

Introduction in Modern Workplace

Structure and Culture – Assessment 1

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Introduction

The organizational structure is the way of determining the responsibilities and duties of staff members within organization and thus discussed in the report with reference to Tesco. The organization is a British retailer firm in the general merchandise and grocery market of United Kingdom. The organization is included in the list of world's largest retailers in terms of revenue. A strong culture in Tesco focuses on an efficient code of conduct and values that boost work dedication among them and ultimately help to accomplish the defined goals and mission. The organizational culture has a positive correlation relation with the leadership and managerial behaviours and is discussed in the report. The report also talks about the role of managers and leaders along with the factors that makes management and leadership practices efficient within organization. The end part of the report focuses on the behavioural approach of the management.

Coherently analyze the relationship between structure, culture, people and organizational performance

The organizational performance and productivity relies upon the efficiency of its hierarchical structure, people, and organizational structure.

The organizational structure consists of the monitoring system and flow of communication within different units and hierarchical level of the firm (Tran and Tian, 2013). For example, the Tesco has formulated its structure which is adaptable to the changing needs of operational requirements, and supermarket industry. The organization follows a matrix structure, which can be categorized on the basis of corporate functioning, product-based divisions and geographic divisions. The teams based on corporate functions consist of different departments and units such as finance, technology, accounting, operations, food production, marketing, etc. which is headed by Chief Executive.

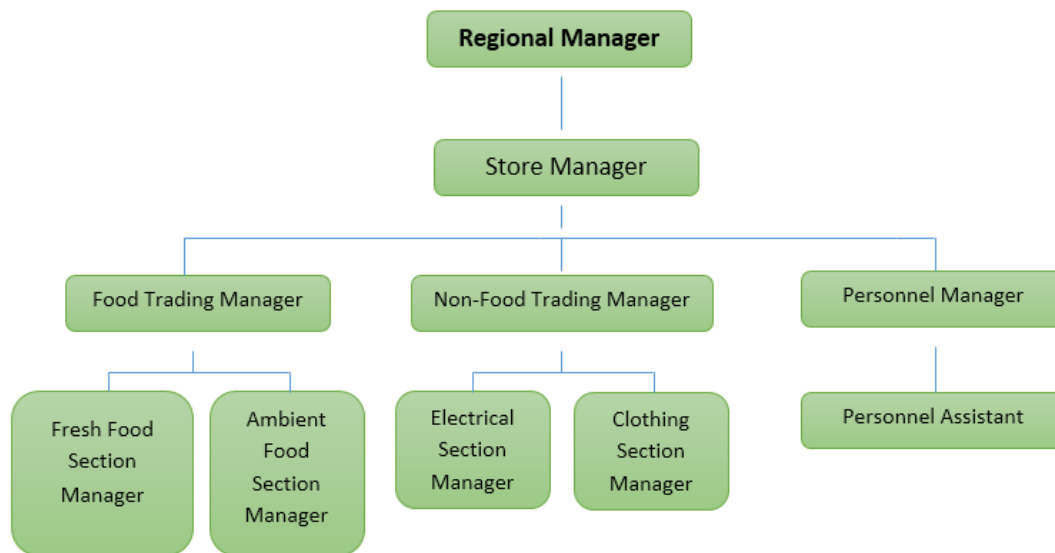


Figure 1: Organizational structure of Tesco

(Source: John Dudovskiy, 2016)

Tesco uses geographic division to address issues of different behaviours of people that uses Tesco's products worldwide. For example, the users of Thailand may have different preference for the use of Tesco's services and products differently in comparison to the Indian people. Moreover, geographical division also supports the organization to manage its human resources regionally. The matrix structure of Tesco results in the sharing of resources between the managers and team based on functional units (O'Neill et al., 2016). The product-based division of Tesco is developed with an intention to increase the corporate business scope in align with the new and diversified range of products, such as clothing, books, furniture, toys, etc. Hence, Tesco is also striving to improve its potential of its products by allocating such work to a specific team.

Organizational culture is the belief of staff and the values they perceive in their work that ultimately affect their behavior and attitude. The significant factors of job satisfaction are role conflict, supervisory relationships, leadership behaviour, stress and autonomy. When employees are satisfied with their job they can better perform their duties and support organizational growth and improved performance (Rai, R., 2015). For example, Tesco has attained competitive position through its efficient corporate culture. The organizational culture of Tesco transform the ways of employees to solving problems, and promote innovation and creativity in order to attain competitive position against Asda, Sainsbury., etc. The organization has established its internal culture based on enthusiasm and employee's engagements that compel employees to continuous strive for excellence and improvement in considering the organizational mission and vision.

Tesco consider its organizational culture as an important element for business resilience, growth and competitiveness. It supports Tesco to also enhance its business through online advertisement and social media accounts. The significant areas on which Tesco emphasize in its culture are: boldness, speed, creativity, speed and continuous improvement. The organization has the recognition that value addition to its products and services and its associated offerings can be obtained by the creative inputs from employees (Awadh and Alyahya, 2013). In this respect, effective reward system is established that motivate the Tesco staff to be creatively contribute in the organizational success. Moreover, trainings, career development plans and other supportive actions are taken by Tesco for its employees to make them competitive against its rivals. The component of boldness is considered by the management of Tesco by letting employees a flexible working culture where they can address

business issues right away on their own. The openness feature of Tesco's organizational culture depicts the efficiency of its internal communication. For example, Tesco has installed a strong interactive environment with the facilitation of less restricted environment for their various activities. Such openness helps the firm to boost their creativity and interactive environment support them to better sort out business problems and hence, the productivity of Tesco gets improved.

Tesco is highly efficient in responding to the changes and trends in the preference of users. Such speed and quick responding capability of Tesco is partly based on the efficiency of its employees. Hence, leaders in Tesco believe human resources can better respond the users' requirements when they are in small teams and possess high flexibility in their work (Martinez et al., 2015). Thus, it supports rapid development of organizational processes and products. Tesco also adheres to the principle of continuous improvement on the basis of a belief that improvement is a process that never ends. This feature of organizational culture encourage its staff to regularly evaluate their performance and strive excellence that strengthen the position of Tesco with improved quality and diversified offerings such as financial services, internet services, grocery items, telecoms, etc.

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

The ultimate performance of Tesco in the overseas market is based on the interconnected managerial system and the implementations of functions in relation to it. Management refers to a process of utilizing scarce human resources and materials and inspire people with strategic instructions in order to attain the organizational goals.

Henry Fayol has prescribed five most prominent functions of Management to better grasp the business opportunities and transform its threats into success. **Planning function** focuses on development of strategic goals for future conditions so that firm can better attain competitive edge. Managers must also evaluate the future contingencies that might affect Tesco in order to shape its strategic landscape and future operational activities (Singh et al., 2014). The **organizing function** of managers is oriented towards workforce and organizational structure in order to align all the business activities in a profitable and productive manner.

The supervision activities of managers are carried out with the **commanding functions**. For example, managers at Tesco are required to frame and communicate the organizational policies and targets to lower hierarchical level within structure. The **coordinating function** of managers emphasize on harmonizing the organizational activities and procedures. The **controlling function** is significant for managers to assess whether activities are carried out within Tesco in align with the standards and policies established (Edwards, 2018).

The role of leadership

Leaders play an influential role within Tesco by setting up a clear vision for the firm, guiding and motivating employees as well as building their morale. The setting up of clear vision help the employees to better understanding what they are required to perform and how efficiently it can be done. Leaders are responsible to find out the full potential of employees by identifying their requirements and needs. For example, leaders at Tesco implement different leadership styles to

suit the employees' requirements to ensure each and every employee's work within Tesco complement each other and collectively strive for organizational improved performance. Leaders build morale of workforce through employee's participation in several projects and implementing a good communication channel among them to boost their efficiency (Batista-Taran et al., 2013).

Variables that determine effective management and leadership

Strong management and leadership within the organization can be established by considering several factors. For example, managers and leaders must focus on solving problems and performance indicators by identifying the cause of deviations from organizational plans and take corrective actions through as rewards, motivation, training, etc. for the improvement (Buble et al., 2014). Moreover, managers have to focus on the teamwork ability and performance improvement. In this respect, managers in Tesco must hire the right candidate with right skills and train them to better integrate into a team within organizational environment and utilize their full potential.

The management and leaders must also focus on interpersonal skills. It helps to ensure consistency in work and establish clarity among the staff for their roles and responsibilities. The readiness to change is an important factor to demonstrate how efficiently management and leaders together support the employees to work in a new organizational environment with more productivity and enthusiasm.

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

The important element on which behavioural approach of management lies is employees' relations and wellbeing. The different behavioural style of managers within Tesco help to create to conditions that ensure workforce is motivated towards their job and satisfied (Wheldall and Merrett, 2017). There are different factors that lead to differences in the behaviour of different employees and includes

Organizational factors: It includes physical facilities, structure, and leadership capabilities within the organization that ultimately affects the internal stakeholders. For example, Tesco managers provide a positive and flexible environment for their employees to ensure they bring their creativity more efficiently in their job. In addition, the organizational structure of the firm is essential to be established in considering the specialization and the level of potential that employees can put in their work. For example, perfectly fit hierarchical structure in Tesco support high quality product development and distribution to it's over 6800 stores with continuous improvement in the employees' performance.

A strong leadership capability of the management is important for proper assistance, guidance, coaching, and direction can be provided to the workforce. It boosts their morale as they feel they are valued by their organization (Temminck et al., 2015). Thus, positively influence their behaviour. For example, Tesco managers emphasise on employee relations and their wellbeing, and thus, reward mechanism is framed accordingly which includes monetary as well as non-monetary benefits along with the performance mechanism (feedback system) to get strong performance from the staff in return.

Personal factors: There is a positive relation between the body structure of the employees and their behaviour. For example, employees having good personality and body structure are always expected to behave in a firm and sophisticated manner with other colleagues and management within Tesco. The other personal factors that influence individual behaviours include religion, marital status, age, gender, etc. In addition, the tenure period of employees also play a significant role while selecting behavioural approach by the management. For

example, in this respect, managers can apply positive reinforcement approach to indicate those employees who are doing their job right within organization through recognition, appreciation or rewards (Nguyen et al., 2016).

The values and perceptions of employees are also considered by the management in handling various situations. The perception of an individual indicates its attitude and behaviour towards others within Tesco. Considering such different perceptions of different staff, managers can implement directive and mentoring managerial styles to better influence workforce's behaviour in a positive and future-oriented manner.

Environmental factors: The environment prevail within organization influence the attitude and behaviour of staff. For example, if employees are satisfied with their job then they will show more dedication, loyalty and enthusiasm for their job (Caesens et al., 2016). In such situation managers can apply democratic approach to manage the staff and help them to improve their capabilities and potential. Managers in Tesco are efficient in recognizing the efforts of their staff and thus, accordingly their economic benefits are provided to them. Hence, this motivates a spirit of improved performance and quality outcome among workforce.

Conclusion

Considering the above discussion of organizational structure and organizational culture, it can be identified that both are significant to improve the employees as well as business performance of Tesco. A synchronized and systematic established organizational culture boosts an interactive environment within organization and positively influences the relationship between staff. There is a positive link between the employees' performance, motivation and their behaviours. Hence, it is essential to be recognized by the management and leaders while implementing various behavioural approaches. Such motivation is infused within organizational culture by efficient leaders and managers and by acknowledging the contribution of employees. The report hence concludes on the nature of managers and role of leaders within organizational culture, in order to ultimately enhance the performance of Tesco in the global retail market.

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