

Introducing the Modern Workplace
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Organisational Structure and Culture

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Introduction

The report has been prepared for analysing the interwoven relationship of the organisational culture with the individual performance of the employees. Organisational behaviour has been expressed as the nature and behaviour of human assets when in the dynamic business environment. Managerial and leadership functions are the foundational stones for the efficient working in the organisation. The report has shed light on various aspects of leadership and managerial functions which will support the smooth functioning of the organisation. The report has been evaluating the behaviour of individuals in their job roles in the particular work culture. The difference in the behaviour is affected by number of factors that exist in their personal and professional life. The report has been briefed on managerial approach towards the organisation in social or informal way that would impact the coordination and ease of doing work in the business. Also the responsibility to managers that is multi disciplinary in nature has been discussed.

Task A

Coherently analyse the relationship between structure, culture, people and organisational performance

Organisational Structure: This is referred to as the assignment of the roles and responsibilities in the organisation in such a way that it forms either a hierarchy of reporting to the higher authority or working co-ordinately in the decentralised environment. This is a fixed pattern which reflects the flow of information and the answerability in a particular organisation.

Organisational Culture: This can be referred to as group of ethics, value and the morals that would guide the performance of the employee and would also affect the honesty and integrity in the working of organisation (Kellie 2020). An efficient organisational culture is the supportive tool for the organisational success while pessimistic culture would disrupt the success of the organisation.

Relationship of Structure with people and performance: People in organisation aim to perform well. The accountability of the roles and responsibilities accounted to them is backed by the sound organisational structure. A formalised structure that may be horizontal divisional or matrix structure is necessary to prevent the duplication or alleviation of a particular job. Structure that has been followed acts as a framework for the culture that will be established in the organisation. Each organisational structure defines its span of control which would determine the subordinate handling capacity of the managers (Nene & Pillai, 2019). Hence, complicated or mesh network in an organisation can cause chaos and can lead to the dissatisfaction among employees. Application of newer methods such as matrix form would be beneficial for getting better approach to handle the staff unlike the conventional methods. It involves higher participation of the employees in the decision making of the relevant field where the employee owes the expertise.

Relationship of Culture with people and performance: Organisational culture is not a single term but is consisting of the essence of organisation as it is an aggregate of the factors like Innovation, risk taking capability or the team orientation in an organisation. The culture existing can affect the performance in the following ways:

- Organisations having male dominated culture would not be able to give equal status to female staff that would affect the performance of the female staff (Cropley D & A, 2017).
- An organisation that has employees with conventional thought will accept the change hardly and with resistance. Innovation in such firms cannot be fostered.
- Biased culture in an organisation would alleviate the dedication and commitment of the loyal and priced employees which can be affecting the growth of the organisation.

Since organisational structure, culture, people and performance are interlinked so the structure should be formed such that builds a healthy culture and ultimately boost the morale of the employees to work with full potential and dedication.

Identify the essential nature of managerial work (in terms of both functions and processes), communicate the role of leadership, and furthermore, explain the variables that determine effective management and leadership

Nature of managerial work: Manager is considered in the organisation for a number of purposes. Processes that are carried out by manager is enlisted as following:

Planning: This is the first and foremost function of initiating any project and hence thus is to be performed by the managers. Planning is considered as the blueprint of the whole functioning that is to be undertaken in the organisation (Prasad, 2020).

Organising: This stage of the managerial function is to allocate the available resources and arrange the new funds that are to be procured for the smooth running of the organisation. This is not only for the funds but also for the teams that will be performing the functions in the organisation.

Staffing: This is the appropriate functioning of assignment of the staff to the appropriate job that would bring in the maximum utilisation of the human potential in the organisation. This is a lengthy and critical process as the human resources are to be judiciously allocated as per their talent and skills.

Directing: managers are responsible to direct the work to the ground level employees who would perform the functions of the job that may be production or the marketing (Prasad, 2020).

Controlling: this is the monitoring function which would enable the managerial control on the activities that have been undertaken by the lower level management. This process also finds the ways to correct the deviation in the deviation.

General functions of managers have been described as:

- Decision making for the respective departments that they have been heading.
- Transferring and disseminating the relevant information that would help to ensure smooth communication among the employees and confirm to get the organisational success.
- They are responsible to maintain sound relationship with both the internal management and the external entities for gaining benefit of cooperation and coordination.
- Influencing the team and managing them to work in an appropriate way to get the work done in time is essential for the managers.

Therefore manager can be said to have been performing the multiple functions in an organisation.

Role of leadership: Leaders are considered as the pioneers who analyse the external environment and will guide the organisational approach to grab the relevant opportunities that would help them to accomplish their set objectives. Multiple roles that are carried out by a leader in the organisational context are (Mark, 2018):

Provide Direction: Leaders create a way for the organisation to follow. The external environment vagaries that will create impact on the organisation are proactively determined by them and they ultimately allow the employees and managers to work in the direction that would mitigate the adverse impact of any threat.

Creation of Organisational structure: Leaders are the promoters of the organisation. They are the top authority who is to form a structure of reporting and managing. It is the role of the leaders to identify the relevant skills of the individual and allocate the jobs accordingly to bring out the maximum potential of the individual. The credibility of the leaders

Increase Credibility: There should be increase in the credibility of working of the organisation. Integrated behaviour would enhance coordination and cooperation among the team member. It should be ensured that leaders and followers share the same goals so that they can accomplish it in better way (Su, 2019).

Maintaining Sound work culture: The leader's role is to maintain an environment in which people can thrive, and gain respect for the work they do. Sound work culture also increases the productivity of the individuals. This is the inseparable responsibility of leaders to maintain healthy work environment.

Evaluate the behavioural approach to management, through understanding the factors that affect differences in individual behaviour.

Behavioural Approach: This concept brings in the social and psychological factors in consideration. Employees' behaviour is definitely the point which would create an impact on both the structure and the working productivity of the organisation. Crucial aspects that are checked in the behavioural approach have been discussed below as:

Informal Leadership: If a leader or manager is coordinated and accepted by his subordinates, he is more likely to succeed in accomplish the group task. Maintaining an informal behaviour with the employees would raise their self confidence. Informal leadership is transformative in nature and thus the group goals are achieved faster and with self accomplishment.

Involvement of employees: The participation of the employees in giving opinion, feedback or reviewing session is to be encouraged to make them feel a part of the organisation. Employees who are already a part of the change management will never resist the process.

Individual Behaviour: This attribute decides whether the whole team will succeed or fail in some particular project. Individuals observe those work standards which are prescribed by the group.

Significant features of the behavioural approach have been enlisted as:

S. No.	Particulars	Details
1	Organisation as a social system	Behavioural approach follows the typical and formal structure that has to be linked with the informal approach that has to be used for development of the formal framework.
2	Focus on actual behaviour	Behavioural approach will be focussed on the current behaviour that has been adopted by the employees. These are to evaluate the factors that would affect the individual
3	Multiple Discipline	Evaluation of various streams together would be considered together for the subjects like sociology and psychology, social, industrial psychology and anthropology.

Factors that affect the individual behaviour

Race and background Culture: Race is the similarity in the physical features of the people in a group. It is the personal background of a person that would decide the moral and ethics that would drive the best possible attributes of the employees.

Gender: It is the basic trait that men and women stand equal in the nature of job performance. There are many differences in the work allocation or the pay differences that arise due to the conventional mechanism existing in the organisation. The biasness or the difference in the opinion of manager would also directly or indirectly influence the gender affecting the individual behaviour.

Capabilities: These abilities may be intellect or physical in nature. Abilities are the attributes that are either innate in the person or may be acquired from the external environment.

Perception: This can be referred to as the mindset of the people that affect the working pattern and the approach to accept the responsibility of the allocated function. The perception is technically the conversion of sensory stimuli to that of the useful information which can be further communicated to other levels.

Attitude: It can be referred to as the person's entire cognitive process that would be formed over a given time period. The person can either believe to prefer monetary benefits or some other may be focussing on the career development. Hence the attitude of a person is dependent on the background he has been brought up in. This is also somehow related to the financial position of the individual in the existing situation.

Conclusion

The report has been bringing the outcome that the factors like the organisation culture and performance are interlinked with each other in a way that would influence the organisational success. The managerial behaviour and approach of the management and leader towards the organisation give them the way to success. Any organisation that has owed efficient leader has a distinguished place in the market as the resultant structure and functioning are considered to be unique and better in terms of assessment. There are individual factors that are helpful for the evaluation of the employees who are working with different capabilities. A different procedure that is carried out by the managers and different nature of work that is undertaken by them in form of process has proved their significance in the organisation. Ultimately it is obvious to understand the role of informal relations to be maintained in the organisation so as to ensure smooth working and minimum conflicts to be occurring due to the heterogeneity of the staff members.

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