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## **Introduction**

Achieving organisational success in a competitive environment driven by the emergence of globalisation factor is an essential factor of consideration for every employee and organisation collectively (Hitt et al., 2019). Organisational success is not always about increasing sales and maximising profitability, but it is associated with several other factors through which long-term assurance of organisational sustainability and survival can be achieved, all referring to the stance of success (Buckley, 2020). Similarly, the following report has been undertaken in the light of exploring three key driving factors of organisational success identified as organisational structure, organisational culture and employee motivation. All these three factors play a key role in shaping the success of an organisation and ensuring improved competitiveness in a globalised work environment (Anwar and Abdullah, 2021). The report will emphasise developing a connection between all these three factors so that work alignment can be optimised and relevant decisions can be initiated, to secure greater organisational benefits and success in the long term. To aid effective understanding, the following report will contrast the example of Tesco Plc. which is one of the leading retail and grocery chain in the UK.

## **Organisational Background – Tesco Plc.**

Before further assessment regarding the connection between organisational structure, culture and employee motivation can be provided for the success of Tesco Plc, it is essential to acknowledge a basic understanding regarding the company being discussed. Tesco is a leading organisation in the retail and grocery industry of the UK which was established 104 years ago in the year 1919 in London, UK (ZXhang et al., 2023). The company specialises in retailing a range of different products including household equipment, electronics, grocery items and furniture. Tesco has been quite successful within the industry which has allowed it to expand internationally in different countries including USA, Germany and several others. The key reason behind the success and profitability of Tesco is the ability of the company to offer high-quality products in competitive pricing which has maintained the competitive stance of the organisation as being unmatched (Rosnizam et al., 2020). However, this is not the only factor leading to the success of Tesco, organisational structure, culture and employee motivation have played an equally important role, which is further expressed critically, as below.

## **Organisational Structure and Performance**

The first aspect to discuss in this report is identified as the factor of organisational structure. The organisational structure can be evaluated as a formal approach through which the responsibilities within a company are distributed, communicated and reported accordingly. Adapting and following a formal organisational structure is critical for organisational success as it reflects increased effectiveness and efficiency in routine tasks and responsibilities. There are different organisational structures which an organisation can focus on adopting and following whereas the choice is dependent on the size, nature and preference of the management of the organisation. Similarly, the organisational structure of Tesco is associated with a hierarchical strategy within which the lines of decision-making and authority are identified clearly. Furthermore, the hierarchical structure has further divisions made according to the key functions including the known operational departments such as human resources, marketing, finance and operations (Winnubst, 2017). Such an organisational structure is highly effective and beneficial for Tesco so that communication can be effective, coordination can be maximised and specialisation can be encouraged extensively. This is a mandatory strategy for Tesco because it operates globally and hence maintaining a uniform approach is essential to minimise the conflicts and hassles, leading to improved customer satisfaction and loyalty.

Similarly, it is important to understand that the performance of Tesco can be influenced by organisational structure in different ways. These ways need to be acknowledged by the management of Tesco so that they can be improved and enhanced effectively in the long term. Similarly, some of them are identified and evaluated below.

**Adaptability and Flexibility** – The existing structure of Tesco encourages adaptability and flexibility in terms of accepting the current level of customer demands and making necessary changes to accommodate them. The example of Tesco introducing new products according to the customer's feedback represents its effectiveness towards adaptability and flexibility (Parthasarthy and Sethi, 2018).

**Control and Coordination** – The existing organisational structure at Tesco serves with improved coordination between different key departments so that the organisational goals are aligned optimally. For instance, the operations department is connected through efficient and effective communication channels with the marketing department to acquire key insights from the

customer's feedback and implement them at the earliest to benefit extensively (Bartlett and Ghoshal, 2017).

**Division of Labour** – Simultaneously, the hierarchical organisational structure being followed at Tesco welcomes and encourages specialisation within the functional departments through which expertise and productivity are optimised. Continuous practices regarding innovation are an important consideration which reflects the well-distribution of the division of labour within the company (Hage and Dewar, 2018).

### **Organisational Culture and Performance**

The next important aspect of consideration in this report is identified as organisational culture. Organisational culture can be defined as the perception, beliefs and set of attitudes acquired by the workforce in an organisation so that the working environment can be shaped accordingly. Maintenance of the organisational culture is based on the management and leadership approach adopted by the authorities (Warrick, 2017). Similarly, it has been observed that the organisational culture of Tesco is based on continuous improvement, innovation and customer focus. Different values including integrity, respect and teamwork are focussed by Tesco's management so that interaction with employees and customers can be enhanced effectively. The organisational culture theory of Hofstede can be associated in terms of being followed by Tesco within which uncertainty avoidance is the key aspect of consideration (Felipe et al., 2017). This is because Tesco is equipped with highly experienced employees who have been associated with the organisation for a long period. Thus, they are capable of avoiding the hassles frequently and effectively, so that organisational success can be improved profitably in the long term. Similarly, some of the factors which affect the organisational culture of Tesco are identified and evaluated below.

**Strong Communication** – Uncertainty avoidance culture focuses on transparent and open communication so that maximum and relevant information can be shared fostering collaboration effectively (Driskill, 2018).

**Performance Orientation** – An uncertainty avoidance culture looks forward to fostering a performance-driven mindset within which the employees are motivated to achieve excellent outcomes which can be inclusive of innovation and adaptability vividly.

**Employee Engagement** – An uncertainty avoidance culture is highly dependent on collective working with motivation and dedication whereas it can be achieved successfully if employee engagement is maximised with improved autonomy (Sun and Bunchapattanasakda, 2019).

### **Employee Motivation at Tesco**

In continuance with the discussion provided above, it is important to understand that achieving the right traits of organisational structure and organisational culture can be possible if the employees are motivated appropriately and sufficiently. Employee motivation refers to the ability of an organisation to maximise the dedication and commitment of the workforce towards their roles and responsibilities through different incentives including financial benefits, non-financial benefits, and, training and development. It is the responsibility of the HR department of an organisation to identify the motivational needs of the employees and address them appropriately (Al-Madi et al., 2017). Similarly, there are numerous motivational strategies which Tesco has employed and through which the needs of the workforce are recognised and served promptly. The HR department and the management of Tesco adopt Maslow's Hierarchy of Needs theory to improve employee motivation at the organisation. This theory serves the needs of employees in terms of certain factors including basic needs, security needs, social needs, esteem needs and self-actualisation (Mikkelsen et al., 2017). Hence, the motivational factors provided by Tesco to its employees contrasted with Maslow's hierarchy, are evaluated as below.

**Compensation and Benefits** – As a basic need, Tesco serves competitive compensation packages to its employees along with additional financial bonuses so that their commitment can be persistent.

**Career Development** – To address the esteem needs, Tesco provides different career development incentives for its employees, including training and development, so that their capabilities can be improved effectively and considerably for the future.

**Employee Empowerment** – To ensure maximum motivation is served to the employees, Tesco offers greater employee empowerment with improved and extensive autonomy so that they can feel valued and important for the company and maximise their performance considerably. This eventually satisfies the need to be recognised for their achievements, including improved sales and better customer service, achieving a level of self-actualisation successfully (Ozkeser, 2019).

## **Behavioural Approach to Management**

Moving further, it is essential to understand that organisational success in a well-structured organisation working under a beneficial organisational culture driven by highly motivated employees can only remain consistent in the long term if it is backed by strong managerial behaviour. The behavioural approach to management emphasises acknowledging individual behaviour in a specific organisational setting. There are different factors which can have a direct impact on the way individuals behave such as cultural and social impacts, motivation, attitudes and personality traits (Schermerhorn Jr et al., 2020). The significance of individual differences is highly valued by the management of Tesco due to which relevant behavioural approaches are identified and associated accordingly. This can be further assessed using Herzberg's two-factor theory, dependent on the managerial traits of X and Y managers (Alshmemri et al., 2017). This is further contrasted under the current managerial aspect of Tesco, as below.

**Aligning Leadership Styles** – To ensure the traits of Manager X Style are followed, Tesco aligns and reflects a transformational leadership style so that autonomy and a sense of responsibility can be provided to every employee. However, it is also recommended to reflect the stance of democracy so that control can be maintained by the higher authorities.

**Provisioning Training and Development Incentives** – Simultaneously, Tesco focuses on investing in improved training and development incentives for its employees so that their capabilities, knowledge and skills can be improved effectively and thoroughly. Tesco provides both formal and informal development opportunities equally, to maximise its effectiveness as an employer with a positive behavioural approach.

## **Conclusion**

Summarising the discussion provided above, it can be evaluated that organisational success can be identified through various factors among which a significant role is played by organisational structure, culture and the level of employee motivation. Similarly, these three factors of Tesco are interlinked with the performance of the organisation while reflecting a significant influence on future performance as well. The hierarchical structure of the company assists efficient decision-making and coordination whereas a culture focussing on customer's needs further makes sufficient arrangements to foster innovation and maximise employee engagement. The motivational approaches to deal with all these strategies at Tesco are quite impressive and are equally

responsible for the success the company has gained in recent years. Hence, by being able to acknowledge and interpret the following links along with the active application of the behavioural approach to management, Tesco can manage individual differences within the workplace and foster an environment emphasising quality performance in the long term.

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