
Sainsbury

Structure and Culture

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Introduction

The organisation culture is defined as the creation of a system that leads to the development of shared assumptions coupled with values and beliefs that projects the behaviour of individuals across the organisation (Laforet, 2016). The importance of this study corresponds to the understanding of the multiple relationships that influences the performance of an organisation. The aim of this study corresponds to the analysis of the multiple factors that aid in the development of organisational performance. Extended aim corresponds to the identification of the variables that aid in the identification of leadership and effective management capabilities.

For the execution of this study, Sainsbury has been taken into consideration. The organisation trades through the retail supermarket vertical. The reason for choosing the organisation lies in the presence of a varied type of people, its associated culture and corresponding structure that leads to the development of the organisational performance.

Body of discussion

Sainsbury as an organisation is characterised as a **hierarchical structure** in the system of corporate governance. This is characterised by segmentation of the overall governance in three divisions such as the board of directors, the operating board and the Sainsbury Bank. An executive officer heads each of the mentioned divisions. An example lies in Martin Scicluna as the Chairman of the board, along with Mike Coupe as the Chief Executive officer of the group (about.sainsburys.co.uk, 2020). Similarly, Roger Davis heads the board of the Sainsbury bank. Apart from the same, the organisation has dedicated structure for executing risk management in a streamlined manner [*Refer to appendix-1*]

Hence, it could be inferred that there exists a positive relationship between the structure of Sainsbury with organisational performance. This could be addressed due to the regularised flow of information to the lower strata of employees in a hierarchical structure coupled with the presence of a defined role in each segment of the hierarchical chain. Organisational performance corresponds to being aware of the immediate surrounding and implementing focus as per requirement. Evidence for hierarchical approach in the enhancement of organisational performance could be attributed to informed job cuts over extensive tenure to reduce the negative impact of the same on a regularised manner without hampering the required efficiency and output from the employees (Davies, 2020).

There are four types of **organisational culture** like exists in the current market. These are Clan, Adhocracy, Hierarchy and Market. For an organisation like Sainsbury, it could be inferred that Sainsbury incorporates an **adhocracy culture**. The mentioned culture is associated with being dynamic and entrepreneurial approach within the organisation (artsfwd.org,2018). An extended characteristic corresponds to the development of a risk-taking approach through the dedicated controlled situation. The reason for the same could be attributed to two major domains. The first one lies in the presence of dedicated risk management structure and information flow within the organisation as evident from appendix one.

The second reason lies in the creation of a common approach in executing the digital shopping experience. This is characterised by potential integration of the online in-store service along with the e-commerce services through a single mobile application (Rigby, 2019). This could be projected as an innovative approach by the organisation. Hence, it is evident that organisational performance would be enhanced. This would be based on the

segments finance, operations and sales functions of the organisation. The reason lies in an integrated mobile application corresponding to the better customer control and service in the long end. Similarly, effective integration of the customer base would result in the consolidation of the stocks required to be kept to aid in the market demand. As a result, predictive modelling could be implemented in an optimised manner to reduce the gap between supply and demand for the retail industry.

Similarly, the spending habit of the customers could be identified to maintained and analysed to identify possible areas of finances that might be required by the customers. Organisational performance, in this case, could be attributed to the positive development of operational efficiency. On the contrary, the presence of the mentioned culture might lead to minor negative variance in organisational performance. The reason lies in the requirement of extensive investment that might hamper the development of employees through training and other aspects that concurrently requires funds.

The relationship between ***people and organisational performance*** corresponds to the basic variable of effective human resources and its management concurrently. The function of people could be identified by the degree of diversity and equality that exists in the organisation. For example, the adjusted pay gap between men and women is 0.9% as per the 2019 gender pay gap report (about.sainsburys.co.uk, 2020). However, there has been no change in the percentage of the median gender pay gap from 2018, which stands at 3.8%. Overall, the mean gender pay gap as identified by the organisation has been 10.5% at the end of 2019 with a reduction of 1.6% at the end of 2018.

Apart from the gender pay gap, the impact of the people variable could be identified through more than 2000 number of females being paired with a mentor under the female mentoring program. Additional attributes lie in the incorporation of more than 26000 individuals that have been provided jobs based on YouCan programme for individuals facing workplace barriers since 2008 (about.sainsburys.co.uk, 2020). From the mentioned data, it could be inferred that the people variable is a dynamic one in against organisational performance. Effective management and usage of the same would lead to enhanced organisational performance in terms of output and sales increment. On the contrary, in the event poor management is identified in the segment of human resources like poor diversity and ethnic values, the possibility of high employee attrition exists that would undermine the required organisational performance.

The essential nature in terms of ***the function of managerial work*** is projected to the controlling of workflow coupled with the regularising the division of labour as per the strength and weakness of the individual. For an organisation like Sainsbury, the mentioned function could be attributed to the creation of organisational structure and functions in the hierarchical aspect. As a result, the nature of managerial work could be identified through the effective control of information coupled with the delegation of work in a concurrent manner. Similarly, the nature of managerial work in terms of the process could be attributed to the creation of project charter during any new task being executed and following the developed norms for oneself along with other lower strata of employees. For Sainsbury, this process could be attributed to the creation of the digitised presence across the group for both the employees and customers in the long end.

The ***role of leadership*** in any organisation is to control a frantic situation that is generated due to the changes in the external environment as well as the internal environment. An additional role of a leader is to execute a smooth transition of change that is brought about by the individual in a controlled manner. Mike Coupe could attribute example to the streamlined handing over of CEO duties at the end of 31st May to Simon Roberts (Partridge, 2020). The overall role of a leader corresponds to create a mix of innovation and standard practices to aid in effective organisational operations. An example lies in not owning the legacy of drastic growth of the supermarket chain due to panic buying for oneself and giving the successor to manage such activities.

Some of the ***variables*** that determine the ***effective leadership and management*** are time management, communication, motivation, a delegation of job and goal settings. Extended variables lie in the conduction of recruitment and regular reviews to provide constructive feedback and generate healthy competition among the employee. The variable of time management and communication results in ineffective information sharing and control of workflow. These are common among both managers and leaders. On the contrary, the variable of delegation and motivation project a different path. For example, a leader is characterised with an internal locus of control that complements the generation of intrinsic motivation among individual while it is extrinsic for managers. Similarly, the delegation of job and sudden innovation in the characteristic feature of a leader while a manager usually follows pre-defined rules for the execution of the task.

The behaviours of an individual and the group are likely to be influenced by various factors in the workplace. For instance, gender, abilities, attribution, culture, attitude and perception are some of the major aspects driving the behaviours of the staffs in the workplace. However, the environmental factors like workplace setting, relationship with other workers, job role and types of the tasks allocated also influences the behaviour of the employees at times (Wesselink *et al.*, 2017).

The organisations can implement ***the behavioural theory*** for understanding and analysing the influence of the workplace environment upon the behaviour of the employees in this context. Individual behaviour can also be assessed using ***Maslow's motivational theory***. Abraham Maslow invented this theory for understanding human behaviour by considering certain basic needs, which drive their behavioural approaches. Maslow's three basic assumptions are as follows:

Human needs can never be content or fulfilled

Human behaviour can be motivated through satisfaction needs.

The human needs are classified through a 'hierarchical structure' of importance, moving upwards.

The five needs that influence the human behaviours of the employees as discussed below.

Physiological Needs: The physical needs required for maintaining the wellbeing of the people such as food and shelter falls in this need.

Safety Needs: This includes stability, protection and basic security for human beings, driving their behaviours.

Love and Belonging needs: When the needs of basic lifestyle and security are fulfilled, people tend to have needs for love and emotion through meaningful relationships. The bonding with others highly influences the individual's behaviour at every space.

Esteem Needs: This includes self-confidence, fame and reputation, which drives their behavioural approaches. When the employees have a good reputation at the workplace, the individual is driven to show good behavioural skills for maintaining the positive image and good impressions (Bouzenita and Boulanouar, 2016).

Self-actualisation needs: This refers to self-assessment and self-evaluation by the individuals and changes or adapts with the environment influencing their behaviour.

These five needs highly affect the behavioural approaches of the employees working in the workplace.

Apart from that other factors affecting employee behaviour are:

Work culture: The organisation needs to provide a comfortable workplace for the employees to have a positive mind and show positive behaviours such as discipline and punctuality. Moreover, employees tend to show more respect and efficiency towards their job roles when, when they get to work within a healthy environment (Clohessy *et al.*, 2019). On the contrary, a negative and unhealthy work environment, would lead to negative behavioural approaches among the employees, like disrespectful and unethical towards work and the seniors, lower performance, late comings etc.

Effective communication between the employees and their managers highly encourages the employees, influencing their behaviour like enthusiasm, work interest and helpfulness. The employees are likely to go an extra mile and help others, when the organisation have a good communication system and healthy relationships among the employees, while ineffective communication would lead to misunderstanding and conflicts, resulting in poor behaviour like loss of working interest among the staffs.

Job responsibilities: Employees would show positive behaviours like high efficiency, interest towards learning and enhancing their skills at the workplace when they have delegated job roles according to their capabilities (Parker *et al.*, 2017). On the contrary, a delegation of inappropriate tasks would lead to loss of interest and behavioural issues like losing interests, lack of ethics and losing grievance towards the management.

Conclusion

Against the conducted study, a two-phased summarisation approach could be identified. First, it could be inferred that the relationship between culture and people with organisational performance is a dynamic one. The reason lies in both positive and negative influence that coupled modify the performance aspect. Second, it could be inferred that the nature of managerial work is to streamline the process to generate the required outcome. Overall, it could be concluded that effective management coupled with leadership is determined through the variables of time management, motivation and delegation.

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Appendix-1: Risk assessment matrix

