



Hristina Rageva

Introducing the Modern Workplace

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Student number: 2024897

Lecturer: Mr. Nadeem Mirza

Contents

Introduction	3
How organisational Structure and cultures can influence organisational performances.	3
Based on the behavioural approach, how different factors can influence individual behaviour at the workplace.	7
Conclusion	9
References.....	10

Introduction

Organizational culture is a set of beliefs, expectations, and practices that guide and inform the everyday work of all team members of a company or organization. They're a group of characteristics that make up a company. Business cultures with excellent qualities encourage performance, whereas those with bad ones expose weaknesses, which can hinder even the most successful businesses in the world (Bratton, 2015). The paper highlights the complexity, and conceptual problems an organization goes through in order to establish a successful company culture using Tesco as an example, one of the largest retail firms in the UK.



Fig: Tesco logo (Bratton, 2015).

How organisational Structure and cultures can influence organisational performances.

To recruit people and surpass the competition, a company's culture is crucial. Before applying for a job, most people consider the business's culture, and over half of employees would leave their current position for a lower-paying position at a company with higher culture (Buchanan and Huczynski, 2019). As a firm, Tesco pledges to provide an environment where workers may succeed both professionally and individually. they commit themselves to promote a balanced combination of work, leisure, and personal growth. Tesco argues that a firm is at its finest when all of its team members are working at their highest level of efficiency and productivity.

Qualities of a strong organizational culture

Companies have distinct cultures, and it's vital to retain them. The cultures of high-performing organizations are characterized by specific characteristics, including the following:

Alignment. When the company's goals and its workers' incentives are in sync, alignment occurs. It is the ambition of exceptional companies to maintain a constant alignment with their visions,

purposes, and objectives. For Tesco's team members, they constructed clean, bright, and upper edge facilities in order to foster the greatest possible work atmosphere. Each day, the staff at Tesco look forward to working in a good environment. To achieve this, Tesco has created a culture that enables individuals to maintain a good work-life balance, as well as fosters strong interpersonal connections and a feeling of fellowship among team members.

Appreciation. When all members of the team recognise and appreciate each other's contributions, a culture of appreciation has been established. In respect to this, Tesco encourages development and challenges within the organization. They encourage their workers' personal and professional growth, not just by providing them with demanding tasks and a variety of job assignments, but also by encouraging continuing training and progress (French, Rayner, Rees and Rumbles, 2015).

Trust. An organization's ability to build trust is essential. Members of a team that work in a culture of trust may express themselves and rely on others to support them when they attempt new things. Also, a diverse community contributes to the development of trust. A healthy community is one with a diverse population. Aside from being multi-talented, Tesco workers come from many ethnicities, origins, perspectives, and walks of life in addition to filling several positions and bringing diverse skills to the table. As a result of this, Tesco has developed a business culture that encourages employees of various backgrounds to work together in a productive and affirming environment.

As a goal-oriented organization, it tries to achieve objectives by planning and organizing operations correctly. It is based on the notion of division of labour and develops a power and responsibility relationship among its members. Alternatively, it may be seen as a social framework that encompasses all formal human relationships (Shirley, 2011).

Hofstede's Cultural Dimensions

As a framework for analyzing cultural variations between nations and defining how business is done across cultures, Hofstede's Cultural Dimensions Theory was established by Geert Hofstede. It's a strong tool for analyzing the influence of culture on a business environment by distinguishing between different national cultures and the elements of culture. While developing and internationalizing its business, Tesco has embraced Hofstede's cultural components. Due to this, the company has embraced localization while still adhering to its worldwide strategy.

Power Distance Index

the power distance index identifies the cultural attribute towards injustices and power inequalities, encourage bureaucracy and places a high value on authority (Schein and Schein, 2017). Tesco's organizational structure supports an organizational hierarchy that provides for better visibility and easier access to management. This fosters a sense of trust and belonging in employees, and boosts their drive to perform at their best. It gives regional teams the autonomy to localize a global plan to satisfy local culture's requirements and desires.

Individualism vs. Collectivism

An organization's work duties and activities can be classified as either individualistic or Collectivism. Personal achievement is more important in individualistic firms, and employees desire to compete for hard work toward the same goals (Maughan, 2014). This fosters a culture where the ultimate outcome is motivated by self-interest. Collective organizations, on the other hand, work more with shared goals to reach a shared objective that must be achieved by working together. A healthy balance between individualism and collectivism exists in Tesco's organizational culture, which supports both employee productivity and company success.

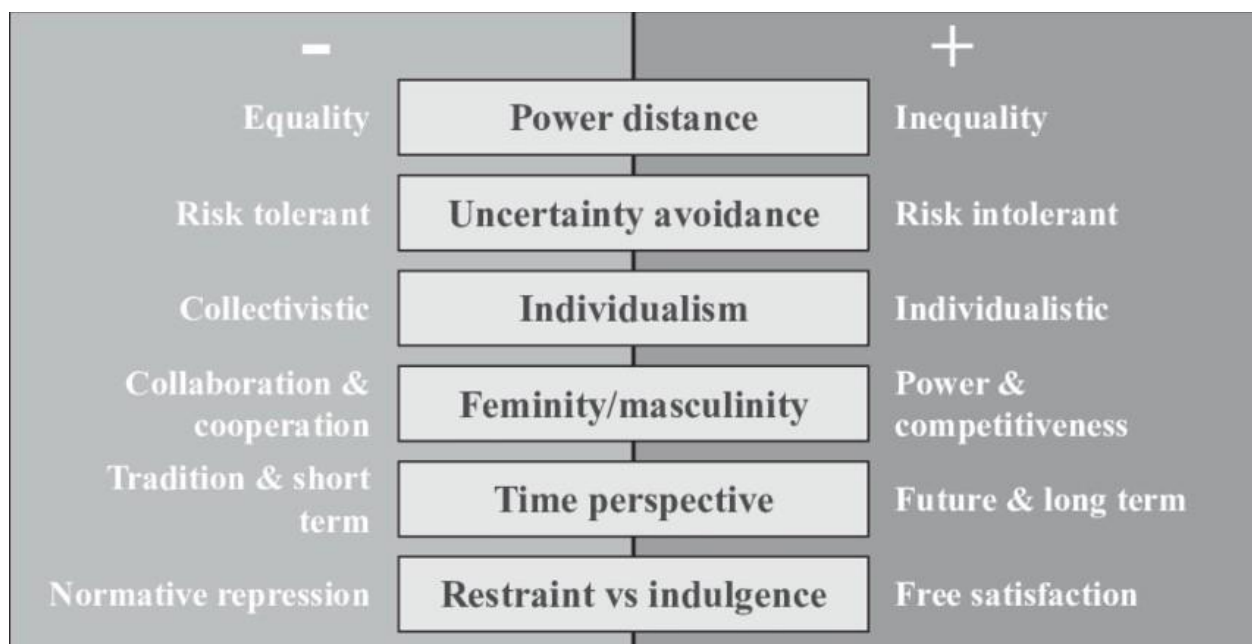


Fig: Hofstede cultural dimensions (Maughan, 2014).

Uncertainty Avoidance Index

It assesses the degree to which uncertainty and ambiguity are accepted in a specific circumstance. In organizations with a strong culture of uncertainty avoidance, the need to be in control and know

everything tends to be stronger. Innovation and originality, in general, are discouraged, in favour of stronger risk controls. Uncertainty avoidance scale scores that are lower suggest an open and relaxed society. Tesco's culture is a blend of both, with a bias for lower uncertainty avoidance scores.

Masculinity vs. Femininity

In addition to the "tough vs. sensitive" distinction, the masculinity vs. femininity component also takes into account the society's demand for accomplishment, attitudes regarding sexual equality and conduct, among other things. Men and women have different positions and responsibilities inside the business. Tesco's MAS score is low, indicating that men and women share many of the same work responsibilities, and that job descriptions are neither gender-biased nor stereotyped.. the distribution of roles in terms of money orientation, egoism, motivation factors, and work tasks and responsibilities may be understood (Levine, Schein and Schein, 2017).

Long-Term Orientation vs. Short-Term Orientation

Evaluating is crucial as to how society perceives the future in terms of long-term vs. short-term focus. In general, long-term-oriented organizational cultures are more frugal and pragmatic in character. When it comes to comprehending the concept of time, they see it as having long-term effects. For their part, short-oriented societies are more nationalistic and value-driven. Tesco functions with a long-term perspective in its strategic focus and development, in contrast to the execution and accompanying processes, which are primarily motivated by a short-term focus.

Indulgence vs. Restraint

The indulgence vs. restraint dimension evaluates a community's willingness and ability to satisfy its own desires. As a result of such, this dimension is concerned with how civilizations may regulate their impulses and wants. At a company, employee freedom is defined in part by Positivity, Personal Success, and Freedom of Expression. If a society scores higher on indulgence, it is more tolerant of people's own fulfilment, happiness, and wants. The opposite is true for cultures controlled by social norms and regulations. With a propensity for indulgence, Tesco's organizational culture is composed of a good blend of both (Knights and Willmott, 2017).

For a better understanding of the effect of culture on work and life, Hofstede Insights is an excellent resource. According to Hofstede's Cultural Aspects Theory, Tesco's success is influenced by many dimensions.

Based on the behavioural approach, how different factors can influence individual behaviour at the workplace.

The behavioural approach has a key duty in management and organizations. It gives administrators the ability to make organizations run smoothly (French, Rayner, Rees and Rumbles, 2015). Observation of individual behaviour sheds light on human behaviour in the workplace. Individual behaviour has a significant impact on an organization's performance. Negative behaviour will create damage and result in huge losses for the business.

Personal Factors

Personal characteristics fall into two categories: Personality traits based on biographical and learned characteristics.

Biographical Characteristics. A person's biographical features are inherited from their parents or ancestors. Individuals are born with certain traits.

Physical features. Features such as skin colour, eye colour, nose size and other physical characteristics have an impact on a person's ability to succeed. People with good physical traits tend to dress properly and behave softly in an organization.

Age. It is believed that young people would be more efficient and energetic as well as more adventurous, inventive, and ambitious.

Gender. There's an expectation that women are more emotional than males, which leads to high turnover rates in the workplace.

Religion. Individual's religious ideals have a profound impact on individual behaviour while executing duties. Highly religious people adhere more strictly to moral ideals, ethics, and codes of conduct.

Marital status. Researchers have shown that when a person's marital status increases, their responsibilities increase, and having stable, good work becomes more essential. There are fewer absences, lower turnover, and more work satisfaction among them (Cameron and Quinn, 2011).

Learned Characteristics. Changes in a person's behaviour that result from his/her interactions with the environment are called learned characteristics.

Personality. Personality refers to a person's personality qualities, such as patience, extroversion, leadership, and competitiveness.

Perception. It is a view of the person as a process by which information enters the mind and is interpreted in order to give the world some sensible meaning (Buchanan and Huczynski, 2019).

Values. A person's values are founded on excellent, appropriate, and desirable thoughts about him or her.

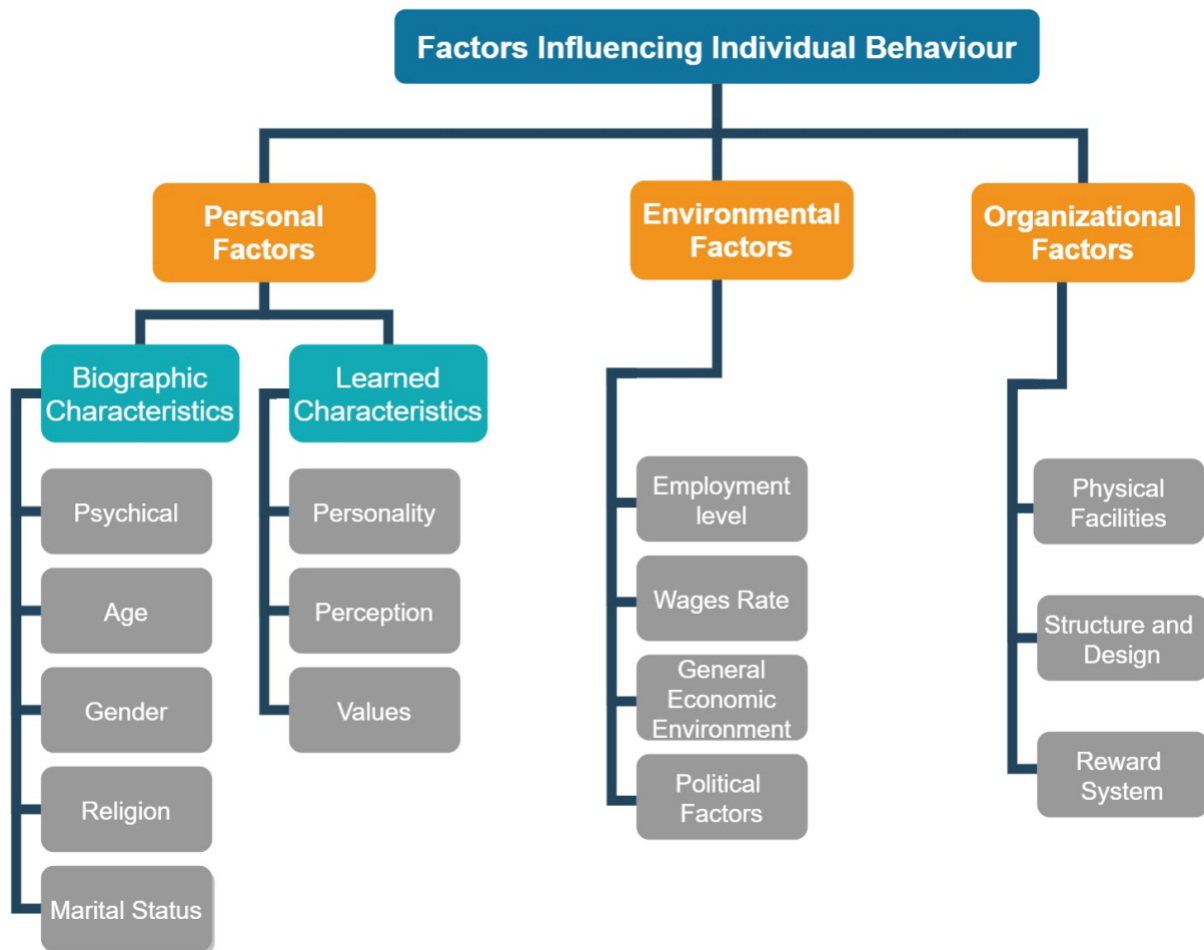


Fig: Factors Influencing Individual Behaviour (Buchanan and Huczynski, 2019).

Environmental Factors

When it comes to individual behaviour, the external environment has a significant impact.

Employer's status. Individual behaviour is heavily influenced by the employment options offered inside a country. In the event of fewer job options, he/she will continue to work at the same level, no matter how satisfied he/she is. As a result, if more jobs are available, then employees will look elsewhere for work.

Rate of Wages. Every employee considers monetary remuneration while deciding whether or not to join a company. Determining whether or not to stay in a given firm, or go to another one, is based on how much money one is making.

The economy in general. People's actions are heavily influenced by a country's economic cycle. Retrenchment and layoffs are possible. Security of employment and a steady source of income are the most important motivators for this sort of employee.

Political Factors. A person's behaviour is influenced by political circumstances in an indirect way. Providing individuals with more flexibility in a politically secure environment will impact their career choices, performance and job design (Bremer, 2012).

Organizational Factors

Listed below are a number of organizational elements that have an impact on individual behaviour;

Physical Infrastructure. The physical environment at work has a significant impact on an individual's behaviour. They include lighting and cleanliness as well as heat and noise levels. They also include elements such as workplace furniture and workers' strength, among others.

Design and Structure. Organizational design is concerned with the structure of departments inside a company. People's behaviour is impacted by how well they fit within an organization's hierarchical structure

Reward System. As a result of implementing a fair compensation structure, a company's workers' overall performance and behaviour improve (Bratton, 2015).

Tesco encourages positivity in the workplace to allow employees of all levels to benefit from this method.

Conclusion

One of the most important aspects of an organization's identity is its culture. Strengthening corporate culture may assist create a workforce of like-minded people who share the same values and morals. To promote work productivity and employee loyalty, Tesco has a good organizational culture that encourages employees to see themselves as a part of the business (Alvesson, 2012). It helps the corporate sector deal with the problems of competing in a varied environment. Retail giant Tesco understands customer behaviour and trends, which allows them to create a varied and supportive work environment.

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