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Organisational Structure and Culture

Table of Contents

Introduction.....	3
Analysing the Corelation between Organizational Structure, People, Performance and Culture	3
Effective Management and Leadership in Modern Workplace	4
Behavioural Management Theory in Context to Individual Behavioural Differences	5
Conclusion	7
Reference List	8

Introduction

Workplace and culture are changing rapidly with new business models, unique security issues, new ways of completing tasks, innovative businesses and introduction of AI to solve regular, mundane tasks and support the employees (Mushtaq *et al.*, 2017). Workplaces now have new and comprehensive set of rules to support their employees; the traditional seven-hour work day has now become a thing of the past. People now prefer working remotely thus the traditional idea of a workplace has also become obsolete (Namiq, 2018). Workplaces are now more diversified than ever, with people from different culture, religion, race, gender identity and even generation. Millennial and generation z are more comfortable with flatter work culture; which basically means fewer hierarchies in power and position. They prefer to interact with their superiors and subordinates alike thus allowing a more comfortable flow of ideas and innovation (Gaidhani *et al.*, 2019). Workplaces has had to come up with proper suitable working conditions for everyone thus allowing various amenities to be introduced in the workplace; such as flexible hours, remote working, day care facilities for new parents, disability friendly office space and culture, and so on. This report will discuss the modern workplace structure and its relationship between culture, people and organizational performance, and evolving managerial practices, individual performance management and other functions such as modern leadership, workplace behaviour, etc.

Analysing the Co-relation between Organizational Structure, People, Performance and Culture

Organizational structure can help define an organization's culture; it can be referred to as the framework which makes the implementation of culture possible. The powerful founder, CEO and Managing Director and then the executives and then other employees are a structure of the past (De Groo, 2017). Now knowledge has become interdependent, with departments depending on each other for collective success. The structure has had to change because with innovation in technology, business systems, and evolution of human behaviour the way business is done has changed (Kalve, 2019). Now from tech start-ups to market leaders or any other businesses have flatter structure and less hierarchy so that employees feel more valued and part of a team (Markaki, and Chadjipantelis, 2019). This has an enormous effect on office culture, people have become more open and honest in their work which leads to innovative idea exchange and path breaking changes in every sector. The more flexible the rules are, the

more comfortable it makes the employees. This enhances individual performances, participation and overall organizational production (Edmondson, 2018). The lack of hierarchy of power and position creates a psychologically safe environment for employees who make them grow better with the resources they have available within the organization. Wellness within an organization is very popular now because it is directly linked with commercial success of the organization (Bryson, 2017). When employees are happy with their work culture and employer, they tend to be more involved, creative and innovative at work; hence, accelerating organizational success (Dursun *et al.*, 2020). Workplace culture have immense effect on its success when people are excited and invigorated to come to work, they put their best efforts into their responsibilities thus providing better results. But this is not only about the people, when an organization allow people to work remotely, they cut down on various expenses such as office space, electricity, internet or Wi-Fi costing, etc. that leads to a cost-effective workplace (Carneiro *et al.*, 2017). Gig economy and the surge of freelance employees have also brought changes into the workplaces. Freelancing allows employees to work in their own pace with multiple organizations of their own choice (Popiel, 2017). This not only enhances their skills but also maintains a balance in their work and life. In the gig-economy organizations often hire people on a contractual basis. Gig economy takes full advantage of the internet era; here people are online workers, working from any corner of the world for an organization of their choice (Prassl, 2018). This helps the organizations to be cost-effective in terms of employee management, and with freelance employees from different countries or background they can diversify their services and products a lot more. However, these models of new office structure are adopted by relatively new organizations; companies that were established a century or half a century back have a hard time evolving and implementing these models (Van Laar *et al.*, 2017). Thus, often it is noticed that traditional and long-standing organizations have fewer younger employees.

Effective Management and Leadership in Modern Workplace

In the time of smart work and the surge in digital influence in the work force the roles and responsibilities of the manager has changed dramatically. The modern work place is fast, ever evolving, culturally diverse, and digital. In this digital era everything is done on a rapid speed hence, those who are managing a large work force need to trained properly (Wainwright *et al.*, 2019). New age employees do not like to be micromanaged, they need the space to be creatively innovative and require the support to complete their responsibilities in accordance to their own

strength. A new manager needs to understand this thought process and model their role to support the employees (Redlein, 2020). They must also remain vigilant about maintaining company standard and achieving organizational goals. Managers need to understand the skill set of their employees and foster an environment that enables and encourages learning. For individual and organizational growth employees need to grow their expertise and skills however if an organization does not inspire and encourage to do that it will become stagnant (Plaskoff, 2017). Managers need to help employees understand what skills are important for them to excel in the organization and how can they become more suited for the role they want. With evolving workplace structure and culture leadership and management style has also changed in the workplaces. A leader is more than a superior or supervisor now, the leader plays many new roles as a mentor, accelerator of changer and innovation, an inspiration etc. the idea of a boss or superior has long been replaced with a mentor or coach (Pidgeon, 2017). People now treat their seniors as teachers and mentors as they find their own path within the organization. The seniors or the leader has also changed the way to interact with juniors, now they train and guide the juniors or subordinates to take over their position in the organization, or even find their own unique role in the workplace (King and Badham, 2018). In order for a new age workplace to succeed it has to improve its skill development and employee training system. Employers nowadays look for people with multiple skills and strengths who can perform several roles and duties within the organization (Ruhle *et al.*, 2018). This comes from proper skill development and leadership and management training. As well as management leadership roles have also changed in the last few years. The role of a leader is crucial in the success of an organization. A transformational leader is someone who not only leads the team to achieve its predetermined goals but also mentors them about leadership responsibility, taking accountability of their decisions and making them ready for future leadership roles (Offerman and Coats, 2018). In this situation a manager must provide the employees with proper guidance and learning tools so that they can grow into the future leaders in the organization (Akdere *et al.*, 2019).

Behavioural Management Theory in Context to Individual Behavioural Differences

Behavioural management is referred to the framework that allows the managers to understand employee behaviour and motivation and changing the management system to help the employees achieve the organizational goals short-term and long-term (Tkachenko *et al.*, 2020).

Behavioural management theory helps better manage employee productivity and performance by understanding employee motivation, interests, strength, expectations from the organization, their long-term goals and so on. This theory focuses on the employee's behaviour to deal with various organizational issues (Schubert *et al.*, 2018). It is also sometimes called the human relations approach as it views the people working in the organization as human beings and assesses their goals, interests, strength and weaknesses to manage them; in stark contrast to other management system where man is viewed as a machine to achieve organizational success (Tran *et al.*, 2020). Behavioural management is an ideal management policy for the modern workplace where employees do not like to be micromanaged and want professional and creative freedom. This management policy works great in the flatter work structure with fewer hierarchy because here managers see the employees as equals and treats them as such. Hence, creating a fluidity of knowledge exchange, innovation and ideas exchange (Miles, 2017).

There are several factors that affect an individual's behaviour in the workplace such as culture, diversity, motivation, team and individual conflicts, and leadership etc. when an organization has a diverse workforce this means people come to work there from different cultures, religion, race, gender and so on (Makkar and Basu, 2019). Each of these affect an individual's behaviour in the workplace and otherwise. While discussing motivation the researcher finds that people often have different motivation behind their success or failure, this comes from their unique life experiences and attitude (Mohammad *et al.*, 2019). Team and individual conflict can affect someone's work tremendously if someone is placed in team where their strengths are not put to use then they will not be of much help in that position which may lead to frustration at work, inability of concentrate and so on. And finally, leadership; it is something that can affect even a top performing employee, if the leader they are working under is not helpful and does not understand their work ethic and style then it is difficult for that employee to thrive (Saifulina and Carballo-Panela, 2017). When a manager implements the behavioural management theory or human relationship theory, they have to understand these factors affecting the behaviour of the employees and plan an effective management system to motivate the employees and achieve the company's goals. In more traditional management systems employees used to be treated as a means to an end, but human relations system, employees are treated as humans with psychological, mental and emotional needs and stimulation (Khari and Sinha, 2017). Hence, focussing more on employee relationship and employee performance is required to improve the organization's performance.

Conclusion

In conclusion of the report, it can be said that a modern workplace is nothing like the traditional one. The structure, culture, employees and performance are completely different in both the systems. However, this does not mean that the traditional workplace is in any way less effective than the modern one (Lambert *et al.*, 2020). It signifies that with changing time, advent of technology and different types of business the organizations have had to change their structure. The modern workplace, with its flatter structure and more independent and informal culture can improve employee performance; it can also be very cost-effective for the organization itself. Not only changing business policies, but with evolving skill set, economy, people and societal expectations and trends businesses have adopted many new system and approaches. Such as transformational leadership, flatter workplace structure, gig-economy and freelancing, remote working facilities, inclusive and diverse workforce, behavioural approach of management and so on (Schroder *et al.*, 2017). Along with structure and culture various organizational roles also has had to change, leadership, management etc. In a modern workplace leadership is not equivalent to a work superior but a teacher and a mentor and a guide, someone who can enable their juniors to find their path within the organization and help strengthen their position in the same.

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