

INTRODUCING THE MODERN WORKPLACE

STRUCTURE AND CULTURE

Of UBER organisation

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Assessment 1

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Introduction

The culture of an organisation, people, and performance of the organisation are strongly correlated. Culture directs the employee performance and the performance of employees affects the performance of the organisation. The common culture of organisations is to bind the workforce and direct the organisation. This essay will provide analyses about the relationship between the culture, people, and performance of the organisation. Several approaches and theories will be analysed to explain the relationship between performance, culture, and people. Uber is a ride-sharing company based in San Francisco, America which has operated over 10,000 areas and 69 countries. The culture, people, and performance of the company will be discussed in this essay.

Organisational Structure and Culture of Uber

The organisational structure of the famous ride-sharing business, Uber has been conventionally hierarchical as the CEO and co-founder enforcing great power and micromanaging the other ride-hailing giants. But some scandals occurred due to low skilled leadership. Some changes occurred in the organisational structure of the organisation in recent years. Upgrading the organisational culture may demand changes in Uber's structure (Uber drivers' fight for workers' rights reaches the UK Supreme Court, 2020). Especially the delayering of the structure, removing definite levels of management with the intention of constructing the business more elastic to respond to changes occurs in the external marketplace. Besides, the reward of the flat structure of the business includes rapid communication connecting the management and general employees.

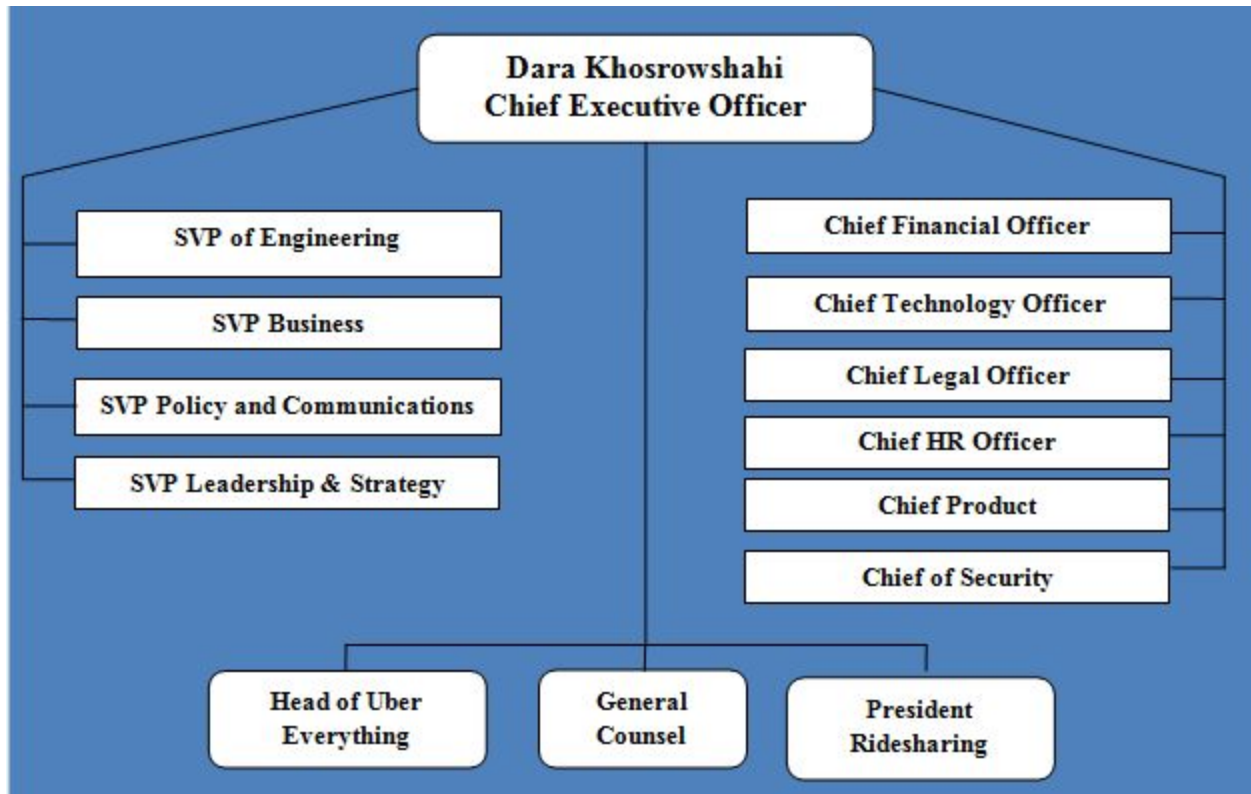


Figure: Organisational structure of Uber

Cultural values of Uber

- Meritocracy
- Toe-Stepping
- Celebrate Cities
- Uber Mission
- Champion's Mindset
- Customer Obsession
- Principled Confrontation

- Make Big, Bold Bets (Earn Money by Driving or Get a Ride Now | Uber United Kingdom, 2020).

Those are some cultural values of Uber. The culture of the organisation was also changed as there were lots of complaints against the cultural deficiencies of Uber (Uber Requirements for Drivers in the UK, 2020). So, the CEO of the organisation explained applying Lewin's Model of Culture to change the culture of the organisation. There are three stages of the process-

During the freezing stage, the requirement of cultural changes for the long-standing growth projection of the business needs to be disclosed to employees by all stages. The majority of the employees want to have a change in the organisational culture. The next stage of change includes some principles like- build a global image, celebrate differences, preserve, doing the right things, and many more. The business is aiming to promote the new culture to all stakeholders in general and employees.

There is also a suitable model to design the organisation for Uber which is McKinsey 7s model which comprises of the tools of analysing the design of the organisation by looking into seven major elements like- strategy, structure, systems, shared values, style, staff, and skills, to recognize if they are efficiently united and permit the business to attain its goals and objectives. Uber is an organisation that follows a functional structure to avoid centralization and complexities.

Doing the right thing, timeliness, and customer-oriented, building a positive global image are some cultural norms of Uber. By bringing those changes in culture can improve the performance of the organisation and employees can play a major role in this regard (Uber Requirements for Drivers in the UK, 2020).

The impact of the change in the structure and culture of Uber is clear according to some publications. Quality improvement courses are also offered to the drivers to get advantages of a business. It will also help the organisation to attract people with high-quality services. Uber follows cultural alignment as a strategy to do business over the world.

It happens while culture aligns with the accomplishment of strategy; the business organisation is capable of more professionally functioning in the worldwide marketplace. The culture of Uber allows organisational leaders to work together independently and as teams to build up strategic initiatives inside it (Cheng and Cheng, 2017).

Relationship between Organisational Culture, People and Performance

The culture of an organisation can be successful after measuring the impact of it on the employees. Organisational culture has different values at different levels in various departments of the organisation. A strong and transparent culture can modify the organisational outcome. There are four types of organisational culture as per Handy's theory. Power, Role, Person, and Task are the four types of culture. Power culture allows some individuals to handle the culture with few rules (Boubaker and Houcine, 2018). It is easy to accept. Role culture is a highly defined culture and has a long chain of command within the organisation. Task culture is the most suitable one for Uber as it acts according to the situation. People's culture encourages the organisation to put power in each group of individuals.

Although Uber is a great organisation, it has some limitations to maintain a good culture. Vision, practices, people, involvement, customer service, responsibility makes an organisational culture. Both the organisation and workers share a familiar culture. The surroundings make it easy to distribute general goals. There can be common as well as collective culture inside an organisation like Uber (Earn Money by Driving or Get a Ride Now | Uber United Kingdom, 2020).

Conversely, high performance inside a business gives birth to a strong culture. The idea is that if Uber performs well, there will be customs, norms, and morals within it. The success behind the culture and performance of an organisation is not an automatic process. A dedicated workforce is required to have a successful organisation which follows a good set of cultures.

The Culture of Uber brought some change in recent years as there was some complexity in their previous cultural settings. Uber furthermore created its culture. Uber used to rank employees according to hard-charging, hard-working, and even hard-partying employees. The organisation is now in the centre of demanding to change the previous culture.

To analyse the impact of employees on the performance of an organisation, it will be helpful to analyse individual behaviour. Several factors influence behaviour. Abilities are the learning outcome of people. Abilities can be intellectual, physical, and self-awareness. The cultural

practice of individuals affects the knowledge and practices of a person (Grensing-Pophal, 2017). The perception and attitude of an individual is another factor that influences behaviour.

Management is an old concept that has different approaches. It can be a classical approach as well as an approach to managing an organisation. The motive behind the behavioural approach to management is referring to analyses of the individual and group values in the workplace. The way individuals behave within the organisation is an important thing to consider. By analysing those factors, it is possible to avoid unnecessary circumstances within the business. The behavioural approach to management decorated what classical approach advocates to be ignored and it is the human feature (Wudarzewski, 2018). The classical theory looked at the business from the perspective of production where the behavioural approach advocates viewing it from a different viewpoint. The behavioural approach focuses on individual behaviour and group practices. Some scholars delivered progression in the factors of a behavioural approach to management. Mary Parker Follett, Kurt Lewin, Abraham Maslow were some of them.

Role of leadership and management to improve performance

Leadership plays a very important role to join the organisational culture with employees and improve the outcome of the organisation. Uber has great leaders and they set some standard roles which are played by their leaders. Leaders influence employees to maintain the organisational culture and continuously cultivate the culture of the organisation (Cheng and Cheng, 2017). In the situation of Uber, some roles of leaders should be played like-

Influence employees- Leaders influence employees of the organisation to carry the culture, norms, and behaviour. It is the responsibility of the leaders of Uber to demonstrate the organisational beliefs to the employees.

Responsibility towards the organisation- The leader should have specific responsibilities to make a good performance by maintaining the culture. Leaders should be focused and determined (SIEMSEN, 2015).

Create thirst for learning- Leaders of the ride-sharing company should create a point of interest among employees to learn more. Training and motivational workshops can improve the performance of the organisation.

Walk toward the vision with the team- The vision of the organisation is an important thing to consider by leaders. Leaders can make the employees motivated by sharing information and directing them.

Proper communication- The communication network and process of Uber need to be more clear and effective so that staff get more motivation and feel interested to get success (Wudarczywski, 2018).

Many other roles can be played by the leaders of Uber to balance the culture and performance of the organisation by the help of effective workforce performance.

Effective leadership of any organisation should have three effective variables. The characters of the leader are the main and first variable to consider. The next variable is to the characteristics of the followers of the leader and the last one is the situation of the organisation. The quality of the leader to relate that variable depends on the skills of the leader. Sometime, the leader should follow the autocratic style of leadership. The situation can also change from one time to another. So, this variable should also be considered by the leaders of Uber. The three major variables of effective leaders need to be monitored all the time (Coller-Peter, 2018).

Leadership and management have different jobs within an organisation. The managers of Uber also are in a need to consider the variables which make them effective. Variables like consistency, transparency, focus on the goal, knowledge, time management, and others. An effective management system consists of five phases (Cheng and Cheng, 2017). Discovery, planning, development, implementation, and rediscovery are the five phases to make a good management system of Uber.

Due to the global expansion of managerial responsibilities, the nature of managerial work should be analysed and impoverished. Managers of an organisation are considered as an important factor of production.

In several organisations, the first task of the manager is to satisfy stakeholders. Uber has prominent stakeholders who should be satisfied. The management of Uber provides a reward to employees to motivate them. For customers, Uber tries to balance the cost of the service. There are several strategies or methods adopted to carry on the managerial work. Stakeholder's vote, employee-voting methods are some of the methods which can help the management. Some roles should be settled by Mintzberg to perform managerial functions. Three major groups are presented to describe ten important roles of the manager (Mintzberg, 2016).

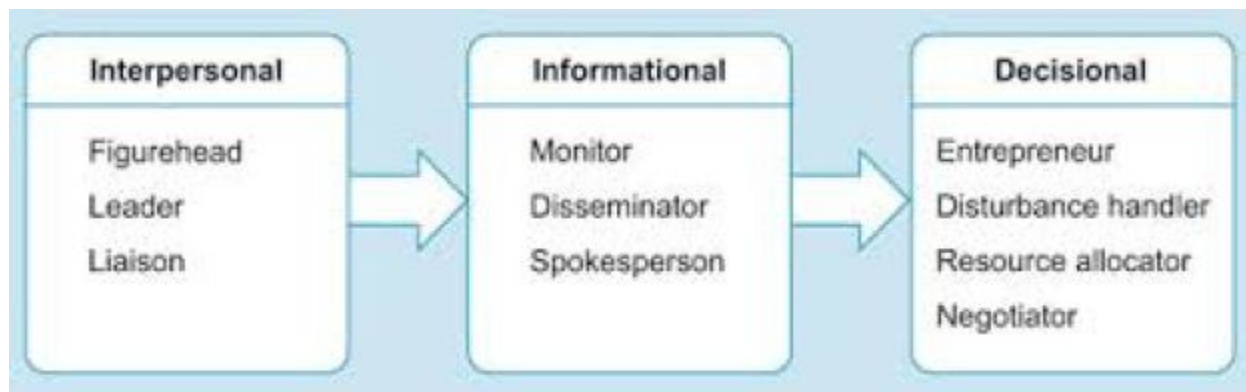


Figure: Management Role

The interpersonal group is about leading and figurehead organisational activities. The informational group monitors, Disseminator, and works as a spokesperson in the organisation. The last group handles disturbance and allocates resources of the organisation.

Conclusion

Uber is a popular ride-sharing business that has a huge human resource base. To avoid different complexities and barriers within the organisation, it is important to study individual behaviour and apply the behavioural approach to the team. Leadership and management quality of an organisation like Uber can enhance the market of the business. Better services of the business can be attained by implementing the culture with the employees. The cultural and structural changes of Uber make the business more efficient with fewer flaws. Thus, it can get greater performance.

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