

KELLOGG'S

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INTRODUCTION

Kellogg is the most popular and worldwide spread cereal producer company. This assignment will discuss the structure of the company and the company culture, as these two are very important not only for their success of Kellogg's, also important for every company success.

DISCUSSION

Kellogg's Structure

Kellogg uses various styles of management and leadership as:

- Autocratic leadership: this means that every leader is in full power in taking decisions. They do not care about their subordinates voice or ideas in making decisions, they control the employee's performance in order to achieve the goals of the organisation. This type of leadership is not preferred because the number of employee's turnover will increase, and also this type of dominating behaviour of leaders creates dissatisfactions to employees. Sometimes this type of leadership may be a benefit to the organisation, it depends on the organisation situation.
- Democratic leadership: this is the most common and effectiveness type of leadership and is implemented in most of the successful organisations including Kellogg's. In this style of leadership the leaders have the power for the decisions making but also they care about the subordinates point of view and preferences, consents regarding the organisational decision making. In the democratic the employees can tell their point of view in the company decisions that affects the whole company. The democratic leadership can be helpful in most cases to motivate and influence the employees, but in some cases this leadership style can create problems for the company.
- Participative leadership: this style is implemented in different organisations and this is one of the most successful type of leadership because it gives great motivation to the employees. In this type of leadership, together, the leaders and employees make the decisions and perform towards the company common objective and goals. Sometimes participative leadership can be time consuming and this way can affect the organisation. (Hiriyappa, 2009)

Kellogg's Culture

Each organisation is different, and each of them have a distinct and unique culture used to organise the groups of employees. In order to self motivate the employees Kellogg's do everything possible to make them feel as they are a big family with equal chances for promotion and fulfilling their goals.

Kellogg's give the opportunity to the new employees to show their potential and what they are capable of. Kellogg's offer to the employees work life balance, if they are reaching the company's end of the year goals, the company offers them an additional week of vacation. Also in most of the company's plants, they build lounge and relaxing rooms where the employees can get together and watch sport events and socialise, creating a good, friendly atmosphere.

The company took part in many campaigns to create safe schools, also provided financial support to many supporting organisations. Kellogg's hosted a presentation called "classmates now, colleagues later", about the connection between school climate and corporate culture. This talk has been streamed live in the North American Kellogg's network.

They also are actively taking part in the communities, investing in different community programs as raising awareness bullying and improving the lives of the LGBT people in the community. (Glsen, 2017)

According to Quinn and Cameron there are four types of organisational culture and every organisation tries to combine them in a mix to get the best result. These four types are:

- The clan culture: in this culture the members are sharing commonalities and feel that they are a part of one big family actively involved in organisation. The main values are stand in teamwork, communication and consensus. Kellogg's is using this type of culture, the company is focusing on building respectful relationship with customers, employees, suppliers, communities and also with the environment itself.
- The Adhocracy culture: this culture is based on creativity and energy. The employees are encouraged to have initiative and take risks, while the leaders are involved in innovation. The organisation is on continuous experimentation, employees are encouraged to rely on individual ingenuity and freedom. The organisation's core values are based on change and agility.
- The market culture: this culture is based on the dynamic competition and getting concrete results. The organisation is focused on goal achieving, and the leaders are tough and demanding. In this culture the organisation stands together by a common goal to succeed and beat the competition.
- The Hierarchy culture: this type of culture is based on structure and control. The work environment is very strict and formal, with strong institutional rules in place for guidance. The leadership is focused on coordination and strongly monitors the employees, with a culture of efficiency and predictability. The main values for this type of culture are consistency and uniformity, this culture mostly applying to large bureaucratic organisations.

It is hard and almost impossible for companies to share equal trades from each of four cultural styles, because each organisation is based on a combination of people's attitude, assumptions, beliefs and behaviours.

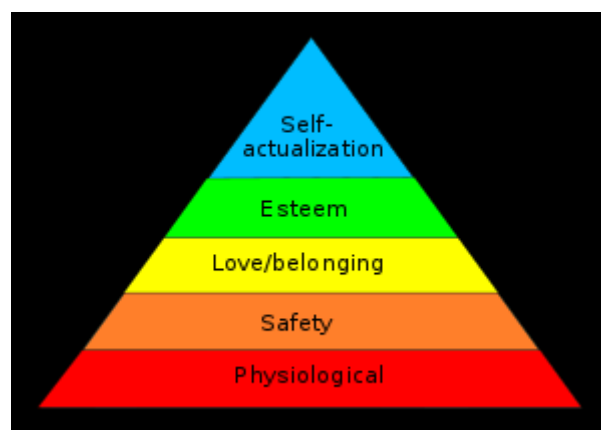
The relationship between companies culture and structure is very important actually essential for the organisation success. They are not separate, they are connected to each other.

Organisation structure is the way of placing the organisations people in a right way for the right position for each, also means the management of the organisational resources and arrangement of the resources in the right place. The organisational structure main objective is to create an effective and efficient communication link between different parts of organisation which are interrelated, and also to increase the coordination and cooperation between the organisation departments.

Kellogg's are using different motivational theories in order to motivate the organisation employees. Motivation means to influence employees and internally and externally to do their job.

One of the most important and well known theory is Maslow's hierarchy of needs. This theory associate motivation to a hierarchy of needs. At the bottom are the primary or essential needs as food, air, clothing, shelter. After satisfying one level of need, the individuals change their motivation and aspire to reach the next level. Because of this Maslow suggests that is necessary for the organisation to know where in the hierarchy each employee is placed.

Kellogg's is motivating every employee to work through each of the levels, this way positive affect is provided for employees and for Kellogg's organisation also.



- Physiological needs: Kellogg's is offering competitive salaries, this way people get the power to purchase the basic needs for living. Kellogg's has a flexible benefits program which allows employees to choose which benefits are the best for them. A few examples of these benefits are: childcare vouchers, discounted life insurance scheme, cash alternatives for company cars. This benefits and competitive salaries motivate them to stay loyal to Kellogg company.

- Safety needs: employees safety is an important value for Kellogg's, and because of this, Kellogg's is committed to provide a healthy and safe work environment, all this in order to prevent accidents. The company offers to the employees a large range of working patterns as part time, career breaks or homeworking, this helps employees to choose which of these is the best option for a healthy work-life balance.
- Social needs: Kellogg's has a weekly group meeting, this way they provide informal opportunity for employees to request and receive information about any part of the business, from sales data to company product or new benefits. This way the teams are strengthened and increase the workers sense of belonging. This open approach to communication keeps the employees focused on the company goals and helps the employees to contribute to Kellogg's values. Kellogg's believes the employees values are positive, seeing the best in them and also very important, they recognise diversity.
- Self-actualisation: Kellogg's encourage employees to take on challenging and stimulating responsibilities. The employees have the opportunity to take ownership of projects, this helps them to develop and improve. (Businesscasestudies, 2017)

Hofstede model of culture

Hofstede formulated his theory after he collected and analysed data from various countries. He used this analysis to formulate his theory about different dimensions of culture.

- Individualism- collectivism: this cultural dimension presents the relationship an individual has with him and with others in each culture. In the individualism culture the individuals mostly take attention for themselves and their close family. In this culture the management is about the self-efficiency. On the other hand, collectivism is valued in large traditional societies, and the main focus is on societal good and also on community welfare. The organisational styles are focused on efficiency with a strong consideration about the cultural values. Kellogg's is using the collectivism dimension, every employee is considered as a member of the group and the group have to look after each individual. In the collectivistic culture there are more chances for innovation because these cultures are much better prepared to catch organisational energies.
- Uncertainty Avoidance: this type deals with the needs to create rules and regulations for people behaviour against their sense of uncertainty. In countries where there is political stability and strong sense of cultural identity there is a low sense of this dimension as the people feel secure. In the countries like those in Latin America, the score is high in this dimension because the political climate is insecure and as a result affects the collective psyche.
- Power distance: this dimension is about the discrimination in the authority and power relations in a specific society. This is affecting the hierarchy and relationships in the family and in the organisation. As an example in patriarchal society the power rests on the male. The decisions he makes are considered the most influential and this society and the organisational structure are mostly predicted on gender relations which value more to male employees.

- Masculinity- femininity: in this dimension Hofstede says that in masculine cultures the dominant values are success and achievement and these societies focus on competition, progress and efficiency. On the other hand, the feminine cultures are focusing on emphasis and the concern for others. In this society the organisations are focused on social responsibility. Kellogg's is giving the same chances to both sexes and is adapting his organisational culture to each country and society accordingly to the type of society culture of each country and society.
- Long term orientation: in this dimension the culture is orientated on futuristic prospects by long term achievements. In short term orientated societies the values are more orientated on personal stability, respect and traditions. Kellogg's is combining these two orientations and applying them to each organisation culture depending on the country culture.

Both, the organisational structure and culture place a very important role in Kellogg's, they are depending on each other but they are also different too. The organisation structure focuses on the arrangement of the departments of the organisation and on the people, while the organisational culture covers all the activities of the organisation. The organisational culture is the large view of the organisation where the organisation structure is this part of this culture. (Egan, Yang and Bartlett, 2004)

The organisation structure organises the parts of the organisation while the organisation structure is giving the guidelines to accomplish the tasks. Both are important and have a big impact on the organisation performance. (Patil and Kant, 2012)

CONCLUSION

Kellogg's as a multinational organisation is conducting its business all over the world. For Kellogg's organisational structure and culture are very important matters for conducting their business operations and activities all over the world. Organisational behaviour helps Kellogg's to manage and understand their workforce properly and efficiently.

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