

INTRODUCING THE MODERN WORKPLACE

Table of Contents

Introduction	2
Background of the Organisation	2
Relationship between structure, culture, people and organisational performance	2
Theories and models of organisational design and culture	3
Importance of effective leadership and management	4
Factors affecting individual behaviour	5
Conclusion	6
References	7

Assessment 1

Introduction

Organisational culture can be defined as the underlying beliefs, values and ways by which interaction is being done in terms of developing a social and physiological environment. Organisational behaviour on the other hand, comprises mainly of micro-level, macro-level as well as meso-level to some extent. It is basically a combination of leadership, power and most importantly controlling the processes by which individuals or groups work within a company. All these factors can be impactful in terms of developing a modern workplace. This study analyses the relationship between these factors and figures out processes by which positive outcomes can be achieved, with the chosen organisation Tesco.

Background of the Organisation

The organisation Tesco has been in the business for 100 years and currently it is one of the largest retail sector organisations of the world. It has been observed that most of the business operations of Tesco are being performed in the United Kingdom and it provides approximately 60% of all sales and profit. Moreover, the organisation offers the customers with the widest range of food, and each of the products sell over £ 1 billion per year (tesco plc.com, 2019). Due to the global expansion of the company, quite obviously culture and behaviour are important factors, as employees are being hired of different cultures and backgrounds.

Relationship between structure, culture, people and organisational performance

Organisational culture of Tesco mainly depends on two factors, which includes flexibility and the kinds of strategies that are being implemented. As per the opinion of Maduenyi *et al.* (2015), organisational structure need to be developed by companies with the objective of keeping personal and organisational growth parallel to each other. This remains the same in the case of the organisation Tesco as well. Hence, Tesco is focused on horizontal as well as vertical division in terms of distributing power and responsibility to the respective workers. As commented by Brozou *et al.* (2019), it is imperative for organisations to develop flexible and at the same time adaptable workforces, in terms of performing operational activities properly. By following the procedure of horizontal and vertical division, the organisation

Tesco tends to develop workforces. Moreover, the innovative as well as motivational structure of Tesco is creating positive impacts on the performance level of the employees. It is quite obvious that since Tesco is currently operating in 12 countries across the world, it hire employees who are different in terms of culture as well as background. As per the opinion of Laforet (2016), it has been observed in a number of cases that operational activities of companies have been affected in a negative way due to the factor of cultural differences between the employees. This is the main reason due to which the senior management officials of the organisation Tesco have always maintained a modular structure. This in return is effectively helping the organisation to figure out the needs and the level of expectation of the respective employees. Moreover, the organisation Tesco has always been focused on conducting training and development programs in terms of enhancing the skill sets of the employees, so that they can actively operate in the workplace. Apart from all these, during these conducted sessions the senior staff members of the company tend to offer the employees with the opportunity of expressing their thoughts and skills, so that the respective capabilities can be measured in this case. Furthermore, strategies and policies have been made clear to the employees, so that no more justification is required against the developed procedures and laws. Therefore, factors like structure, culture and people are quite related to each other in this context.

Theories and models of organisational design and culture

Organisational theories have the ability of playing crucial roles in terms of helping business organisations or more specifically managers in increasing the performance level of the employees. As commented by Marx and Wouters (2018), by maintaining proper organisational theories, managers can play the role of a motivator within the workplace as well. The following theories can be applied by the organisation Tesco:

Human Relation Theory: The theory explains that employees need to be given the opportunity of becoming a part of a supportive team so that chances of growth can be increased. As per the opinion of Schlagwein and Hu (2017), in terms of applying the human relations theory it is important for business companies, to figure out the needs and skills of the respective employees. Hence, it is important for the management officials of Tesco to identify the skill sets of the employees and encourage them to participate in decision making processes. It is quite obvious that if employees of a business organisation start to take part in the decision making process, the quality of the respective works can get increased to a great

extent. Moreover, the theory has the ability of increasing the chances of employee retention for the organisation Tesco, and hence the relationship between employees and the employer can get improved in this context. On the other hand, according to Raziq and Maulabakhsh (2015), a proper working environment can motivate the employees to work harder and hence their efficiency level can get increased. Hence, the main objective of the human relation theory is to help companies in developing human capital. Since, organisational culture and employees are directly related to each other, maintaining the human relation theory can provide numerous advantages.

Scientific Management Theory: Increasing the potential level of the respective employees is an important task for any company. As per the view of Su (2017), one of the most effective ways by which the potential level of employees can be increased by a company, is by maintaining the scientific management theory. The main objective of this theory is to reduce the level of misuse of important resources, which in return can actively help business organisations in terms of increasing the level of productivity. Hence, one of the most impactful advantages that can be achieved by the organisation Tesco, by maintaining the concept of scientific management is that the potential level of the respective employees can be increased to a large extent. However, it is quite essential for the senior management officials of Tesco, that it needs to instruct the employees to complete a job within a deadline, after the tasks has been allocated. Moreover, with the help of the scientific management theory, the organisational managers of Tesco can collect data about the performance level of the respective employees and then it can be converted into a mathematical form, so that a proper evaluation can be performed.

Hence, the human relations theory as well as the scientific management theory can be applied by the company Tesco, in terms of expanding the business further and behaviour as well as performance of the employees can also be analysed with the help of these two theories.

Importance of effective leadership and management

Leadership is one of the most impactful factors for any organisation as it can assist companies in handling labour, in terms of utilizing human capital to the fullest. As commented by Hargett *et al.* (2017), operational activities of any organisation depend a lot on the performance level and the styles that are being followed by leaders. This is because leaders are the main source from which the respective team members seek motivation. The styles that can be maintained by the managers or leaders of Tesco are as follows:

Autocratic Leadership: The autocratic leadership style can help business organisations like Tesco in managing employees in a much more effective way and can even make decisions as per the requirements of top management. Moreover, by maintaining the autocratic leadership style, the managers and leaders of Tesco can get the benefit of managing critical situations in a proper way and can even solve complicated problems. Similarly, the leadership style can help the company to make the lower level employees understand that they need to focus on their respective job roles, instead of participating in the decision making process as well.

Democratic Leadership Style: This leadership style can help the organisation Tesco, in terms of keeping the employees motivated and can also help to collect opinions from the respective subordinates. As per the opinion of Fiaz *et al.* (2017), the democratic leadership style is an effective tool to distribute responsibilities among the employees and organisations can get the benefit of utilizing resources properly. Moreover, it can also be marked as an important aspect by which the proper relationship between the employees and the employer can be maintained by the organisation Tesco. However, it needs to be notified by the organisation, that this kind of leadership style can only be used in the middle, level for upper level purposes; Tesco needs to maintain the autocratic leadership style.

Transformational Leadership: In terms of increasing the chances of working effectively within the team, the organisation Tesco can implement the Transformational Leadership theory. As commented by Hoch *et al.* (2017), transformational leadership style can help companies in working together and hence the chances of achieving objectives can get increased. In this case, Tesco can get the advantage of utilizing multi skilled employees at a single time, which automatically increases the performance level.

Therefore, factors like motivation, leadership style, performance, relationship with the employees can determine effective management and leadership.

Factors affecting individual behaviour

Behaviour of employees can get affected due to a number of factors like skills and capabilities of the respective employees, the ways by which works are being completed and others. The most impactful ones are:

Capability and Experience: One of the most impactful factors, which affect employee behaviour to a large extent. It is quite obvious that an organisation like Tesco, which is one of the largest retail sector companies of the world, is going to hire employees who are productive as well as skilled in terms of completing tasks in a proper way. Hence, the ability

and experience of the employees can affect the ways by which an individual is going to behave. However, it is important to ensure that employees are not getting de-motivated due to the higher performance level of the colleagues.

Demographic Factors: The second most impactful factor in this context relates to the factor of demographic reflection of the employees. Factors like sex, origin, cultural beliefs, race and others can be marked as negative and influential factors in this context (Guillaume *et al.* 2017). That is why it is important for the managers of Tesco, to offer all employees with equal opportunity by analysing their respective performance level, which is an integral part of the concept of behavioural management.

Positivity: Employees who work with a positive attitude can stay motivated in terms of achieving personal as well as organisational goals. As commented by Mathieu and Babiak (2015), attitude of the employees towards the nature of work can decide their behaviour within the workplace. Hence, employees who are working with positive attitudes are important assets for the organisation Tesco, and can help in performing collaborative functions as well.

Perception: Perception can be defined as the ability of the employees in understanding the respective operations that are being performed. The level of perception often decides the quality of work (Newman *et al.* 2019). In the case of the organisation Tesco, it is important for the company to encourage the employees in developing a proper perception so that they increase their respective contribution level.

Conclusion

The study concludes that organisational culture, structure and the performance level of the respective employees are related to each other and hence each of these factors need to be treated with an equal amount of importance. Moreover, from the study it can be concluded that organisational behaviour can create large impacts on the processes by which an organisation works to achieve the goals. On the other hand, the study concludes that leadership always play an important role in the processes by which business operations are being planned and the kinds of resources that are going to be utilized for a specific cause. Furthermore, the study concludes that proper leadership styles need to be figured out by managers in the initial stage of management.

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