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1.0 Introduction:

It's not too difficult to distinguish between organizational structure and organization culture. To take the case study into account first let's understand various types of organisational cultures and structures.

Organizational culture forms the framework that is used as a guide for referring to create organisation structure. Both go hand in hand and feed each other. The two cannot survive without each other (Ahmed, 2018). Therefore, the structural model must be present in an organization and should be according to the prevalent culture, values, assumptions and practice in that organization.

There are four types of framework for organizational culture and they are clan culture, market culture, adhocracy culture, and hierarchy culture. A clan culture has an environment that is friendly and the entire organization stay like a family, clan or tribe (Alves & Alves, 2018). The environment in this type of culture supports consensus and lays emphasis on common values and goals.

Hierarchical organizational cultures have a control-based framework and follow a rather rigid culture with set rules and fixed guidelines. Adhocracy is anything but not rigid, it's more flexible and can adapt to changes and follows an informal style of culture (Bäversten & Nordström, 2019). Though many people think that there is a dearth of formal framework but that is also the key element of this type culture as it enables the organisation to have multidisciplinary groups for various functions working with an adaptive approach to achieve a single goal. Adhocracy has the traits of a creative, flexible and adaptive, integrative performance with the basis of having a spontaneity and non-permanence.

The four main types of organizational structure are

- Functional Top-Down structure
- Divisional Structure
- Matrix Organizational structure
- Flat Organizational structure

This case study is about the organizational structure and culture of Kellogg's. How it lays emphasis on motivational theories and other theories to build its work environment (Bensimon

et.al. 2019). Hence, it is important to know a little background of the company before beginning the analysis. The Company Kellogg one of the front-runners in the category of cereals meant for breakfast. It has a manufacturing base in 18 countries around the world and its products are catered to 180 nations across the globe (Briody et.al. 2018). It has been more than a century that Kellogg's is leading the nutrition and health market. It has a wide assortment of breakfast products being targeted at a strong and loyal consumer base.

Within the organization there are a number of roles and work functions. The prominent among them are engineering used mainly in manufacturing, finance, sales, marketing, IT and human resource. The company was positioned among the top 100 organisations that are best to work for that appeared in The Sunday Times (Englund et.al. 2018). This fact itself is a testament to the kind of work culture that is prevalent in the organization. We know what is coming forward in the next section of the analysis. They encourage and motivate their employees who develop a sense of belonging and perform better.

2.0 Organizational Structure

Kellogg's has different divisions to carry out different task but they all work as a team so it can be said that they follow divisional as well as matrix structure.

Employees spend a significant amount of time and a major part of their life at work. So, they expect the work environment to be friendly modern and motivating (Englund et.al. 2018). They look forward to being rewarded and contentment with respect to the nature of the job they do. Motivation has great influence on the mindset of people, it influences the deeds of people and drive them to do things they otherwise shy away from doing or are fearful of doing (Latilla et.al. 2019). Motivating helps them to perform better and behave in a peculiar way that in return encourages people around them to replicate their act and strive for success.

That makes it imperative to know what will motivate employees. Many researches have been conducted in this regard and they all point at the same observation that states that people who are motivated are quite happier while working. They are content with their work; they have less tendency to take offs or shun work. Such motivated people are also seen to be more loyal and work with higher level of energies. This helps them to contribute in excess to the growth of their organization. Motivation creates happiness and happiness creates more work.

This motivational technique has worked wonders for Kellogg's. The company keeps its employees always motivated and thus has also bagged awards and recognition for being the one of best places to work.

The framework with respect to structure at Kellogg's makes it win and puts it in the bracket of excellent employers. The K-value set by the company in a very informal way is followed by its employee across divisions and teams and give them a sense of ownership with respect to their tasks and they contribute their bit to the development of the company which is an ongoing process and keeps the employees on their toes though willingly and happily (Guldenmund, 2018). The good values and practices influence everyone's behaviour within the office premises and creates an overall positive environment which in return makes the company a positive one for the employees and imparts it much deserved recognition around the globe. In this value system employees are motivated to be friendly with each other and speak good things about each other even when they are apart. The value system enables them to count their blessings and lay emphasis on their strengths (Martins & Terblanche, 2018). The employees are open to listening to others patiently and respecting them for their different viewpoint in the office premises.

In the organisation structure of Kellogg's employees form the core of the organisation and they are its strength. This is the reason that Kellogg's has invested so much in its people. There are various organizational structural theories that have been put forth by many experts and researchers. One of these theories is Neoclassical Organization Theory, which fits well with the working environment at Kellogg's. As per the theories prevalent before the advent of this theory organizations were more focused on things other than environment (Musgrove, 2019). This theory lays stress on work environment. This theory states that production increases in an environment where values are engrained and purpose is well defined. Those organisations that follow this theory of having cohesive work environment enable a practice wherein workers and employees remain happy and willingly accept the authority. The important aspect of this theory is creating a balance and equilibrium.

3.0 Organizational culture

Values, conduct and behaviour together form a social as well as mental or psychological ambience of an organization (Olukotun et.al. 2018). The culture of a firm influences the way people conduct themselves and behave with each other when in groups. Their behaviour

towards clients and other stakeholders also matters for the growth of the company. Having a defined work culture binds all these together and they perform better.

Kellogg's stayed committed to forming a tremendous workplace and formed its work culture based on the theories laid forward by Fredrik Taylor, Abraham Maslow, Elton Mayo, and Frederik Herzberg. Work culture has been believed to be connected with the concept of scientific management. This system proposes that financial reward if given makes the employee happy and feel important and stay motivated. Pay can just be the source of increased speed of production. This viewpoint is applicable to employees and workers who are engaged in the work role within an extremely narrow job role like that of a manufacturing line (Sue et.al. 2019). Such employees are directly engaged in production and devote a large amount of time in production hence they are paid as per the hours invested in a job to create and manufacture a unit. Such roles are well defined by the phrase piece work. Whatever may be the job role, payment has always been a prime concern and motivating factor. If taking Kellogg's into account, there many workers are still encouraged to be more productive by showing them the cash substitutes which means they are given the chance to purchase or swap the vacation days.

4.0 Hofstede

Hofstede put forth a cultural aspect theory which proposed that there should be a good framework with respect to inter-cultural conversation. This theory was created by great Geert Hofstede. According to this theory, even the culture prevalent in the society has an influence on the value system of an organization hence eventually its employees. The values followed by the workers and employees depend on their behaviour and can be studied through factor analysis that is derived from the organizational structure.

This theory has four cultural aspects of an organization. They are masculinity vs. femininity, uncertainty avoidance index, power distance index as well as individualism vs. collectivism.

Talking about Kellogg's firm based in UK, the company follows a two-side dialogue policy with all its employees implemented using various communicative-driven programmes. The approach enables empowerment of Kellogg's workforce. For instance, its open space planned for its lobby region is believed to have a coffee-drinking bar which can contain about 200 workers and employees (Towse, 2019). The area offers an informal space meant to discuss casual subjects entailing short explanations and quick presentations. The K-values programme

that awards employees give premium recognition to good employees work and gives them rewards for their better performance and enhanced work.

At Kellogg's in order to understand it is believed that listening is paramount to the way everyone in the organization works. The company opines that their employees come out with many good ideas and in order to be successful it is imperative to listen to those ideas or any feedback that comes from the grass-root level and actions need to be taken on the same in adherence. Any worker in this firm can share their problems and issues through their representative who get to meet the management once during every monthly huddle.

People: Motivation and engagement: Thus far we have spoken about Kellogg's from employer's point of view. All employees work but not many get absorbed in their work. Some do it because they have to do it. Engagement by all means is an emotional connect and a commitment to get the work completed. Being motivated is another thing. Both employer and employee need to look for things that help in motivation and make employee connect and disconnect with their work. Engagement theory with respect to employee comes into play here (WILLMOTT, 2018). As per this theory it is the responsibility of the leader of the firm to make sure that its employee are completely engaged in their work and are not just doing it because it needs to be done. To make them engaged the leader needs to look for ways to motivate, which Kellogg's does like a pro. The company's employee switch on completely once they are at work due to Kellogg's motivational theory which also double up as engagement theories.

Performance: When employees stay motivated it is but natural that the performance is high and hence the productivity is high. All Kellogg's employee perform well and contribute to the growth of the company through their hard work that is the reason the company has won many recognitions for employee satisfaction with respect to working with the company.

5.0 **Recommendations** and Conclusion

Kellogg's is a high performing company with great degree of employee satisfaction. It does not require any recommendations as per our opinion. The modern work culture is changing with time to match up with the contemporary requirement of employees. Employers are ensuring that their employees remain happy and content because they form the core strength of any firm. In these modern times not just shouldering responsibility is the need of the hour but sharing a good rapport while displaying a great conduct is also prime. Kellogg's has set a good example of companies that are aspiring to be the market leaders. It is a lesson for them that employees

are not there just for work they are company's responsibility to in terms of happiness, satisfaction and engagement.

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