

WORKPLACE CULTURE AND ITS IMPACT ON ORGANISATIONAL EFFICIENCY

Name: Ruvi Miah

Student Number: 1805642

Lecturer: Dr Raxon Nting

Table of Contents

Introduction	3
Critically assess the workplace culture of Apple Inc.	3
Organisational Overview	3
Type and characteristic of organisational culture in Apple	4
Characteristics of workplace culture in Apple Inc.:	5
Using any environmental scanning tool, provide a critical evaluation of broader environment in which the organisation operates and its impact on organizational culture and performance	6
Critically evaluate the extent, an organisation present cultural and ethical standard and the personal ethical standards, values and beliefs of most employees is sustainable and can help the organisation achieve its corporate objectives and social responsibilities	9
Cultural and ethical standards	9
Connection between organisational and personal cultures, values and beliefs	11
Change management	12
Conclusion	14
Reference List:	15

Introduction

In recent times, businesses are generally recognised as independent entities. Even though there are numbers of employees from diverse backgrounds engaged in different roles, there are certain sets of basic beliefs prevalent within any organisation, which are generally followed by them. A common value is shared among the diverse workforce who is drafted in respect to the opportunities and constraints available for the organisation is regarded as one of the major issues that the organisation is called the workplace culture or organisational culture (Sharma, 2016). The managers and leaders of any company utilise the workplace culture as an effective tool for influencing beliefs, thoughts and values. Thus, it becomes easier for the organisational members to have similar approaches and work in a coordinated manner to achieve set targets. It is stated that the workforce culture is effective in promoting better sense of responsibility among the individuals.

Critically assess the workplace culture of Apple Inc.

Organisational Overview

In this specific report, the workforce culture of Apple Inc. has been tried to be evaluated in regards with different aspects. The shared beliefs and values of employees within the organisation, its effectiveness on the performance of the company and the consideration of external and internal environment while the organisational data is being evaluated have been discussed in detailed manner (NARAYAN and RAMU, 2018). It is an undeniable fact that Apple Inc. is one of the most valued and popular global brands. Over the years, the company has been able to make a mark for itself with its continuous efficiency and application of innovation. It is regarded as one of the most successful technology giant, which initially started as personal computing devices selling company. It was established in the year 1976 by Steve Jobs, Steve Wozniak, and Ronald Wayne. Over the years, the portfolio of the company widened with multiple other electronic segments made available to meet consumer needs. Under the capable leadership of Steve Jobs, the company rose into a brand and it is widely preferred all around the globe. Currently, Tim Cook is the Chief Executive Officer of the company.

Type and characteristic of organisational culture in Apple

It is often regarded that the organisational culture of the company in discussion is one of the major factors which is continuously contributing to the business success of Apple. It is an undeniable fact that the corporate culture of any organisation effectively establishes business related values, beliefs, philosophies, and behaviour of the employees. In order to ensure that the individuals are able to support the strategic objectives of the company, Apple Inc. ensures that appropriate measures are taken to specify the vision and mission on the basis of which the particular steps which are needed to be followed by the employees in different departments are able to understand their own roles and responsibilities (Venkatesan, 2018).

The workforce cultural traits of Apple are aligned with the innovation drive which can be regarded as one of the primary contributory factors towards the business competitiveness of the organisation. Through the leadership of Steve Jobs, and currently Tim Cook, the organisation has been able to ensure that the cultural characteristics are enhanced and altered from time to time in order to maximise its impact on organisational performance as a whole. The corporate culture is largely based on innovation and competitiveness.

It is seen that the culture of creative innovation is deeply persistent within the company. Maintaining a high level of innovation, over the years, has been regarded as the key to their strong foundation in the business front. Maintain a position of industry leadership with appropriate competitive strategy implementation is also one of the primary characteristics of the organisation. Challenging conventions and pertaining standards is one of the primary cultures of the company which has enabled it to become one of the most competitive market leaders when it comes to technology sector (WRITER, 2018). Support and coherence of employees in different roles and responsibilities employed in different department is one of the primary reasons for the company to be able to align multiple functions in one common direction.

Mission: The core mission of the company is to ensure bet user experiences through innovative software and hardware services being extended.

Vision: While breaking down the vision statement of the company, it may be seen that there are certain sets of core factors which are mentioned. The company is driven towards

production of high standard quality products and services with the help of innovation. In addition to this, adaption of simplicity over complexity is regarded to be crucial by the organisation. The company also envisions controlling the primary technologies which are used in Apple products. Maintaining excellence is yet another important aspect

Values: The company is considers that in order to sustain the position of market leader, setting aggressive goals is important. In addition to this, the company also considers it essential to make products on which they may invest their own faith and beliefs. The company intends to make a positive societal change at the same time while attaining profit remains the primary motivation (Szilágyi and Vécsey, 2016). In addition to this, it may also be seen that every individual is given the scope to make a difference by coming up with innovative ideas which would be aligned with organisational objectives.

Characteristics of workplace culture in Apple Inc.:

Maintaining excellence: The organisational culture have a policy of hiring only the best available in labour market. There has been evidence of Steve Jobs, former CEO, to fire people unable to match expectations. The tradition is still continuing under the leadership of Tim Cook. Thus, the culture promotes top-notch employees able to maintain high skill sets. Excellence is one of the major critical success factors for the company.

Creativity and innovation: The cultural characteristics also ensure that new ideas are generated and applied in order to ensure continuous improvement of the business. Creativity is largely favoured by the management of the company in discussion. The knowledge, abilities and skillset of the employees are hence regarded to be useful only if they are able to come up with creative ideas that the company may explore. The product design and development individuals are required to constantly upgrade their abilities which are reflected in the constantly changing features of Macs, iPhones, iPads, and so on. In addition to this, the support of rapid innovation is also evident (Frey *et al.*, 2016). It is largely regarded as one of the most innovative companies of the world. The employees are trained and motivated so that they are able to positively contribute towards the organisational requirement in most suitable manner. In order to remain attractive for the customers and have a profitable business, relying on rapid innovation is the key culture of the organisation.

Secrecy: During the leadership of Steve Jobs, the organisation developed a culture of secrecy. In order to minimise theft of any kind of proprietary information which may affect its innovative attitude, it may be stated that the company considers holding on to its edge against the competitive sets. Thus, the employees are largely encouraged to keep the business information secret. There are strict company rules, policies and contracts to ensure high secrecy. Thus, protecting themselves from any kind of corporate espionage is yet another important cultural aspect of the company.

Using any environmental scanning tool, provide a critical evaluation of broader environment in which the organisation operates and its impact on organizational culture and performance

It is often stated that the organisation develops its culture taking in account its internal and external environment. The functioning and activity of any organisation, irrespective of the sector it is functional in, is majorly affected by the environment within which it operates. The effect of the environment in organisational culture, as well as organisational effectiveness in the long run is an undeniable fact. Therefore, in order to have better understanding of the workforce culture, evaluation of broader environment of Apple Inc. is necessary. Appropriate environmental scanning tools should be employed in order to understand the relevance of the same.

Political: One of the most crucial aspects for the company is that even though it is headquartered in the US, it is heavily reliant on trade policies with countries around the globe. More than half of the overall sales come from different countries other than US (Dzomonda and Fatoki, 2019). In addition to this, it is also seen that the company is reliant on China for lower cost manufacturing of its products. Thus, there are chances that if relationship with foreign countries gets strained, there will be direct impact on the overall performance of the company. It is known that the US-China trade war is at its peak, which could also lead to heavy charges on Chinese imports into US. In addition to this, the tax

reforms in UK reduced the income tax rates of the corporate houses, which enhanced the scope of gain for the company.

Economic: The economic difficulties which are prevalent in the Europe is one of the concerning factors for the organisation. There are reports in decrease in overall Apple product sales. The customers, particularly in UK are facing wage growth which is below inflation, thus, having less amount of disposable incomes for spending. Hence, investing on high priced Apple products may be a difficult decision. However, it is noted that pound is recovering gradually from its early depreciation (HAFIT, 2017). There are record numbers of people being employed which increases the scope of Apple product sales in the UK market. However, another point of concern is that the labour cost in China is slowly and gradually increasing.

Social: In recent times, full screen displays, as well as larger displays are emerging as major trends. In addition to this, it is also seen that the extended battery lives are also essential for customers in recent times along with multitasking capabilities. There are ranges of low cost yet high quality products launched by competitors like Huawei and Samsung. Thus, it is posing as a major threat to the organisation. However, it cannot be denied that the company has been able to establish itself as a luxury brand and the premium pricing is kept in order to maintain an edge over these competitors. There are certain loyal sets of customers that the company enjoys consistently. In numbers of countries in Asia, Apple products are associated to be a status symbol. Hence, there is less chance that other alternatives available would hamper the preferences of customers that the company has been targeting.

Technological: Advanced AI functionality is one of the fastest growing aspects in recent times. The usage of AI assistants is becoming common for completing tasks via voice control is becoming common in recent times. It may also be seen that there is a scope for the organisation to ensure that Alexa and Google Assistant type of AI assistant is developed. The company has announced its new iOS 12 powered by Siri to be remarkable and likely to be suitable for the Apple home-kit. In addition to this, cyber-crimes are at rise, which makes it essential for companies like Apple to ensure that appropriate safety solutions are being developed (Shaari, 2019).

Legal: It may also be seen that the company has been participant of numbers of lawsuits over the years with competitors like HTC, Samsung, Nokia and so on. In addition to this, it is also seen that the digital turnover by the company wasn't signed by the company in respect to the law of European Union, which led to the company to pay a fine of €14bn. Thus, it might be stated that the profit margin of the company was hampered in previous year.

Environmental: Pollution and other concerns relating to environment are considered important by the company. It may be seen that there are efforts taken by the company to reduce fossil fuel use in its production. Thus, the manufacturing cost is likely to increase. However, with application of innovation, which is the key driver of the company, it may be able to ensure that better electronic devices are produced with less environmental harm (Bussin, 2016).

SWOT Analysis:

In addition to understanding the external environment, it is also necessary that a better understanding of the internal environment is done as well. This provides scope for analysis of the cultural competence of any workplace and the effects it has on its overall organisational performance.

Strengths: • The company enjoys a strong brand image • Profit margins of the company are high • Effective rapid innovation processes is applied which works in its best favour	Weaknesses: • Limited distribution network which reduces scope of reaching to wider audience • Dependence of sales on high-end market segments limits the numbers of customers • High selling prices are big weakness since competitors offer similar services at lower prices
Opportunities: • The organisation may consider expanding its distribution network in better manner	Threats: • The competitive market has become more aggressive than ever

● The sales volumes are also required to be increased in order to keep up with the competitors ● New and more affordable product lines can be introduced which would appeal to wider segments	● There are numbers of companies imitating products of the company which is posing a threat to the organisation and its uniqueness ● The labour costs in countries like China is increasing rapidly.
--	---

Critically evaluate the extent, an organisation present cultural and ethical standard and the personal ethical standards, values and beliefs of most employees is sustainable and can help the organisation achieve its corporate objectives and social responsibilities

Cultural and ethical standards

Cultural and ethical standards are important aspects of an organisation. It helps to determine workplace ethics and values, crucial to guide and instruct organisation values and beliefs as a whole. Gallagher and Jago, (2018) state that it helps to ensure sustainability of workplace. For instance, Apple gives importance on ethical workforce norms and practice. The company strives to take measures to give protection to employees. Maintaining diversity, equality, are some of the core ethics of Apple. In terms of organisation culture, the company stresses on creativity and innovation. It is essential to state that the company chiefly concentrates on maintaining and encouraging high level of creative innovation throughout its departments. Employees and staffs are motivated to generate, share and demonstrate new ideas and content to improve and enhance products and company development. Gillespie and Reader, (2017) states that Apple appreciates and acknowledges creativity, especially among employees engages in development process and products designs. Macs, iPhones, iPads are some of the other products that have been developed taking into account expectations and needs of customers.

It is necessary to state that several types of organisation cultures are present, the clan culture, adhocracy culture, market culture and the hierarchy culture. The clan culture chiefly works on collaboration. The adhocracy culture stresses on creativity and energy. The market culture is

based on competition and attempts to possess concrete results. The hierarchy culture stresses on control and situation. It is important to understand that each organisation possess respective organisation culture. For instance, the Apple Inc chiefly stresses on the adhocracy culture and the market culture. As the adhocracy culture suggests, the company upholds creativity and energy. Employees and staffs are encouraged to take chances and risks. New ideas and contents are welcome. Leaders are regarded as entrepreneurs and innovators. Two major leading personnel, Steve Jobs and Tim Cook, both have highlighted creative innovation. The company offers a platform to employees to utilise individual skills, talent and come up with innovative ideas and approach. The company appreciates individuality. Kujala *et al.*, (2016) states that the market culture upholds the importance of competitive dynamics, stressing on achieving outcomes. Similar to other organisations, Apple focuses on gaining competitive advantage. It is relevant to state that Steve Jobs, the former CEO used to focus on enhancing combating culture of the company. Employees and staffs would be required to constantly improve market position of the company. Mitonga-Monga *et al.*, (2016) argues that the market culture tends to create pressure on employees to demonstrate quality work standards, necessary to keep up with other competitors. However, HAZAVEHEI *et al.*, (2019) points out that the culture enables a company to stress on its products/services to increase competitive advantage. Apple has been demanding, strongly goal-oriented during the leadership of Steve Jobs. From the time of Tim Cook, the intense pressure of combating has been reduced to some extent. However, the company culture encourages and appreciates skills, talent, creativity, effort of employees. It focuses on individuals who demonstrate creative innovation and initiative to deal with challenging tasks.

It is helpful to understand that core values play a major role to ensure company stability and success. The company asserts that it strives to make best products for customers. Instead of trying to be different, it stresses on certain products and attempt to innovate to develop the products for customers. The company attempt to produce products that would be convenient to use with advanced technology. It is interesting to note that the company participate in a particular sector of market where it is aware that would contribute significantly. Mitonga-Monga *et al.*, (2016) states that unlike other companies, Apple strives to focus on limited products and projects in order to utilise resources to innovate in an effective manner. It is essential to mention that the company upholds collaboration to conduct innovation. The

management of the organisation ensures constant communication across the departments. It enables the departments to have information of each other's activities. As its result, it influences organisation culture to flourish and thrive. It needs to be stated that Apple has maintained its core value irrespective of change in external environment. Dark *et al.*, (2017) state that the company might have adapted certain changes to cope up with surrounding change. However, the core values continue to remain same. It has shaped up principles and beliefs of the organisation culture.

Every individual possesses personal values and beliefs. It differentiates from one person to another. It is necessary to state that personal values and beliefs play a role in developing difference of opinion. It impacts work culture, behaviour, attitude and so on. A large organisation such as Apple experience varied personal values and beliefs as it possess employees belonging to diverse cultural backgrounds. It is necessary to state that the company takes initiative to celebrate and acknowledge diverse workplace. Negi and Dangwal, (2019) reasons that companies need to make effort to establish connection between organisational and personal culture, ethos and values. It is reasonable to state that conflicts or difference of opinion would occur. For instance, resistance to change, unwilling to adapt to new environment, work culture and so on. Problems would occur in terms of work culture, leadership, work commitment. In such case, a company need to take suitable measures to reduce internal conflicts and deal with issues in a systematic manner.

Connection between organisational and personal cultures, values and beliefs

According to Negi and Dangwal, (2019), organisations need to consider diversity as a strength and utilise it to enhance its competitive aspects. It is worth noting that Apple has successfully employed diversity with its credit. Each of the important management personal belong to different cultural backgrounds. For example, 53% new recruits belong to underrepresented minority cultural groups. It is important to state that the company gives value to individuality. Employees and staffs have the space to work as per individual convenience. It needs to be mentioned that problems are inevitable. However, the company strives to deal with the challenges in a systematic and organised manner. Communication plays a crucial role in the process. It is relevant to state that Apple conducts celebrations and activities to encourage individuals to interact and share experiences of each other.

It enables individuals to understand and appreciate diverse cultures of each other. Lewis *et al.*, (2016) state that personal culture and values are important as it impacts organisational culture. For example, employee behaviour and attitude impact overall company culture as a whole. A company needs to understand ways to encourage and motivate employees to change, modify personal work attitude, behaviour, thought process and so on that would be positive and connected with the company objectives and goals. Taking the factor into consideration, it is reasonable to highlight that Apple has ensured a connection between the organisation and personal culture and values in a way that helps in fulfilling company goals and objectives. For instance, the company retains diversity of employees. Innovative thinking and approach are encouraged, it helps individuals to generate creative thinking and approaches Anderson and Sun, (2017). Employees are able to practice individuality, feels valued within the workforce. This in turn leads to improved working beneficial for the company.

It is reasonable to highlight that companies need to offer flexibility, promote trust, work as a team and develop good work relationship. Apple has succeeded in creating a flexible work culture where employees work as per individual convenience. The company upholds positive work relationship through discussion, group projects, feedback and relevant activities. The company has strong leadership where product designs and development are concerned. It is important to state that the cultural characteristics help Apple to stand ahead of other competitors such as Motorola, Nokia, Samsung, Fitbit and. Focusing on core values and acknowledging diverse individual cultures, ethos, values ensuring connection between organisation and personal aspects have helped the Apple to experience sustainability. It is essential to highlight that problems are inevitable in workplace. Internal conflicts need for modifications, change, are inevitable with time. On the other aspect, external environment factors drive changes as well. An organisation needs to improve its goals and objectives, improve its management, workplace culture and so on. Herein lays the significance of change management.

Change management

For organisations, change management proves to be effective to initiate and execute change within organisations. As stated by Anderson and Sun, (2017), change management helps an

organisation to improve, modify, change its measures, methods and practices. An organisation require change ensure its sustainable business positions and gain competitive advantage. It is relevant to state that Apple has conducted change management, the change of leadership from Steve Jobs to Tim Cook has demonstrated significant changes. During the time of Jobs, the leadership has been autocratic. Yahaya and Ebrahim, (2016) further state that Jobs' leadership can also be regarded as domineering. The leadership has demonstrated farsightedness vision, innovation under Steve. The company has experienced thriving business. It has produced revolutionary gadgets and technology. However, Nawaz and Khan (2016) reasons that the leadership approach also possesses negative aspects. A major shortcoming of autocratic leadership is, it undermines employee collaboration and creativity, despite information exchange during decision making. The Vroom-Yetton-Jago decision model helps to understand that no fixed decision-making approach is present. Different situations require varied leadership styles. The model chiefly considers autocratic, consultative and collaborative leadership approaches. It is appropriate to state during the particular time, Steve's leadership has proved to be effective.

The company underwent transition when Tim Cook came as the new CEO. However, it is worth to note that the Cook made effort to improve the company management. Cameron and Green, (2019) asserts that Cook meant that the Apple's strategy of conduct business would remain same. It is informative to highlight that staffs and employees have been sceptical about Cook as the new leader. Senior employees had doubts about Cook's potential as the company leader. As a long-term manager and assistance of Steve, Cook ensured that nothing would change. It is appropriate to mention that the new leader's leading style is collaborative in nature. It is inspirational and inclusive. The company gradually acknowledged and accepted the new work culture, attitude and methods.

Kurt Lewin's change management theory is effective to elucidate the change process of an organisation. It is essential to highlight that the theory possess three stages of change, unfreeze, change and refreeze. In the unfreeze stage, an organisation attempts to conduct change, identify the necessity for creating the change. It requires strong leadership. A company need to ensure that employees have proper knowledge regarding the change. Apple has made effort to initiate and execute change within the organisation. For the purpose, Cook has informed all employees, associated stakeholders regarding the change, clearing that that

the goals, strategies would remain same. The company has ensured gradual and slow introduction of change processes. The primary steps enabled the company to convince employees about the new leadership and work culture. With time, the company has encouraged collaborative work culture. It has helped to develop a diverse, inclusive work environment. As stated by Hayes, (2018), it has encouraged new recruits and employees to demonstrate talent, innovation in an effective manner. It led to the second stage of change; it is the crucial stage of change management. Constant communication has helped to reduce and avoid miscommunication, misinterpretation of instructions, directions and so on. Tim Cook has encouraged staffs and employees to involve throughout the change process. Organisations that acknowledge talents, expertise of people and strive to collaborate skills, experiences, creative innovations help to generate new contents and ideas. On the other aspect, it helps to develop a sense of belonging among employees and individuals working together (Doppelt, 2017). Collaborative leadership might be time consuming, difficult to execute. However, it encourages group or teamwork. It helps to create an inclusive work culture. It strives to connect personal and organisational values, beliefs, helpful to fulfil company goals and objectives in the long term. It is necessary to state that Apple has conducted collaborative leadership to work with varied departments, employees for the company. Secrecy, combative attitude has reduced to a moderate level, instead of group work, collective decision-making, inclusive work attitudes have been encouraged, it has improved the organisation culture to a significant extent. Following the stage of change, the third stage of refreeze has occurred. In the stage, organisations need to normalise the new measures, approaches to ensure sustainable development. The example of Apple helps to understand successful change management leading sustainable development and fulfilment of company objectives.

Conclusion

In conclusion, it can be said that companies need to focus on organisational cultures, values as it shapes up company culture and beliefs. It enables a company to overcome fixed cultural dimension and reach to diverse individuals in an effective manner. Both internal and external factors influence company culture and norms. A company need to make effort to ensure that it has the potential to cope up surrounding change and develop its organisation measures accordingly. Work cultures are varied, it is the responsibility of a company to understand and set an organisational culture that would be effective to experience thriving organisation.

Change management is useful to develop a company to ensure sustainable business and fulfilment company objectives.

Reference List:

Anderson, M.H. and Sun, P.Y., 2017. Reviewing leadership styles: Overlaps and the need for a new 'full-range' theory. *International Journal of Management Reviews*, 19(1), pp.76-96.

Bussin, M., 2016. Performance management-attract and retain skilled people and Millennials: hot button. *HR Future*, 1(Jan 2016), pp.30-33.

Cameron, E. and Green, M., 2019. Making sense of change management: A complete guide to the models, tools and techniques of organizational change. Kogan Page Publishers.

Cummings, S., Bridgman, T. and Brown, K.G., 2016. Unfreezing change as three steps: Rethinking Kurt Lewin's legacy for change management. *Human relations*, 69(1), pp.33-60.

Dark, F., Whiteford, H., Ashkanasy, N.M., Harvey, C., Harris, M., Crompton, D. and Newman, E., 2017. The impact of organisational change and fiscal restraint on organisational culture. *International journal of mental health systems*, 11(1), p.11.

Doppelt, B., 2017. Leading change toward sustainability: A change-management guide for business, government and civil society. Routledge.

Dzomonda, O. and Fatoki, O., 2019. Evaluating the Impact of Organisational Culture on the Entrepreneurial Orientation of Small and Medium Enterprises in South Africa. *Bangladesh Sociological Society*, 16(1), p.82.

Frey, R., Boyd, M., Foster, S., Robinson, J. and Gott, M., 2016. What's the diagnosis? Organisational culture and palliative care delivery in residential aged care in New Zealand. *Health & social care in the community*, 24(4), pp.450-462.

Gallagher, A. and Jago, R., 2018. Understanding professional misconduct: Snowflakes, stoics or organisational culture?.

Gillespie, A. and Reader, T.W., 2017. Investigating organisational culture from the 'outside', and implications for investing. *Psychology at LSE*.

HAFIT, N.I.A.B., 2017. RELATIONSHIP BETWEEN PERFORMANCE CULTURE, ORGANISATIONAL STRUCTURE AND ORGANISATIONAL INNOVATIVENESS AMONG ADMINISTRATORS IN HIGHER EDUCATION INSTITUTIONS.

Hayes, J., 2018. The theory and practice of change management. Palgrave.

HAZAVEHEI, M., MOHAMMAD, S., HAMIDI, Y., KARIMI-SHAHANJARINI, A.K.R.A.M., RABIEI, S., ALI, M., FARHADIAN, M., ALIMOHAMADI, S., MOGHADAM, K. and MELIKA, S., 2019. The Status of Organisational Culture and Job Satisfaction in Hamadan Specialty Hospitals. *Journal of Clinical & Diagnostic Research*, 13(4).

Kujala, J., Lehtimäki, H. and Pučėtaitė, R., 2016. Trust and distrust constructing unity and fragmentation of organisational culture. *Journal of business ethics*, 139(4), pp.701-716.

Lewis, S., Cantore, S. and Passmore, J., 2016. Appreciative inquiry for change management: Using AI to facilitate organizational development. Kogan Page Publishers.

Mitonga-Monga, J., Flotman, A.P. and Cilliers, F., 2016. Workplace ethics culture and work engagement: The mediating effect of ethical leadership in a developing world context. *Journal of Psychology in Africa*, 26(4), pp.326-333.

NARAYAN, S.V. and RAMU, M., 2018. A STUDY ON ORGANISATION CULTURE OF APPLE COMPANY. *International Journal of Pure and Applied Mathematics*, 120(5), pp.3797-3808.

NARAYAN, S.V. and RAMU, M., 2018. A STUDY ON ORGANISATION CULTURE OF APPLE COMPANY. *International Journal of Pure and Applied Mathematics*, 120(5), pp.3797-3808.

Nawaz, Z.A.K.D.A. and Khan_ PhD, I., 2016. Leadership theories and styles: A literature review. *Leadership*, 16, pp.1-7.

Negi, P.S. and Dangwal, R.C., 2019. Organisational Sustainability through Culture and Managerial Effectiveness: An Indian Perspective. *Journal of Entrepreneurship and Innovation in Emerging Economies*, 5(1), pp.22-36.

Pandey, S. and Rishi, P., 2016. Linking CSR and sustainability with organisational culture, values and business ethics-a qualitative analysis of Indian IT companies. *International Journal of Intelligent Enterprise*, 3(3-4), pp.205-231.

Shaari, N., 2019. ORGANIZATION CULTURE AS THE SOURCE OF COMPETITIVE ADVANTAGE. *Asian Journal of Research in Education and Social Sciences*, 1(1), pp.26-38.

Sharma, A., 2016. Life After Death: The Routinisation of Charismatic Leadership at Apple and Hewlett-Packard.

Szilágyi, G.A. and Vécsey, A., 2016, November. Study of organisational innovations impacts by multi-logistic analysis. In *2016 IEEE 17th International Symposium on Computational Intelligence and Informatics (CINTI)* (pp. 00289-00293). IEEE.

Venkatesan, S.R.P., 2018. The Relationship between Organisational Culture and Humanitarian Supply Chain Collaboration in Long-Term Aid.

WRITER, H., 2018. Case Analysis: Apple Inc. Essay. Marketing.

Yahaya, R. and Ebrahim, F., 2016. Leadership styles and organizational commitment: literature review. *Journal of Management Development*, 35(2), pp.190-216.