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Introducing the Modern Workplace



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Organizational background & project outline – Bodnar Ioana

The UK based the retail organization Tesco commenced their operations in the year 1919 and the company was founded by Jack Cohen. The first Tesco store was a stall at East London. But after hundred years, the company turned into a retail giant at UK, as the company makes the 60% of their market share from the region. The retail company Tesco has been offering diverse range of food and other consumer-based products and per year the company has been selling £1 billion of these products. Over the years the company also expanded the business to 12 nations outside UK and these includes Hungary, Poland, China, India, Malaysia and other such nations of the world. The retail company Tesco is also aware of their duties towards the communities and their welfare and the roles that the company can play to bring sustainable change to the environment t and this is also reflected over their employee hiring policies, where the main agenda of the company is to promote responsible retailing among their employees. The year 2010 also witnessed such initiatives from Tesco as the company implemented the policy of the zero-carbon business and the company aims to achieve their goals by the year 2050(Acevedo, 2012). The company can also attain success by the utilization of the strategies that can be continued over the forthcoming years. The company has been aiming to bring improvement for the loyalty of their customers by ensuring that their customers receive the best experience after they shop from the supermarkets of the retail company Tesco.

“Bags of Help”

The project ‘Bags of Help’, planned by the company Tesco is aimed to sell the carrier bags to the people and the agenda of the company is to acquire funding for the community projects of the company across United Kingdom. The company will also use the money to repair the buildings for the people of the communities, purchasing equipmentand also employing coaches, who will be the hosts for various events that occur at the communities. The company has partnered with the charity organization Groundwork and the organization as they oversee the process of delivering of the grants for carrying out the community projects(Audi, 2012). As of the year 2015, they have been capable to carry out 10000 community projects by the £43 million acquired through the project.

The organization Groundwork and the main objective of the company is to raise and manage funds and the company carried out this task, responsibly, as the finance acquired from the Bags of Help project allowed them to bring improvements to local parks and arrange the local events. The company Groundwork and the mission of the company is to manage the funding and the company carried out this task effectively. The company also carries out this task passionately and their aim also includes, to bring the potential of the communities and also to help the communities to make them capable so that they can restructure their own communities.

The organization Groundwork and Tesco also receives numerous applications for the community welfare projects, but the short-listing process allows them to commence the project the work of the communities that are eligible. The customer voting is also used to determine the project that requires attention and the voting process is carried on every month(Matten, 2012). The projects also tend to change each month and the ones with the highest votes are green lighted. The budget for the project grants includes; £4000 for the ones that received highest votes, £1000 for the third highest votes and £2000 for the second higher votes.

As of the August of the year 2017, the company asks their customers to bring their reusable bags that are changed with the plastic bags that are made from plastic bags that are made from 94% recyclable plastic so that the use of the bags can be reduced. The company also replaced the Bags for Life bags for free, if they are damaged. The company also used the money to fund their community projects at UK, after the Bags for Life were sold. The stores at UK also handed out the blue tokens to the customers, while they check out to vote for a project. The budget across 576 areas at UK requires, £2000, £1000, and £500 and the company have financed £80 million worth of projects for the 27000 communities after the initial launch in the year 2015. The partner Groundwork has been also involved to oversee the project work effectively.

Project Coordinator at NorthCornwall,SvenyaHaffendenstated that,

The project “Bags of Help”, orchestrated by Tesco and Groundwork has strengthen our communities as the Surf Club required the financial support and I also appreciate the people that voted for supporting the works for our community for the Surf Club members and the Wave Project. The funding will help the community to provide necessary assistance to the youngsters of the community. If you require any sort of new information, please free to contact us”.

Statements from Alec Brown, Head of Community of Tesco

“The new project of Tesco the Bags of Help has received huge attention from our customers as the projects included the advice from the people of the communities that will decide over the spending for the funds. We hope that the works of the projects will be carried out effectively”.

The customers that are shopping at Tesco will receive the opportunity to vote for the three different groups each month while the votes are received, and these three groups will be delivered with the required funds.

The Goals and Objectives- importance of project- Petre Violeta

The companies such as the retail organization Tesco that are always focusing to bring long term sustainability to their business are always working towards adapting to the altering global business landscape. The companies will also fail to survive if they are incapable to make a clear vision that they want to attain as the process is associated with the businesses following a certain business route (Craft, 2013). The companies such as the retail organization Tesco also tend to set a target that they want to achieve. The retail organization Tesco uses a seven-part business plan to achieve the goals they have set and this makes the company to give their necessary focus over the employee and the customer welfare which is blended inside the business directions and the strategic directions made by the company.

The vision of Tesco consists of five distinctive aspects and these have been provided below.

- ✓ The global demand for the products.
- ✓ The scope to grow the business.
- ✓ The company infuses innovation in their business process.
- ✓ The company follows “think local act global strategy”
- ✓ The employees are motivated to create customers that remain loyal to the company.

There are numerous projects that will be carried on by the project Bags of Help and the support of the communities can also help to develop by carrying project work at the open areas. The green lighted projects under the funding of this project will also help to provide training to the

volunteers, buy equipment and also arrange events along with arranging recreational activity for the people.

For the retail company Tesco, the mission and vision are intertwining that shows the main goal of the company. But the strategy depicts the methods used by the company to attain these objectives. The main goal of the retail company Tesco is; “We make what matters better, together”. The company Tesco then assigns works to the departments that will help them to attain the goals they have set. The operation of the company is driven by the vision and the strategic plan of the retail company Tesco is also included in their values. The leaders of the retail company Tesco are driven by the vision and the mission statement direct and communicate the aim of the company with their various stakeholders (Peterson, 2015). The vision also assists in making the employees ready to attain the objectives of the company and inspires the employees to acquire the stated goals of the organization. The company has to strengthen their mission and vision to get long term loyalty from the employees, their customers and their suppliers.

The retail company Tesco and their Bags of Help project is helping the company to carry out the welfare work for the communities by selling these carrier bags and hence the company view the project with higher significance. The community works are also controlled by the organization, Groundwork at United Kingdom and the company follows the deals listed below to make the foundation and recognizing the projects.

- The money from the grants will be used to build ponds to support the wildlife such as; the wetland birds, certain insects and fishes.
- The money for the grants will be also used to arrange workshops to know more about the amphibians and the other sort of creatures.
- The project will also invest to build benches, so that the visitors can view the wildlife, while they visit these places.

The men who care project

The community practices of Tesco also include providing support to the male carers at the communities that are the isolated population of the communities (Valentine, 2015). Hence, for their wellbeing, a social group has been developed to provide them the chance to socially interact with other and also make the inclusion of the specialists to support them over the course of their

monthly activities and this is also aimed to arrange various sorts of activities for them and the people they are providing care to, in the community.

Green space project

Green space project is aimed to ensure that the care users of the communities get an opportunity to go out to the place such as gardens and parks and they are also facilitated to attend the local events.

Crisis support initiatives

The families of the communities also experience various sorts of emergencies and crisis and this can include their need to get hospitalized, social support and ensuring that the caregivers and the care users are getting the best assistance. We aim to make the inclusion of the specialists that can provide such mental and health support to the families, caregivers and the care users of the communities.

All our workers were invited to an event at Westminster arranged by Tesco and the partner organization Groundwork as the Bags of Help project made £52 million. The event celebrated the successful implementation of the 16000 projects across UK. The event also marked the success of the funding of the projects after selling the plastic bags at the stores of Tesco, as of the year 2015. The event also made the inclusion of the various stakeholders of the company that included political executives of the UK government, the volunteers for the charities, employees and the local groups from the communities.

The company Tesco has been one of the organizations of UK that implemented the environmental sustainability initiative as the company has been always aware of the face the operations of their organization, directly impacts over the environment and the wellbeing of the people of the communities. After the realizations of the diverse outcomes of their company's operations, the company decided to draw a project, where the aim of the company was to charge for the carrier bags to their visiting customers to fund the community welfare projects across United Kingdom. But these projects of Tesco aimed to bring ecological sustainability for the areas of UK and the people of the communities that were suffering from various problems(Clement, 2014). Hence, the funding was also aimed at the goodwill for the people of

the communities. The project initiation is also carried out after the people of the communities provide their unanimous decision by the use of the voting process. The projects that received the highest vote were Green lighted by the company Tesco and their partner organization Groundwork that managed the project and monitored the project as well.

Leadership & Behaviours of Management- Smarandoiu Denisa

The entire structure of the company Tesco was altered by the CEO of the company Terry Leah who was employed in the year 1997 by Tesco. The organization Tesco became more capable after Leah was assigned and the new values of Tesco included employee appreciation and employees training to create future leaders from within the company.

The company Tesco has been also using the ***participative leadership*** style which is also form of ***democratic leadership***, to control the employees where the employee views are considered for taking any decision. The leadership process has been also effective to inspire the employees, which makes the employees provide best services to the customers, as the assigned department heads oversee the work of the subordinates. The managers also assign leaders which clarifies the employees over their tasks. This also includes taking strategic decisions by conducting meetings and also checking their work to keep them focused over their tasks(Johnston, 2011). This also helps the managers to ensure that their employees are providing quality services to the company. The store managers of the company Tesco also habituated with the leadership style of their management as the store managers of the company tends to bring the employees for the decision-making process. The duty manager of the company is also required to give assurance over the competency of their store managers to make them trained and also encourage their participation for the store operations.

The advantages for the democratic leadership style include; *tracking problems* easily due to employee collaboration; for instance; the employees of Tesco stores can notify the managers over the current number of stocks at the store. This helps the manager to take their suggestions to solve problems during higher demand(McNamara, 2015). The *creative inputs* of the employees are also encouraged by the use of the leadership style. For instance; during the days when the demand for products are high, the most creative employees can suggest buying products from

wholesalers at close range of the company Tesco. The disadvantage or drawbacks here can include *diverse suggestions* that are provided by the employees and this can slow down the process of decision for the managers at Tesco stores, when they face any sort of critical situation. The employees may also expect that *everyone's suggestions are valued*. For instance; the company Tesco and their employees may expect that their managers will value each of them and this can lead to revolt among the managers and the employees.

The style of the ***situational leadership*** is associated with the leaders of the company creating and executing the leadership process that ensure the employees to remain influenced and the leaders must not expect the employees to adjust to the leader's management style. The leaders that plan to use the leadership process are required to understand that their employees are one of kind individuals that have different capabilities and understanding to follow the commands, or for adapting to certain work environment. Therefore, the leaders that use the situational leadership aim to provide flexibility within the working process of their employees and they aim to make the employees ready, to face any sort of the crisis arising in the organization. But the key drawback that is faced by the leaders that use the situation style is that they need the employee input to solve a problem that appears suddenly rather than working to solve the problems by using more time. Hence, they may face problems as all the time they required to take impulsive decisions for problem solving. The key drawback for the style is that varied feedbacks are given by different employees while they work under such leadership style. The style however, aims to bring workplace equality as per the theory, but the actual experience concurs for the reality associated with the style. For example; the Bags of Help campaign of Tesco can include the leaders of Tesco ultimately taking any sort of decision and they may show disregard for the suggestions given by the employees of Groundwork as the company Tesco initiate the campaign. Hence, the equality, in such situation, remains absent for the use of situational leadership style.

The visionary leaders and their aim is to bring changes to the current situation of the company as these leaders tend to propose ideas that are innovative and their aim is always to save the organization from any sort of conundrum(Betts, 2015).The advantage of the visionary leaders is that they can motivate others and they always show positive attitude along with this, they tend to think out of the box. Hence, they are seen as a person with vision by their followers. On the

contrary, the key disadvantages of such leaders include; taking impulsive decisions, relying over once own understanding. They also tend to easily anxious and the decision process slows down for them. As for the Bags of Help project of the Tesco company, a visionary leader may use the finances where they are required but on the other hand, these leaders can also misjudge the need of a community and invest the budget over the project of a company. This can be concurred at the end for the company Tesco that, the organization has used the creative and innovative inputs of their leaders that used diverse forms of leadership process. Their leaders not only articulated the projects but they also overseen the work carried on by their employees to ensure that the all the projects met the objectives that are defined by the company as the company and their leaders are aware of their responsibility towards their customers.

The leaders and the managers of the retail organization Tesco can introduce the Laissez-faire leadership approach as the process encourages the employees and teams to bring solution to problems and this allows the leaders and managers to work on other projects(Stanton, 2010). The leadership process mainly emphasizes over the leaders to set certain standards that are required to be achieved by the employees and the style also focuses for faster results. The style will allow the employees to work for bringing innovative ideas to ensure that the *zero-carbon emission of 2050* plan of Tesco is met earlier, as Bags of Help still running successfully. However, this is important for the managers of Tesco that are using this style to leadership to create and delegate reward for the employees to attain faster results and also to use the extrinsic motivation for the employees. The use of bureaucratic leadership can be also applied for attaining faster results for the 2050 carbon emission project of Tesco. The process delegate work based on division of responsibilities and this process will also help the employees of each division to carry out their designated tasks rather than losing focus or interfering in other's work. The use of bureaucratic style brings discipline when the company is carrying out any sort of projects and allows the company to gain more control over the employees and the projects.

Group and team behaviours at TESCO– Samuel Veres 1818847

Groups are part of human behaviour as humans are social beings, who feel the need of belonging. Good relationships between co-workers and a good teamwork increase the morale and satisfaction of the workers, but in the same time create an environment where high performance can be achieved. They create the work patterns in organisations and can affect the attitude that the individuals have regarding their jobs.



(Businesscasestudies.co.uk, 2019)

Group in the workplace represent 3 or more people who recognise themselves as a department or a distinct unit and contribute together to achieve TESCO`s goals through interaction and their individual work. The performance of the group is directly influenced by interactions of the group members who must work well together as a team and there must a spirit of unity according to Mullins (2002). There are mainly 2 types of groups that could be identified in TESCO, formal and informal groups, which are responsible of managing TESCO`s business activity according to the culture and structure of the organisation. Formal groups are created by an organisation with people from the same or different departments in order to serve either a task or a project, while informal groups are formed by people who share the same interest and are usually formed in order to assist personal or psychological needs of the individual.

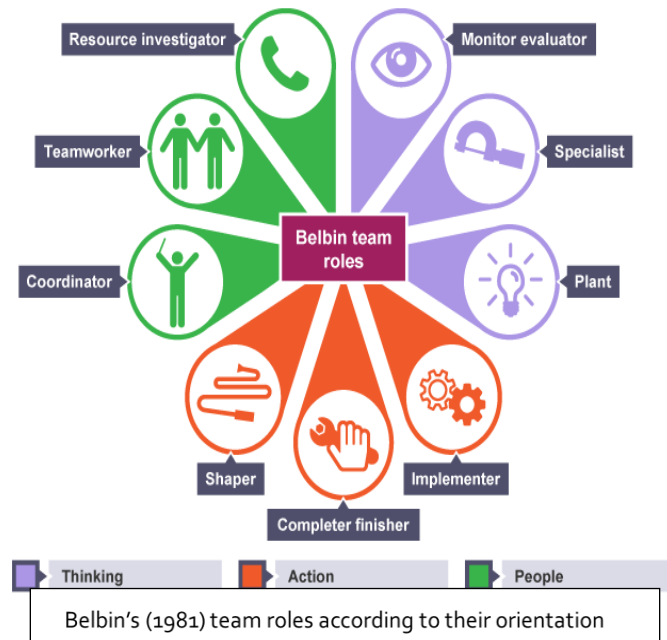
“In order to understand and to influence the functions and operations of a group, it is necessary to study the behaviour of individual members” (Mullins, 2002) using 2 main methods: sociometry and interaction analysis. At TESCO this is done through the 360-degree feedback which gives peer to peer feedback to individuals. “This helps employees to understand their behaviour, strengths and weaknesses within the workplace as others see them. The idea of the programme is to ‘Take People with You’ and ‘To Gain the Hearts and Minds of Others’ in order to improve individuals and get things done efficiently” (Businesscasestudies.co.uk, 2019).

A team is a group of people from one or more departments within an organisation who are working together over a period of time for a common purpose or project, “team is a small group of people with complementary skills, who work together as a unit to achieve a common purpose for which they hold themselves collectively accountable” (Huczynski, 2017).

Belbin (1981) focuses on the relationship between personality, ability and the effectiveness of management teams. He suggests that team role is a “tendency to behave, contribute and interrelate with others in a particular way” (Belbin, 1981), and a pattern of behaviour characteristics of the way in which an individual part of the team interact with other team members and their behaviour and performance affects results of the team.

According to Belbin (1981) there are team roles according to their behaviour orientation:

- 1) Thinking orientated:
 - i) Monitor evaluator
 - ii) Specialist
 - iii) Plant
- 2) Action orientated:
 - i) Implementer
 - ii) Completer finisher
 - iii) Shaper
- 3) People orientated:
 - i) Coordinator
 - ii) Team worker
 - iii) Resource investigator



“Teams occur when a number of people have a common goal and recognize that their personal success is dependent on the success of others” Belbin (1981), this means that the success of TESCO as a business rely on the success of teams and groups that work withing TESCO’s organisational structure which rely as well on the success of the individuals that comprise the respective groups and teams, in other words success is as well an individual and collective achievement in the same time.

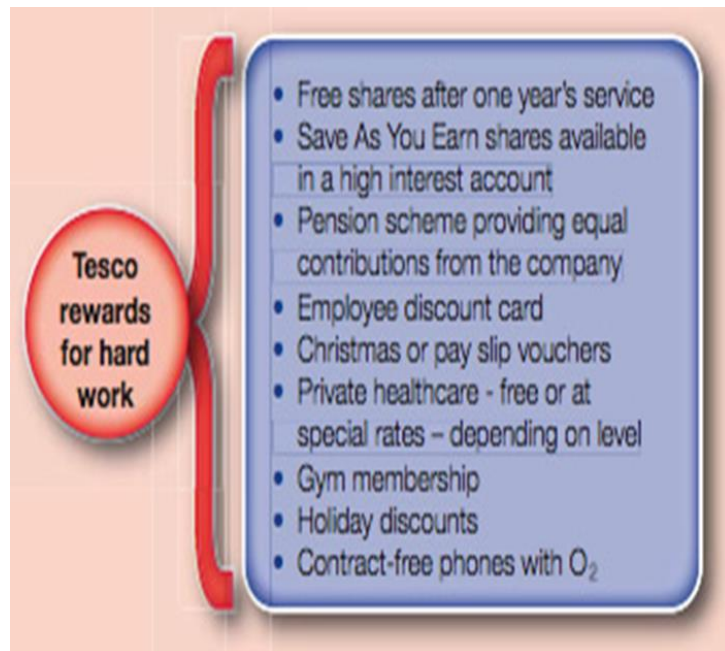
Communication, positive attitude, trust, leadership and motivation are the 5 factors that promote the development of teamwork at TESCO (Mullins, 2002).

Motivation and perception at TESCO– Samuel Veres 1818847

Tesco motivates its employees by increasing their knowledge, skills and job satisfaction through training and development and providing relevant and timely reward and recognition. Tesco offers to its employees strategic career planning and leadership training so that staff can “achieve the extraordinary”, and they are proud to say that around 80% of their managers come from internal staff (Businesscasestudies.co.uk, 2019).

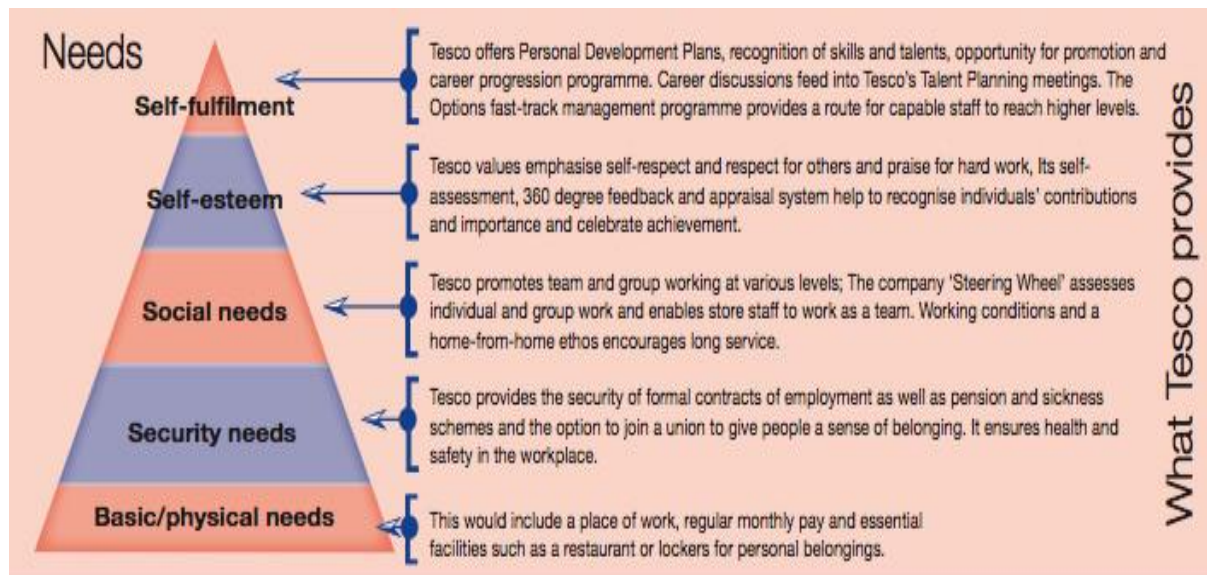
Herzberg and Maslow argue that employees are motivated by different factors which Mullins (2002) classifies as following: pay or salary, appreciation of hard work, a sense of achievement, responsibility and empowerment, opportunity for advancement and a sense of challenge and enjoyment.

In accordance with Taylors theory that people work purely for money TESCO rewards hard work in order to motivate its employees to keep work performance high trough their Employee reward program as seen in the following image by (Businesscasestudies.co.uk, 2019).



Abraham Maslow said that humans are motivated by 5 essential needs that are organised as a pyramid called “the hierarchy of needs”: basic/physical needs(food and shelter); security needs (job security and safety); social needs (need to be part of a group, to belong); self-esteem (how one perceive himself) and self-fulfilment (challenge and interest).According to Maslow achieving one of this needs motivate one to achieve the next need (Mullins, 2002).

TESCO`s approach to fulfil its staff needs can be observed in the next diagram:



Maslow's pyramid of needs and what TESCO Provides (Businesscasestudies.co.uk, 2019).

Motivation is a crucial part in the success of a business, in this specific case TESCO, which “provides opportunities for its staff and managers to take a share and a greater interest in their own employment” (Businesscasestudies.co.uk, 2019), and “it benefits TESCO by ensuring the business can deliver high levels of customer service through its skilled employees” (Businesscasestudies.co.uk, 2019).

“Perception is the root of all organisational behaviour and any situation can be analysed in terms of its perpetual connotations” (Mullins, 2002), the process of perception is part of the social life, the way how one perceive others and how others perceive one and understanding this process lead to minimising the biased perceptions and distortions.

For TESCO's managers and staff members “it is vital the understanding of perception to ensure that they are aware of the problems that can arise due to the influence of the internal and external factors” (Mullins, 2002). Mullins (2002) suggest that during the perception process one has the tendency to attribute characteristics to other people and judge their behaviours related to past experiences and correlating them with previous persons and experiences, “judgements of other people can also be influenced by such stimuli as a role or status; occupation; physical factors and appearance; and body language” (Mullins, 2002), this means that the perception process can be biased by these 4 main features : stereotyping, the halo effect, perceptual defence and projection according to Mullins (2002).

TESCO as a company is stimulating the process of perception through their 360 degree programme which aims to help staff and managers understand how they are perceived by their colleagues and people with who they come in contact, in this way it makes the employee aware of the way how others see him/her and how they see others as seen in the diagram below.



360 Degree Feedback Program (Businesscasestudies.co.uk, 2019)

The relation between the employees and the organisation is influenced by what motivates the employee to work and the excitement of delivering that work and how him/her is perceived and recompensed by the organisation and all the groups that comprise that organisation. The managers at Tesco need to understand the nature of human behaviour and how to motivate their workers through different programs and rewards so that the employees work willingly and efficiently.

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