

BUSINESS MANAGEMENT, LEVEL 4

LCBB4003 INTRODUCING THE MODERN WORKPLACE

Organisational Structure and Culture

Company: Apple Inc



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Introduction

The modern workplace scenario has integrated various professional means in order to effectively attain the business objectives and meet the requirements of all the stakeholders involved with the business. In the highly competitive market place and uncertain economic condition globally, leading business organisations have shown the pathways to other businesses to incorporate organizational changes according to the changing business environment and integrate appropriate organisational structure and culture (Warrick, 2017).

Apple has been one of the leading technology organisation headquartered in Cupertino, California engaged in developing and designing of superior quality consumer electronic products along with software and cloud database services. Apple was founded in 1976 by Steve Jobs, Steve Wozniak and Ronald Wayne that has been one of the leading information technology company operating in the United States and serving global consumers through more than 510 retail locations worldwide. Apple employs approximately 147,000 individuals in its manufacturing, service and retail locations catering to global customers (Felipe *et al.*, 2017). In this report the organizational structure of Apple and its relationship with its workplace culture has been derived. The leadership and management approaches undertaken by the leaders of the technology company along with the factors that have influenced and impacted the team working culture in Apple have also been analysed through this report. The motivation levels of the employees of Apple and their impact on the organizational performance and productivity have also been justified in this context. Appropriate organisational structures are essential for the effective functioning of the businesses in order to integrate appropriate guidelines and systems within the workplace context (Elsbach and Stigliani, 2018). Organisational structures define the respective job descriptions, roles and responsibilities of individual members and the ways of communication throughout the organization. Organisational structures clearly determine the outlines of all the activities performed by the individual employees and their reporting and communication formats. Organisational culture is referred to as the influence, expectations and philosophy of the leaders on the individual members to guide them for imparting appropriate behavior within the workplace scenario (Felipe *et al.*, 2017). Organisation culture is deeply influenced by the structure of the organisations reflecting upon the interaction, behavior and working practices of the members. Leadership approaches are incorporated by leading global organisations like Apple in different

ways to influence and motivate the workforces to perform according to their best potential for achieving the common goals of business efficiently. Management of a leading business organization like Apple has been a challenging task to control and monitor the global functions through effective allocation and utilisation of the resources in diverse locations. Considering the challenging business scenario and uncertainties in the economic environment globally, the leaders and managers of Apple have initiated effective measures in order to maintain their leading position in the IT market focusing upon the benefits and interest of all the stakeholders of the business (Warrick, 2017). Team working culture and impact of group activities on the successful accomplishment of organisational objectives have been recognized by the business organisations. Effective teams employ members possessing diverse set of skills, knowledge and experiences to be integrated together in accomplishment of business goals successfully (Nikpour, 2017). In every aspect of business functions of Apple, team working culture has been implemented to increase the efficiency and effectiveness of the business functions. Leading business organisations all over the world have focused on enhancement of employee morale and motivation level through incorporating various HRM strategies in order to increase their productivity and willingness to contribute to the organisational success. Employee motivation and perception regarding the business and their socio-economic status have been significantly reflected through the business performance of the organisations.

Main Body

Organisational structure and relationship with organisational culture

Through the study of organisational structure and its interrelationship with organisational culture I have gained adequate knowledge on the different types of structure and culture incorporated by leading global organisations. Through detailed analysis I derived that Apple has incorporated “hierarchical structure” within its workplace scenario. Hierarchical organisation structures have certain similarity with the Functional structures as in functional organisation also authorities of decision making and control initiates at the highest level and responsibilities are conveyed to the lower levels. In functional structure each department within an organization reflecting on a specific business function is managed independently. Employees are well versed with their roles and responsibilities according to their departmental business functions and individual skills and expertise (Felipe *et al.*, 2017). This type of organizational culture influences the prospected culture within the workplace significantly. Functional structure enables the team members to impart more focus on their roles and duties

providing acknowledgement for their areas of specialisation and expertise. The leaders in this structure delegate authorities to individual departments segmented according to their functions and help them achieving divisional objectives (Meng and Berger, 2019). Apple has incorporated a “unitary organization form” which is also termed as functional structure that is governed by expertise and skills of individuals and teams rather than products. The business functions of Apple have been segmented mainly into three groups- design, product marketing and operations. Apart from these there are other functional segments like software and hardware engineering and hardware technologies. The structure of the segments has been the key focus of the leaders of the company integrating more collaboration and coordination among the teams. I have gone through several articles and analysed that Tim Cook, the present CEO of Apple has maintained the legacy established by Steve Jobs and focused on developing of high ended products to provide superior and high-performance experience to the users (Dedahanov *et al.*, 2018). Functional structure provided an integrated framework to Steve Jobs to reorganise the organization according to the market demand and trend. I have gained relevant ideas regarding the organisational culture and its impact on the structure of the companies. Being a functionally structured organisation, the operations of Apple have been segmented into specific departments (Kim and Shin, 2019). The employees associated with those respective functional departments have been well aware of their individual role and responsibilities resulting into operational effectiveness of different functions. Structure provides the framework of organizational culture to be implemented within organisational context (Dedahanov *et al.*, 2018). Flow of communication among the various functions of Apple has been effective due to the presence of formally structured and hierarchical framework. As per the established culture in Apple, the company visions and objectives are communicated to every individual member and the progress of their performance is effectively monitored. Functional structures employed by leading global organisations have been simple but effective in terms of defining the respective job roles to the employees associated with different departments. The organisational culture incorporated in Apple has been hierarchical where the decision making and strategy planning aspects have been centralized to the highest authority of the leadership level. Due to the presence of hierarchy the reporting authorities and extent of delegation of responsibilities are clearly defined within the workplace context of Apple. I perceived that there might be some challenging aspects of functional structure that have managed well through the hierarchical culture of Apple (Benzer *et al.*, 2017). According to Tim Cook, Apple has been focused on selecting and integrating individuals to be appropriately fit in the culture of the company. Diversifying of groups according to the knowledge, skills and

experiences of the members associated with the different divisional functions and departments. According to my perception, functional structure might encounter with certain problems regarding communication gaps between different departments that can be managed effectively by centralised authority to monitor the business functions and provide necessary feedbacks accordingly. In Apple, the organisational culture has been focused upon employee orientation that has been incorporated across the global sites of the company. I learnt that the management of the company communicates effectively to its workforces regarding the ways of decision making and achieving success learning from the past mistakes. Concise and specific communications are important for establishing positive culture in the organisation throughout its functional structure (Kim and Shin, 2019). I noticed that functional structure has been implemented by most of the leading manufacturing organisations globally due to its effectiveness in establishing employee efficiencies as they increase their capabilities while performing repetitive tasks within their respective departments. I also observed that due to the presence of hierarchical culture, number of communication channels are also reduced resulting into less probability of occurrence of confusion and conflicts. Any type of duplication of activities is avoided due to the clear definition and description of tasks and job roles within different business functions. I found out that the employee retention in Apple is very high as the employees feel secure within the structure of the company and impart their loyalty to the business being provided with career progression opportunities (Bai *et al.*, 2017).

Leadership and management approaches of Apple

Through this module I have gained adequate learning regarding different leadership approaches and styles employed by leading business organisations. After reviewing literary resources, I identified that the leaders have employed transformational leadership styles along with democratic leadership styles into the practice within the organizational context of Apple in order to encourage the employees to implement their reality and innovation and think out of the box beyond their imagination (Kim and Shin, 2019). Transformational leadership approach has resulted into significant development of the products and services offered by the organisation. I have learnt that there are different leadership approaches existing in the business environment like autocratic, charismatic, transformational, laissez-faire, transactional, supportive and democratic leadership (Shields and Hesbol, 2020). I learnt that autocratic leaders are also termed as authoritarian leaders who possess the complete control, authority and power of decision making within an organisation. Members of the organisation are required to follow the instructions completely defined by the leaders. I perceived charismatic leadership

approaches to be highly influential in transformation of attitudes and beliefs among the workforces through inspiring them by own achievements and actions. I found out certain similarities between transformational and charismatic approaches of leadership and management (Dames, 2019). In comparison to the charismatic approach, transformational leadership does not require the leaders to be physically present in order to facilitate the changes. For example, I can state that even after Steve Jobs, Apple retained its leading position in the consumer electronics market as before through the integration of transformational and democratic approaches of leadership implemented by the new CEO Tim Cook. In transformational leadership approaches, changes within the organisation have been initiated by the leaders and implemented by the action and motivation of the employees (Shields and Hesbol, 2020). In Apple, high level of employee involvement and enhanced productivity have been key focus of the leadership approach. I have been curious to learn the benefits and applications of other types of leadership approaches. *Leissez-faire* leadership approaches have been in contrast to the autocratic leadership style providing the employees with higher degree of autonomy and authority. In this type of leadership approach the employees take active role in the decision-making process though the key decisions related to the organization remain confined within the limits of the leaders (Boscardin and Shepherd, 2020). I have learnt that through transactional approaches of leadership the employees are rewarded and punished in accordance with their performances. This approach defines the roles and responsibilities well in advance while selecting an individual for a specific job role. In case of supportive leadership approaches, leaders and managers integrate the necessary skills required by the employees to perform their job roles effectively along with being supportive and delegating authorities. The managers through this approach provide complete attention to the concerns and issues of employees and provide guidance and spontaneous support to them in order to overcome the challenges in the workplace context (Shields and Hesbol, 2020). The leaders participate in the activities performed by the employees voluntarily to gain adequate understanding of the problems associated with the tasks. I noticed that supportive leaders impart high degree of respect and trust to their employees. I came across another approach of leadership in organisations referred to as democratic. Through this approach all the members associated with the routine business functions of the organization possess equal authority in the decision-making process. This approach of leadership results into free flowing of innovative ideas and creative thinking within the organisational context. I have also analysed certain drawbacks related to the different approaches of management and understood that incorporation of appropriate leadership approaches has been essential keeping alignment with the organisational

structure and culture in order to attain the business objectives successfully and sustain in the competitive and uncertain business environment (Shields and Hesbol, 2020). I have analysed that in the authoritative and functional leadership approaches existence of the hierarchical organisational structure and centralised authorities have been beneficial for clearly defining the job descriptions and establishment of transparent communication through reduced number of channels within the organisation. The drawback of these structured and transformational approach in leadership can be reflected through employee dissatisfaction and less involvement in strategic decision making resulting into lack of initiatives and utilization of capabilities to the best possible extent (Freeburg, 2020). On the other hand, I learnt that democratic and supportive leadership approaches can result into communication problems and failures due to lack of experience of the members in strategic planning aspects. In Apple, democratic and transformational leadership has been effective along with a hierarchical organizational structure in order to overcome the challenges related to communication problems and employee motivation aspects (Yamak *et al.*, 2020).

Factors influencing group and team behaviors

Team working culture has been established in almost every leading business organisations globally in order to integrate different sets of expertise, knowledge, skills and experience to enhance the efficiency level of the business functions. In Apple, the present CEO Tim Cook following the team work culture set by Steve Jobs has imposed complete focus on developing competent and efficient teams in the segments of product development, operations, marketing, service and supply chain. The leaders of Apple since the initiation phase have focused on development of products in order to provide the customers with superior experience (Rivas and Toseland, 2017). The management of Apple has always integrated numerous projects for this purpose employing highly skilled and potential teams for innovation and creativity. From the team working culture of Apple, I have got a clear conception of the factors that have been influential in developing team work. Steve Jobs implemented the concept of one person in charge of the project activities in order to reduce confusion and conflict keeping things simple. That individual would have been solely accountable for all the activities related to the project (Boscardin and Shepherd, 2020). According to Steve Jobs, the team work initiates from the topmost level of the organisations. The teams comprising of senior managers and leaders of Apple would have motivated the workforces in order to impart their highest potential for attainment of organisational success (Yamak *et al.*, 2020). The leaders of Apple have always encouraged team working culture in order to facilitate innovative and creative ideas to be

integrated into the organisational context accepting the challenges and learning from the errors. I have analysed different factors that have impacted the group behavior and team working culture in business organisations like Apple. I have learnt different factors impacting the team working culture and group activity in organisational context. One of the factors have been the internal factors of the team members influencing their abilities and intentions through the influence of the leaders in order to achieve the group objectives. I have understood that the quality of the working environment along with the interpersonal relationships among the team members have been impactful in group activities in organisations. The aims and objectives set by the leaders of the organisations and effectiveness of the tasks performed by the group members influence the motivation level of the individuals to work according to the requirement of the company (Boscardin and Shepherd, 2020). I have also analysed that the availability of required skills and competencies among the group members along with knowledge, experience and willingness to perform have been impactful in group performances in an organisation. The leaders of Apple have always focused on developing teams integrating wide range of expertise and specialisations in order to increase the efficiency and productivity of the business functions. The key factors I have identified that have been impactful for the group activities are as follows-

- **Group status**

The socio-economic status of the group members and the social class they belong to impact the behavioral aspects of the teams and groups. In order to maintain the effectiveness of the groups the business leaders must focus on developing groups integrating members from identical socio-economic class of the community in order to maintain the cohesiveness of the groups (Barnes *et al.*, 2017).

- **Group size**

The size of the groups has been a key factor in determining the success of the team work. Large teams are not always perceived to be successful if the objectives are not set clearly. In contrast to that small but effective teams comprising of the required skills and expertise can achieve the group goals more efficiently.

- **Group composition**

The composition of the groups consisting of members belonging to different demographic aspects like race, religion, age, gender and ethnicity along with varieties of specialisation, knowledge and skill sets define the composition of the teams that work together to achieve business targets. Appropriate mixture of experience, expertise

and knowledge through the integration of different skills sets have been essential for successful accomplishment of group objectives (Rivas and Toseland, 2017).

- **Group cohesiveness**

The interpersonal relationship and the scope of collaboration, cooperation and coordination among the team members have been necessary for implementation of group cohesiveness and impact the group behavior that is reflected through the performance of the team as a whole (Barnes *et al.*, 2017).

Linkage of motivation and perception to organisational performance

An organization consists of large group of members who work under the direct supervision of the higher authoritative members. Based on the decisions taken by such senior organizational members, teams are formed and all other departments operate. As large group of professionals work together and form collaborative groups, it becomes difficult to manage tasks of each worker taking into consideration about the specific needs of each one of them. It is considered in this aspect employees are crucial and the roles played by each one of them contribute in effective decision-making processes (Ganta, 2014). Employees are integral for establishment of strong organizational base and contribution made by them provide effective outcomes. For better functioning of organizations, employees are motivated and they are encouraged for taking part in important business activities. Development of positive work attitude and behavior is pivotal for both organization and its employees. Keeping focus on core organizational objectives both for long and short-term, employees take part actively in every important activity. Better performance by workforce help in determining performance of organization as a whole. For instance, motivated and encouraged staffs play active roles in fulfilling organizational objectives (Skinner *et al.*, 2021).

In order to motivate employees, many companies including Apple Inc maintain a healthy and stable work environment that allows every employee to share their concern and take decision for the benefit of the business. With the maintenance of Maslow's Hierarchy of Needs Theory, Apple Inc has been able to motivate its staff and improve workforce productivity level to a large extent (Lonn and Dantzler, 2017). This, in turn, has led employees to fulfill organizational goals and build competitive edge for the brand among its major global competitors. Implementation of this motivational theory has led management team of Apple Inc to ensure senior authoritative members about the consistency in fulfilling organizational goals in an

efficient manner. With the implementation of this motivational theory, following aspects have been identified:

- Psychological or emotional needs of employees are analyzed for fulfilling their needs. In Apple Inc, every employee is considered from a equal perspective and a healthy work atmosphere is maintained so that employees' do not feel negligible or threatened. Their requirements within work environment are analyzed by managers through communication with each staff from time to time (Ganta, 2014). Meeting emotional or psychological requirements is crucial for improving organization performances as it encourages employees to work in a better way. Through constant encouragement, employees of Apple Inc have been able to contribute in improving organizational performance as per their capability.
- Besides psychological needs, safety needs of each staff are fulfilled by managers of Apple Inc. For instance, a safe and secure environment for staffs, especially female employees, is maintained for motivating them in terms of carrying out their duties effectively (Fallatah, and Syed, 2018). Without letting employees focus on other aspects, they are being motivated by their subordinates and senior managers for improving performance through fulfillment of business goals.
- Self-esteem and self-respect is equally important for every individual. Irrespective of the fact whether such individual is a senior organizational employee, a mid-management team worker, or junior level staff, it equally matters to every individual. Through fulfillment of esteem needs, competence, knowledge and confidence get improved. In Apple Inc, it is largely essential for employees to develop a strong knowledge base for themselves, besides developing confidence. Along with development of knowledge base, competency base also becomes strong (King-Hill, 2015). By effective utilization of such knowledge, employees tend to work efficiently and this has helped the company to improve its performance in global technological market among many other brands such as Microsoft, Samsung, Asus and HP.
- Self-actualization needs have led employees to gain confidence within oneself of undertaking challenging responsibilities within the organization. This has not only improved individual performances of employees, but also team performances in Apple Inc.

Conclusion

Apple Inc is one of the largest and most renowned technological brands in the globe. With some of the largest competitors in such market including Microsoft, Samsung, Nokia, Asus and Hewlett Packard (HP), Apple Inc has been successful in acquiring strong market position by selling different kinds of hardware and software products. In the global smart phone market, this brand has acquired 21% of the overall market share. This has led in establishing competitive edge by the brand in different nations in which it sells its products. On an overall, more than 500 stores have been operated by Apple Inc in the global market and more than 1, 47,000 employees have been provided with employment opportunities. With such huge workforce base, it is expected that the organization should maintain a stable work environment so that employees get the opportunity of working following collective approaches. Hierarchical organizational structure is maintained and this has allowed employees to work under the direct supervision of their managers. Based on departmental segregation, managers enforce rules and employees comply by them for fulfilling their assigned job roles. Hierarchical organizational structure has led in maintaining hierarchical work culture whereby consistency of workflow is highly maintained in Apple Inc. Through control orientation, stable organizational culture as per business structure is maintained. Effective leadership and management approaches maintained by this company have influenced decision making activities. Leaders and managers influence behavior of staffs. Besides all these, group and team members ensure that positive behavior influences their activities. Motivational and perception related aspects of employees can be aligned with the organizational performance. By following Maslow's hierarchy of needs, employees' needs are fulfilled by Apple Inc, which, in turn, has improved business performance in global market.

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Profile of Chosen Organization

- Apple Inc is one of the biggest American technological brands headquartered in California. Steve Jobs, Steve Wozniak and Ronald Wayne were the founders of this organization.
- With the foundation of the organization in 1976, Apple Inc one of the big five companies in information technology industry, it sells hardware products including smart phones(Khan *et al.*,2015).

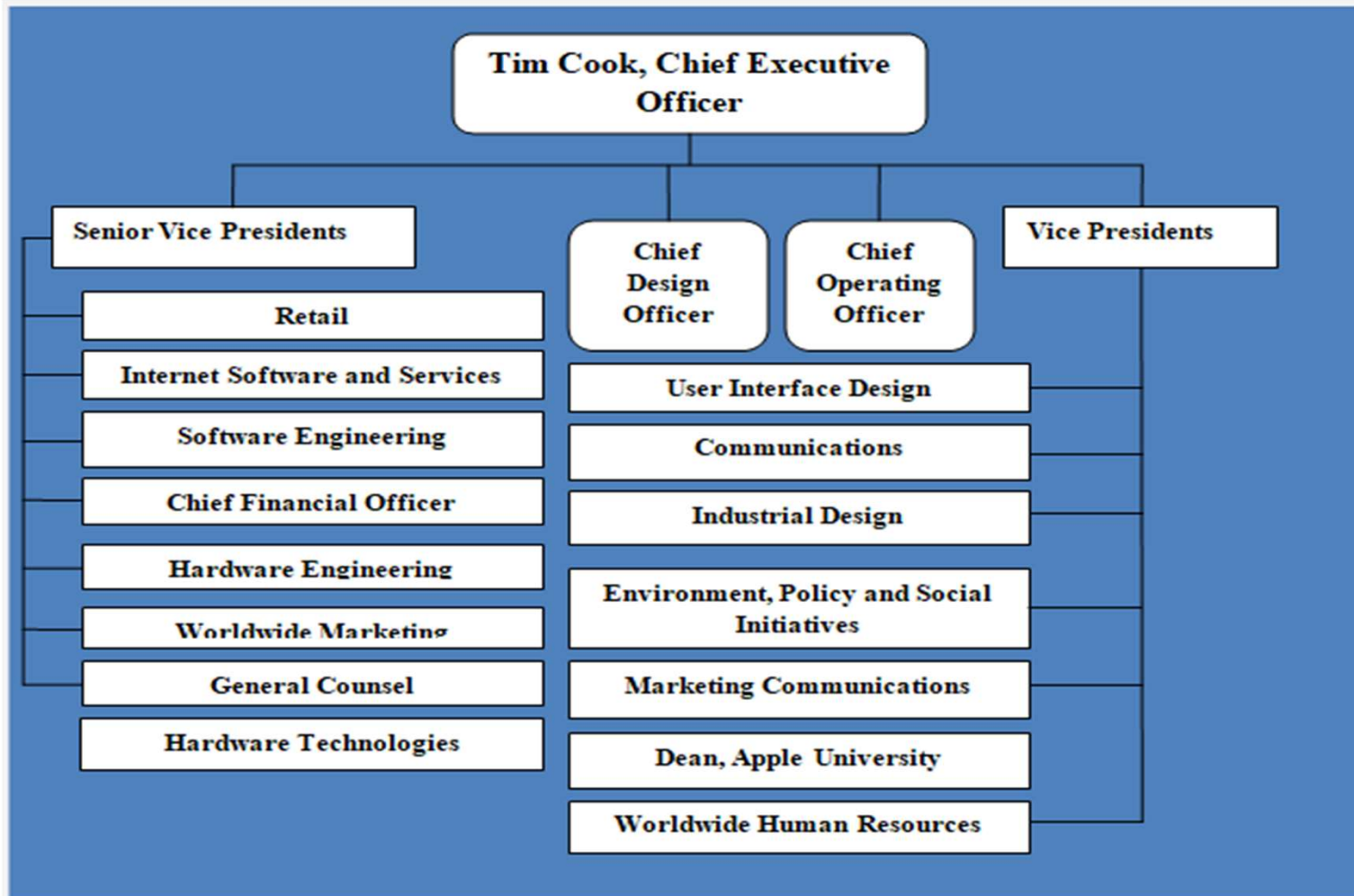


Organizational Structure and Culture

- Hierarchical organizational structure mostly comprise of a direct chain of command from senior managerial position to different subordinate level of workers.
- Hierarchical culture as per structure helps in initiation of strict institutional procedures. Very formal work culture is maintained in such organizations.



Organizational Structure of Apple Inc



Relationship of Organizational Structure with Culture

- In Apple Inc, hierarchical organizational has helped leaders in monitoring and coordinating activities of staffs by building a holistic culture emphasized with predictability and efficiency.
- Consistency as well as uniformity among staffs in this organization has resulted in maintaining hierarchical work culture (Anicich, *et al.*, 2015).

Different Leadership Approaches within Apple Inc

- Democratic leadership style has been applied by leaders of Apple Inc for monitoring and cooperating with other staffs.
- This leadership, which is also termed as participative leadership style, helps leaders of the organization to take decisions by forming groups (Ukaidi, 2016).



Democratic Leadership

CHARACTERISTICS

- Involves group members in planning and carrying out activities
- Asks before tells
- Promotes the sense of teamwork



WHEN EFFECTIVE



- Time is available
- Group is motivated and/or a sense of team exists
- Some degree of skill or knowledge among members of group



WHEN INEFFECTIVE



- Group is unmotivated
- No skill/knowledge is in members
- High degree of conflict present



Different Management Approaches within Apple Inc

- Classical Management Approach: Social needs are not taken into consideration through this (Akintayo, *et al.*, 2016).
- Contingency Management Approach: This enables managers to take decisions according to the immediate requirements of any situation.



Factors Influencing Group and Team Behaviors

- Internal Factors: These include quality of work environment, effectiveness of each group task, objectives that are formulated and individual roles.
- Skills and Ability: Ways in which each member performs in a group activity helps in understanding his/her potential.



Other Factors that influencing Group or Team Behavior

- The success or failure of a group depends upon so many factors.
- **Group member resources**
- **Group structure** (group size, group roles, group norms, and group cohesiveness)
- **Group processes** (the communication, group decision making processes, power dynamics, conflicting interactions, etc.)
- **Group tasks** (complexity and interdependence).

Motivational Theories and Perceptions linked to Organizational Performance

- Maslow's Need Hierarchy Theory: By motivating employees, they feel encouraged and take part in important decision making activities that improves business performance (Fallatah and Syed, 2014).
- McGregor's Participation Theory: Based on X and Y aspects of this theory, employees are identified to be capable of directing their behavior.

Conclusion

- Being one of the renowned technological brands, Apple Inc has prioritized needs of employees and has maintained some effective motivational, management and leadership approaches as per its hierarchical business structure.

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Thank
you!