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Motivational Techniques for Business Organization – A Case Study of Apple Inc.

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Thesis abstract

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Apple Inc. is a big name in the market nowadays. Several eye-catching and advanced technology products including smartphones, computers, laptops, tablet computers, music devices, smart television, and other relevant products are introduced to the customers by this company. The situation has become like this: if a person uses an Apple product, he is considered as someone very elegant. It has become possible for a higher brand appeal of Apple Inc. This company is one of the best brands in this era. The policy of this company focuses on giving top priority to its employees. The Board of directors of this company knows the capacity of a highly satisfied workforce. As a result, they try their best to motivate the employees providing various financial and non-financial incentives.

To make this paper, qualitative and quantitative both types of data have been collected. To collect survey data, employees of Apple are provided a questionnaire and circulated it. Contemporary news, journals, business magazines also helped a lot to find necessary information about the company. Besides, several theories, figures, articles, etc. are analyzed to conclude.

It has seen that the productivity of this company is higher in comparison to its competitors because of its highly motivated and skilled workforce. They are very satisfied and loyal because the company thinks about their welfare. This provides Apple Inc. with a competitive advantage and makes it as the best brand.

Keywords: Motivation, Workplace, Incentive, Training, Competitive Advantage, Employee Welfare.

SEINÄJOEN AMMATTIKORKEAKOULU

Opinnäytetyön tiivistelmä

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Apple Inc. on iso nimi markkinoilla nykyään. Tämä yritys esittelee asiakkailleen useita kiinnostavia ja edistyksellisiä teknologiatuotteita, kuten älypuhelimet, tietokoneet, kannettavat tietokoneet, tablet-tietokoneet, musiikkilaitteet, älykäs televisio ja muut asiaankuuluvat tuotteet. Tilanteesta on tullut tällainen: jos henkilö käyttää Apple-tuotetta, hänen katsotaan olevan joku erittäin tyylikäs. Apple Inc.: n tuotemerkin vetovoima on lisääntynyt. Tämä yritys on yksi tämän aikakauden parhaista tuotemerkeistä. Tämän yrityksen politiikassa keskitytään antamaan etusija työntekijöilleen. Tämän yhtiön hallitus tietää erittäin tyytyväisen työvoiman valmiudet. Seurauksena on, että he yrittävät parhaansa motivoida työntekijöitä tarjoamalla erilaisia taloudellisia ja ei-taloudellisia kannustimia.

Tämän paperin laatimiseksi on valittu sekä laadullinen että kvantitatiivinen datatyyppi. Kyselytietojen keräämistä varten Applen työntekijöille tarjotaan kyselylomake ja jaetaan se. Nykyaikaiset uutiset, lehdet, yrityslehdet auttoivat myös paljon löytämään tarvittavaa tietoa yrityksestä. Lisäksi useita teorioita, lukuja, artikkeleita jne. Analysoidaan päätelmän tekemiseksi.

Se on nähnyt, että tämän yrityksen tuottavuus on korkeampi verrattuna kilpailijoihin erittäin motivoituneen ja ammattitaitoisen työvoiman takia. He ovat erittäin tyytyväisiä ja uskollisia, koska yritys ajattelee heidän hyvinvointiaan. Tämä antaa Apple Inc.: lle kilpailuetua ja tekee siitä parhaan tuotemerkin.

Asiasanat: Motivaatio, työpaikka, kannustin, koulutus, kilpailuetu, työntekijöiden hyvinvointi.

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Terms and Abbreviations

iStore	Apple Store.
Ltd	Limited
MGT	Management.
%	Percentage.
MSRP	Manufacturer Suggested Retail Price
MNC	Multinational Corporation

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Special Symbols

® Registered trademark symbol

™ Trademark symbol

1 CHAPTER I: INTRODUCTION OF THE STUDY

The research will focus on various motivational activities undertaken at Apple Inc. The factors related to this issue including workplace, productivity, and job satisfaction, motivational strategies, supervisor-subordinate relationship, etc. will properly be analyzed to conduct this research. Therefore, this study will give an overall idea of different motivational activities undertaken in a business organization in order to ensure productivity.

1.1 Background to the Study

Researchers strongly believe that organizational goals cannot be achieved without the commitment of employees of the organization. To achieve desired organizational objectives, employee motivation is essential to enhance and ensure the willingness of them to do the best. Several motivational approaches are used throughout the organization to achieve the desired outcome including huge productivity, best quality products and services, higher sales volume, and increased reputation. Employee efficiency and effectiveness are increased by motivational programs which finally contribute to improve product and service quality. This situation helps building a strong relationship with the customers which finally increases the sales volume of the company. There are two types of motivation-intrinsic and extrinsic. An employee sometimes is self-driven to work hard with full concentration. He thinks that he must perform his duty properly. He gets a perpetual joy after accomplishing the assigned task on him. They also get personal enjoyment of an activity. They are eager to learn because they think it will enhance their skill. This type of behavior of an employee is defined as intrinsic motivation. The organization needs to take almost no attempt to motivate these types of employees. But the reality is very few numbers of employees in an organization are intrinsically motivated. As a result, it is very common to undertake various motivational approaches to increase interest in the work of the employees. It is also seen that intrinsically motivated employees exist more in reputed organizations where employee welfare is carefully considered. Employees working their feel a sense of responsibility to contribute to the organization.

On the other hand, there is another type of motivation which is extrinsic motivation. Extrinsic motivation refers to some factors that are pushed from outside to do something in the hope of getting a reward. Human nature tells that people usually do something in exchange for getting something. This expectation is not considered bad at all. Usually, an employee does not work spontaneously. They work for a positive outcome. They perform their duties in the hope of getting something. Considering this belief, an organization designs a motivation approach. When an employee has to complete a project, he works hard to complete it properly in time. He does it because he knows that if he can do it according to the employer's demand, he will be praised and awarded. This thought drives him to accomplish the project. This principle is stated as extrinsic motivation.

Motivation is divided into two ways. Those are financial motivation and non-financial motivation. Both approaches are very effective based on circumstances and organizational policy. However, studying human nature, it is said that people have an interest in financial issues. But sometimes a financial issue is not enough to raise the morale of the employee. Then they want something that can raise their heart to accomplish the task. Organizations, then, undertake non-financial approaches to motivate them. Employees of an organization want to be paid handsomely for their work as all of us. They enjoy working if they are salaried by their expectation.

Business organizations, nowadays, are highly concern about employee satisfaction in the workplace. Recent studies show that performance is interrelated to job satisfaction. It is the motivation that can make employees satisfied in the workplace which leads to improved performance and higher productivity.

This research tried to show different motivational activities undertaken by Apple Inc. Helsinki to boost overall performance and productivity.

1.2 Problem Statement

Researchers try to find out an outcome that will be used as a solution over a problem. In this regard, researchers collect various data, analyze those, and reach a

conclusion. If research is not conducted, problems remain unknown. As a result, a solution cannot be made.

There are so many branches of Apple Inc. all over the world. It is impossible to send a questionnaire to all the employees of all branches. Yet, employees of only in the branch of Helsinki will be provided a questionnaire and the necessary information will be collected.

1.3 Objectives of the Study

This research will try to identify different motivational activities undertaken to influence the employees in an organization, especially in Apple Inc. It will investigate the factors including workplace, employee performance and productivity, job satisfaction, motivational strategies, productivity, supervisor-subordinate relationship, especially in Apple Inc.

1.4 Consequences of the study

The study will help to understand appropriate motivational activities in different circumstances to influence the employees. It will make recommendations for Apple Inc. on how to influence employees working interest by adopting proper motivational strategies.

1.5 Research techniques

Several methods will be used to find the necessary information to conduct this research.

1. Various sources available on internet will be explored
2. Researcher will review various books, magazines, articles, and journals.
3. Employees of Apple will be provided questionnaires and some specific employees will be interviewed.

1.6 Research questions

- a) What are the motivational strategies used in Apple Inc.?
- b) What recommendations can be made for Apple Inc. to influence the employees by applying motivational strategies?

1.7 Target group

A case study of Apple Inc. will be used to conduct this research. The target group is the employees of Apple in Helsinki, Finland. There are hundreds of iStore all over the world. The researcher mainly chooses iStore at Helsinki to have an overall idea.

1.8 Collection and analysis of data

Primary and secondary both types of data will be used to conduct this research. A questionnaire will be developed and distributed among the respondents. Respondents are the employees of Apple Inc. They will answer the questions properly and submit to the researcher. It is a basic tool a researcher uses to collect necessary data. Both open-ended and close-ended questions will be gathered there. The researcher surveyed by arranging 30 samples from the Apple store to collect this type of data for this research. Later, data will be analyzed and presented in the form of pie charts and bar diagrams.

1.9 Management of the study

This research contains six chapters in total. In the first chapter, the introduction, background of the study, problem statement, research objectives, research techniques, research questions, and data collection methods will be shortly discussed.

The second chapter is about the company. This chapter will shortly discuss all of Apple Inc., its establishment, total employees, operations, and management.

Chapter three represents the literature review of the study. Previous discussions about the topic are shown here. Various authors and researchers published many theories about this topic. Those theories are represented in this chapter.

Chapter four is about the methodology of the study. How this research is conducted that will be discussed in this chapter.

Chapter five is about data analysis. Data collected from the survey will be analyzed in this chapter.

Chapter six is the final chapter of the research. Recommendation and conclusion will be presented here.

2 CHAPTER II: OVERVIEW OF APPLE INC.

2.1 Historical Background of Apple Inc.

Apple Inc. is the leading business organization in this current world. It is established by Steve Jobs, Steve Wozniak, and Ronald Wayneby in California, the USA in 1976. Since then the headquarter is located in Cupertino, California. It was incorporated company as Apple Computer Inc. on 3rd January 1977, which was renamed later on 9th January 2007 as Apple Inc. Currently, 1,37,000 employees are working for this company in 500+ retail stores all over the world. Apple Opened its store in Helsinki in 2009.

This company is highly reputed for its wide variety of modern technology products including iPhone, tablet PC, music instruments, etc. The company made it possible with the dedication and cooperation of its employees. Apple knows how to make its employees motivated. In this way, the company holds higher performance of its workers and the world experiences advanced technology products. Apple motivates its employees in two ways- financial and non-financial. Sometimes, the company offers financial rewards which include bonuses, increased salary, gifts, etc. On the other hand, the non-financial reward of Apple Inc. includes Compliment, recognition, participation, etc. In such ways, Apple Inc. has established itself as the top brand in the world.

2.2 Products and Services

Apple Inc. continuously expand its products mix. The following are the main product and service lines of Apple Inc.:

Products:

- Mac: Mac® is the Company's line of personal computers based on its macOS® operating system. During 2019, the Company released a new version of MacBook Air® and a new Mac mini®, and introduced an updated Mac Pro®, which is expected to be available in the fall of 2019.

- iPhone: iPhone® is the Company's line of smartphones based on its iOS operating system. In September 2019, the Company introduced three new iPhones: iPhone 11, iPhone 11 Pro and iPhone 11 Pro Max.
- iPad: iPad® is the Company's line of multi-purpose tablets. iPad is based on the Company's iPadOS™ operating system, which was introduced during 2019. Also during 2019, the Company released two new versions of iPad Pro, an iPad Air®, an updated iPadi® and a new 10.2-inch iPad.
- iPod
- Apple TV
- Apple Watch

Services:

- Digital Content Stores and Streaming Services
- AppleCare
- iCloud
- Licensing
- Other services

2.3 Competition**2.3.1 Competitors of Apple in the smartphone market**

As of May 2020, Apple is second largest smartphone company in the world with 24.18% global market share. However, it faces several powerful competitors in its global smartphone markets competition. According to StatCounter (2020), the main competitors and their global market shares are as follows:

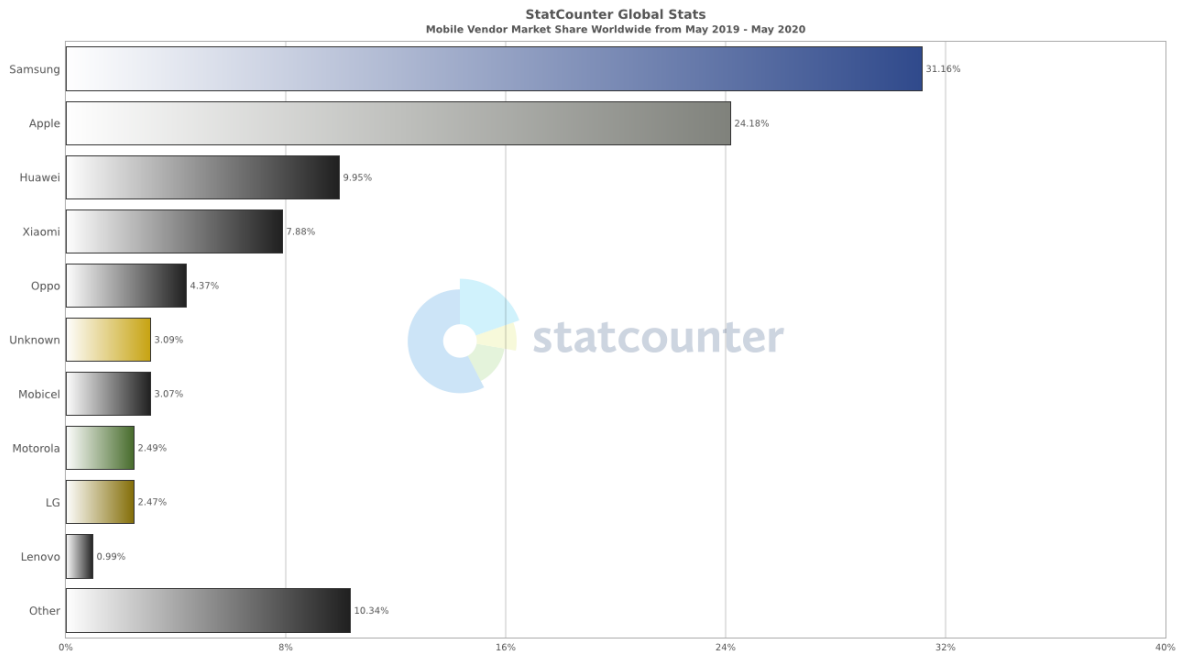


Figure 1. Mobile Vendor Market Share Worldwide May 2019 - May 2020 (Statcounter 2020)

Samsung: 31.16%

Huawei: 9.95%

Xiaomi: 7.88%

Oppo: 4.37%

Others: 10.34%

It is worth referring that Apple is the market chieftain in the USA with 56.74% market share, while Samsung's position is in the second with 25.37% market share in this case. The following three big competitors of Apple in the country are LG, Motorola, and Google with 5.89%, 3.41% and 2.52% market share, respectively. Not only that, Apple is also the market chief with 49.71% market share in the UK. Apple's two closest competitors in the UK are Samsung, and Huawei with 28.61%, 9.21% market share, respectively.

2.3.2 Competitors of Apple in the personal computer market

Personal computer (PC) market is extremely competitive and changing constantly because of technological innovations and the fast changes in consumers' choice. As of 2019, Apple's market share in the worldwide personal computer market is 7% which is the 4th largest the technology company in the world. In this global market, its key competitors are Lenovo, HP Inc, Dell, Acer, and Asus with 24.1%, 22.2%, 16.8%, 5.7%, and 5.5% market share respectively (Gartner, 2019).

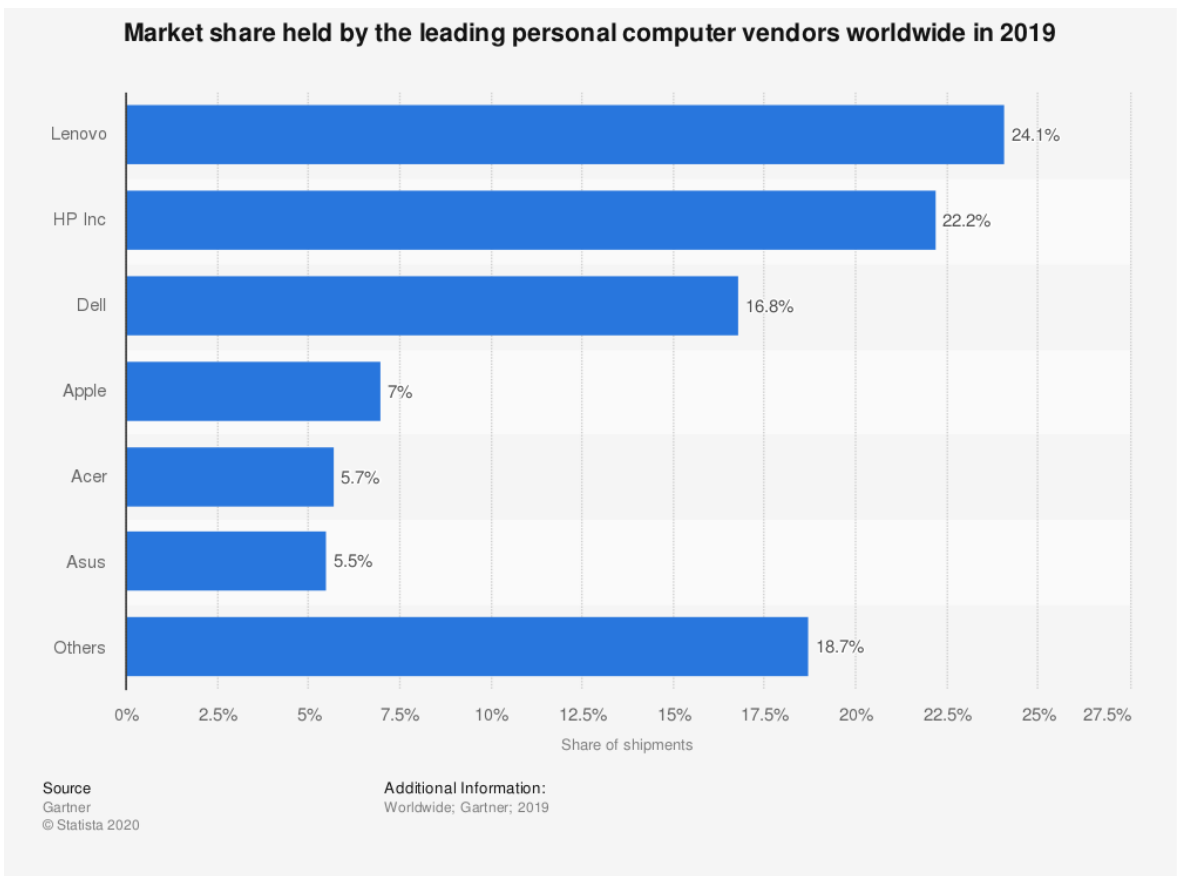


Figure 2. Market share held by the leading personal computer vendors worldwide in 2019 (Gartner, 2019).

2.3.3 Competitors of Apple in the tablet market

Apple is the dominant leader in the global tablet market with 60.09% market share. As of May 2020, its nearest competitors in this market are Samsung, Amazon, Huawei, & Asus with 20.91%, 5.45%, 3.18%, and 1.7% market share respectively (Statcounter, 2020). According to Malcolm Owen (2019), although Apple is the market leader, an abrupt increase of Amazon in the third quarter of 2019 is seen as a game changer. Consequently, Apple should keep very close eyes on Amazon

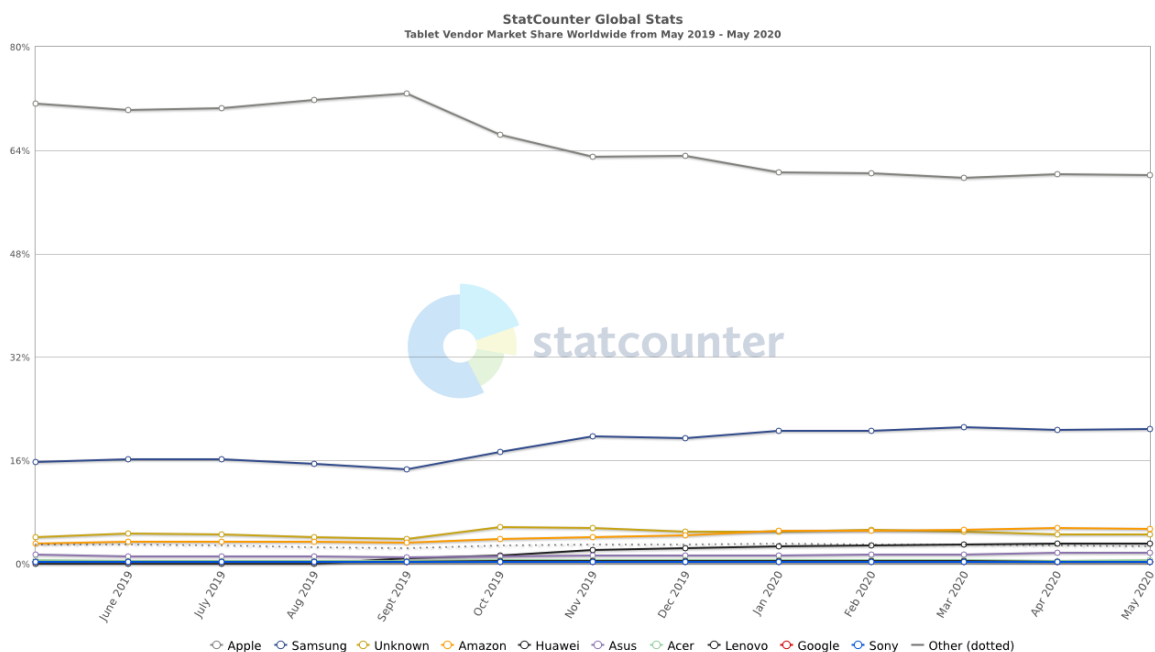


Figure 3. Tablet Vendor Market Share Worldwide (Statcounter, 2020)

2.4 Marketing Mix of Apple

The marketing mix refers to the set of actions, or tactics, that a company uses to promote its brand or product in the market. The 4Ps make up a typical marketing mix – Product, Price, Place, and Promotion. However, nowadays, the marketing mix increasingly includes several other Ps like People, Process, and Physical environment as vital mix elements.

2.4.1 Products in the marketing mix of Apple

Apple has many excellent products in its portfolio. MacBook, MacBook Air, MacBook Pro 13, MacBook Pro 16, iMac, iMac Pro, Mac Pro, Mac mini, iPad, iPad Pro, iPad mini, iPad Air, iPadOS iPod, AirPods, iPhone 11 Pro, iPhone 11, iPhone SE, iPhone Xr, iPhone 8, Apple Watch Series 5, Apple Watch Series 3, Apple Watch Studio, Apple Watch Edition, Apple Watch Nike, Apple TV, Apple TV 4k, Apple TV HD, AirPlay, Apple Music, AirPods Pro, HomePod, iPod touch, and iTunes are some of the top Apple products. Apple also has accessories for many of its products (Apple Inc., 2020).

One of the major reasons why Apple Inc. has been the most successful is the company's capabilities of brilliant product design. The company maintains extreme level of secrecy in the design of apple's products. It carries out huge research in accomplishment of creative designs. In addition, all the Apple products have some prominent features. For instance, iPhone 11 Pro has world's most popular transformative triple camera system, elegant, immersive interface, 4K video with extended dynamic range and cinematic video stabilization, and the most powerful and smartest chip ever in a smart phone (Apple Inc., 2020).

Apple's users can track their activities, measure their workouts, and monitor their health condition with Apple Watch Series 5. This watch has a display that never sleeps. It has apps to keep an eye on heart. The new iPad pro has far more power than most PC laptops and is easy to use with touch. It is a magical piece of glass. It has pro cameras that can transform reality. It is also very light to carry. These few examples demonstrate that Apple has excellent features and functionality of its products, some of which have market leader positions.

2.4.2 Price in the marketing mix of Apple

Apple has adopted a premium pricing policy. For instance, the price of iPhone 11 pro (5.8-inch display) in the USA starts from €999, while iPhone Pro Max (6.5-inch display) starts from €1099. Apple offers many innovative products which often differs

from those offered by its competitors. In addition to high profits, this premium pricing policy helps Apple maintain its high-end brand image of the company.

Apple gives big retailers an inconsiderable wholesale discount. According to some analysts, this discount is not sufficient for its retailers to offer final consumers any big rebate on Apple products. Therefore, customers usually buy Apple products according to the manufacturer suggested retail price (MSRP). Anyway, a retailer may reduce their profit margin a bit to offer a certain product at a discount to attract new customers.

2.4.3 Place in the marketing mix of Apple

Apple has resorted some selective place or distribution strategies. The company's products are only available in Apple stores, authorized premium retailer stores, some telecommunications companies, and some selected online platforms like Amazon. According to Statista (2020) there were 463 Apple stores worldwide in 2015. Since the opening of the first Apple store in the United States in 2001, the number of Apple stores around the world has boomed, surpassing 200 stores after 2007 and still rising. These are Apple's exclusive stores from where the company sells its products directly to the customers.

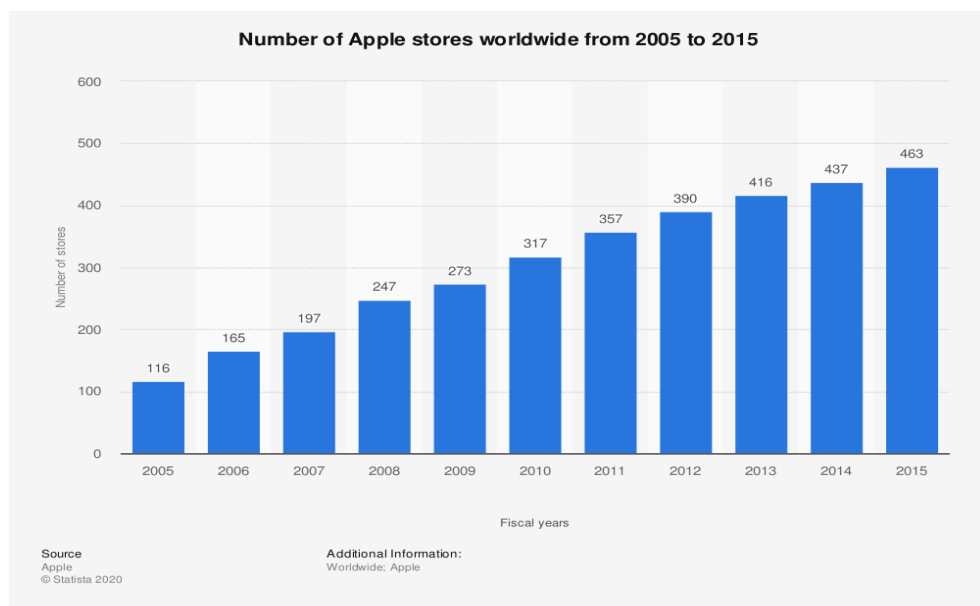


Figure 4. Number of Apple stores worldwide from 2005 to 2015 (Statista, 2020)

Customers also can order apple products form online Apple store (www.apple.com). The ordered products are delivered direct to their doors.

2.4.4 Promotion in the marketing of Apple

There are many promotional mix elements available to business marketers. Advertising, personal selling, direct marketing, public relations or publicity, word of mouth, sales promotion, sponsorship, and social media are the most talked about ones.



Picture 1. The 5 Promotional Mix Element (Alexa)

Apple carries out some smart and elegant promotional campaigns. It invests a large amount of money in their advertising. For example, in 2010 Apple spent \$691 million on its advertising. The advertising cost jumped to \$933 million in 2011 and \$1 billion in 2012 (Sherman, 2013).

2.5 Apple SWOT analysis

Strategic planners use several tools to audit their organisations. SWOT analysis is one of the tools which is extremely useful according to many strategic planners. SWOT stands for strengths, weaknesses, opportunities, and threats. Strengths and weaknesses are internal factors. Opportunities and threats are external factors. The use of SWOT analysis can play a very significant role in the strategic planning of any organisations.

2.5.1 Strengths of Apple

Apple has an indispensable market experience in the technology industry. The company was founded by Steve Jobs, Steve Wozniak, and Ronald Wayne on April 1976. Therefore, it is one of the oldest and most experienced company.

Apple is very famous for aesthetic designs of its products. iPhone, iPad, iPod, and some other products of the company have often been appreciated for their designs.

Apple is a highly specialist company and focuses on a limited number of products. This was the strategy adopted by Steve Jobs when he returned to Apple after a break.

Apple has a strong brand image. It has been listed by Forbes as the world's most valuable brand. The company took the top position of the list of most valuable companies in the world in 2019 published by Forbes. The brand value of the company is \$206 billion (as of 2019).

2.5.2 Weaknesses of Apple

Apple products are usually expensive than competitors' products. It is, therefore, difficult for many people in different parts of the world to buy Apple products.

Apple has narrow product range. It has over reliance on iPhone sales. Moreover, Apple sales in China have started recently to decline.

Apple has a limited distribution channel because the company follows a very selective distribution strategy. For example, the company carefully selects the authorized sellers of its products. However, it also limits the market reach of the company.

2.5.3 Opportunities for Apple

iPhone market is ever growing. This is a huge opportunity for the company. It will certainly help the company grow further. It has a product diversification. The company has a huge investment in R&D Department.

The use of the Internet and e-commerce are highly likely to grow significantly over the next decade. Apple can produce new products and services to make use of the opportunity.

2.5.4 Threats to Apple

Apple's major competitors such as SAMSUNG, Microsoft, Huawei, and others are usually the threats. In truth, these competitors continuously put an much pressure on Apple's market share, revenue, and profits.

Bad press is a threat for a company like Apple as customers are now-a-days very concerned about the impact of organisations' actions on society and environment. Apple's supplier Foxconn has been accused of paying its employees \$2 a day in China.

Rising labour cost in countries where Apple plants are located is also an issue of concern. This will impact on Apple's profit and many even force the company increase the selling prices further.

3 CHAPTER III: LITERATURE REVIEW

3.1 Introduction

This chapter is about motivation and its related terms of previous discussion. This chapter shows the analysis of various scholars in several years after 1975.

This part focuses on various articles and theories related to motivational activities to attain organizational goal by influencing the employees. Scholars developed so many ideas to influence the employees. Motivation is the most widely used technique to boost their working capacity. A motivated employee is an asset in an organization. Management and business scholars try to establish a link between productivity and motivation in their theories, analysis, and business models. Abraham Maslow, FW Taylor, Douglas McGregor, Clayton Alderfer, William Ouchi, Victor Vroom, Frederick Herzberg, etc are some famous names in this sector.

3.2 Motivation Theories

Maslow (1987,52) in his book "Motivation and Personality," showed that the need of a person is divided into five phases. Those are Physiological Needs, Safety Needs, Social needs, Self Esteem, and Self Actualization. He tries to prove a constant truth that needs comes one after one. Among those, physiological needs come first, and self-actualization needs come at the last. The summery of his model is that people first need to live and want to be famous at the last when all his needs are full filled.

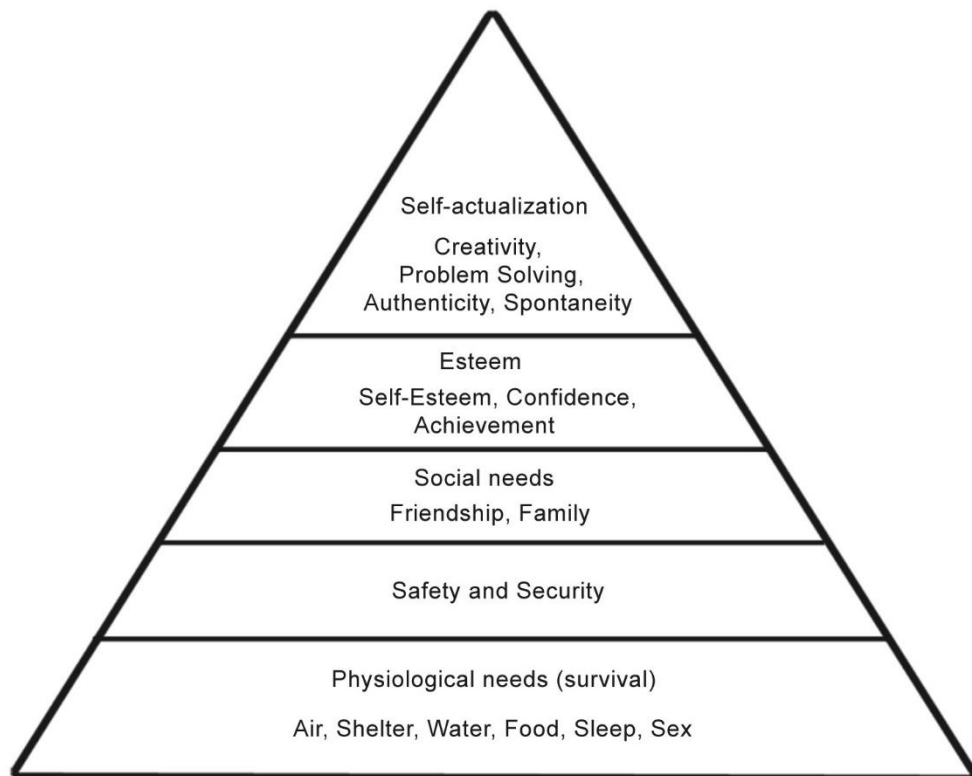


Figure 5. Maslow's Need Hierarchy Theory. Maslow (1987, 52)

The Two Factor Theory is developed by Frederick Herzberg (1959,29). He states two factors in an organization which leads satisfaction and dissatisfaction in the workplace. Those two factors are Motivators and Hygiene factors. Motivator factors encourage an employee to work hard. On the contrary, hygiene factors demotivate an employee if those are not present at work.

According to Clayton Alderfer (1972,13-15), Existence, Relatedness, and Growth are the most important factors in employee motivation at work. Existence is related to the physiological and safety needs of a worker. An interpersonal relationship is the key point of relatedness factors. It is related to the social needs of an employee. Growth needs are related to personal development. It is similar to Maslow's self-esteem and actualization.

According to William Ouchi (1981,14), developed Z theory of motivation which states employee loyalty is the most important factor to increase performance. An employee should be given surety that he can work as long as possible in a particular organization. Job security and handsome pay should be initiated. Based on this theory Asian Economy saw a boom during the 1980s.

According to Douglas McGregor (1960,104-106), described two contrasting factors X and Y of employees in the organization. He mentioned two different aspects of employees at work. In his theory X, he showed workers are generally demotivated to work. They are not interested in work, careless, and irresponsible. Most of the time resist change and escape whenever they get a chance. The formal direction is the only way to get things done through them. On the other hand, theory Y describes that the employees are highly motivated to accomplish a task, they like to take responsibilities and love to achieve organizational goals.

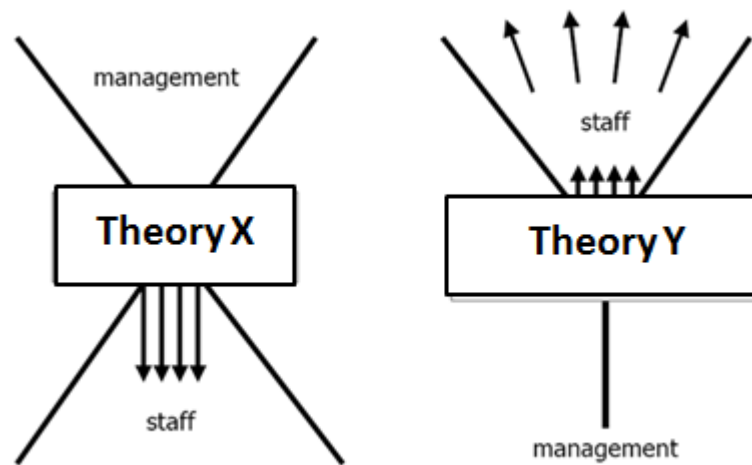


Figure 6. McGregor's X, Y Theory

3.3 Workplace

According to Pace (2005, 92), the workplace is the physical existence of where employees work. It is the primary factor connected to production. A good workplace itself motivates the employees. The workplace should be convenient for the employees so that they can work comfortably. If the workplace is not convenient, employees cannot work with full concentration. Evans (2016,67). As a result, production decreases.

Employees work in a group in a workplace under different supervisors. Taylor (2014,28). So, the work environment cannot be different for different groups. It may reduce the motivation of a group if it thinks that is given a poor environment. So, the organization should ensure equal opportunities for each group in the workplace.

3.4 Performance

According to Maslow (1987,86-87), the performance of an employee is the most desired factor of an organization. It is the main yardstick to differentiate each employee. Performance of each employee mentions who will need training and who are eligible for promotion and higher position. Employee performance can be divided into three categories: high, low, and average. High performers should be provided with promotions and more opportunities. Average performers should be provided with training to increase their skills. Low performers must be separated from the high and average performers and provided adequate training. These three categories should be provided with motivation but in different ways. High performers should be provided financial incentives instantly whereas, average and lower performers should be encouraged by the commitment of providing such incentives if their performance becomes that high.

Employee performance refers to the output quantity and quality of an employee in a particular period. Pace (2005,53). Employee performance depends on so many factors. If an employee gets a convenient work environment, appropriate remuneration, and necessary motivation, his performance goes high.

Herzberg, et al, (n.d.) said that performance is compared with time. An employee who takes less time to accomplish a task in comparison with his colleagues is said to be a high performing employee. A high performing employee should be given a higher priority. He should be provided with more opportunities and scope of development.

3.5 Job Satisfaction

Job satisfaction is a mental state of an employee in the workplace. If an employee feels happiness in the workplace and works enthusiastically, it can be said that his job satisfaction level is high. Taylor, (2014,147). Highly satisfied workers work with full devotion and directly contribute to company success.

There are so many tools and techniques for job satisfaction. High remuneration is a key aspect of job satisfaction. When an employee is paid handsomely, his satisfaction level goes high. Besides, Good work environment, praising, cooperative boss, bonus, participation, etc. are some other important factors of job satisfaction.

Maslow (1987,73-74) stated that the success of an organization largely depends on employees' job satisfaction. A group of satisfied workers shows a higher dedication to their work. They are more cooperative and patient to solve a problem. As a result, a supervisor does not need to take more pressure to solve so many work-related problems of each worker. This helps a supervisor save his time.

According to Herzberg et al, (n.d.), employee loyalty is an outcome of employee job satisfaction. All know that a loyal employee is an asset to an organization. They show great dedication to their duties and responsibilities. They usually adhere to their task unless the final result is not achieved. Thus, the performance and productivity of those employees become higher.

3.6 Work-life Flexibility and Working Condition

According to Maslow (1987,83), employees expect a flexible working schedule. It improves their performance. Employees live a stressful life if there is a strict working condition in the organization. Therefore, work-life flexibility and working condition is a precondition for providing employee motivation.

Alderfer (2011,39) mentioned that providing flexible work conditions to the workers is a dynamic decision for the organization. It helps an organization achieve its desired goal. It is necessary to increase employee loyalty. Herzberg (1982,236) showed that employee motivation through emotional attachment is enhanced by a flexible work schedule and supportive co-employees.

According to MacGregor (1979,15), supportive working condition motivates the employees and motivated employees contribute to attaining organizational objectives. Ouchi (1981,10) stated that employee engagement is possible to establish in the organization if they are provided with flexibility and a supportive working environment.

According to Herzberg (1982,305), the organization wants change after a specific period. The change can be established only when employees are interested in. Thus, to increase the interest of the employees, they should be provided with some opportunities. The flexible work schedule can be such a lucrative opportunity for them. So many countries in the world nowadays ensure a free work schedule for their employees. Top management does not expect the employees to be present on time in the workplace rather expect getting things done on time.

3.7 Employee Motivation

According to Lourenco (1994,96), Motivation is a strategy to influence the employees so that they work more enthusiastically. It is a great technique to increase the production and performance of the workers. Most of the modern organizations use motivation strategy to make their employees committed to the organization.

There are mainly two types of motivational strategies to influence employees. Those are financial motivation and non-financial motivation. Financial motivation includes increased salary, bonus, reward, sharing percentage of profit, etc. On the other hand, the non-financial motivational strategy includes recognition, compliment, good employee-employer relationship, convenient work environment, etc.

Brennan, et al, (2007,389) said that modern organizations nowadays give more importance to employee engagement. Motivation plays a vital role to engage the employees. Performance is connected to motivation. After regular intervals employees should provide motivation. It can be financial or non-financial.

3.8 Supervisor-Employee relationship

According to Weinberger (1984,423), a Good supervisor-subordinate relationship is the key aspect of higher performance in the workplace. There must be a friendly relationship between the employer and the employees too. It ensures a synergetic work environment by which production is increased.

Halachmi (2002,65) said that supervisors get things done through employees. As a result, they need to stay connected most of the time. The performance of an organization largely depends on its co-relation and co-operation. An employee feels interested and secured to work under an amicable supervisor. He feels free to share his work-related issues to his supervisors. Thus, supervisors should be very friendly with their peers. Their good behavior works as a motivating factor.

3.9 Productivity

According to Halachmi (2002,58), productivity is the quantity of work produced by the workers in a given period. It mentions the performance of the employees. If an employee is skilled, motivated, and efficient, his productivity is higher.

Brennan, et al, (2008,75-76) said that a productive organization always gives importance to motivating its employees after a regular interval. Productivity increases if employees receive motivation. Their interest in work increases which leads to higher productivity.

According to Taylor (2014,90-62), the manufacturing-based organization should ensure providing financial and non-financial incentives to its employees. Otherwise, they may face low production. It is because employees engaged in production become depressed for working a long time. Thus, incentives can make them refreshed. Similarly, they can start working in a fresh rhythm. Finally, productivity goes higher.

3.10 Employee Loyalty and Dedication

According to Halachmi (2002,123-125), Motivated employees are more loyal and dedicated. They work more enthusiastically. Their dedication directly affects their performance. They are undoubtedly the high performers in the organization. They are the real asset of an organization. It is the motivation that increases the loyalty and dedication of the employees.

Combe (1989,59-60) mentioned that a group of loyal employees can make an organization best among its competitors. They are highly motivated, enthusiastic and efficient. Motivation can make employees loyal.

According to Eby and Allen (2012,278), an organization should initiate various programs to increase employee loyalty and dedication. If it can ensure full dedication and cent percent loyalty of its employees, production goes higher simultaneously. Employee loyalty and performance are positively correlated. A loyal employee works enthusiastically at most of the time.

Employee loyalty and dedication are also necessary to increase the reputation of the organization. Reputation is an intangible asset of an organization. It helps get more customer attention. Brounstein (1993,352-353) mentioned that a reputed company easily outplays its competitors. Dedicated and loyal employees always try to increase the reputation of the organization.

3.11 Technology

According to Brounstein (1993,278-282), technology plays the most significant role to enhance the productivity in an organization by reducing the time and hardship of workers. The modern organization largely depends on technology. A production-based organization cannot think about its existence without the presence of advanced technology. Technology makes work easier. As a result, employees require less effort and time to complete a task.

Combe (1989,175-177), mentioned that employees like to work in an organization where modern technology is used more. It improves their skills. They get huge learning opportunities from working with modern machinery.

3.12 Quality of Works

Motivated employees work with their hearts. As a result, their quality and standard of work are far better than the average employees. Better quality work ensures the best quality products. It ultimately gives an organization a competitive advantage in

the market. Brounstein (1993,295-296) stated that most of the efficient employees want to do challenging work. It brings them more opportunities and develops their skills. As a result, the value of them in the labour market increases. Usually, average-performing employees expect traditional work. Traditional work i/s less challenging. Though something these types of work is boring, but mediocre employees like to do.

According to Herzberg et al. (n.d.), an individual or a team delivers a value of work in a given period. This value of work is called the quality of work. Employee interactions, quality of task completion, and deliverables are included in the quality of work. To manage the performance of projects, programs and individuals work quality is considered.

3.13 Innovative ideas of the employees

According to Whiteley (2002,156), Innovative idea is a product of employee motivation and job satisfaction. When an employee is satisfied in his workplace, he wants to contribute to the organization (Weinberger, 1984). Yet, he tries to generate his brain to make some dynamic decisions in favour of the organization. According to Supervisor's Guide to Improving Employee Management Decisions (2014), employee initiative should be encouraged. They may provide innovative ideas. As they work in an organization, they gather huge experiences. Based on that experience, they develop so many ideas. These ideas can help an organization to move forward.

Freeman (2017,61-62), in his book "Economics of industrial innovation," discussed several aspects of employee innovation. The intentional behaviour of an employee to apply or introduce new ideas, thoughts, products, processes, procedures, and policies to his work role, or organization is defined as employee innovation. Trying new ways to perform a task, introducing new techniques, using new technologies, suggesting new ways to achieve organizational goals, implementing new ideas, etc. are some examples of employee innovation.

3.14 Goodwill and Reputation

According to Combe (1989,11-12), goodwill is an invisible asset of a company. It increases the reputation of a company. As a result, customers become more loyal. Thus, sales increase. Goodwill of a company is a product of so many factors. Best quality products, good interpersonal relationships, better working conditions, corporate social relationships, etc. ensure increased goodwill of a company. Eby and Allen (2012,27-28) stated that modern organizations hanker after achieving goodwill. It extends its business. It is said that more goodwill means more customers. Today's customers look for the product of a reputed company. They do not bother about its price. The price of that product is higher or lower. They do not have any issues with that. That just to consume a product of a reputed company. This has become a major condition in the market. Thus, most of the business organization nowadays try their best to achieve goodwill and reputation.

3.15 Growth opportunities for the employees

According to Lourenco (1994, 20) an organization can motivate its employees by providing career advancement and growth opportunities. Working after a certain period in an organization, an employee may find himself in a static position. As a result, suddenly a feeling of career advancement and growth drive him to utilize his full effort to the organization. It is the right time an organization must provide him with growth opportunities. Employee loyalty and commitment can behold by the organization in such a way. Brennan, et al, (2008,47-48) said that employees are interested in working in such an organization where enough growth opportunity is found. It also provides them a feeling of job satisfaction, security, and engagement. According to the theory of Herzberg (1982, 9), an employee should be given career advancement and growth opportunities when he reaches a target set by the organization earlier. When career growth is certain, the employee displays his best effort to attain predefined organizational goals and objectives.

4 CHAPTER IV: RESEARCH METHODOLOGY

4.1 Introduction

This particular chapter describes the methodology of the research. Methodology refers to the method used in conducting the research. This research is Qualitative and Quantitative research. It is because; both primary and secondary data are used simultaneously in this research. Selecting appropriate research approach, designing the research, studying the population, choosing the sample size, selecting a data source, instruments of data collection, validity, and reliability of the data collection instruments, etc. are discussed in this chapter.

4.2 Research Design

The most significant element of a research process is research designing. The researcher, to conduct this research, used a case study strategy of Apple Inc. and an explanatory research design because it explains why there was still productivity is below standard despite several initiatives that were taken by the management of the company.

4.3 Sample Size

Selecting a proper sample size is very crucial to reach the research goal. Sample size selection is regarded as the first step of research data collection. 62 employees are working in the iStore of Apple in Helsinki. The researcher selected 30 employees from 62 as the sample size. The number 30 is considered as a standard sample size for conducting successful research. 10 employees from human resource management, 10 employees from accounts and finance, 5 from marketing, and 5 employees from the operation are selected randomly.

Table 1. Shows the number of respondents from each department.

Department	No. of respondents
Human resource	10
Accounts and Finance	10
Marketing	5
Operations	5
Total	30

4.4 Sampling Methods & Techniques

There are several data sampling methods. Random sampling is an easy and less complex sampling method to conduct research. For that reason, the researchers collected the sample on a random basis. This will require the researchers less time and cost to carry out this research.

4.5 Data Collection Method

4.5.1 Primary Data Source

Researchers have collected primary data from various primary sources like newspapers, magazines. Internet, books, etc. are called primary data. These data are easy to collect.

4.5.2 Secondary Data Source

The data which are not available in existing sources, but the researcher needs to survey to collect those are known as secondary data. Researcher collected necessary data by attending physically to the Apple Store.

4.6 Questionnaires

Researchers prepared a questionnaire with some specific questions to circulate among the employees of Apple Inc. Helsinki. Researchers visit Apple Store in Helsinki several times to conduct this survey through questionnaires.

4.7 Data analysis

To reach a decision, researcher designed and analyzed the data by using various methods and tools. Microsoft word excel are widely used to serve this purpose. Data are shown by various pie charts and bar diagrams.

4.8 Research Issue

4.8.1 Ethical Issues

A researcher must follow an ethical code to conduct the research. Researcher has been very careful in collecting necessary information. Nobody has been proposed a financial reward to provide data about Apple Inc. Sensitive and confidential data was not disclosed in this research. Any falsification, alteration, manipulation of information was strongly avoided.

4.8.2 Accessibility issue

Most of the data were collected from various books, newspapers, magazines, and several websites. Researcher also visited an Apple Store in Helsinki to collect necessary data for this research.

4.9 Research Limitations

Every research has some limitations. Despite providing full concentration and dedication, there may be some mistakes in the research. Besides, a short time frame also may lead to poor research. Usually, a researcher needs to collect the necessary data in a very short period. As a result, proper data may not be collected always. These are some limitations to the research.

5 CHAPTER V: RESEARCH ANALYSIS

5.1 Introduction

This chapter represents the descriptions of the population of the study. Their gender, age, marital status, education, views about motivation in Apple Inc., etc. are discussed here.

5.2 Background information of the respondents.

The characteristics of the respondents were investigated. This section shows the gender of the respondents, legal status, age group, highest level of education attained and therefore the duration spent at Apple Inc. In Helsinki.

5.2.1 Gender of respondents

Respondents' gender was analyzed. It is done to inspect if there is any gender discrimination in the organization. The findings are shown in the below table.

Table 2. Gender of the respondents

Serial	Number of Employees	Male	Female
1.	30	14	16
2.	Ratio=	47%	53%

According to table 2, it is seen that Apple Inc. Helsinki employs male and female employees equally. There are 47% male employees and 53% of female employees among the respondents. This figure indicates that the company is unbiased in employing its employees in terms of gender. The difference is only 6%.

5.2.2 Marital status of respondents

The below response was recorded when respondents were asked to state marital status.

Table 3. Marital Status

Serial	Number of Employees	Single	Married	Widow(er)
1.	30	20	9	1
2.	Ratio=	67%	30%	3%

According to table 3, it is seen that 67% of respondents working in iStore, Helsinki is unmarried. 30% among the respondents are married and 3% of employees is a widow. The HR department should employ more married employees because they are more responsible, conscious, and disciplined. Besides, their number is lower than that of single employees. There should be an almost equal number of married and unmarried employees in an organization.

5.2.3 Age group of the respondents

Employees' age is also a considering factor to understand the relationship between motivation and performance in the Apple store. It is because different people of different ages have different perceptions to understand the research variables. Various age groups of the respondents are shown in table 4.

Table 4. Age group

Serial	Number of Employees	Age Group (16-20)	Age Group (21-30)	Age Group (31-40)	Age Group (41+)
1.	30	2	6	18	4
2.	Ratio=	7%	20%	60%	13%

According to table 4, major respondents working in Apple Store Helsinki, fall under the age group of 31-40. Their number is 60%. It is a good sign. Employees of this age group are matured, physically, and mentally more fit. There are 7% of respondents are in the age group of 16-20. Besides, 20% is in the age group of 21-30 and 41+ respondents working in Apple Store Helsinki is 13%. The number of employees in the age group of 41+ should be increased. Because their experience is vital to run a business organization.

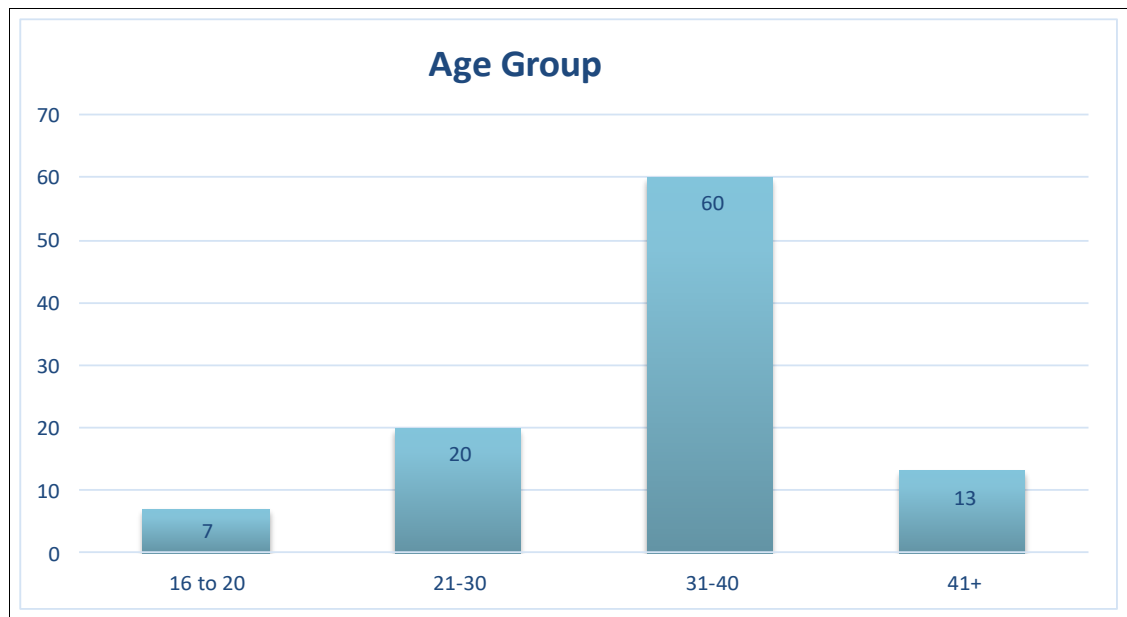


Figure 7. Bar Graph Showing the Age Group of the Respondents

5.2.4 Employees Educational Qualification

During the research process, respondents' educational qualification was recorded based on their primary, secondary, tertiary, and university level of education. The percentage is shown in the below pie chart.

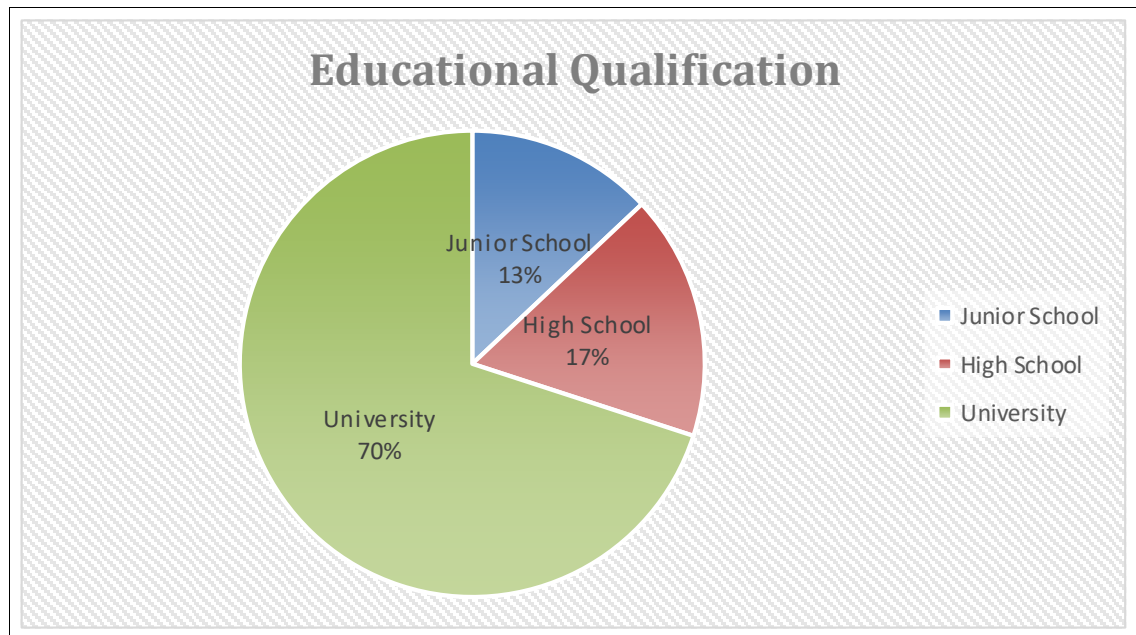


Figure 8. Pie Chart Showing the Educational Qualification

Above Pie Chart describes that 70% of the respondents from Apple Store, Helsinki graduated from University, 17% completed high school level and 13% completed junior school education. This figure indicates that Apple gives more importance to higher education. Employees having a university degree are efficient and wise. They work in a better way and foster the success of the company. High School and Junior School completed respondents mainly work at lower posts and blue-collar jobs.

5.2.5 Duration in service

Respondents from Apple Store, Helsinki were asked to state their working period at the company. They provided the below information.

Table 5. Length at work

Serial	Number of Employees	Duration in service (0-1 Year)	Duration in service (1-2 Year)	Duration in service (2-3 years)	Duration in service (4+ years)
1.	30	8	14	4	4
2.	Ratio=	27%	47%	13%	13%

Table 5 indicates that 47% of respondents have been serving the company for two years. Besides, 27% serving 1 year, 13% serving 3 years, and 13% serving 4+ years. The management of the company keeps a balance here. Rapid employee turnover is not a good sign. It requires more cost for the company to run recruitment frequently. On the contrary, keeping employees at the organization for a very long time is also expensive. Because they need to be given a higher salary. Here, most of the people work for 2 or 3 years. It is an ideal employment policy for the company. 13% of employees work for a long time at the company too. This is a good ratio in considering holding some experienced employees.

5.3 Motivation activities used by Apple Inc., Helsinki

5.3.1 Wages and salaries

Researchers asked the respondents whether the wages and salaries paid by the company motivate them. The responses are shown below.

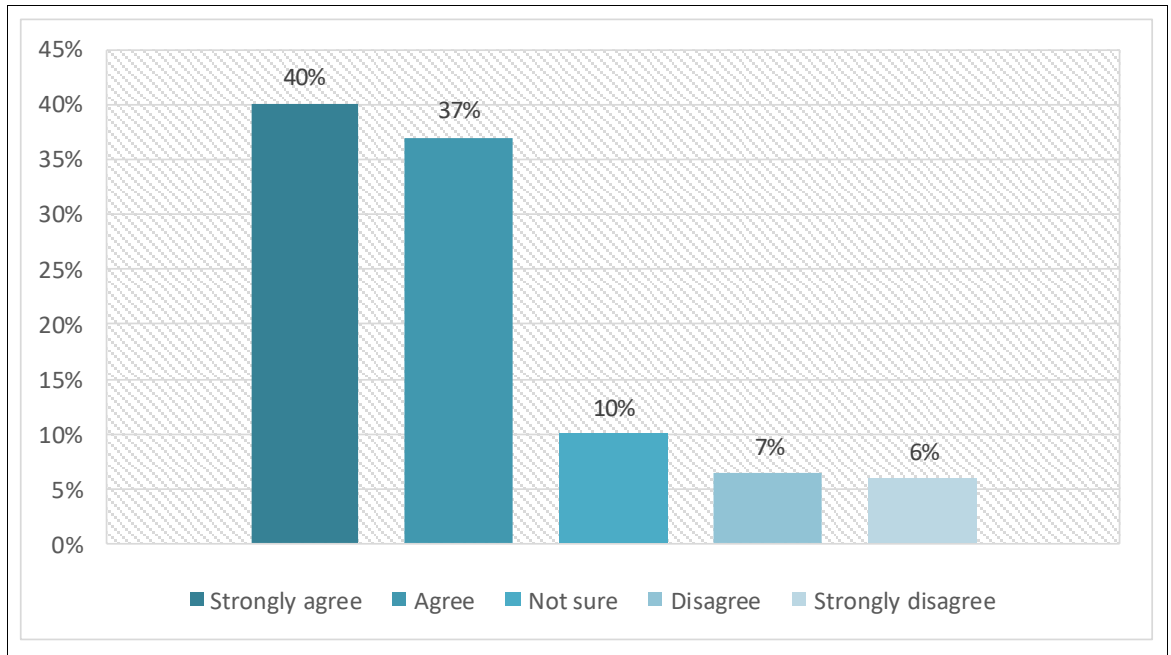


Figure 9. Bar Graph showing employee wages and salaries

The above bar graph shows that 77% of respondents said that they are motivated by the wages and salaries paid by the company. Only 13% of respondents did not agree with the statement. The other 10% of the respondents were neutral.

5.3.2 Payment in time

Respondents were also asked about their payment schedule. They are requested to state if they are paid on time or not by the company. The responses are as follows.

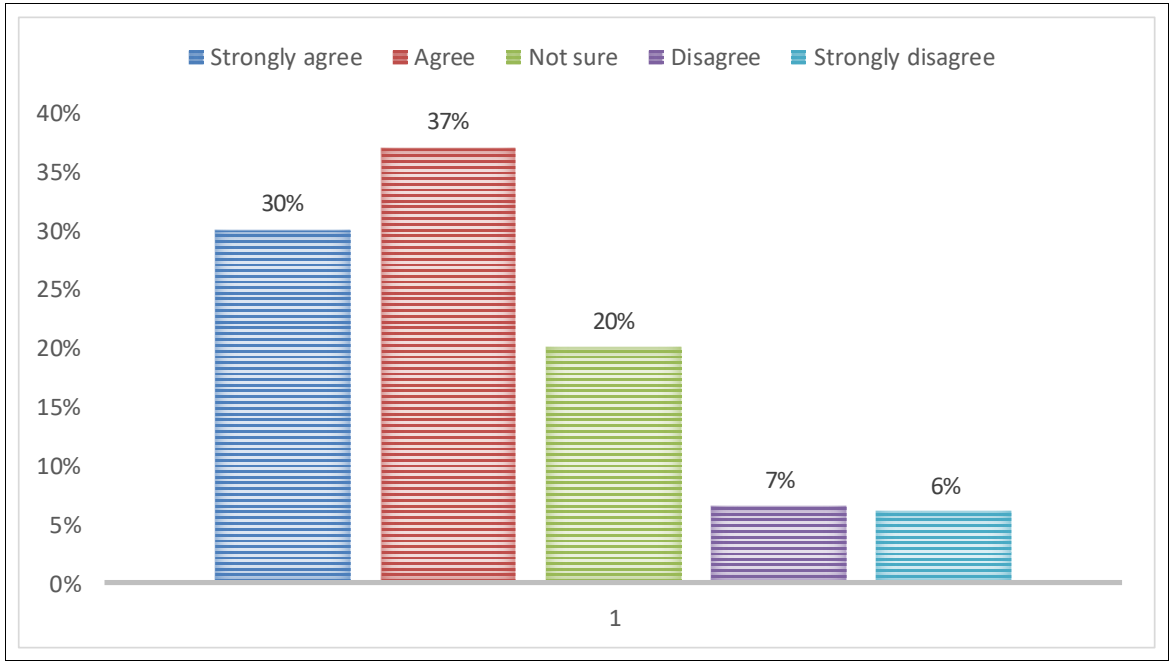


Figure 10. Bar Graph showing timely payments

Above bar graph indicated that the number of respondents who agree with receiving timely payment is 67%. But, 13 % of respondents disagree with this statement. This figure shows that the company provides salary and wages to its employees on time. Late payment of salary destroys the motivation of the employees. Management of the company should ensure 100% satisfaction of employees about the payment schedule. This will boost the willingness of working with the employees.

5.3.3 Piece rate system

Employees of Apple Inc. Helsinki was asked whether the company pays them according to piece-rate policy and below were the responses from the respondents.

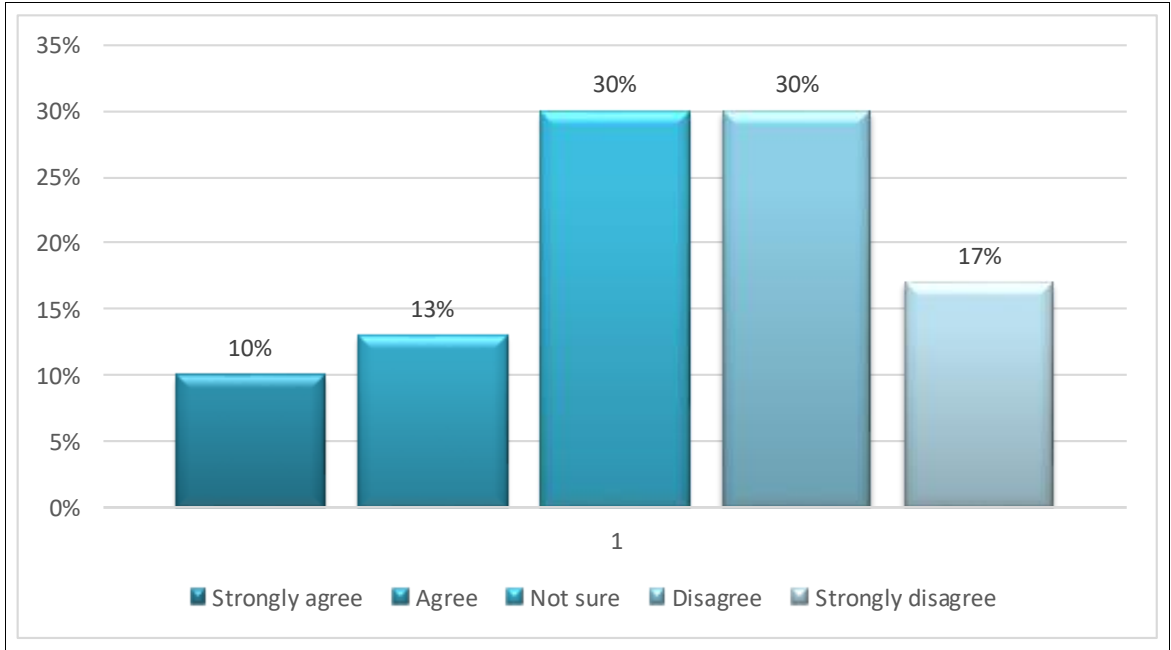


Figure 11. Bar Graph showing Workload & Payment

According to above bar graph, it is seen that 47 % of the respondents disagree with the mentioned statement while 23% agreed and rest 30% are not sure. Apple Inc. Helsinki employs most of the employees on monthly payments. As a result, the piece-rate payment policy does not work well here. There are some employees involved in production and operation activities, they are paid on a piece-rate basis. Employees who are in the production department become highly motivated by piece rate payment policy. They try to produce more to earn more.

5.3.4 Employee Fringe Benefits

The following information was obtained from the respondents when they are asked about the fringe benefits provided by the company.

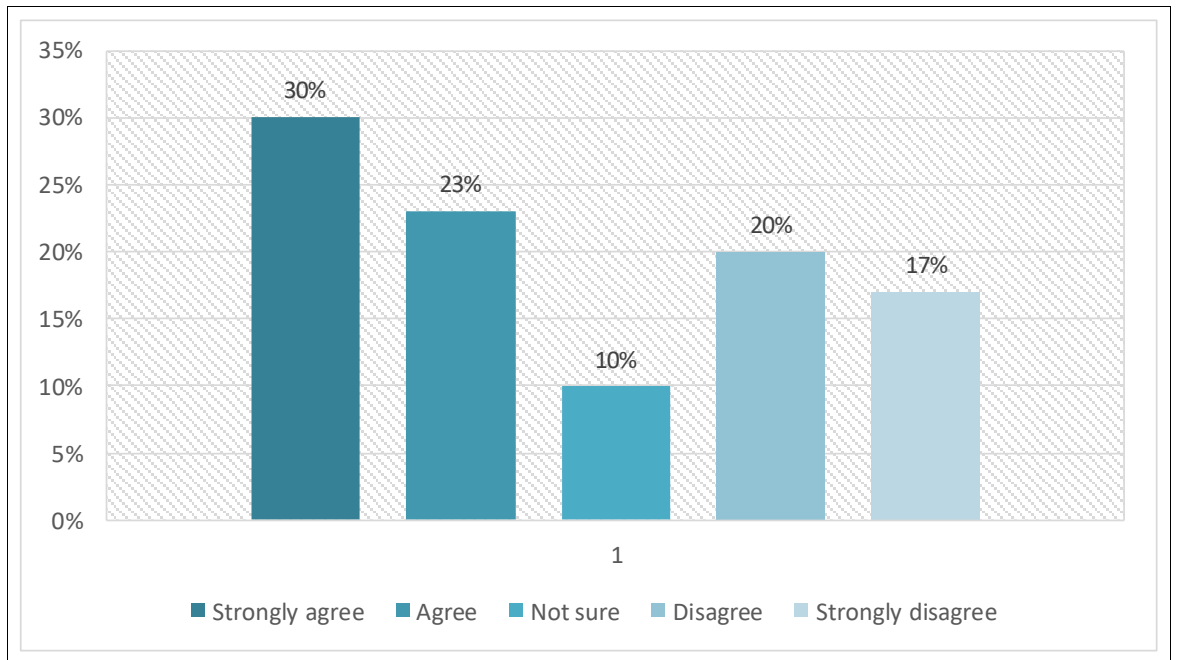


Figure 12. Bar Graph showing Fringe benefits

According to above bar graph, among the total respondents, 53% agreed that Apple Inc. Helsinki provides fringe benefits to them. 37% of the respondents disagreed with this statement and 10% are indifferent. This figure indicates that the company provides fringe benefits more commonly. Fringe benefits include housing allowance, medical facility, transportation allowance, etc. that should be provided to the employees.

5.3.5 Bonus payment

The following data are obtained when the respondents were asked whether they are paid a bonus after a regular interval.

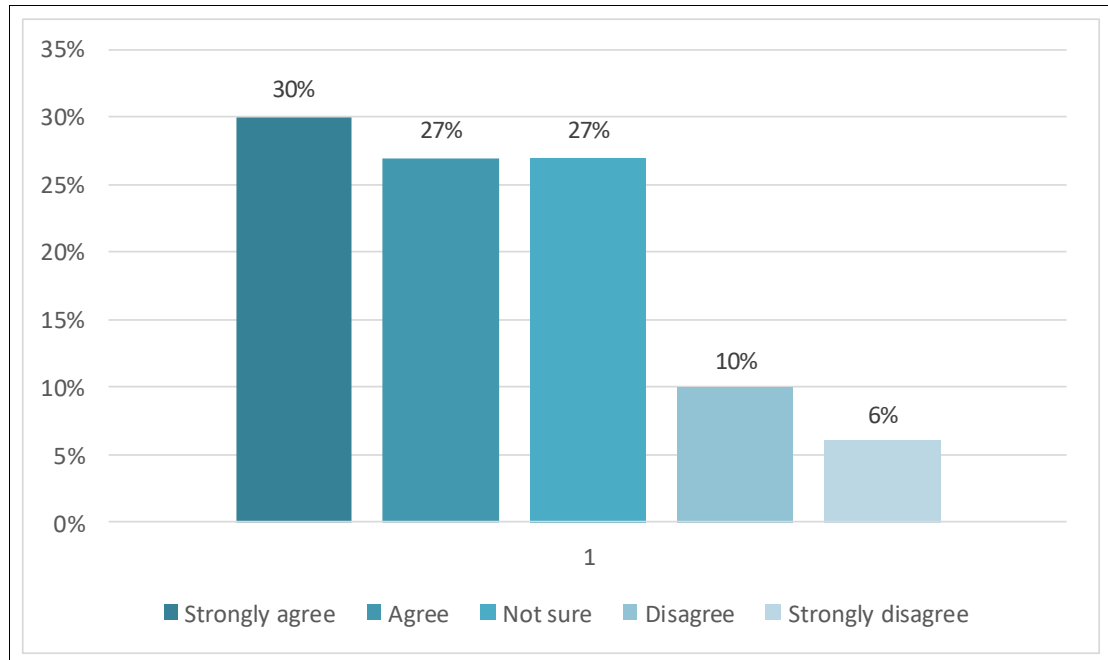


Figure 13. Showing the bar graph of Bonus payments

According to the above bar graph, it is seen that among the respondents 57 % agreed that they are given a bonus if they can meet a target within a given period. 16 % of the respondents did not accept this statement as true. They said that they are not given any bonus. On the other hand, 27% of the respondents are not sure about the issue. Management of Apple Inc. Helsinki should ensure a bonus for the good performance of its employees. It increases their interest to work spontaneously.

5.3.6 Employee training

Below are the responses when the respondents were asked whether Apple Inc. Helsinki provided the employees with adequate training.

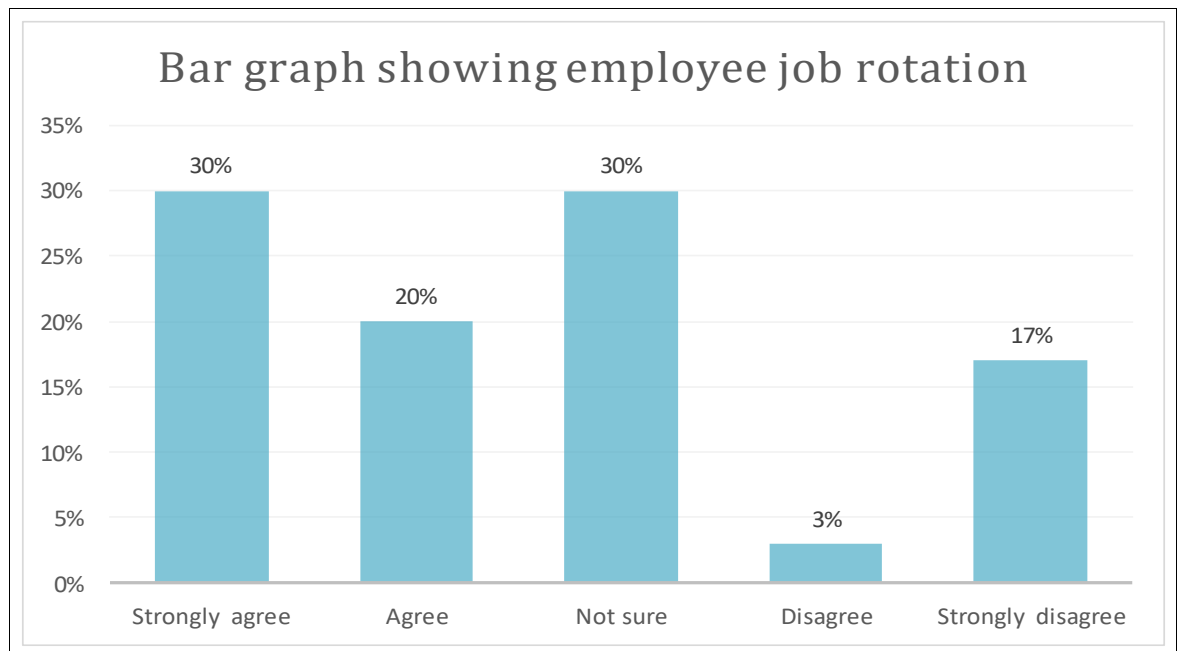


Figure 14. Bar Graph showing staff training

According to figure 14, 50% of respondents from Apple Inc. Helsinki agreed that the company provided them with adequate training to develop their skill and efficiency. 30% of the respondents said that they are not sure about the sure. They answer that they are not bothered about it whether they are provided with trying or not. On the contrary, 20% of the respondents reported that they are not provided with the necessary training. As a result, they miss the chances of learning new things and develop their skills. It is crucial for a big organization like Apple Inc. to provide training to its employees after a regular interval. It increases their confidence to accomplish a task. It finally affects their motivation level and employees started showing a positive attitude to the workplace.

5.3.7 Employee rotation

Respondents from Apple Inc. Helsinki was asked about employee rotation to reduce boredom. Their responses are shown as follows.

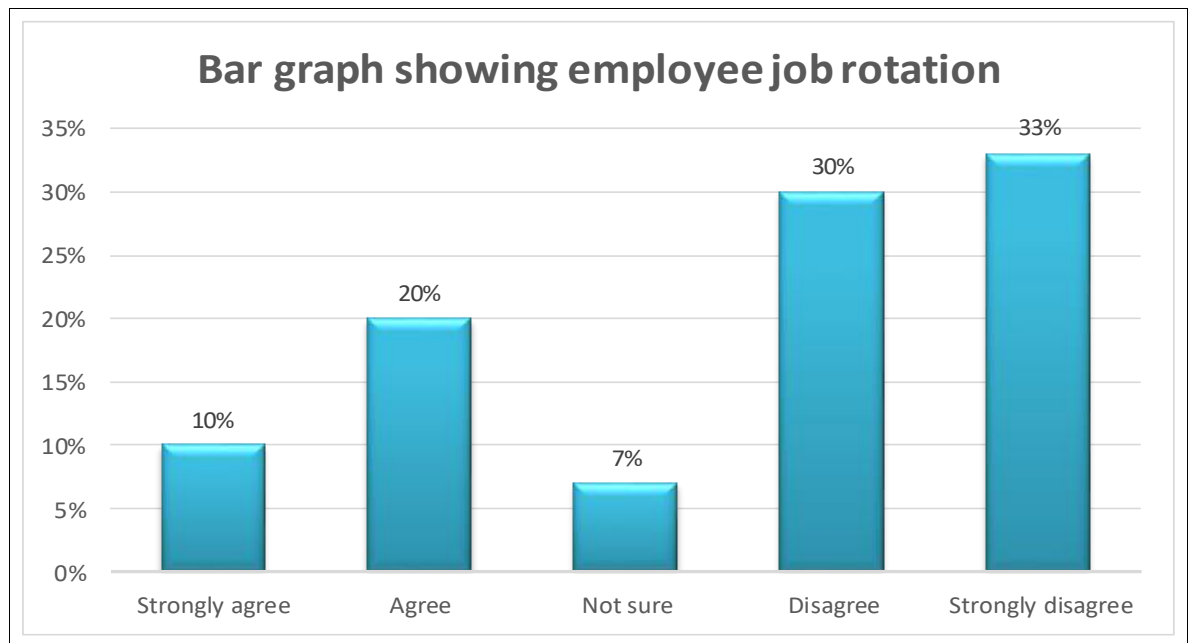


Figure 15. The bar graph showing the Job rotation policy

Figure 15 shows that the employees of Apple Inc. Helsinki are provided with less job rotation opportunities. Only 30% of the respondents agreed that the employees get a chance of job rotation where 63% said that they do not get such a scope. 7% of respondents are not sure about the statement. Job rotation enhances the skills of the employees. They learn different things from job rotation. They also acquire the knowledge to handle a different and unfamiliar situation. Thus, the management of Apple should provide more job rotation opportunities to its employees. It also increases their motivation level. Working in a similar job for a very long time may make an employee bored. As a result, their performance can be reduced. To relieve him of such boredom situations, job rotation opportunities should be provided. Then, the performance will be increased significantly.

5.3.8 Employees participation in Decision Making

Researcher asked the respondents about the decision-making system in Apple Inc. Helsinki. Do they have any authority to participate in decision making? The responses are as follows.

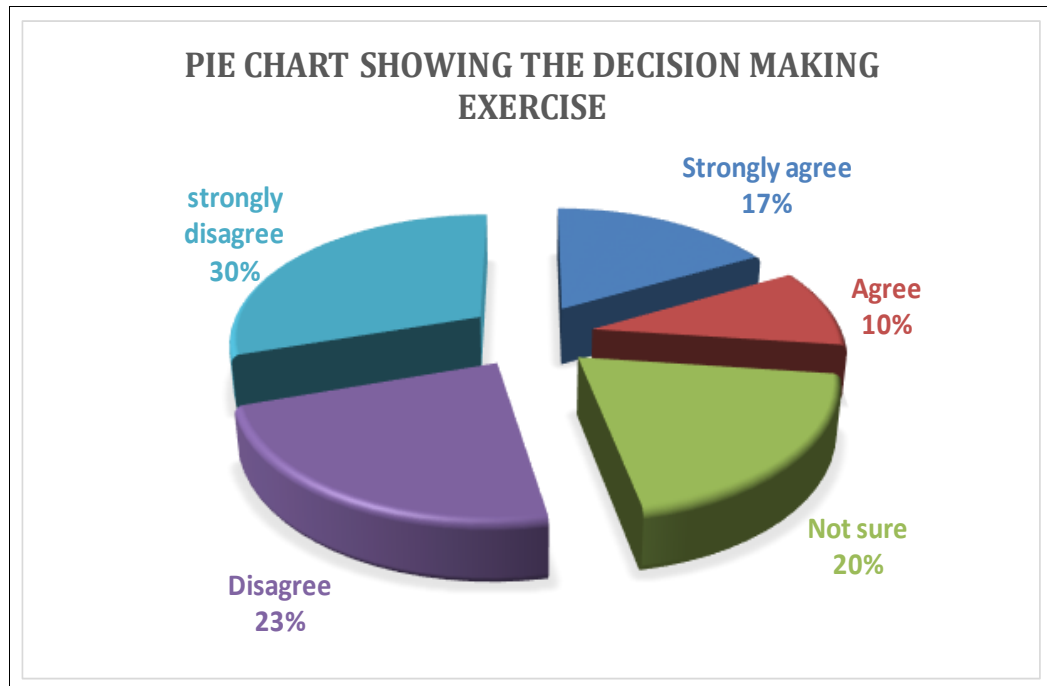


Figure 16. Pie Chart Showing the Decision-making exercise

From figure 16, it is seen that majority of the employees do not take part in decision making. Only 27% of the total respondents said that they are allowed to participate in decision making. But, 53% of the respondents disagreed with that statement. They said that the company does not provide any opportunity to participate in any important decision making. It is regarded as an honor to any employee that he is invited to the decision-making process. It enhances the inner feeling of an employee. He thinks that the company is considering an important member. This realization forces him to work enthusiastically. Yet, Apple Inc. should involve more and more employees in the decision-making process.

5.3.9 Delegation of authority at work

Respondents were asked to mention that whether the company shares them any power to show authority and responsibility at the workplace. The responses are shown by the below graph.

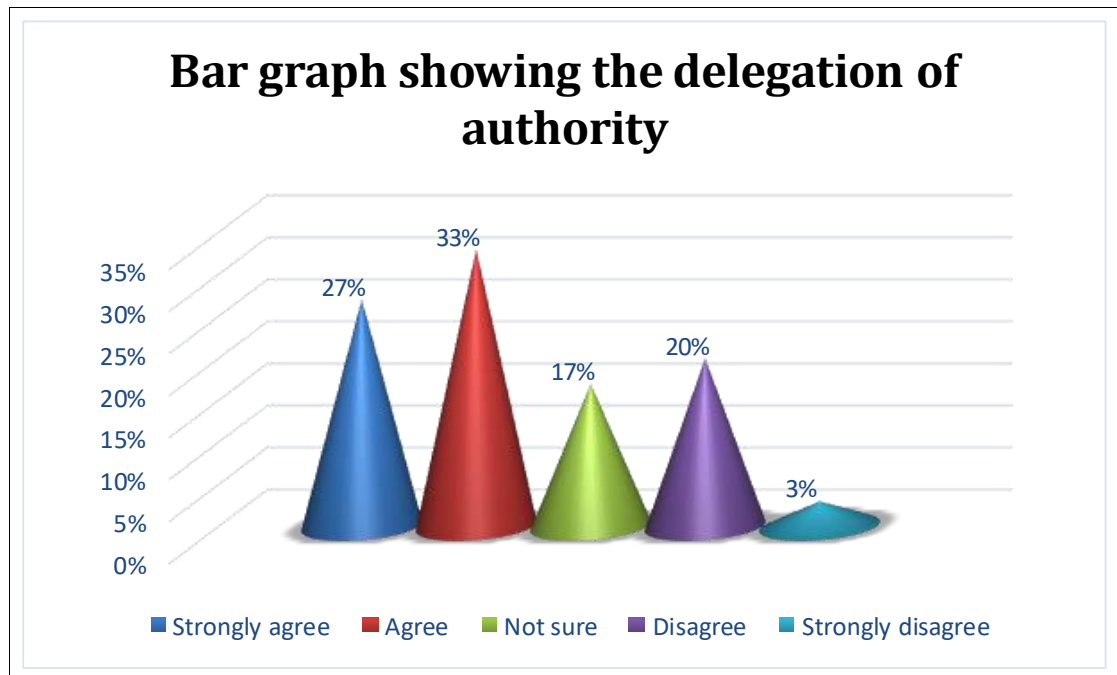


Figure 17. Bar graph shows the delegation of author

The above Bar graph proves that 60 percent of total respondents working in Apple Inc. Helsinki agreed that they can exercise some power in the workplace. They are allowed to make some instant decision. Supervisors are capable of making necessary changes without requiring the permission of the management. On the other hand, 23% disagreed with that statement and 17% are not sure about the issue. Delegation of authority increases the motivation of the employees. If they can practice some power, they realize that the company is favoring them. This feeling enhances their working interest.

5.3.10 Challenging work

Respondents working at Apple Store, Helsinki were asked about their job nature whether are given any challenging job. The responses are shown below.

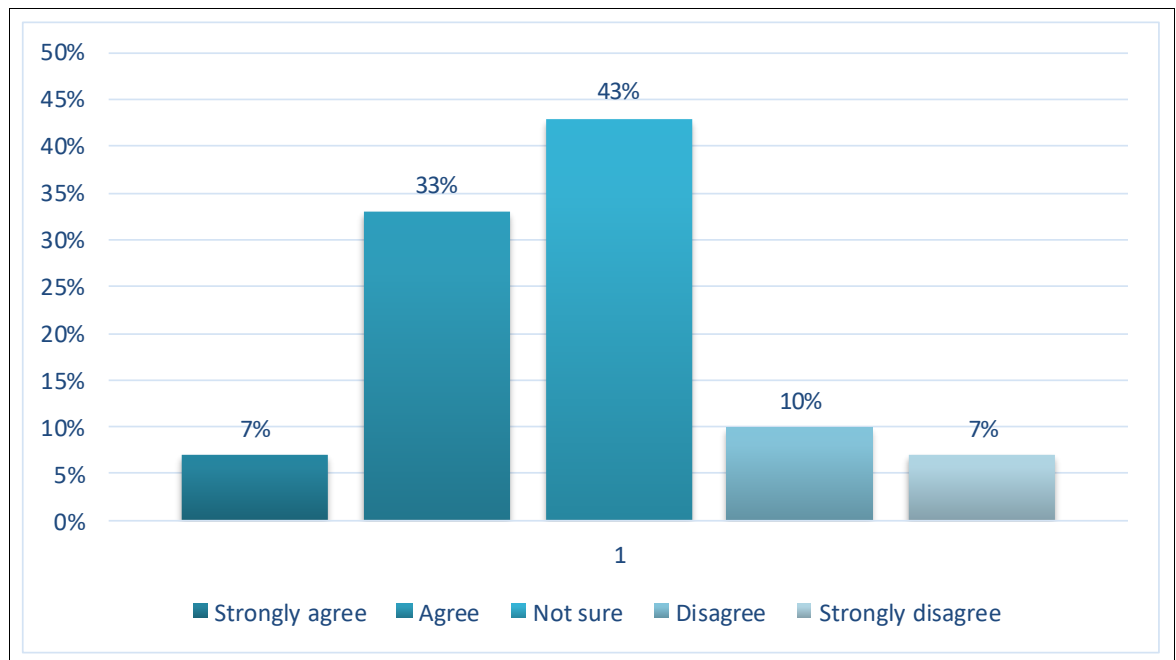


Figure 18. Bar Graph showing challenging work

From figure 18, it is seen that employees working in Apple Inc. Helsinki barely gets any scope of working in any challenging project. 40% of the total respondents agreed with the statement that they get the opportunity of working in challenging jobs. On the other hand, 17% of respondents disagreed with the statement. They replied that they do not get much scope to work on challenging projects. 43% of the respondents are not sure about the issue. Employees become monotonous working in similar and less challenging jobs. Challenging jobs give them a thrilling feeling. They become self-motivated and enthusiastic to involve in challenging jobs. Yet, the company should arrange challenging projects for their employees.

5.3.11 Employee promotion

Researchers asked the respondents about the promotion facility provided to them by Apple Inc. Helsinki. The responses are represented below.

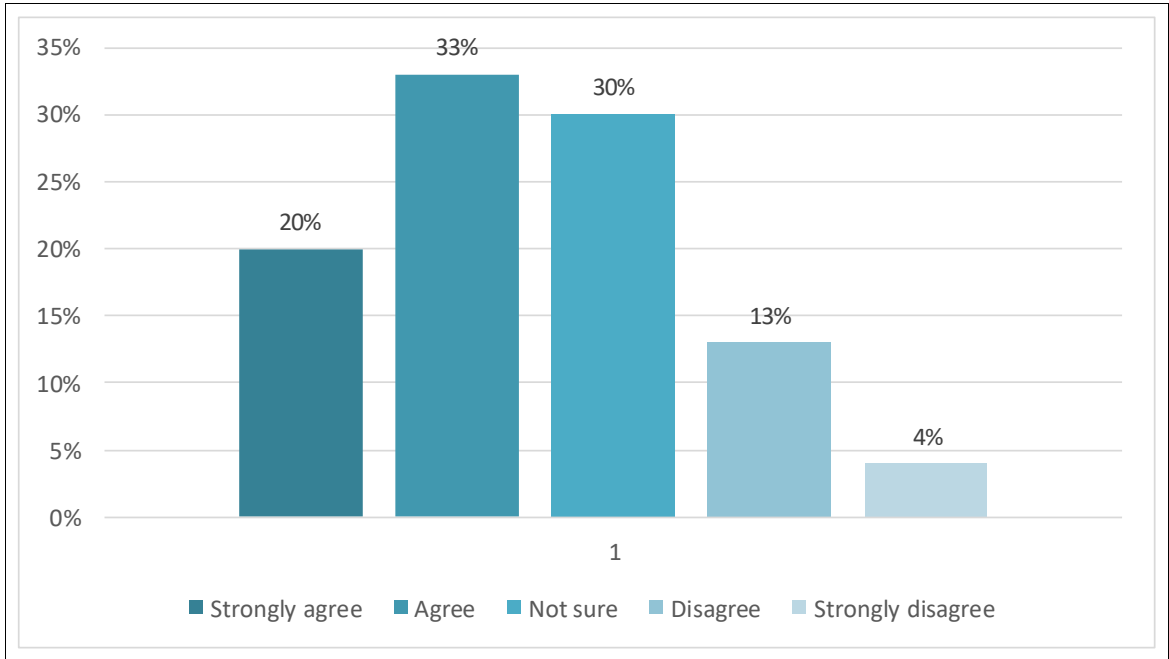


Figure 19. Bar Graph showing Staff Promotions

From figure 19, it is noticed that Apple In. Helsinki provides enough promotion facilities to its employees. 53% of respondents said that the promotion policy of this company is good. Only 17% disagreed with the statement. Besides, 30% of the respondents replied that they are not sure about the issue. Where the promotion facility is higher, employees become more interested to work enthusiastically there. As a result, the company receives an improved performance from them. It is directly related to employee motivation. Also, skilled employees from different organization wish to join that company where promotion opportunity is higher. Thus, the company gets a group of highly productive employees.

5.3.12 Equity

Respondents were asked whether they are treated fairly at the workplace. They provided important information about equity practice at Apple Inc. Helsinki is shown by the below graph.

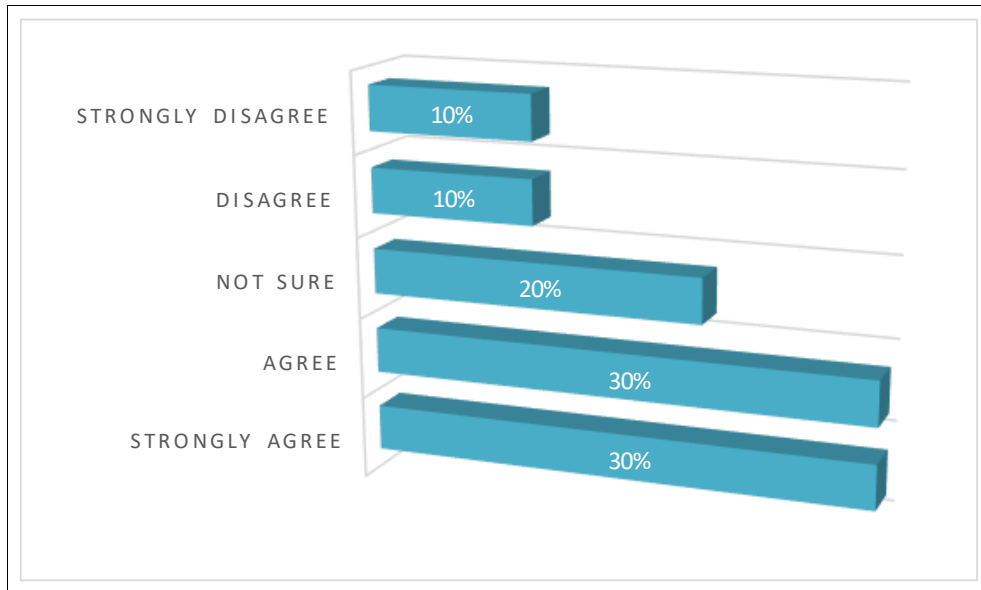


Figure 20. Bar graph showing equity at the workplace

The above bar graph shows that there is fair treatment at Apple Store in Helsinki. Though the ratio is not 100%, it seems satisfactory enough. 60% of the respondents assured that the company ensures equity. No employees are treated unfairly there. Biasness is absent there. Only 20% of respondents reported that they are not treated fairly. Besides, 20% said that they have no opinion regarding that statement. Apple should establish a culture where 100% of employees will get fair treatment and non-bias behavior from the management. It will increase their motivation and finally improve their performance.

5.3.13 Inter-Personal Relationship

Respondents were asked about the interpersonal relationship in Apple Inc. workplace. The responses are presented in below pie chart.

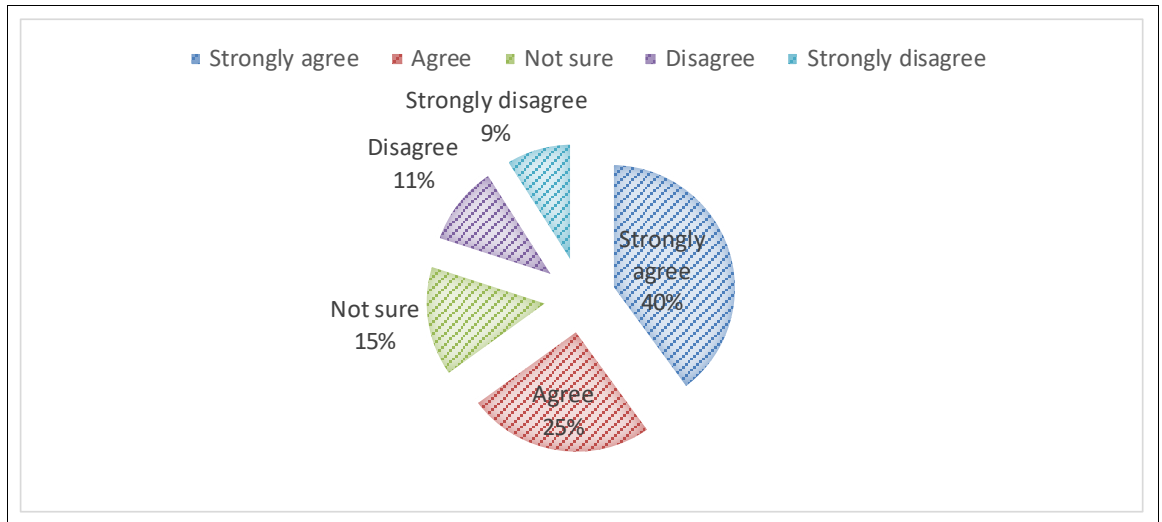


Figure 21. Pie Chart showing Interpersonal relationship at the workplace

The above Pie chart shows that the majority of the respondents believe that there is a good interpersonal relationship at the workplace. 65% of respondents agreed with this statement. Though, 20% of respondents said that they do not think goal clarity improves performance. 15% of respondents are not sure about it.

5.3.14 Supervision

Researchers asked the respondents about supervision at the workplace. Responses from them are shown by below bar graph.

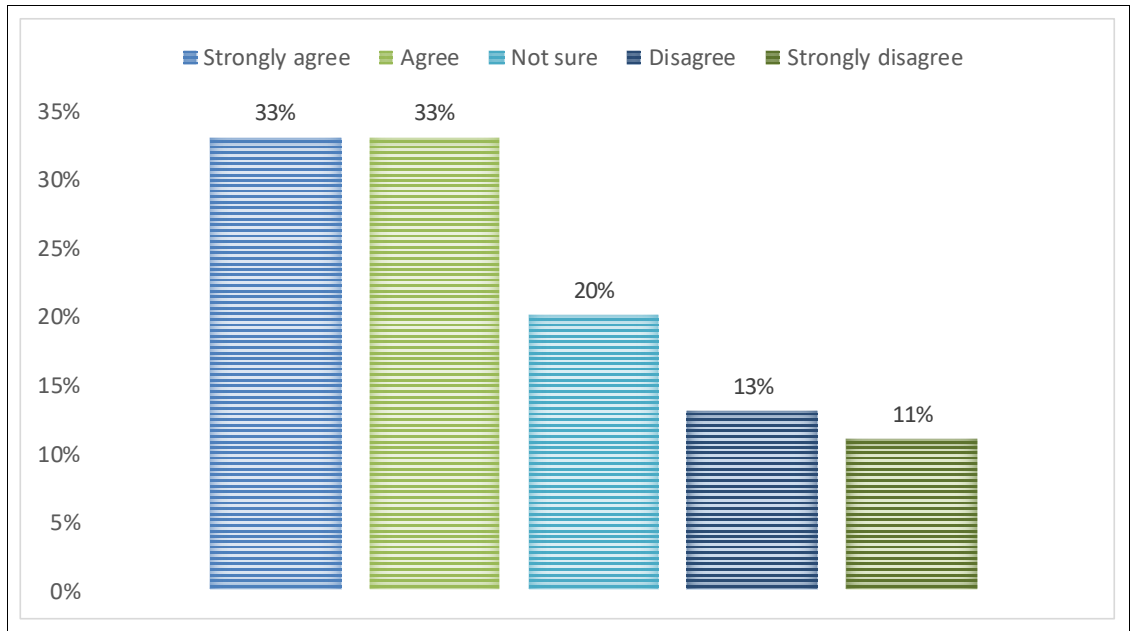


Figure 22. Bar Graph showing degree of supervision at the workplace

According to the bar graph, it is seen that 66% of respondents of all who participated in the survey agreed with the statement. 24% said that they are not properly supervised. 20% of respondents are not sure whether they are provided with adequate supervision or not.

6 CHAPTER VI: SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

6.1 Introduction

This chapter shows a summary of the research. It is based on previous chapters. This chapter includes conclusions, recommendations, and suggestions for further research.

6.2 Summary of major findings

Motivational activities undertaken by Apple Inc. Helsinki

The study found out that Apple Inc. Helsinki uses several tools and techniques to motivate employees. Those tools and techniques include ensuring employee fringe benefits, providing a bonus to boost their effort, sharing power and authority, establishing a promotion facility, providing decision-making authority, ensuring equality at the workplace, etc.

This research found that Apple Inc. Helsinki barely uses financial incentives more consciously saying cash to motivate its employees except providing a bonus. Salary increment is a great tool to motivate the employees to the highest level which is absent at the company's motivation policy. Besides, the piece-rate policy is not used in the company. As a result, employees with higher performance do not get their rewards. An employee produces more units should be paid more salary Employee fringe benefits are not also provided accordingly to all employees. A majority said that the fringe benefits provided by the company are not enough. The study finding also says that job rotation strategy is very few in Apple Inc. Helsinki.

The study also found the company should undertake appropriate activities to motivate its employees. Sometimes extrinsic and sometimes intrinsic motivation works well considering the situation. But financial incentives influence very well to raise the

working zeal. Employees display a positive attitude at the workplace when they are provided different incentives as motivation.

6.3 Conclusion

Motivation, motivation, and motivation- this is the only term that can boost productivity in an organization. Most of the big business organizations compete to outplay each other.

To achieve the desired objective, employees play the most significant role in each organization. They are the real hero who makes an organization successful. There is a chain of organizational success. Every business organization hankers after huge profitability. That desired profitability is ensured by a huge sale. A huge sale is ensured by the best quality products and services. Best quality products and services are produced by highly skilled and efficient employees. It is the motivation that enhances the skill and efficiency of an employee by developing a sense of responsibility in him. The zeal of work is increased when an employee gets motivation. A motivated employee uses his best capacity for the development and betterment of his organization.

Tech giant Apple Inc. is a welfare organization. It thinks about the betterment and ensures the career opportunity of its employees through the year. The company provides several scopes to its employees by which they can be benefited. The company runs several skill development activities including training sessions, career counseling, workshop, seminars, job rotation, job enrichment programs, etc. These programs make an employee highly efficient and skilled. As a result, their value in the job market increased. Yet, either he stays in Apple or leaves the company, his learning in Apple ensures him a better career.

This research finds that Apple Inc. focuses much on providing non-financial motivation more than providing financial motivation to its employees. Financial incentives are provided less frequently. The company thinks it pays its employees handsomely. Yet, financial reward is not necessary often as a motivation tool. This is not a wise consideration most of the time. Financial incentive always influences the employees

so rapidly. They become more job-focused and attentive to their roles and responsibilities. For that reason, the researcher suggests the company providing financial motivation more often. It will help Apple Inc. to be an even more successful business organization.

6.4 Recommendations

Following recommendations are made based on the above study:

- There should be a balance between organizational need and employee need. By putting pressure on employees, organizational goals cannot be achieved. Therefore, employees need should be fulfilled by the organization. Then employees will utilize their full effort to meet organizational needs.
- The study recommends that the company should use more financial incentives as a motivation tool. It affects employee behaviors instantly. They feel a sense of responsibility to make some contribution to the organization.
- It is recommended that employees should be provided with adequate training. It will help them display a professional attitude. This ultimately leads to greater performance in higher productivity.
- Apple Inc. Helsinki can arrange employee engagement programs more frequently. It increases the dedication of the employees. They start feeling that the company as their own if they can participate in decision making. So, they should be involved in the decision-making process.
- The company should rotate its employees and employ them in a different department. It will make them versatile to face any unknown challenges. As a result, their confidence will go high. Thus, they will start to perform better than before.

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APPENDICES

APPENDIX 1. QUESTIONNAIRE

APPENDIX 1. QUESTIONNAIRE

Topic: Motivational activities**(To be filled in by the employees of Apple Store, Helsinki)**

Dear Sir/ Madam,

We are Mohammad Ruhul Amin and Mithun Munsif Student Number respectively k1902173 and k1800830 student of Seinäjoki University of Applied Sciences. We are currently conducting a study on the relationship between motivation and employee performance in your organization. The study is purely for academic purposes and confidentially will be fully ensured. We, therefore, humbly request you to spare some time and answer the following questions.

SECTION A: Background information

Tick or write answers in full where applicable.

1. Gender

a) Male b) Female

2. Marital status:

a) Single b) Married c) Widow(er) d) Divorced

3. Age bracket (years)

a) 11-20 b) 21-30 c) 31-40 d) 41 and above

4. Highest level of education attained

a) Junior School b) High School c) University

5. When did you join MNC?

a) 1 year back b) 2 years back c) 3 years back d) Above 3 years back

SECTION B: Motivational activities by Apple Store, Helsinki

On a scale of 1-5, tick in the appropriate box on how you strongly agree or disagree with the statements given.

Scale	1	2	3	4	5
	Strongly agree	Agree	Not sure	Disagree	Strongly Disagree

Statement	1	2	3	4	5
1. The wages and salaries am paid motivate me.					
2. Am always paid in time.					
3. Apple Inc. Helsinki pays its workers according to the amount of work done.					
4. The company provides fringe benefits to all its employees.					
5. When employees meet the set targets, they are paid a bonus.					
6. Apple Inc. provides training to its employees most of the times.					
7. To prevent boredom, Apple Inc. rotates its employees within the organization.					
8. I have participated in the decision making of the company					
9. I am given sense of responsibility at my workplace.					
10. The company makes sure at all times that my work is challenging.					
11. When an employee performs well consistently, they are promoted.					
12. There is relatively equal treatment of employees depending on their efforts, experience, and education.					
13. I have a good interpersonal relationship with my superiors					
14. There is high supervision at Apple Inc. Helsinki					

Thank you for the co-operation