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## Introduction

The chosen organisation for this research work is Tesco. Founded in 1919, Tesco is one of the most renowned retailing brands operating in the global market (Azad, 2018). It focuses on selling a wide variety of products to its customers at low prices. Since its inception, the organisation has focused on maintaining high efficiency in its internal management. This is done with the help of effective human resource practices and organisational behaviour. The organisation always seeks to maintain good relations with its employees to work hard to attain the organisational objectives. This research work will focus on understanding and analysing the concept of organisational behaviour. This will be done by applying the different concepts and theories of organisational behaviour in reference to Tesco. Concepts such as motivation, leadership, teamwork, change management, and many more will be discussed in this research work.

## Influence of culture

Organisational culture is the set of values, beliefs, and systems followed in an organisation (Armstrong and Taylor, 2014). The culture guides members to behave in a particular manner with all the people associated with the organisation. It is usually observed that an organisation's top management shapes the entire culture and inculcates the values in all employees. There are different types of cultures that an organisation can follow. An appropriate organisational culture can be selected depending on an organisation's top management strategy, vision, and mission. Culture has a significant impact on an organisation, employees, and performance. Thus, there is a high influence of the internal culture of an organisation, its employees and their overall performance (Hook & Jenkins, 2019). For instance, if a culture has standard practices, the employees have to work exactly as per the professional protocols. On the other hand, if the culture is flexible, the employees can brainstorm innovative ideas to improve internal management.

### 2.1 Classification of culture

There are four different classifications of cultures that an organisation can use: power, task, role and person

culture.

**Power culture:** In some firms, power is held by a few individuals who have the decision-making authority. Such individuals enjoy special privileges, are the most critical stakeholders, and delegate duties to other members. Subordinates must adhere to instructions and rules from their seniors (MSG, 2022). Workers cannot articulate their issues or transmit their ideas openly, considering that they must follow what leaders say. In this type of culture, managers act impartially, leading to employee unrest.

**Task Culture:** This type of culture involves firms that form teams to fulfil targets or address major problems. Such firms are task-oriented, and groups are formed to accomplish specific tasks (MSG, 2022). Workers with identical specialisations and interests are placed in one team, making every member equally contribute to tasks through innovation. For example, Apple operates through functional teams where people are clustered together to create innovative products or address problems (Podolny & Hansen, 2020).

**Person Culture:** In this type of culture, workers feel more important and focus on their interests and not those of the organisation. As a result, workers attend work for monetary gain and not organisational goals (MSG, 2022). The organisation suffers since workers are not loyal to the firm and its management.

**Role culture:** Under this culture, every worker is assigned duties and roles based on interests, specialisation, and educational qualifications (MSG, 2022). Workers determine what they are willing to do and what they do best. Power emanates from responsibility since workers must account for what they are assigned to do.

According to Jones and George (2019), Tesco focuses on a task culture. Under task culture, the organisation is divided into different departments, and all the employees work under the head of the department. There are different departments in Tesco, including marketing, finance, IT, employee management, store operations, and inventory management. The top management of Tesco provided weekly and monthly tasks to the department heads. These tasks are then divided amongst the employees to ensure they attain them within the given period (Jones & George, 2019). The evaluation and performance management of the employees and the entire department is undertaken based on the attainment of these tasks.

## 2.2 The Importance of Cultural difference awareness

Tesco is a big multinational organisation that hires employees from different cultures, religions and

nationalities. The organisation's human resource department seeks to hire its employees fairly and ethically. This infers that the HR department creates high cultural diversity in the organisation. For instance, the organisation has a separate quota for people from Asian cultures as they do not get a fair opportunity in the industry (Azad, 2018). However, it should be noted that high culture diversity can result in significant issues in the organisation and may also have a negative impact on the performance of employees. This is primarily because the employees from different cultures may not interact openly, resulting in a lack of communication. According to Gold (2013), cultural differences can also result in conflicts between the team members, affecting their performance

Considering this, the company's top management ensures that it makes all the employees aware of the significance of cultural differences in an organisation and how they may benefit the organisation. According to Azad (2016), Tesco undertakes detailed training and development sessions for employees to provide cultural awareness in the organisation. This helps the employees understand that they need to work with people from different cultures, maintain regular communication, and ensure a positive work environment.

### 2.3 Hofstede cultural dimensions: Theory and Application

The Hofstede model is one of the most renowned models that can help identify the cultural differences in different countries and the impact it may create in the internal culture of an organisation (Morgan, 2015). For instance, Tesco has almost 16 per cent of employees from India, 12 per cent from China and 60 per cent from the UK and remaining from other countries. Thus, the Hofstede model can be applied to these three identified countries with diverse cultures. The following illustration will highlight the cultural difference between UK, India and China.



*Figure 1 – Hofstede model (Company website, 2020)*

In the above figure, blue represents China; purple represents India and green represents the UK. The above figure clearly shows significant differences in the power distance, individualism, long-term orientation and indulgence in the three countries. For instance, employees in China are more focused on individual efforts, whereas employees in the UK are more focused on team effort.

- Decision-making in India is undertaken based on emotions, whereas decision-making in China and UK are undertaken based on rational viewpoints.
- India and the UK are highly focused on creating teams that help attain organisational objectives, whereas China is more focused on giving individual targets to the employees. These individual or teamwork approaches also results in engaging the employees in their work.
- Employees in the UK are more inclined to take risks and attain their objectives, whereas employees in India and China are less inclined to take risks.
- According to Griffin (2018), both male and female employees are considered equally important in India and the UK. However, female employees are given less importance in the Chinese market.
- Consistent motivational and employee engagement strategies are undertaken in the UK, but the same has not been observed in India and China.

Based on the above analysis, it is evident that the organisation can understand the cultural differences between employees or countries from where they belong with the help of this model. Relevant strategies can be

then undertaken to ensure that these differences are managed proficiently.

## 2.4 The Rise of Globalisation and Digital Technology

The augmentation of globalisation and digital technology has opened global markets for business organisations. Today, all organisations have penetrated globally through different expansion modes. For instance, some organisations penetrate host countries through organic growth, while others may expand globally by selling their products through digital technology (Azad, 2018). This expansion in the global market also directly impacts the culture of Tesco. In the contemporary world, Tesco has created an adaptive culture that seeks to be flexible and adjust as per the global market's needs. The organisation accepts any changes in the global culture to ensure that it maintains its internal productivity and works towards its business objectives.

## 2.5 Influence of politics

Organisational politics is often described as the tactics that may be used to influence people and their activities (McGuire, 2014). In the past, many studies have clearly shown that people with better political skills tend to perform well in their organisations and gain more power than people who have less political power (Carbery & Cross, 2015). Thus, the role of politics in shaping individual and group behaviour is crucial. By extension, politics influence organisational performance by affecting how people and teams behave.

For instance, organisational politics may also influence how people respond to change. Organisational politics affect employee behaviour through reduced output. Politics can be dysfunctional reducing individuals, leading to low overall output (Jarrett, 2017). This is based on the fact that workers engaging in politics do not concentrate on their duties. Such individuals are more concerned about destructive activities like backbiting (Vaillancourt, 2021). Organisational politics also affect team behaviour since workers influence and derail one another, reducing concentration on work. As a result, the impact of organisational politics on individual and team behaviour leads to reduced productivity, output, and poor organisational performance.

Personal change is the acceptability of an individual towards the change in his working style, attitude or any aspect of personality. The decisional change focuses on comprehending how organisational strategy or decisions changes as per the changing environment. Structure change is focused on change in the organisational structure or the cultural change undertaken (Gold, 2013). Individuals often resist changes and do

not accept such changes because it directly affects them. Finally, organisational change is focused on change in a company's overall approach and business strategy. However, it should be noted that the employees usually resist any new situation or change because they have less knowledge about the same. This leads to uncertainty and insecurity. Employees are the first party that gets affected by any change. Thus, they confront the same and do not accept them with open arms. There have been numerous cases where employee resistance has created immense problems for organisations in implementing new changes (Morgan, 2015). Therefore, it is crucial to undertake effective strategies to overcome resistance and ensure that the employees are engaged in new situations and internal changes.

## 2.6 Influence of Power

Power as a property viewpoint underpins the role of organisational structure to utilise all required resources to achieve organisational goals. It also underpins individual and interpersonal relationships as embedded in structures. Power makes an individual or group cause others to act in a particular manner through the power vested in them through the organisational structure (Price, 2021). In Tesco, the organisational structure typifies relationships between people and groups based on power relationships. For instance, managers have a say over workers and can assign them duties. Power can also have an impact on team behaviour and performance. If power is used positively, it is possible to keep the team members motivated and ensure that they perform efficiently. In contrast, negative use of power can affect employee morale and result in poor performance (Simmons, 2014). This can be explained with the help of different types of power that an individual may use in an organisation. Top management officials or department heads can use reward power to reward employees for their good performance. This can keep the employees motivated to attain their targets and ensure high productivity. On the other hand, coercive power is the power to punish others. This infers that if an individual does not perform as per the expectations of management, then he or she can be punished (Robbins et al., 2018). This negative approach may also demotivate an individual at work and negatively affect his performance.

## Motivating individuals and teams to achieve a goal

Motivation is usually defined as the set of all those tasks and strategies undertaken by the top management and human resource department to enhance employees' morale so that they can work towards the organisational

goals in a dedicated manner (Morgan, 2015). With the help of effective motivational strategies, an organisation can enhance employees' satisfaction, retain them for a long time and ensure that the pre-established goals and objectives are attained. Over the years, organisations have undertaken numerous strategies to keep employees motivated at work. Different theories of motivation can help an organisation undertake efficient strategies for enhancing employees' morale. The following section will emphasise on motivational theories.

### 3.1 Intrinsic and Extrinsic motivation

There are two forms of motivation. Intrinsic motivation is a form of motivation under which the employee self-motivates himself. This is done by evaluating own strengths and leveraging them to attain the individual targets (Jones & George, 2019). For example, Apple's workers are passionate about their jobs and the company, leading to enhanced performance (Gallo, 2015). Such motivation is inherent since workers do not require any external push to increase their morale and dedication to their work. Secondly, workers may be dedicated to their work due to increased interest and need to actualise their goals. An example involves a strong passion for work in a specific field that motivates employees to work extra hours towards accomplishment. Although the worker benefits the company, he/she does not work for an external reward and is motivated inherently. On the other hand, extrinsic motivation is a motivation that comes from outside. This implies that the top management or the human resource department undertakes relevant strategies to enhance the motivation level of employees. For instance, Apple provides high incentives to all employees that attain their individualised targets (Hubbard, Rice, and Galvin, 2015). This is an extrinsic form of motivation. Monetary incentives are the most common forms of external/extrinsic motivation. Under this arrangement, organisations provide financial rewards for enhanced performance in bonuses, perks, or salary increases (Schmidt, 2022). Therefore, workers become motivated by the promise of enhanced financial rewards, leading to more dedication, productivity, and higher performance. Both extrinsic and intrinsic motivation facilitates the effective management of goals in an organisational context since they increase worker dedication in attaining organisational goals. However, extrinsic motivation allows management to control employee motivation through external rewards. Therefore, through a reward system, management facilitates the attainment of corporate goals.



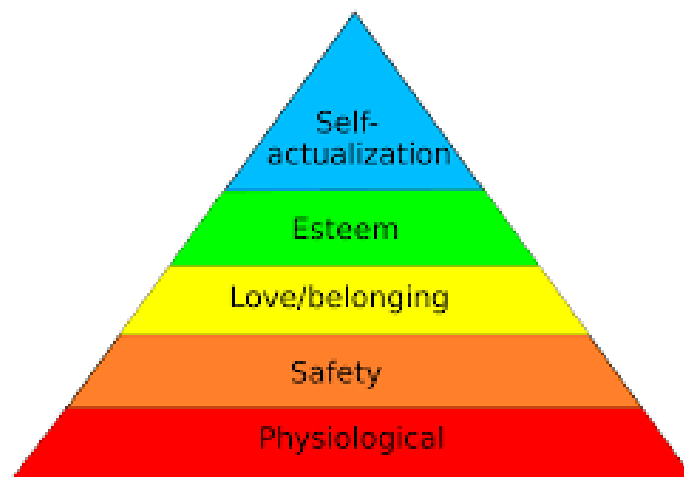
## 3.2 Theories of motivation

The theories of motivation can be segregated into two parts: content and process theories.

## 3.3 Content theories of motivation

### Maslow's theory of motivation

This is one of the most renowned theories of motivation. Abraham Maslow has provided a hierarchy of needs. As per the theory, every employee goes through five major needs in his or her career (Maslow, 1964). The organisation must understand the employee needs and undertake relevant strategies to satisfy the need and keep the employees motivated.

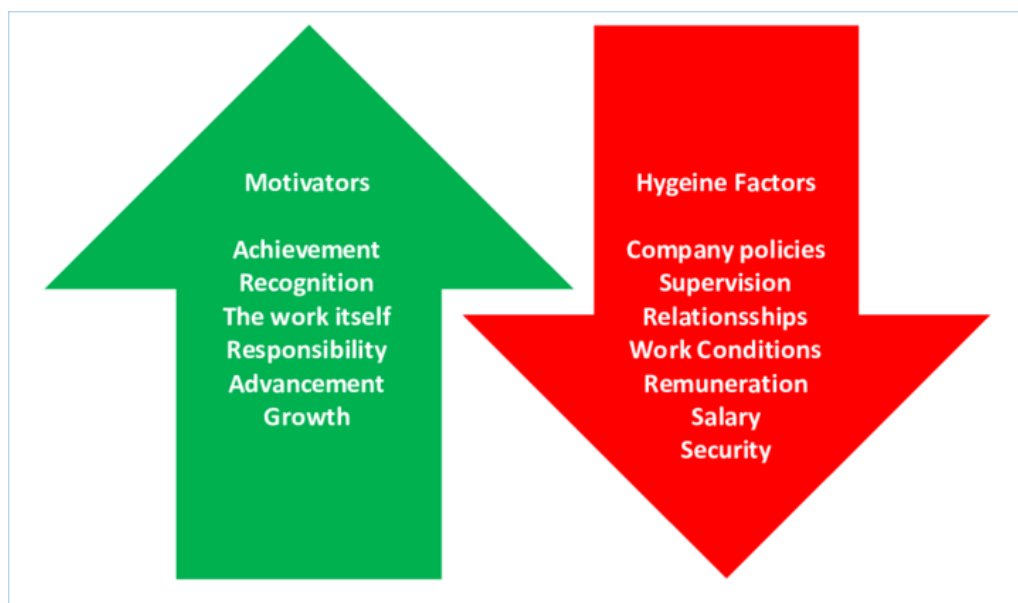


*Figure 2: Maslow's need hierarchy theory (Maslow, 1964)*

As per the illustration, the first need is the basic or physiological need. This is the basic need for food, water, and shelter. The second need focuses on job security and the future safety of the employees (Maslow, 1964). Social needs focus on love and belongingness. Self-esteem needs to emphasise growth and personal achievements. Lastly, actualisation needs to focus on doing things that satisfy the employees internally. By understanding these needs, the top management can provide the necessary stimulus to motivate the employees. For instance, if the employees are found to be in esteem needs, then the HR department can regularly monitor the performance of employees and depending upon the same, attractive growth opportunities can be provided to them. This can result in high motivation for them. Maslow's need hierarchy theory provides management

with the opportunity to guarantee the attainment of corporate goals by fulfilling employee needs. This theory revolves around the sequential needs of workers and how their fulfilment facilitates motivation (Maslow, 1964). Management creates strategies to fulfil employee needs as they emerge, leading to motivation, higher output, and over organisational performance.

Herzberg's theory of motivation is yet another popular theory in the area of motivation. This theory is also known as the two-factor theory of motivation (Armstrong & Taylor, 2014). This is primarily because this theory highlights hygiene factors and motivating factors as crucial elements to keep the employees motivated at work.



*Figure 3: Herzberg theory of motivation (Armstrong & Taylor, 2014)*

As per the illustration, the hygiene factors are basic factors that the employees expect from the organisation. Their presence may not motivate the employees significantly because they are already expected to be provided. However, if these factors are absent, they may demotivate the employees (Griffin, 2018). On the other hand, motivating factors are the ones that enhance the motivational level of employees. For instance, the top management may provide learning profiles to the employees to remain motivated by learning new things at work daily (Armstrong & Taylor, 2014). For instance, the organisation can use this theory to motivate the employees. In this case, the organisation can provide basic factors such as job clarity, competitive pay, and

others to the /employees. In addition, motivating factors such as high incentives, career growth, and others can be provided to enhance the motivation level of employees.

### Alderfer Theory of Motivation

This theory of motivation is very well connected with Maslow's theory of motivation. It mainly identifies three areas in which the top management can undertake relevant strategies to enhance the motivation level of employees.



*Figure 4: ERG theory of motivation (Robbins et al., 2018)*

This theory mainly highlights three needs that include existence needs, relatedness needs, and growth needs. It further continues the five needs that Maslow's need hierarchy theory has highlighted. Existence needs mainly focus on the basic needs of the employees and their safety at work. Relatedness needs mainly focus on an individual's social needs and esteem needs (Robbins et al., 2018). Finally, growth needs rely upon an employee's individual growth in the organisation.

### 3.4 Process theories of motivation

#### Vroom's expectancy theory

Vroom's expectancy theory is yet another motivational and reward management theory that has created a distinct space in this area. This theory states that an individual employee's motivation to give an effort is

mainly dependent on three things –

- Firstly, the *expectancy itself* (in reference to the probability) that the effort will lead to performance (Huselid 2000).
- Secondly, the *instrumentality*, or the perception of an employee that creates a connection between positive performance and obtaining rewards in lieu of the same (Hook & Jenkins, 2019).
- Third, *valence* that represents the perceived value the person attaches to the reward (Hook & Jenkins, 2019).

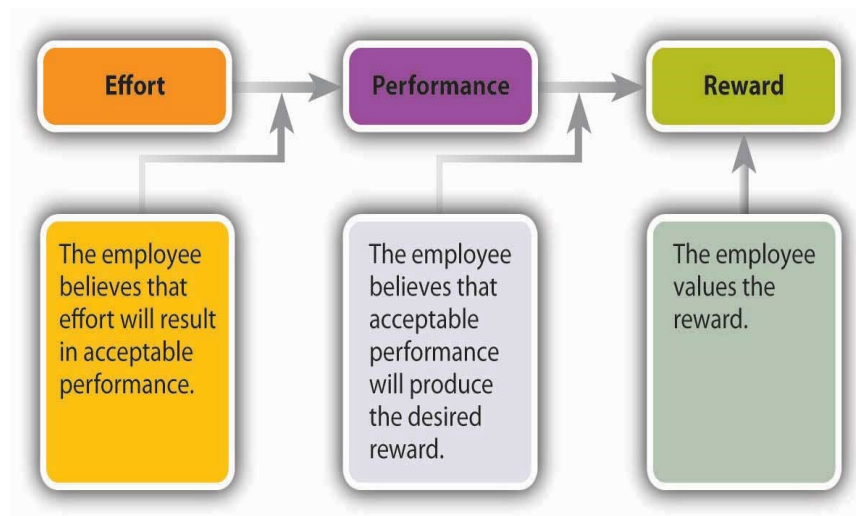
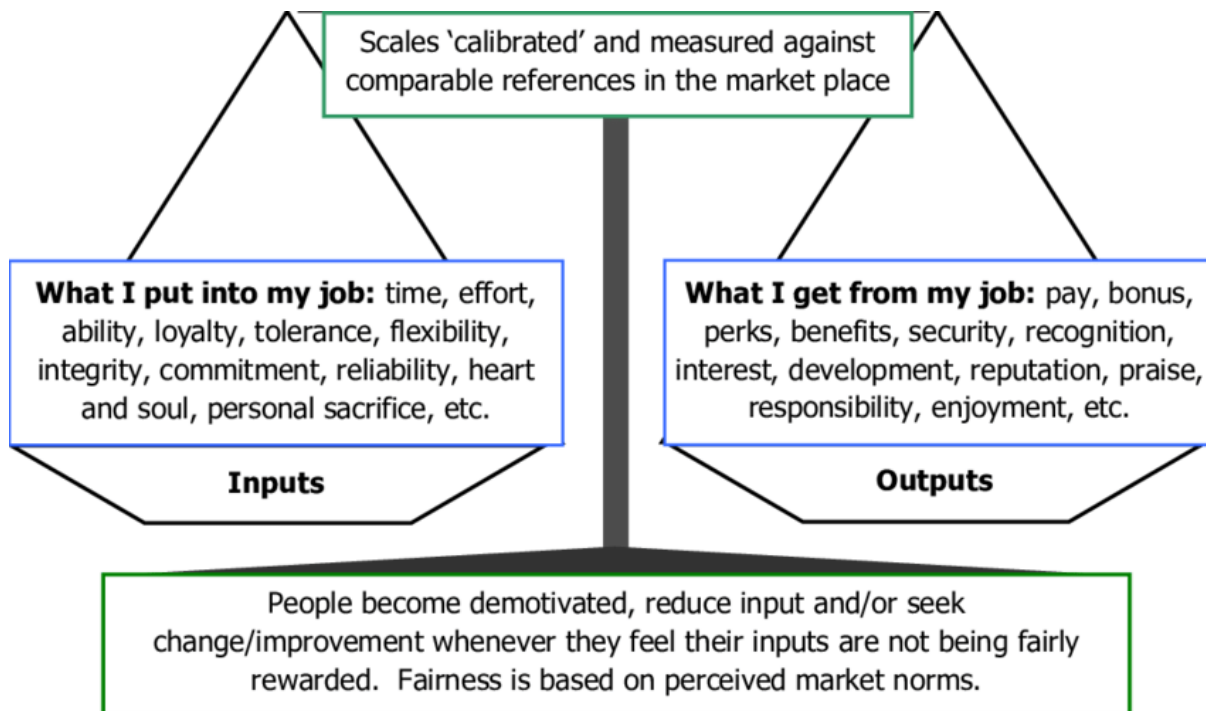


Figure 5: Vroom's theory of motivation (Hook & Jenkins, 2019)

Thus, this theory seeks to interrelate between an employee's effort to performance and successful performance to the reward that the employees may get (Hook & Jenkins, 2019). Management can motivate workers by creating a reward system that is commensurate with the work or efforts of employees. This will ensure that workers are rewarded, and the rewards reflect their efforts.

#### Adam's equity theory of motivation

Adam's theory of motivation focused on creating a correlation between the inputs and outputs of the employees. As per the theory, the employees remain motivated at work if they feel that their regular inputs can positively affect their careers.



*Figure 6: Adam's theory of motivation (Gold, 2013)*

As per the illustration, inputs are the efforts that the employees invest in the organisation. These may include time, ability, loyalty, tolerance, abilities, hard work, and many more (Gold, 2013). This can help the employees in attaining their targets. However, the employees expect that their input can fetch an equal output to them in the form of career growth, increase in pay, bonus, perks, benefits, and more. It is observed that if the organisation does not offer relevant output to the employees as per the input invested by them, then it may result in demotivation for them. On the other hand, fairness in the input and output may result in high motivation for the employees. A commensurate reward system offers the best strategy to motivate workers under this theory. Management can create rewards for employee input to make them motivated and willing to increase their effort and dedication. The higher the reward, the more the commitment among workers. Hence, firms can increase their performance by increasing the value of rewards given to workers.

#### Latham and Locke goal setting theory

Another theory that can help enhance employees' motivation level is the Latham and Locke goal-setting theory. It should be noted that this is not a motivational theory specifically. It mainly focuses on the goal-setting for

the employees.



*Figure 7: Latham and Locke theory (Swart et al., 2018)*

As per this theory, every organisation provides individual goals to its employees. This is important for monitoring employees' performance and enhancing internal productivity. However, this theory has related goal setting with the motivation level of employees. It states that if an organisation sets vague and ambiguous goals for the employees, it may demotivate them because they understand that such goals cannot be accomplished. On the other hand, if the organisation sets targets that are clear, challenging, committed towards organisations and provide relevant feedback to the employees, then it can also result in high motivation for the employees (Swart et al., 2018). The employees can achieve these goals by putting in their best efforts. This can be rewarding for the employees as they may get many incentives from the organisation. However, if the employees cannot attain their targets, management should provide them with relevant feedback. This feedback can identify the strong and weak areas of the employees. This feedback can help the employees use their strong areas to attain future targets. Also, the employees can simultaneously work on their weaknesses to overcome

the same.

### 3.5 Implications of motivational theories on leadership and management

Motivational theories can have a major impact on the leadership and management of an organisation. This implies that the organisational leader and top management officials have to undertake regular strategies to enhance the motivation level of employees. The organisational leader is the most influencing person in an organisation. Every employee looks up to the leader for any decision or strategy (Amagoh, 2009). The organisational leader can work hand in hand with the HR department to formulate strategies that can help in motivating the employees. For instance, the leader can use Maslow's theory of motivation. Suppose the employees are found to be in esteem needs. In that case, the HR department can regularly monitor the performance of employees and depending upon the same, attractive growth opportunities can be provided to them. This can result in high motivation for them. Motivational theories provide fodder for leadership and management to develop strategies for motivating their workers. Maslow's theory influences organisational strategies through a need-based motivational approach. Under this theory, management creates motivational strategies based on fulfilling employee needs. Using Vroom's theory of motivation and Adam's equity theory of motivation, management/leadership can create a reward system based on employee input and expected output (Gold, 2013; Hook & Jenkins, 2019). As a result, a commensurate reward system can be used to influence employee motivation. Therefore, leadership and management utilise motivation theories to create HR strategies that influence employee motivation, leading to attaining organisational goals. On the other hand, Herzberg's theory of motivation can also be used by the leader. In this case, the organisation can provide basic factors such as job clarity, competitive pay, and others to the employees. In addition, motivating factors such as high incentives, career growth, and others can be provided to enhance the motivation level of employees.

Once the leader implements these theories, it is the role of the management to implement them efficiently. This can be done with the help of planning, organising, directing and controlling. For instance, the implementation of the theory has to be properly planned by the management. All the benefits to be provided can be decided at this stage. The management should then focus on directing the employees to perform as per the provided targets to get relevant rewards. Lastly, the management needs to watch the employees and their performance

closely. If the employees are performing as per the management's expectations, they are entitled to rewards like career growth, incentives, and more (Amagoh, 2009). On the other hand, if the employees cannot attain their targets, management should provide them with relevant feedback. This feedback can identify the strong and weak areas of the employees. This feedback can help the employees use their strong areas to attain future targets. Also, the employees can simultaneously work on their weaknesses to overcome the same.

## Understanding to cooperate effectively with others

Teamwork is an essential component for organisations today. Teamwork can help an organisation enhance productivity by creating a culture of learning, cooperation and support. **Teamwork facilitates sharing of duties and ideas in an organisation (Bellomo, 2021). Therefore, it leads to the collaboration or cooperation of members in executing organisational tasks.** With the help of teamwork, an individual can learn from the other members, enhance his or her skills and ensure that the targets are achieved. For effective teamwork, an organisation must demonstrate components such as cooperation and support to all the other members. With the help of internal support and cooperation, it is possible to ensure positivity.

### 4.1 Belbin's typology of managing teams

Belbin's theory of managing teams focuses on providing roles to all the employees in a team. As per this theory, by allocating roles to the employees, it is possible to maintain clarity in the team, resulting in proper communication and eliminating any conflict (Huselid & Becker, 2010). Since the employees' roles and responsibilities are clear, they focus on attaining the same proficiently.





Figure 8: Belbin's team roles (Huselid & Becker, 2010)

The above illustration clearly shows the different roles that this theory has highlighted. A brief description of these roles is provided below:

- Plant – This team member has to be creative as he focuses on finding new ideas and ensuring that the problems are resolved.
- Resource investigator – This team member must be enthusiastic and outgoing (Huselid & Becker, 2010). He focuses on finding the necessary resources required for research and developing contacts.
- Coordinator – This team member has to be confident and focus on ensuring regular coordination between all the team members.
- Shaper – This team member is full of courage and confidence. He emphasises brainstorming and finding ideas for the problems that arise.
- Monitor – This team member is sober and strategic in approach (Huselid & Becker, 2010). He monitors every aspect of teamwork and selects suitable alternatives for the team.

- Team worker – This team member has to be cooperative and ensure that relevant support is provided to all the other team members.
- Implementer – This team member is practical, efficient and reliable (Huselid & Becker, 2010). He is responsible for implementing and executing all the strategies that are developed by the team.
- Complete finisher – This team member works for excellence and polishes the present ideas to make the ideas better.
- Specialist – This team member is an expert in the area and provides knowledge or support to the other team members.

Thus, with the help of the above roles, the team members can work proficiently on their tasks and attain the team goals.

#### 4.2 Hard and soft communication, cooperation and competition

Hard and soft communication plays an essential role in managing teams and working together proficiently.

Hard communication focuses on core communication that helps the other team members gain knowledge about the different areas of work. On the other hand, soft communication comprises presentation skills, personality development skills and abilities that allow positive interaction between team members. Both hard and soft communication are crucial for ensuring positive team spirit. Any lapse in communication can result in misunderstandings and conflicts between the team members. Hard skills denote job-related abilities and knowledge required by workers to fulfil their obligations, while soft skills underpin individual qualities required by workers to thrive in job settings (Choudhary, 2017). Workers need both hard and soft skills since the combination increases their resilience and effectiveness at work. Whereas hard skills increase efficiency and proficiency, soft skills increase survival, making all of them necessary. Firms should help workers generate hard and soft communication skills.

Internal cooperation between the employees is also crucial for teamwork. This implies that the team members should support each other and help if needed. This combines the strong points of all the team members and seeks to create synergy in the team. The human resource department can influence team cooperation. For

instance, the HR department can hire like-minded people. This can ensure that all team members develop a personal liking towards each other and provide support (Mello, 2015). The top management and organisational leader can also influence cooperation. This can be done by regularly mentoring and guiding the employees to remain positive at work and assist each other for the ultimate good of all (Hook & Jenkins, 2019).

Competition between the team members is inevitable. This is primarily because every team member wants to prove their worth in the organisation and gain career growth opportunities. This leads to competition between them. However, the focus of the top management and human resource department should be on ensuring that this competition is healthy. This can make the organisation more competitive and productive. Nonetheless, it has been many times observed that the competition between the employees turns negative as all the team members try to prove themselves superior as compared to the others (Morgan, 2015). The team members do not only try to work in a superior manner, but they want to demean the other members. This leads to a lack of communication and conflicts, thereby spoiling the entire work environment. The organisation and top management officials should regularly work towards creating healthy competition internally. This can be done in two ways. Firstly, individual targets should be provided to all the team members. The employees who can attain their targets get rewards in higher incentives or career growth opportunities. It has to be adequately explained to the employees that their career growth results from their performance. Secondly, the human resource department should regularly organise training and development sessions to promote team spirit and healthy competition. This can help the employees understand the significance of cooperation and support in teamwork. Also, it will demonstrate the seriousness of the top management towards health competition and a positive work environment.

#### 4.3 Benefits and risks of teams

There are many benefits of a team. Firstly, it helps all the team members to stay motivated at work. This is primarily because all the team members work together and provide relevant support to each other. Secondly, working in teams can help in identifying strengths and weaknesses. Team members can use the strong areas in the future to work efficiently and attain their targets. On the other hand, they can regularly work towards improving their weaknesses. Thirdly, working in teams can ensure that a learning culture is created in the

organisation (Armstrong & Taylor, 2014). This is only possible if all the team members work with a positive attitude and ensure that they share knowledge with others. All the team members can learn and improve their skills through a learning culture. Fourthly, working in teams can help an organisation manage diversity proficiently (Brett, 2010). This is mainly because employees from diverse religions, gender, and nationalities work together, support each other, learn from each other, ensuring proper management of a diverse workforce (Klarsfeld, 2010). Lastly, teamwork can ensure innovative and creative ideas. This is mainly because people from different backgrounds brainstorm together, present their viewpoints, and develop creative ideas that can benefit the organisation. From the above discussion, it is evident that teamwork has numerous benefits.

Nonetheless, it should also be noted that there are three major risks in working in teams. Firstly, there can be many conflicts between the team members while discussing new ideas or dividing their roles. These conflicts can many times affect the work environment and result in negativity. Secondly, there can be unhealthy competition between the team members. Unhealthy competition involves employees showing off, which does not help an organisation achieve its goals (Aldag & Kuzuhara, 2015). This is counterproductive since it distracts the team from its core mandate, leading to time, effort, and productivity losses. This can create many issues in the team and also affect the team spirit. Lastly, it becomes difficult for the department head to measure the performance of every individual as the task is completed in a team. Despite these risks, every organisation focuses on undertaking teamwork because these risks can be managed with the help of planning and execution. There are numerous benefits of teamwork that can ensure high productivity and competitiveness for the organisation.

#### 4.4 Conflict resolution

As discussed in the previous section, there can be many conflicts between the team members. These conflicts can arise while discussing new ideas or dividing their roles. These conflicts can many times affect the work environment and result in negativity. It is imperative for the organisational leader, department heads, and human resource department to make sure that such conflicts are resolved promptly to avoid future teamwork issues (Levi, 2014). This can be done with the help of the following steps:

**Interact with both the employees in conflict:** The first step is to maintain communication with the employees

in the conflict. This will give a fair idea about what has happened and why?

**Identify the problem:** In the second stage, the focus is to identify the problem. By maintaining communication with the employees, it is possible to identify the problem. For instance, the problem can be a misunderstanding because both the employees argued.

**Analyse the problem:** The next step is to analyse the problem to understand the root cause (Levi, 2014). For instance, a lack of communication between the team members might have triggered a misunderstanding and, hence, a conflict.

**Bring the employees together:** The next step of the process is to bring both the employees together. This is done to minimise the difference between them. It is usually observed that employees may not want to face each other after a conflict. With the help of this initiative, they can be brought together.

**Counsel both the employees together:** In this stage, positive counselling is undertaken for both the employees. Since the employees may be angry or upset, counselling can be done to console them and ensure that they can overcome the negative effect of conflicts.

**Give a solution:** In this stage, a solution is provided to the employees and the entire team. For instance, if the misunderstanding is because of less communication, then the focus should be on creating protocols that allow all team members to interact with each other and resolve their issues.

**Be fair and ethical:** It is crucial to be fair and ethical. No employee should be blamed for their mistake, but they should be individually told about the same (Rollinson, 2008). Highlighting their mistakes in front of all employees can lead to demotivation. Also, there should be no biasness or discrimination for any team members.

With the help of the above process, it is possible to overcome the conflicts and ensure positive team spirit in the organisation.

## Concepts and philosophies of organisational behaviour to a given business situation

### 5.1 Path goal theory

The path-goal theory of leadership is one of the most renowned theories that may help improve employees'

performance. Under this leadership theory, the leader provides targets or goals to every individual employee. Many times, these goals are decided mutually between the leader and employees. The key focus is to ensure that specific, measurable, and attainable goals are developed to keep the employees motivated at work. According to Ayman et al. (2009), it is often observed that the organisations provide unattainable targets to the employees that employees may not even achieve despite all their efforts. Such goals or targets completely demotivate the employees as they know that even if they work with the highest dedication, they will not be in a position to achieve their goals. Thus, the key focus of this theory is to ensure that the leader provides attainable and realistic goals to the employees. In addition, the leader also guides the employees and shows them the right path to attain their goals. This ensures that the employees remain motivated to attain their goals and gain new skills as they are in regular touch with their leader. Once the employees attain their goals, they get incentives for their good work (Armstrong & Taylor, 2014). Therefore, this theory can positively impact productivity, employee motivation, and performance.

## 5.2 Contemporary barriers to effective behaviour

Several barriers may undermine the effective behaviour of employees at the workplace. The following points will further throw light on the same:

- Lack of engagement – The organisational leader needs to engage the employees in work. Employee engagement underpins workers' dedication and enthusiasm levels about their jobs (Sarker, 2017). Engaged workers are passionate about their jobs and manifest enhanced dedication in their tasks. This implies that engagement makes workers love their work and alter their behaviour about work. On the contrary, a lack of engagement demotivates workers and reduces passion for their tasks. In the contemporary world, employees want to work in organisations that offer them quality professional life. This can be done by offering learning job profiles to them. Failure to do so can act as a barrier to effective behaviour.
- Lack of two-way communication – The employees have detailed knowledge about their work areas. They want to communicate with the management and share their opinion with them. Two-way or interpersonal communication engages workers, making them feel valued and appreciated in an

organisation (Chaaban & Sezgin, 2015). This increases their positive behaviour, leading to better performance in organisational tasks. However, if the leader does not give them a chance to communicate, it may affect their behaviour.

- **Team Conflicts** – It is an inherent duty of the leader to maintain a positive work environment in the organisation and resolve conflicts. However, if the leader is not bothered about the internal conflicts and focuses on earning high profits, it may affect employee behaviour. Unresolved conflicts reduce employee morale leading to low productivity, anger, distrust, frustration, absenteeism, and reduced service delivery among workers (Kumar, 2020). This implies that unresolved conflicts negatively affect employee behaviour, resulting in reduced team outcomes and poor performance. Therefore, team conflicts should be resolved aptly.
- **Motivational strategies** – The leader and the human resource department should undertake innovative strategies to enhance employees' morale. Lack of motivation leads to unfulfillment, anger, frustration, and reduced morale (Sarker, 2017). Workers lose the urge and passion for performing their tasks, and their behaviour deteriorates, leading to counterproductive actions and conduct. Demotivated employees are expected to behave irrationally.
- **Work culture** – Creating the right work culture is crucial as it develops the values and belief system in the organisation. A negative organisational culture leads to a lack of empathy, gossiping, absenteeism, and increased turnover (Zlatko & Maciej, 2019). Workers develop negative values to fill the gap left by a negative culture, leading to harmful poor behaviour to the organisation. An organisation that formulates an appropriate culture ensures that its employee behaves as per the same.

Thus, the above-discussed factors are a few critical points that are important in shaping positive employee behaviour. Failure to create effective strategies in these areas may act as a barrier in the process.

### 5.3 Situational resistance

Resistance is typical in an organisation. It denotes employee resistance where their conduct on the ground defy a leader's strategy to facilitate change or sustain identity (Socha, 2019). Situational resistance involves

employees lagging or going ahead of the leaders, making it difficult for leaders to achieve their goals. Situational leadership underscores people's unwillingness to accept and support change and defying leadership direction (Heidenreich et al., 2016). It is associated with the resistance to change where individuals are naturally inclined to familiarity. Therefore, any change presents a complex situation in which employees respond by rejecting change. This underscores a leader's role in overcoming situational resistance through counterresistance. A leader must understand the genesis of resistance and address such issues by inspiring confidence and support for change. All organisations operate in a dynamic business environment today. Tesco also faces a complicated environment as the political, social, economic, competitive, and legal factors are regularly changing. Depending upon the situation, an organisation may undertake strategies that can result in resistance from the employees and the stakeholders (By & Burnes, 2013). For instance, Tesco recently changed its organisational structure and shifted to a matrix structure (Azad, 2018). Thus, any new situation or internal change can result in resistance from the employees. It is usually observed that such resistance can result in significant internal issues and conflicts in the organisation. According to Hook and Jenkins (2019), employees usually resist any new situation or change because they have less knowledge about the same. This leads to uncertainty and insecurity. Employees are the first party affected by any change (Hubbard, Rice and Galvin, 2015). Thus, they confront the same and do not accept them with open arms. There have been numerous cases where employee resistance has created immense problems for organisations in implementing new changes. Therefore, it is crucial to undertake effective strategies to overcome resistance and make sure that the employees are engaged in any kind of new situations and internal changes.

The organisational leader should play a vital role in overcoming any resistance. This can be done by maintaining regular communication with the employees and keeping them informed about the new happenings in the business environment (McGuire, 2014). With the help of communication, all the doubts and queries of the employees can be overpowered. Also, since this communication comes directly from the leader, it can motivate the employees to accept changes and ensure that they become an active part of the same. It should be noted that there are many theories of change management that the leader can undertake to overcome any sort of



resistance from employees. For instance, Kotter's change management model is one of the most renowned models that can systematically help an organisation implement changes and overcome any resistance in the process.

#### 5.4 Social capital theory

The social capital theory argues that social relationships are resources that can result in the accumulation of human capital. In the contemporary world, social capital is defined as any relationship that can prove to be reproductive in the future (Celfyn & John, 2019). The leaders in the contemporary world can implement this theory to make sure that they treat their employees as social capital. The key focus should be on building strong relationships with the employees to make sure that they remain happy and satisfied at work. Professional relationships can be nurtured with the employees by creating a win-win situation. This implies that the organisation should offer the employees relevant benefits and growth opportunities to ensure their highest satisfaction level (Hook & Jenkins, 2019). In return, the employees can work hard towards their objectives and make sure that they contribute to the company's overall productivity. Also, it can assure that the employees are retained for a long time in the organisation. The primary benefit of this theory is its ability to see human capital as social capital. This can motivate the organisation to develop positive relationships with them. Another benefit is that this theory leads to a win-win situation, thereby creating a positive work environment. However, a major limitation of this theory is that the organisation has to invest a high amount of time and money in the entire process.

#### 5.5 Contingency theory

This management theory states that there is no standard or the most effective means for managing an organisation and making decisions. The decision making and management of an organisation entirely depends upon the internal and external factors of a business. According to Maheshwari et al. (2020), internal factors are the ones that are in the organisation, and hence they are controllable to a significant extent. On the other hand, external factors are the ones that are outside the organisation and can be utterly uncontrollable. An organisation needs to stay flexible in its approach and make sure that the right decisions are undertaken as per the business environment. For instance, during the Covid times, consumer behaviour has changed drastically (Maheshwari

et al., 2020). They are very conscious and concerned in making their purchase decision. This is primarily because the global economy has been affected, resulting in lower income for the consumers. Hence, they are entirely focused on purchasing necessity products and convenience products. Nonetheless, they do not want to visit the retail outlets as they find them insecure and unsafe (Maheshwari et al., 2020). Taking the entire situation into consideration, the top management of Tesco took the right decision by focusing on their e-commerce format and delivering the product at the consumer homes. This ensured that the consumers are inclined towards Tesco, thereby maintaining the sales and profits of the company. In the above example, Tesco used the contingent theory of management and took its decision as per the external factors. This resulted in overcoming the odds of the business environment and working efficiently. Therefore, this theory calls for flexibility and analysis of the business environment before making decisions. A major benefit of this theory is its ability to motivate the leader to work as per the business environment and avoid any kind of rigidity from the system. In addition, this theory also ensures that the leader is proactive in his approach and keeps the employees ready for any change in the organisation (Huselid & Becker, 2010). However, a major disadvantage of this theory is that it results in many new strategies and changes in the organisation that may not be liked by the employees and the stakeholders (Carbery & Cross, 2015). This is based on the flexibility exercise by leaders in deciding a course of action based on emerging needs or situations. Although the theory provides for the development of strategies that reflect changing situations, it may lead to instability and non-standardisation brought about by constant change of approach. The model suits crises situations since it contemplates a leader's ingenuity in creating unique strategies to overcome odds. It increases an organisation's success during shifts in business environments.

## Conclusion

This research work focused on understanding and analysing the concept of organisational behaviour. This was done by applying the different concepts and theories of organisational behaviour in reference to Tesco. It is a known fact that Tesco is a renowned retailing brand that was founded in 1919 in the United Kingdom. It focuses on selling a wide variety of products to its customers at low prices. Since its inception, the organisation

has focused on maintaining high efficiency in its internal management. Concepts such as motivation, leadership, teamwork, change management, and many more were discussed in this research work. During this research, it was found that the organisation uses the concepts of organisation behaviour proficiently. This is done with the help of effective human resource practices and strategic organisational behaviour. The organisation always seeks to maintain good relations with its employees to work hard to attain the organisational objectives.

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