

University of Wales Trinity St David

Component 1:

Report on the organisational structure, culture and employee
motivation within Marks & Spencer's

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Introduction

This research is an in-depth examination of Marks & Spencer (M&S), in which the intricate dynamics of organisational structure, culture, and employee motivation are dissected to reveal their deep implications on organisational goals attainment. Recognising the interconnected nature of these variables, we hope to uncover the particular ways in which M&S's distinctive approach to these elements contributes to its operational success. The parts that follow will rigorously examine the function of organisational structure as M&S's structural backbone, the shaping influence of its corporate culture, and the critical impact of employee motivation on overall performance indicators. Through this examination, we hope to provide a more nuanced understanding of how these components work together to move M&S towards its strategic goals.

Overview & history of the company

Marks & Spencer (M&S) was founded in 1884 when Michael Marks opened a market stall in Leeds and has since grown into a retail powerhouse (Bevan, 2017). The subsequent partnership with Thomas Spencer in 1894 formalised M&S as a renowned retail organisation. This rich historical tapestry not only highlights M&S's long past, but also highlights its adaptability in the ever-changing retail sector. M&S has been in the vanguard of diversification initiatives, as seen by its influential sustainability programme, "Plan A," which debuted in 2007. M&S's dedication to ethical business practices, inclusive employment, and environmental sustainability is reflected in this effort. Notable accomplishments include waste reduction and initiatives to secure fair salaries in the supply chain, demonstrating M&S' proactive attitude to today's social and environmental concerns. (M&S, 2022)

The complexities of ownership reflect a diversified shareholder base that includes both institutional and private investors. This diverse ownership structure adds to M&S's pluralistic governance, in which a wide range of stakeholder perspectives influence strategic decision-making within the corporation. M&S's uncompromising dedication to the 'Quality Worth Every Penny' credo distinguishes it in the market (Vizard, 2016). This dedication pervades M&S's entire product line, with the M&S Food Hall serving as a testament to premium choices and high-quality produce. This strategic positioning not only encourages client loyalty, but also defines M&S as a quality icon in the extremely competitive retail sector.

Organisational Structure and performance

Definition

The intricate framework that highlights the formal arrangement of roles, responsibilities, and interactions within a corporation is organisational structure, a major pillar of management philosophy. It acts as the structure plan, affecting how work is done, choices are made, and information is distributed. The importance of organisational structure cannot be understated; it affects an organisation's internal dynamics, influencing operational efficiency, adaptation to change, and, as a result, overall effectiveness (Robbins & Judge, 2019).

Application to M&S

The organisational structure of Marks & Spencer (M&S) represents a purposeful synthesis of functional and divisional features within a matrix structure. This structure smoothly mixes expertise and adaptability, drawing on Mullins' (2016) theoretical viewpoints. The matrix structure, as exemplified by M&S's internal operations, promotes cross-functional collaboration. For example, the implementation of "Plan A" entails dynamic teams made up of persons from many functional areas

working together to achieve sustainability goals. This interdisciplinary partnership exemplifies M&S's organisational structure's adaptability as well as its synergistic cohesiveness. Aside from structural complexities, M&S places a strong emphasis on cultivating a culture of collaboration and teamwork. The "Better Together" programme exemplifies this dedication by encouraging staff from many departments to collaborate on common goals and engage in collaborative problem-solving (Marks & Spencer, 2022). This cultural emphasis goes beyond rhetoric, impacting the workplace ethos and influencing how employees perceive their jobs inside the organisation. M&S's commitment to diversity and inclusion becomes engrained in its beliefs, resulting in a corporate culture that reflects these ideals. M&S's matrix structure is critical in moulding its agility and responsiveness in a volatile business context. The emphasis on teamwork and collaboration is more than just a cultural preference; it is a strategic advantage that boosts employee engagement. Notably, collaborative efforts within "Plan A" have not only fostered sustainable practices, but have also become a symbol of M&S's commitment to innovation and effective problem-solving (Marks & Spencer, 2022). This adaptable organisational structure positions M&S strategically, allowing it to manage market difficulties with agility, positively impacting its overall performance indicators and maintaining its competitive edge.

Organisational culture

The organisational culture of Marks & Spencer (M&S) delicately ties together many components that determine its identity and govern employee behaviours. A more in-depth investigation reveals cultural norms that extend beyond surface-level activities, impacting the core fabric of how M&S functions and interacts.

M&S demonstrates a strong commitment to diversity and inclusion not only in its workforce but also in its approach to consumer interaction. The "Spark Something Good" initiative, in which workers participate in community projects, exemplifies M&S's cultural commitment to make a positive influence outside its corporate operations. This cultural commitment extends to how M&S interacts with its suppliers, emphasising fair and ethical supply chain procedures. M&S's collaborative attitude is a critical cultural feature that promotes teamwork and shared responsibility. Initiatives such as the "Make Your Mark" campaign, which allows employees to contribute to decision-making processes, demonstrate a culture that values multiple perspectives and encourages active involvement. This collaborative culture extends beyond internal operations to external stakeholders, resulting in a network of mutually beneficial partnerships.

The Organisational Culture Profile (OCP) model by O'Reilly, Chatman, and Caldwell (1991) can be used to understand M&S's cultural approach. This paradigm identifies seven cultural dimensions: innovation, stability, respect for others, outcome orientation, attention to detail, team orientation, and aggressiveness. The cultural emphasis on cooperation and community engagement at M&S corresponds with the aspects of Team Orientation and Respect for People, establishing an organisational climate that recognises both individual contributions and group achievements. Furthermore, M&S's culture can be classified using Deal and Kennedy's (1982) concept of organisational culture. This model connects M&S with a 'Work Hard/Play Hard' attitude, in which employees are expected to work hard in a dynamic and fast-paced setting while still enjoying a collegial and collaborative workplace atmosphere.

M&S's corporate culture is essentially a complex interplay of beliefs, practices, and projects. It is a dynamic force that influences how the firm communicates with its employees, customers, and the broader community, demonstrating a dedication to establishing a healthy and influential workplace culture.

Employee motivation and performance

Employee motivation, a critical component of organisational performance, refers to the internal and external variables that motivate people to work hard and achieve organisational goals. Employee motivation theories depend on a variety of views, including Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and McClelland's Achievement Motivation Theory.

Marks & Spencer proactively fosters employee motivation through a variety of activities. The organisation understands the value of creating a happy work atmosphere, investing in employee well-being, and giving opportunities for professional development. M&S's "Feel Good" programme, which focuses on staff health, emotional well-being, and work-life balance, shows this devotion. Furthermore, M&S emphasises recognition and gratitude, sustaining motivation by recognising individual and team accomplishments.

Herzberg's Two-Factor Theory

Herzberg's view distinguishes between hygienic and motivating causes. M&S addresses hygiene issues by assuring fair pay, job stability, and a safe working environment. Motivators are interwoven in recognition programmes like the "Spark Something Good" campaign and the "Your Say" project, which allow employees to contribute ideas and get credit for their accomplishments.

McClelland's Achievement theory

The "Spark Something Good" campaign encourages employees to go above and beyond their specific responsibilities by getting involved in community projects. Needs for affiliation are satisfied by collaborative programmes such as the "Better Together" campaign, which fosters a sense of community and shared responsibility. Furthermore, empowerment initiatives, like as the "Your Say" campaign, meet power demands by giving employees a forum to influence choices (Marks & Spencer, 2022).

Marks & Spencer provides a holistic approach that serves the different demands and motivations of its staff by deliberately blending these motivating philosophies. Beyond basic job satisfaction, the company's initiatives actively engage employees in a way that corresponds with their innate desires and generates a good and stimulating workplace culture.

Maslow's hierarchy of needs

Maslow's hierarchy of needs is recognised by M&S by addressing various degrees of need within its workforce. Physiological needs are satisfied at the most basic level through competitive remuneration and employment perks. Workplace safety measures and employee well-being programmes such as the "Feel Good" campaign address safety needs. M&S recognises social requirements by building a collaborative work atmosphere, as evidenced by efforts such as the "Make Your Mark" campaign, which promotes teamwork and camaraderie.

How it affects Performance

At Marks & Spencer (M&S), employee motivation is a driving factor that has a substantial impact on organisational performance. A detailed examination indicates how M&S's motivational techniques have a positive ripple effect throughout the organisation, influencing numerous aspects of performance.

Job satisfaction and increased productivity:

Productivity and motivation: Employees who are motivated at M&S are more productive (Luthans, 2011). Recognition programmes and empowerment initiatives help to build a pleasant work environment by instilling pride and satisfaction in individual and team accomplishments.

Employee Motivation and Innovation:

Employee motivation is a catalyst for innovation. Motivated staff are more likely to offer unique ideas and contribute to the company's continual progress at M&S, where innovation is critical in the dynamic retail sector.

Motivation and Customer Experience:

Customer Satisfaction and Loyalty Employees who are motivated are more likely to provide excellent customer service (Bowen, 2011). A motivated team at M&S has a significant impact on customer satisfaction, creating loyalty and repeat business.

Motivation and Decision-Making:

Motivated personnel are more involved in problem-solving and decision-making processes. Initiatives such as the "Your Say" programme encourage M&S employees to actively submit ideas and solutions.

Critical analysis of organisational structure, culture and employee motivation

Marks & Spencer's (M&S) sophisticated synergy of organisational structure, culture, people, and performance collectively contributes to a dynamic and healthy organisational environment. The collaborative matrix structure, which is inextricably linked to a culture of teamwork and inclusivity, acts as a catalyst for innovation and efficient problem-solving. Initiatives like as "Make Your Mark" demonstrate how this collaborative culture translates into actual results, boosting employee engagement and a sense of shared responsibility. This collaborative ethos, which is firmly embedded in M&S's culture, affects and motivates employees to actively participate in decision-making processes, as evidenced by programmes such as "Your Say." The people-centric strategy, which is driven by a dedication to employee well-being, results in an engaged workforce, which has a beneficial influence on productivity, innovation, and customer satisfaction. M&S's "Plan A" environmental initiatives, for example, demonstrate how engaged employees contribute to the company's reputation for ethical operations. The collaborative structure generates cultural values, motivates individuals, and collectively drives organisational performance in this holistic interplay, cementing M&S's position as a retail leader.

Conclusion

In conclusion, Marks & Spencer's long-term success may be attributed to the complicated interaction between its collaborative matrix structure, a culture that values cooperation and diversity, and a people-centric strategy that prioritises employee well-being. This dynamic interplay stimulates employees, encourages creativity, and improves organisational performance. The collaborative structure creates cultural values, resulting in a highly motivated workforce that actively participates in decision-making processes. M&S's dedication to people-centered strategies boosts productivity, innovation, and customer pleasure. Through the seamless integration of structure, culture, people, and performance, these factors create a unified and vibrant organisational environment, placing M&S as a retail leader.

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