arise in an organization if employees don't have a good understanding of one another. This is because every time an employee teams up with a different group, there are issues such as de-motivation. Also, the time it takes to establish a new team is higher since the team leader has to be assigned (CEO DOSSIERS, 2019). This creates a potential conflict between the team members.

Organizational structure of British Airways

When there is a conflict between the various departments, it is generally recommended that the leader of each team be assigned to separate groups. This will help minimize the chances of conflict. Another strategy is to establish an organization that can handle multiple projects. An organizational structure that is simple can help British Airways reduce its time-consuming tasks and make its processes more streamlined. However, it can also create more complex problems when it comes to integrating the various business units (CEO DOSSIERS, 2019). Since the teams will be working together independently, they will not have the necessary understanding of the other departments' requirements.

British Airways Cultural Practice

British Airways' culture is about how it operates. This process involves developing procedures and rules that will make the company more efficient. This is different from other departments' organizational systems, as it involves gathering information and passing it to the executive directors. British Airways has two types of cultures: the role culture and the task culture. According to a study, the latter doesn't allow employees to share information about the culture, and it requires them to establish a structure and people who report to it. British Airways values its customers and places them at the center of its culture. This ensures that they are treated with dignity and respect. It also provides a conducive environment for its passengers (Patton and Higgs, 2021). The culture of British Airways ensures that the company is able to provide its customers with the best possible service. Despite its success, it has also experienced various crises. One of these was the terminal 5 disasters, which happened in 2002. Another incident was the strike by its cabin crew. Having an organization culture is also important to British Airways as it helps employees develop their own values and develop a common direction for the company. In 2012, Lief and colleagues noted that British Airways' culture is regarded as the center of its organization, and it can be seen as an internal or external environment change.

Theoretical Framework

A theoretical framework is a set of ideas that can be used to examine a particular topic. According to Triandis (1984), it is a theory that focuses on the aspects of human existence that are cultural (Oliver, 2019). This can be applied to the study of various events. There are multiple theories about culture. such as

- Geert Hofstede – Hofstede’s cultural dimensions
- Edgar Schein – Edgar Schein’s cultural model
- Charles Handy – Charles Handy’s four types of culture
- Globe “Global Leadership and organisational behaviour effectiveness”
- Edward T. Hall – Hall’s cultural factors low context/high context
- Trompenaars Model of National culture differences

Schein’s Model on British Airways Cultural Practice

Through the model of cultural practice, Schein’s approach can help organizations become more transparent about their actions (Oliver, 2019). For instance, they can show high ethical standards and aesthetics at the second level, while displaying strangely at the third level.

Artifacts

The British Airways logo is inspired by the Union Jack. It's a distant cousin of the speed bird's emblem. The company's core message is "To Fly, To Service." This is the way they describe their services and how they promise to treat their customers. British Airways' uniform policy requires its employees to always dress properly. This culture helps the company grow and is said to contribute to its success. To maintain a clean appearance, all hair should be kept below the collar length. All British Airways' products should not have external labels or letters, and all of its nails should be natural pale or red. Its bags and clothes should also be made of black, and its tights should not have snags. The company's uniform policy states that women should wear black or polished shoes with no heels that are higher than 2 inches, and men should wear plain black or white shoes with no buckles (Crush, 2019). They should also avoid wearing loose or tattered hair accessories, and they should have natural red or pale nails. All of British Airways' bags and clothes should not have letters or labels. Its black tights should also be made of black, and its men's and women's shoes should not have heels with buckles or higher than a couple of inches.

British Airways' uniforms and luggage should be navy blue or black, and they don't require stickers. The company also requires that all jackets be always fastened to the body, and hats should be worn when traveling in public. All the airline's uniforms should be worn at the exact same time, so long as the weather outside is hot. All British Airways' products should be made of navy blue or black, and no stickers are required (Patton and Higgs, 2021). Its jackets should also be always fastened. Also, hats should not be worn while walking in public or in the airport. All

the company's uniforms should also be worn at the same time. All British Airways' products should be made of navy blue or black, and no stickers are required. Its jackets should also be always fastened to the body, and hats should be worn when traveling in public. The company also requires that name badges should be worn on all employees.

Value

The values of British Airways are based on the contributions of its employees. The attitudes of its employees have a huge impact on the company's culture (Green, 2021). The company's vision and mission statement are focused on being the best airline for all customers. It also aims to ensure that its passengers are taking responsibility for the world around them.

Assumption

British Airways is also telling its customers and employees that they are safe when they travel with the company. These guidelines aim to make sure that its customers and employees feel as if they are in the best possible environment. The culture of British Airways is rooted in the invisible and cognitive elements that employees encounter in their daily activities. This is why it's very rare for the company to talk about these elements within the organization. British Airways also has some unspoken rules that are designed to help its employees develop their individual characteristics (CEO DOSSIERS, 2019). Although the company conducts surveys and interviews to gather information about its employees, these methods can't produce the attributes that are needed to make an effective assessment. British Airways also needs to know that culture can be an underlying factor that influences its decisions.

British Airways Performance Management

The goal of a performance management system is to ensure that the activities of an organization are carried out in a way that is consistent with its goals and objectives. In addition to having a strategic plan and vision, an organization should also consider other factors such as the development of its operations. British Airways is focused on being the most admired airline in the world while also serving its customers in the communities it serves. The company's goal is to minimize its environmental impact. It additionally aims to build a world-class facility that can

help improve the environment. Through its partnership with Solena, British Airways has been able to transform its waste stream into fuel (Airways, 2019). The project has helped reduce air pollution and noise levels. The organization's performance measurement system also includes a framework and goals. The goal of British Airways' internal control framework is to make sure that the organization's activities are carried out properly. This process is carried out through the implementation of a balanced scorecard. This ensures that the organization's goals and achievements are maintained while also taking into account its financial considerations.

Communication is very important for organizations as it allows them to maintain a strong cross-functional connection. In 2017, communication is also very important for organizations as it allows them to improve their performance. One of the most important factors that an organization should consider when it comes to improving its operations is its continuous quality management (Airways, 2019). This process involves continuously improving its processes and procedures. One of the company's senior management officials stated that a comprehensive quality management system is a requirement for all organizations. In 1988, British Airways conducted a survey to gather feedback about its performance. It also conducts market research to improve its services. In 2014, Dawson and Antonopoulos noted that British Airways should speak up for its employees' programs and initiatives.

Based on behavioural approach, different factors influencing individual behaviour at workplace in British Airways

Workplace goal for Employees

The goal of Workplace BA is to provide a supportive and engaging work environment that encourages and develops its employees. The culture of British Airways is focused on motivating its employees to be dedicated to their duties. It is the responsibility of every member of the organization to make the airline run smoothly. The diversity and inclusion team of BA has created a plan that aims to encourage all its employees to develop their individual talents and be flexible (British Airways, 2019) . This plan is reinforced by the various sections of the company. British Airways has a strategy in place to resolve conflict and harassment. It involves hiring

mediators and advisors to make its culture more respectful. The goal is to create a place where employees feel valued and accepted, where mistreatment and nuisance are not tolerated, and where self-respect is a part of every aspect of the company.

Rewards and recognition

British Airways provides a variety of pension plans to its employees in the UK. There are two main types of these plans: the Airways Pension Scheme and the New Airways Pension Scheme. On April 1, 2003, new employees were able to join the BARP. In 2018, British Airways introduced a new pension scheme that allows employees to make their contributions in a more tax-efficient manner (Green, 2021). Around 90% of the employees who were eligible to participate in the scheme have now benefited from this arrangement. Instead of having a grade-based system, British Airways introduced a new reward system that links rewards more closely to the individual's abilities and performance (Oliver, 2019). The other part of the system is the BA Bravo recognition scheme, which rewards individuals for their hard work and achievements. The importance of rewarding employees is a core part of British Airways' culture. The company is committed to making its employees feel valued and included in the organization. This is evidenced by the various initiatives that it has taken to improve the environment for its employees.

Improved training

Training and development is a process utilized to improve an employee's performance by developing and enhancing his or her skills and knowledge. It can be done through various methods such as training, assessment, and change. Through the establishment of multiple vocational study centres, British Airways has been able to improve the skills and educational standards of its employees (British Airways, 2019). With the help of these centres, new cabin crew members can now achieve an NVQ Level 2 qualification, which is equivalent to four GCSEs (British Airways, 2019).

Leadership development

A good leadership day plan is a set of strategies and procedures that help leaders develop and implement effective strategies. This can be done through a variety of methods such as training and assessment. In addition, BA has also created a website that provides managers with training and resources that are geared toward helping them improve their characters. In 1943,

psychologist Abraham Maslow wrote "A Theory of Human Motivation." He stated that people are always looking for more, and what they want depends on what they have already got. Maslow's concept of hierarchy of importance suggests that people's needs can be arranged according to their level of importance (British Airways, 2019).

Conclusion

Despite its positive projections, British Airways is still very concerned about the future. It believes that there is still a lot of work to be done to make the airline successful. The continuous improvement and motivation of British Airways' employees are two of the most significant factors that contribute to the company's success (Crush, 2019). The company's Bravo program is a recognition scheme that provides employees with a way to identify the contributions of their teams and individuals. It also involves a participative approach that involves regularly consulting with the unions. To address the various issues that affect the company's customer relationship and employee relationship, British Airways has introduced a new strategy that focuses on putting people first (Business Dictionary, 2020). This new approach aims to improve the relationship between the organization and its employees.

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