

Introducing the modern workplace

Assessment 1

Student name: Nina Ilieva Angelova

Student ID:2023254

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Lecturer's name: Dr.Gregory

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Introduction

In modern-day business and the environment of the workplace, the relationship between employers and employees has changed drastically. The present report coherently assesses the relationship between people, culture, structure, and organisation's performance. The report also aims to identify the essential nature of management of work in terms of both process and functions, communicate the leadership role and explains the variables that assess effective leadership and management. The report also evaluates the approach of behaviour to management to understand factors that impact the differences in individual attitudes and behaviour. The report considers the case of John Lewis.

Task

The report aims to assess the relationship of the structure of organisation, culture of the organisation with the performance of the organisation. The below segment encompasses the various factors that affect individual behaviour in the context of John Lewis.

The relationship between structure, culture, people and organisational performance

There is growing concern towards the significance of the structure of the organisation in the alignment of the success of organisational overall performance of any company. The **structure of the organisation** as a factor of an organisation is linked with the issue of vital significance to the operational management for instance, in John Lewis, managing people helps in communication and coordination both within the operational function and between the other business functions of the organisation (Shafiq et.al, 2019).

The structure of the organisation provides employees with guidance by laying out the formal relationships of reporting that govern a company's workflow. John Lewis states that formal structure in a company at times makes it easier to accommodate new positions in the organisation as well as provide ready and flexible means for the organisation's growth. The organisation without formal structure, workers may find it complex to know to whom they have to report officially in various circumstances, and it becomes not so clear about who has the ultimate responsibility for a specific thing. The structure of the organisation enhances the efficiency of operation by providing employees clarity at a different level in the organisation.

A strong and positive culture can make an average person do their job and achieve excellently, whereas a weak and negative culture might lead to the de-motivation of talented workers to underperform and end up with a lack of objectives attainment. Hence the **culture of the organisation** has a direct and active role in the management of performance.

The culture of the organisation defines the manner in which workers complete their tasks in the job and communicate with others in the company. (Roscoe et.al, 2019) The

paradigm of culture involves various values, rituals, symbols and beliefs that govern the operation style in John Lewis. The culture of the corporate binds the workers together and provides the company with an appropriate direction. During the change times, the biggest obstacle for organisations like John Lewis may be cultural change as the workers are already used to or accustomed to a particular way of performing things.

The strong culture in organisation highlights that employees hold similar beliefs, have the same ethical values, and are like-minded, which in turn enhances the overall productivity of the organisation (PAAIS and PATTIRUHU, 2020). These ethical values and beliefs align with the objectives of the business and can prove to be effective enough in team building because trust and rapport could quickly ensue.

One of the most crucial elements in the **performance of people** in the organisation is their aim to attain goals. The organisation to be successful requires employees who are successful in meeting deadlines, making sales and building a brand with the help of customer communication. When people in the organisation do not perform in an effective manner, customers might feel that an organisation like John Lewis is being apathetic towards their needs and will shift somewhere else. People in the organisation who are able to work effectively are more likely to provide better results for the organisation. For instance, the individual who prepares customer reports in John Lewis is always late in completion of reports, then the department of customers services would always be waiting, will look incompetent and perhaps unprofessional.

When the employees in the organisation are able to do their assigned tasks effectively, the morale factor of the organisation gets a major boost. The workers who are not motivated enough to get the job done as told to them might bring an entire unit with them. It is significant to foster an energetic and positive environment at work (Miao et.al, 2018).

The essential nature of managerial work (in terms of both functions and processes)

A management function is a systemised approach to doing things in the organisation. The managerial work is significant in a process as it focuses on one thing that all the managers in the organisation, irrespective of their skill or aptitude, engage in some interlinked function to attain the desired objectives in the organisation. The major functions of management are organising, planning, controlling and leading, and these are the functions performed by managers to accomplish the goals of the business in an effective and efficient manner (de Melo et.al, 2021). The managers at first must set a plan, then manage and organise a pool of resources as per the plan and lead the workers towards the prepared plan and then at the end take control of everything by measuring and monitoring the plan's effectiveness.

The effective management of operation and process are done by the managers also assists the workers in engagement, and the responsibilities and roles are defined in the company like John Lewis. It does not matter what obstacle an organisation faces, a strategic plan of the managerial process in place makes sure the workflow of employees is right in the organisation, and the production of the organisation is not affected at all.

The role of leadership in an organisation

Leadership plays a crucial role in organisational development and growth. An organisation like John Lewis cannot work efficiently without having effective leadership in the place. Leadership is a crucial managerial function that assists in productivity enhancement and to attain the goals of the organisation. Leadership, in fact, is a significant and crucial element of effective management which assists to maximise organisational goal and efficiency and to attain goals of the organisation.

A leader maintains and establishes personal terms with the subordinate and attempts to meet their needs and objectives (Li and Guldenmund, 2018). The people in the organisation follow leaders due to the fact that he provides them with opportunities and security to have job security, to earn well and gives the right to do their job by understanding individual feelings. The workers willingly accept the leaders because the

leader takes care of the needs of the employees, and as a result, they work with complete enthusiasm and complete dedication.

The environment of business keeps on changing at a quick speed so, in order to cope up with the trends and changes in the changing business environment, many changes have to be introduced in organisations like John Lewis. The people since already happen to be under the guidance of the leader can easily make them competent to accept and implement these alterations.

The variables that determine effective management and leadership

The variables that determine leadership and effective management includes initiating structure and consideration, which includes the behaviour of leaders and managers with defining work and organising the goals and relationships. In order to be effective, a manager or leader who has prepared the right structure and assigns people with particular jobs expects employees to meet deadlines and set routines (Vasilescu, 2019). The variable of consideration shows mutual trust, friendship, concern for subordinates and warmth. The other crucial variable is time, and that is the number of hours that a manager or leader has in a month for specific deadlines to get things done.

Money, on the other hand, is a variable that gives a leader or manager a range of options. When it comes to hiring experts, they need to spend money, and that manager or the leader has to make the right choices (Madanchian et.al, 2017). The effective management of resources is one such variable that defines the effectiveness of a leader or manager.

The behavioural approach to management

The approach of behaviour in management has evolved majorly due to main factors because the practising leaders and managers discovered that adopting the concepts of the classic approach failed to attain total workplace harmony and total efficiency. The management and its behavioural approach exhibited that classical theorists failed to consider the aspect of humanity (Henkel et. al, 2019). The theory founders of classic theory viewed the organisation from the perspective of production; the advocates of behaviour in management exhibited personal behaviour and processes of group and also looked after the significance of processes of behaviour at the place of work. The studies of Hawthorne in the early 1930 and late 1920 assisted in lending credibility to the approach of behaviour.

The human relation terms imply the manner in which the manager links and connects to employees below them. Managers face many challenges because the employees generally do not stick to balanced patterns of behaviour which are predetermined. Human relations approach supporters are of the opinion that management should assess the need for social acceptance and recognition amongst the employees. The approach of behavioural science is actually one of the extensions of the approach of human relations. It gives attitudes value, performance and behaviour of groups of people within an organisation like John Lewis. Behavioural science advocates the approach considering the individuals are much more difficult than the description of an economic man of the approach of classical theory and the description of the social man in the approach of human relations (Özsungur, 2019).

The theory of behaviour management is generally known as the movement of human relations because it looks after the dimension of individuals at the place of work. The theorists of the behavioural approach are of the opinion that a better insight into the behaviour of humans at work such as conflict, motivation, group dynamic, expectations, and enhance productivity.

The factors that affect differences in individual behaviour

There is different research on the subject, and that exhibits that women and man both stand equal in terms of performance of the job and mental abilities through society still focuses on the differences between two counterparts. Absenteeism is one such field in a company where differences can be observed as women are considered to be the ones responsible for giving care to the children. A factor that might impact work evaluation and allocation in a company is the perception of management and individual values.

A group of individuals sharing the same bodily and physical attributes is known as a race. Culture, on the other hand, can be defined as the ideas, traits, traditions and customs that one follows either in a group or a person. Culture and race have always put on a significant impact both on the place of work as well as in society (Elenwa, 2020). The general mistakes such as stereotyping and attributing behaviour as per the person's culture and race basically impact the behaviour of an individual at the place of work.

Attitude is one such factor that is a learned behaviour or reaction or a way of the response of an individual's process of cognitive over a period of time. For instance, an individual who has been with various organisations might develop a different kind of attitude, and that might create indifference between the citizenship of the new organisation. The perception of a person toward different things in an organisation might impact how an individual behaves in an organisation.

Conclusion

The current report highlighted the relationship between culture, people and structure and how it affects the organisational performance. The report also attempted to determine the essence of the managerial work in terms of both functions and process. The report also highlighted the role of leadership. The report also concluded the variables of leadership and management, which impacts effective management and leadership. The report also evaluated the approach of behaviour management while considering the understanding of different elements that leads to differences between behaviour and attitude of an individual in an organisation.

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