

MANGO

Assessment 1 – Organisational Structure & Culture

Module code: LCBB4003

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MANAGEMENT SUMMARY

The study is based on Mango which sells clothes and accessories. In this research the discussion is based on the organisational culture and structure with its different types. It has been also discussed how organisational culture and structure influence the company behavior and what factors determines the individual behavior in the workplace. The culture comprises of shared belief and values introduced by leaders and communicated to reinforce through several methods which ultimate shapes the employee perception, behavior and understanding.



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Introduction

The structure refers to the rules and policies which develops the organisational culture. To have the organisation success, the culture and structure must be open, innovative and creative so that employees can adjust easily and work environment satisfaction can be gained. The organisational culture represents the behave within the group. It also helps in increasing the overall performance of the business. The task is on MANGO which involves the retail sale of specialized lines of apparels and ornaments. Its headquarter is located in England and it was established in 1984 by Isak Andic. It is a spanish company, famous for designing, manufacturing and marketing women's, men's clothes and accessories. The latest news for Mango are that it introduced a new Mediterranean-insipered design to meet the standards of the fashion world. In this study the discussion is based on how organisational culture and structure influences the performance of businesses and on the basis of behavioural approach how individual behaviour is influenced at workplace.

1. Discussion on organisational structure, its types and appropriateness within different organisations

The organisational structure is defined as the system where certain activities are outlined to direct the goals of the organisation for achievement. It is described as the hierarchy of employees and employers, each job is identified, its function and reported within the group. It helps in determining the flow of information among different level of the company. In the centralised structure the decision flows from top to bottom involving functional and hierarchical. In the decentralised structure the decision making power is distributed between numerous level of the business involving flat structure.

The different types of organisational structure are as per the below:

- Functional organisational structure- in this structure the business is departmentalised based on the job's functions. The employees are organised in accordance to their specific skill and responsibility and they change from top to down. Each separate department is managed independently. The employees can focus on their job role which encourages specialization. In any sized company it is easily scalable.
- Hierarchical structure- pyramid-shaped organisational chart where the chain of command goes from top (CEO or Manager) to down (entry level). The employees are ranked within the organisation at various level. The employees have both manager and subordinate. In the association the hierarchical structure defines better level of authority and responsibility and employees are encouraged with clear directions.
- Flat structure- start-up companies use this structure as it fits in the companies with few level among upper management and staff-level employees. The level of management is limited which encourages less supervision and have more involvement from all the employees. It provides more responsibility to the employees and fosters open communication.
- Divisional structure- used by large companies where they operate their business in wide geographic area. The organisational function is grouped into division which corresponds to products or geographies. The company has power over the assets and money used on projects. It gives flexibility to the firms.
- Matrix structure- the employees in this structure have the dual reporting relationship depending on situation or project. It is in the form of grid showing cross-functional team. The supervisor is allowed to choose the individual in accordance to the project need and provides dynamic view of the sanitisation. The employees are encourages to use their skills such as problem solving, communication and decision-making.

From the above it can be said that Mango uses hierarchical structure where the products are sold at high volume, and tight control is put to maintain the design, quality, production, and distribution of goods. It encourages to have effective use of specialist managers. The competitor is Burberry which uses the matrix structure and has the aim to draw employees together. The employees are in contact with top management and facilities relationship with several departments (Karem and et. al., 2019).

2. Organisational culture, its varieties and appropriateness within various businesses

The organisational culture defines to the norms and values of the business which together makes the company's personality. It represents common perception shared by the firm's members. The unique nature of the organisation is culture. It is the system of shared beliefs, values and assumptions which governs the behaviour of the people in the business. The culture involves the expectations, experiences, philosophy, and values of the group which express self-image, interactions with outside world, inner working, and future expectations.

Below are the different categories of organisational culture:

- Clan culture- the prime focus is on mentorship and teamwork. It is people-focused where the company feels like a big family. In the environment, work is highly collaborative where every individual is valued and communication is top priority. The leadership takes in form of mentorship. It is highly flexible in nature. This culture improves the employee's commitment which creates the pleased customers and there is chance of market expansion as well.
- Adhocracy culture- the chief focus of this culture is risk taking and innovation. This culture encourages the employees to think creatively and to bring innovative ideas. It also falls within external focus and differentiation category where ideas are tied with market growth and the company's success. There is a contribution in high profit margin and employees are motivated towards their goals. The leaders are seen as innovators or entrepreneurs which take the risk.
- Market culture- the first focus is on the competition and growth which prioritizes profitability. It is a result-oriented organisation which focus on external success rather than internal satisfaction. The importance of market culture stresses on reaching to targets, meeting quotas and getting results. The companies are profitable and successful which boosts this market culture.
- Hierarchy culture- the main focus is on structure and stability. The group focus on internal business where clear chain of command flows. The employees have the dress code which is to be followed. This structure has set of way doing things which makes them stable and risk-averse. This culture has clear direction

which helps in achieving the company's objectives. The working environment is formal which emphasis on thr efficiency.

From the above the clan culture is suitable for Mango which increases the market growth and provides flexibility. It helps in creating fortunate business with the support of a happy team. Burberry uses market growth culture as it is focusing on its competition.

3. How organisational culture and structure influences the organisational performance

The organisational culture holds the employees, values and norms which enhance performance of an establishment. It also improves the value of the system by developing employee's motivation and satisfaction within the business. The culture is positively related with the organisational performance of Mango. The organisational culture influences the managers in a way they make decisions, deal with information, and manage the internal organisational environment. The culture may be learned or passed from generation to generation. The managers are directly influenced with the organisational culture as it influences the perceptions, thoughts, and feelings. It is also the series of management practice and behaviour which reflects managerial competence. The manager must understand the cultural aspect by considering strength and weakness so that they can perform better in the workplace. In addition, it is created and managed where the objective is to bring together the values, vision, and mission of the society. The culture is the understanding which is shared with the members of the group to influence the decision-making process of Mango.

The organisational structure also influences the organisational performance by aligning and relating parts of a business. The structure affects the success of the company in carrying strategies and objectives. The firm's structure is drawn from top to down flowchart. It is focused on the layout of departments and job roles. The organisational structure helps in communication with various teams effectively which leads to quick decision-making in Mango. It separates the firms into different branches or teams which guarantees the completion of all tasks and responsibilities. The employees get to know their working and can operate quickly with more efficiency. With this the company's overall performance is improved by creating efficient and streamlined system. The delegation of the certain task and responsibilities in clear manner allows employees to perform well at their job. The structure provides the guidance to the employees which improves their performance and leads to organisational success of Mango.

4. Different factors which can influence on the individual behaviour at the workplace

The individual behaviour defines the way of performing in the workplace which refer to combination of internal and external stimuli reactions. The individual behaviour is related to how the person response in specific situation and express different emotions like happiness, love, rudeness, and anger. The behaviour of the human is revealed at the working environment. The organisational performance of Mango is influenced with the individual behaviour. There are many factors impacting the behaviour of the person.

A. Personal characters

It influences the behaviour of the individual which is further classified into biographic and learned types.

- Biographic characteristics- the characteristics of the human are genetic and inherited in nature which cannot be changed. In Mango if the manger gets to know the employee's limitations and qualities they posses, it can make better use of the behaviour technique in an effective manner. Furthermore, they involve the physical characteristics which includes age, gender, religion, martial status and experience.
- Learned characteristics- it is defined as permanent change in the employee's behaviour which results in the interactions with the environment. The manager of the organisation in context to Mango pays more attention on learning, studying, and predicting the learned characteristics which consist of personality, perception, and importance.

B. Environmental factors

The external environment plays a significant role on the behaviour of a person.

- Employment level- the opportunities of employment available to the employee influence the behaviour. In the lack of job satisfaction the employee has to stick on same job due to less job opportunities. The employee must be loyal to the company to increase the productivity.
- Wage rates- the employees of the company are concerned with the wagers offered to them. The employee decision is directly affected by the monetary terms.
- General economic environment- the employees do not have effect on the economic cycle whether in public sector undertaking or government office. The employees of the private organisation are affected with the stable income and job security.

C. Organisational factors

The individual behaviour is influenced with wide variety of resources and organisation system.

- Physical facilities- in the workplace the physical environment is considered as the arrangement of people and positive things which influence the people. The behaviour of the individual is influenced with specific factors such as cleanliness, light, nature of job.
- Structure and design- in the organisation every department has the setup with structure and design. The position in which a person fits influences the performance and behaviour of the individual.
- Leadership- the system of leadership is established in the organisation's management which provide proper assistance, advice and coaching to the individuals. The behaviour of the individual is inspired to the greater extent with the leaders.

Recommendations to improve the organisational performance

To improve the overall organisational performance the recommendation is to create and communicate meaningful values as they are guidance for everyone in the company. The manager of the organisation must take interview questions to hire the candidate which can fit with the company values and organisational culture. The employees must be provided with the right tools, information, support and control and expectations must be set by the leaders so that trust can be build. The organisational chart must be created to consider functions by ensuring each one is properly staffed. The clear chain of command must be established so that the structure will clearly designate each person to whom they report. The organisational culture and structure together will increase the performance and lead to more productivity which will produce more revenue.



Conclusion

The organisational culture and structure are base for any company. The organisational behaviour defines the study of human behaviour in the group and how they interact with the others in the workplace. It has been concluded that organisational culture and structure works collectively which enhance the company's performance. The business has the different types of structures and cultures in which they operate their functioning. This clearly defines authority relationship and leads to better communication. The growth of the firm is encouraged with the help of organisational culture and structure. Mango is successful as it is using hierarchical structure and clan culture leading to happy employees, customers, and suppliers. The board of the company identified that to be able to grow within the retail sector they need to be clear about the career path, control and to show team spirit and loyalty so teamwork is on a great level.



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