

ASSESSMENT 1

ORGANISATIONAL STRUCTURE & CULTURE

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Introduction

Organisational behaviour is the study and comprehension of individual and team conduct as well as organisational structure and management effectiveness strategy to achieve the business's goals. *(Mullins, L.J. 2019)*

Organisations in the workplace face various challenges in attaining their goals, and it is essential to comprehend the aspects that affect their performance. *(Mullins, L.J. 2019)*

The chosen organisation for this report is *JD Sport Fashion Plc* a UK- based company that specializes in the retailing of branded sports and fashion clothing and footwear for all genders and ages in a luxurious sense that hold limited and exclusive designs for brands like Nike, Adidas, Fila and Puma. The company has grown significantly in the past decade, expanding its operations across Europe, Asia, and North America. *(jdplc.com, 2023)*

This report aims to explore the relationship between the organizational structure, culture, and individual motivation of JD Sports Fashion plc and how these factors affect the organization's performance. It will also evaluate the building blocks of managerial work, the function of leadership, and the factors of successful management and leadership. Finally, it will assess the behavioural approach to management.

ORGANISATIONAL STRUCTURE

Organisational structure is the formal network of task and reporting relationships that drive coordination and motivation and is controllable and adjustable of an organisation. This structure can have a significant impact on its performance, depending on how well it is aligned with the organisation's goals, resources, and external environment. (Mullin, L.J. 2019)

JD Sports Fashion Plc has a hierarchical structure with clear lines of authority and communication. The company has a centralised structure, with decision-making power concentrated at the top of the organisation through the Chief Executive Officer (CEO), Regis Schultz, followed by all the head of departments from the organisation. The group's four non-executive directors are Heather Jackson, Kath Smith, Andy Long and Bert Hoyt.

(JD Sport Fashion, 2023).

A well-designed structure allows JD Sports Fashion to streamline its operations, reduce duplication of efforts and improve communication between different departments. The organisation can adapt fast to market developments and make decisions efficiently thanks to its structure. Its various departments are organised based on their functions giving their employees the opportunity to focus on their area of expertise easier, therefore creating a motivation for them to engage better within the workplace resulting in better outcomes. This structure is also effective as it automatically creates an improved communication. Due to the hierarchical system the employees' roles are known by every colleague, meaning asking for help or issuing a report would be easier, therefore making things like resolving problems within the workplace much less time consuming (Hierarchical Structures: Definition, How it Works and Examples, 2022).

Furthermore, there are many more advantages to this organisational structure that JD Sports uses, an example would be that employees have the opportunity to be promoted and they can deduce what job they could acquire beforehand. This is significant as it increases their motivation to work hard as a promotion could lead to someone possessing their dream job, even the top position within the organisation. Being able to know that you are next in line for the job increases your determination to work for it and therefore increases the organisation's performance overall
(*Hierarchical Structures: Definition, How it Works and Examples, 2022*).

ORGANISATIONAL CULTURE AND PERFORMANCE

Organisational culture is a collection of common standards and principles that influence how individuals and the organisation behave. It is influenced by factors such as people, ethics, and organisational structure, and it may be controlled and improved through organisational design
(*Mullin, L.J. 2019*).

The culture of an organisation can have a significant impact on its performance. JD Sports Fashion Plc has a power culture of innovation and creativity. The business encourages its staff to generate fresh ideas. and strategies to improve its operations. The company's culture also emphasises teamwork and collaboration as these are seen as rather

valuable in the world of business for their positive impact on the performance of an organisation. Their team works together to achieve common goals, ensuring that the company achieves its objectives. (*JD Sports Fashion, 2023*).

The culture of the company also promotes employee engagement and satisfaction as this impacts the employees' motivation to work meaning they are willing to be more productive and therefore the organisation becomes more profitable. The company values its employees and invests in both their individual and professional involvement as it also benefits them as an organisation to have productive workers. The company provides training and development opportunities to its employees, enabling them to acquire new skills and knowledge. This investment in employee development enhances employee satisfaction and engagement, leading to improved performance. For example, the partnership with the government and The Princes Trust which has occurred due to JD Sports offering apprenticeships, kick-starters, a scheme for graduates as well as an Academic program which leaves their employees equipped with all the resources necessary for profitable growth in the future (*JD Sports Fashion, 2023*).

For JD Sports Fashion it is very important to provide exceptional customer service, and this is reflected in their company culture. Employees are encouraged to put the customer first and to go above and beyond to ensure the customer's satisfaction. Employees are expected to work rapidly with effectiveness while also sustaining a high standard of quality and care for everything that matters. (*jdplc.com, 2023*)

Teamwork and collaboration are essential elements of the JD Sports Fashion culture. Workers are encouraged to cooperate in order to attain shared objectives and to show mutual support in their individual roles. The workers need to be respectful and accepting of people from all backgrounds and to create an environment that is welcoming and inclusive for everyone.

Overall, the culture of the JD Sports Fashion is focused on delivering exceptional customer service, operating in a fast-paced environment,

working collaboratively, fostering innovation, and promoting diversity and inclusivity. (*jdplc.com, 2023*)

EMPLOYEE MOTIVATION

Employee motivation is a critical factor in achieving organisational goals.

Organisations must be aware of the assumptions behind economic theories of motivation, in order to build incentive systems that encourage employees to act morally and, in the organization's best interests. This will unlock the workforce's hidden worth (*O'Reilly and Pfeffer, 2000*).

JD Sports Fashion plc uses several strategies to motivate its employees. The company offers competitive salaries and benefits packages, this includes healthcare, pension plan, and employee discounts on products, ensuring that its employees are fairly compensated for their work. The company also provides opportunities for career development, enabling its employees to grow and advance within the organisation, this includes training and development programs, mentoring, and coaching. JD Sports Fashion has a range of employee engagement initiatives in place, such as social events, team-building activities, and regular feedback sessions, helping to create a positive work culture and promotes a sense of community among employees (JD Sports Fashion, 2023).

The company also promotes a culture of recognition and reward. They recognise and rewards employees who perform well, incentivising them to continue to perform at a high level. JD Sports Fashion also uses performance metrics to evaluate employee performance, guaranteeing that staff members are aware of their obligations and the manner in which their work will be evaluated (JD Sports Fashion, 2023).

Overall, JD Sports Fashion understands that motivated and engaged employees and creating a positive work culture are essential for their success.

EFFECTIVE MANAGEMENT AND LEADERSHIP

Effective management and leadership of JD Sports Fashion plc requires a combination of skills, strategies, and approaches that can help the company achieve its goals and objectives while maintaining a competitive edge in the retail industry. Some key areas to focus on are strategic planning, strong leadership, clear communication, effective management, customer focus and financial management.

For a strategic planning, the management team at JD Sports Fashion should be able to develop a comprehensive strategic plan that aligns with the company's vision, mission and value.

JD Sports Fashion has stabilised a clear vision **“Connect Globally, Inspire Locally, Empower Individually”**, their mission is to establish best-in-class operations, linked customer experiences, and a distinctive method of bringing genuine brands to market to improve retail experience, and the JD's value is **“Entrepreneurial, Competitive, Responsibility and Integrity”** (*jdplc.com, 2023*)

This plan should outline the business's aims and objectives, together with the plans and methods employed to accomplish them.

Effective leaders at JD should be able to encourage and motivate their team to provide their best effort. They must also be able to develop an environment at work that nurtures creativity, innovation, and teamwork (JD Sports Fashion, 2022).

Effective management and leadership involve identifying, attracting, and retaining talented individuals who can help the company to grow.

Customer focus involves the management team understanding the customer's needs and preferences and delivering products and services that reach or exceed their expectation.

The management team must know how to handle the company's finances effectively, to monitor financial performance, to set and manage budgets, and make strategic financial decisions (JD Sports Fashion, 2022).

JD Sports Fashion plc Ethical Code of Practice protects employees and guarantees that goods are made in a safe and ethical manner. Suppliers are required to follow the Code of Conduct, which is based on global best practices, and to adhere to basic labour standards. Workers' rights, such as those against discrimination, harassment, and abuse, as well as against forced labour and child labour, must be respected by employers. Workweeks cannot be longer than 48 hours and overtime must be agreed upon. Fringe perks and compensation must be at least the legal minimum wage or the applicable prevailing pay.

JD Group is committed to addressing climate change by reducing greenhouse gas and water footprints. Regardless of their position, JD Group is dedicated to treating all suppliers equally (JD Sports Fashion, 2022).

Conclusion

JD Sports Fashion plc has a very effective and efficient organisational structure which is hierarchical as well as a well put together organisational culture. They also have many ways in which they motivate their workers to maintain a high productivity level while working which all contributes to a well-controlled work environment and a well performing organisation overall. For all of these to be able to work together smoothly, good communication is essential as effective management and leadership are significant, the leaders (top of the hierarchy) need to be able to communicate the company's vision, mission, goals, and objectives clearly to all employees for the performance of the organisation to reach its peak as the workers' productivity also impacts the organisation's performance. Therefore, for an organisation such as JD Sports Fashion plc to have a high performance, they need a well-structured organisational structure, good organisational culture and great ways of motivating their employees to work at the highest standards, as these three qualities/factors are directly linked to the performance of an organisation. Fortunately, JD Sports Fashion plc has proven to have all these qualities/factors which is the reason for it being one of the many well performing organisations in the UK at the moment.

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