

United Parcel Service – Culture and Structure

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INTRODUCTION

Organization culture tends to adequately define an organizational structure which in turn helps in identifying the culture of the company (Smircich, 2017). The fundamental structure of the organization, in turn, is instrumental in determining how the culture must be implemented. United Parcel Service considered being one of the American multinational supply chain and package delivery organization. The company was founded in the year 1907 by James E. Casey. This company is headquartered in Sandy Springs, in Georgia, United States. The key products and services within which United Parcel Service deals mainly include logistics services, courier express services and freight forwarding services.

MAIN BODY

The structure of the organisation is beneficial in effectively dictating how the organisation must be structured. The culture of the company tends to define the structure of the organisation effectively and efficiently adequately. The culture of the organisation is likely to be distinguished between horizontal and vertical dimensions. The vertical set of organisation structure tends to have various level of authority and responsibility with the management of the organisation (Giorgi, Lockwood and Glynn, 2015). A narrow span of control, in turn, results in better handling of the tasks, and it also helps in better communication.

On the other hand, the horizontal organisation structure is based mainly on having a full degree of control. This, in turn, states that there is a large number of subordinates under one specific supervisor. The organisational structure considered to be one of the most effective measures because it helps in determining the roles and responsibilities, which is useful in the free flow of the communication. The decentralised structure, in turn, is considered to be very useful in delegating power to the subordinates, which supposed to be very useful in increasing job satisfaction while carrying out operations of the business. The organisational culture within the organisation is based on the specified norms, values, education, belief, et cetera which in turn has been shared by the group of people and individuals within the organisational setting (Körner and et al., 2015).

The organisational structure of UPS is primarily set up by the management committee who is responsible for managing daily operations and activities of the United Parcel Service company. In this structure participate of the executive officer, chief operating officer and chairman. Chairman and CEO of the UPS, in turn, are primarily responsible for carrying out internal functions and operations of the UPS company. On the other hand, CEO of United Parcel Service company is highly responsible for expanding the business and also creating a new range of companies for higher growth and sustainability. This new range of services will help in complementing the already existing global package delivery operations of the organisation (Young and Ghoshal, 2016). The chief operating officer, in turn, is mainly responsible for monitoring all the processes and services associated with the delivery of around 15.8 million documents and packages across the globe. The senior vice president of the UPS company is responsible for managing marketing and sales. They are also

responsible for managing customer service and customer relationship development, directing electronic commerce and also focuses on the development of the various range of products. The senior vice president of sustainability and Supply Chain of the UPS Company is responsible for the implementation of the corporate strategy. It also focuses on managing various engineering functions and also tends to oversee the environmental activities of the UPS (Chang and Lin, 2015). The senior vice president of the global transportation services into focuses on managing the intermodal network of transportation, which is useful in the quick pick up and delivery services across the globe. The Chief financial officer of the United Parcel Service company, in turn, is mostly is responsible for managing activities related to the auditing, finance, taxes, planning, financial planning, budgeting, etc. The senior vice president of the organisation considered to be a competent person who is mainly responsible for managing public and complying with legal activities.

The UPS company has developed an organisational culture where employers value each other and also focuses on improving customer satisfaction within the service delivery and packaging industry. The UPS company believes that employee satisfaction is the core of the organisation because it leads to better organisational performance and productivity (Brettel, Chomik and Flatten, 2015). The UPS company has profoundly invested in the development of professional skills of the employees and also focus on promoting employees of the organisation up at the ranks within the organisational structure. This helps employees in moving up within the professional levels of the company. The key strategic planning of the UPS culture is to provide a clear career path to the employees. This helps in motivating employees to work better within the specified task. All the employees within the organisation are unionised and work collaboratively to create a productive and positive work culture and environment to move up the ladder within the organisation (Christensen, Lægreid and Rovik, 2020). Treating employees fairly and giving proper training and development sessions to the employees and lowering turnover rates and increasing loyalty of employees towards the organisation. UPS company tends to focus on creating a unique work culture and the environment with a diverse group of people with a different culture, education, background, values, beliefs which results in higher success to the organisation (Spigel, 2017).

United parcel services, in turn, has always provided an excellent opportunity for the managers to grow professionally. One of the unusual management practices followed by the UPS company is that it tends to support various divisional structure within the organisation and also results in business development. UPS is highly known for the development of high-quality leadership in order to commit to providing effective, encouraging services to its customers. UPS has become one of the top delivery and packaging company across the globe by integrating with the core value system and vision and mission of the company. UPS company also tends to specialise within domestic ground delivery services and also pioneer in expressing packaged delivery services. UPS company always work on developing their technology because it helps in improving their supply chain management and logistics (Steers and Sánchez-Runde, 2017). This company has also pioneered at tracking their

packages which considered to be excellent customer service to the customers.

The organisation culture theory mainly on for size on that culture considered to be a set of dues believes, attitude, education, et cetera which in turn are essential for the employees and group of people within the organisation. The organisation culture comes the price of seven key elements which includes structural stability, depth, breadth, visible artefacts, integration, espoused norms, underlying assumptions. All cultures within the organisation are held together within the organisation. It is useful in identifying various groups and also helps in resisting change within the organisation (Kim, Watkins and Lu, 2017). Culture considered to be very pervasive within every single part of the company. Every individual within the company tends to adhere to the generally accepted principles within the organisation. Then all the individual people within the organisation intends to exhibit the same culture and behaviour over the specific period helps in creating a coherent culture within UPS company. Organisational culture, in turn, helps in attaining higher operational growth and efficiency within the organisation (Goure, 2017). This way, it helps in improving the culture and employees of the people within the organisation. This eventually leads to a high degree of customer satisfaction and motivation among employees of the UPS company. This way, it helps in enhancing the organisational performance of the UPS company. The culture artefacts of the United Parcel Services organisation are varied (Pilch and Turska, 2015). Culture tends to influence the work within the organisation largely. This way, it is instrumental in enhancing the operational performance and efficiency of the organisation—the culture of the organisation classified into hierarchy, clan, market and adhocracy.

Hierarchy culture within the company is considered to be stable. It referred to as a very formal culture which international and for the size on controlling and giving authority to keep the company runs smoothly. Such type of culture within the organisation intends to offer stability and security.

Market culture also focuses on stability and security but is also driven by the results. It is considered to Work with and competitive environment and largely focused on a higher set of production.

Clan culture tends to focus on employees of the company. It tends to create a friendly environment in order to work with utmost efficiency. This type of culture tends to emphasise on loyalty and also ask employees to express their views openly—a high degree of importance given to the teamwork within the set of culture.

Adhocracy culture mainly put a high degree of emphasis on thinking outside of the box. Employees within the organisation given a bit of latitude to think out of the box. This type of culture helps in encouraging creativity and appreciation (Christensen, Lægreid and Rovik, 2020). This type of culture does not define roles and tends to have a dynamic atmosphere.

The cultural models within the organisation help in developing a high degree of knowledge which eventually leads to higher organisational performance and productivity. The internal structure of the organisation, which in turn is very useful in structuring organisation in a systematic manner. Cultural models tend to play one of the most crucial roles, which is very useful influencing the behaviour of the individual (Goure, 2017). The cultural models tend to play one of the most crucial roles which help in influencing the individual behaviour. But in the functional organisational structure, the performance of the business is profoundly affected because it tends to slow down the organisation process to deal with the political situation, economy, social factors, new technology, current issues. Functional organisational structure tends to have a narrow span of control which in turn tends to result in a higher degree of restriction with personal power and expression. This, in turn, causes demotivation and a low degree of self-satisfaction among employees within the company. If the employees within the organisation tend to possess a high degree of motivation and job satisfaction, this, in turn, will result in a higher organisational performance which leads to the attainment of organisational goals and objectives (Giorgi, Lockwood and Glynn, 2015). Divisional organisational structure tends to have a high degree of flexibility because of a low degree of management.

CONCLUSION

It has concluded that for organisations to reach higher goals and objectives, it is essential to have a formal structure. It is very crucial to distribute task to various groups of people to ensure that two people are not working on the same project. This helps in gaining higher results and output. In some or the other way, organisation culture tends to define the organisational structure of the organisation because each employee within the organisation has a different set of culture. The organisational structure considered to be as a framework to implement appropriate culture within the organisation.

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