

Developing workplace critical thinking

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EXECUTIVE SUMMARY

This paper is going to be divided into two different parts. Part one is business report, and I will introduce my chosen company which is Apple where I have worked in the past. I will explain how organizational beliefs, attitudes and value systems affect their workplace behaviour. Which management theories and how they were applied in the company. Also, how the changes after the epidemic can be tackled to provide more resistant business.

In the second part of this assignment, I am going to write a reflective learning journal based on what I have learnt in this term, and how I applied it into the organization which I chose for the report.

PART 1. BACKGROUND OF AN ORGANIZATION

One of the most significant things that has had both bad and good effects on businesses throughout the world is the Covid-19 epidemic. Because of the high number of fatalities, the state's economy has declined and the state itself has been weakened. The Apple organization has gone above and beyond in terms of how it has developed and maintained its own plans to ensure that it continues to thrive, expand, and build upon competition to its rivals. Likewise, Apple has established a reliable relationship with its clientele, making for a productive workplace for everybody involved. Apple Inc. is a global powerhouse in the business sector. The enterprise has pioneered industry-leading technology products and unrivalled IT support. Apple Computer was established by Steve Jobs in Cupertino, California (Adel, 2021).

MANAGEMENT THEORIES

a. Theory X and Y

What is Theory X and Theory Y?

In 1960, Douglas McGregor developed a leadership theory (McGregor Theory X and Theory Y) about organization and management in which he represented two opposing perceptions about people in their working environment.

He referred to these two perceptions as Theory X and Theory Y. Douglas McGregor then arrived at the conclusion that the style of leadership depends on the manager's perception of people.

Theory X

In Theory X, Douglas McGregor summarizes the traditional view of management in several characteristic assumptions in which autocratic leadership style, close supervision and the hierarchical principle are the key elements.

Theory X starts from the assumption that people are naturally lazy, want to avoid work as much as possible, do not wish to take responsibility, have no ambition, and prefer to be supervised. The authoritarian leadership style is therefore the most appropriate leadership style in the Theory X approach.

According to this theory, pure work motivation consists of financial incentives. People want to avoid work and they must be continually coerced and tightly controlled. Therefore, the system of rewards and punishments works best for them.

Furthermore, their tasks and how these should execute must be laid down in detail. According to this theory, people do not wish to bear any responsibility for their work.

Theory Y

Unlike in Theory X, Douglas McGregor starts from the assumption in Theory Y that people have different needs.

Theory Y management assumes that people are inherently happy to work, they want to exert themselves in the decision-making process and they are motivated to pursue objectives and reach a higher level.

McGregor's theory is rooted in motivation theory. Self-actualization is considered the highest reward for employees and the motivation employees use to reach self-actualization allows them to reach their full potential.

There is no need for the system that involves rewards and punishments. People are prepared to take responsibility for everything they do. People want to use their creativity and they like to take a creative problem-solving approach.

b. Maslow's Hierarchy of Needs

Maslow's hierarchy of needs is a model for understanding the motivations for human behavior. It maps different motivations onto a pyramid, with each level representing a different human need. These include physiological needs, safety, love and belonging, esteem, and self-actualization. The psychologist Abraham Maslow created this model. He believed that people could not focus on the needs higher up the pyramid until they had mostly obtained the needs in the lower levels. Maslow also felt that fulfillment in life results from being able to meet the needs in all five levels. Maslow's hierarchy of needs is a psychological theory about what drives human behaviour and what makes humans feel fulfilled. It represents five key human needs that people must meet to achieve well-being. They are:

- physiological needs
- safety
- love and belonging
- esteem
- self-actualization

Maslow mapped these needs onto a pyramid diagram, with each need occupying a different level of the pyramid. The lowest and biggest levels represent the basic and highest priority needs that are essential for survival.

APPLICATION OF THEORIES

Keeping workers inspired is a top priority for every business. The success of any business, from a start up to a multinational like Apple, now rests squarely on the shoulders of its employees. Apple Inc. employs Maslow's Hierarchy of Needs and McGregor's Theory X and Y to inspire and drive its workforce.

Theory X and Y:

Apple Inc. is a very successful company with its own unique methods of employee motivation. Steve Job, Apple Inc.'s co-founder and CEO, was a stickler for detail. All along, he had a reputation for being an inspiring leader. Steve Jobs used a combination of rewards and punishments as a management strategy to bring out the best in his employees. For instance, when individuals refused to back the Macintosh project, Steve would get rid of them and replace them with even better employees. He retained his A-team members, including his most devoted programmers, executives, and designers. The McGregor Y Theory was used by Steve Job. That's because, rather than just controlling his people, he would inspire the group. In his view, his employees would reach their full potential with the proper encouragement and pressure, therefore he would sometimes treat them brutally. Rewards are seen to be substantially linked with performance by the general populace. He had faith in his staff's potential and was invested in their success (Technophrenia 2015).

The following figure 1 describes both theories and why choosing Theory Y makes Apple's staff happy.

 Theory X	Theory Y 
* people need close supervision * will avoid work when possible * will avoid responsibility * that they desire only money * people must be pushed to perform	* people want independence in work * people seek responsibility * people are motivated by self-fulfilment * people naturally want to work * people will drive themselves to perform

figure 1

Maslow's Hierarchy of Needs Theory in Apple Inc.

In terms of employee motivation, Apple Inc. consistently turns forth dedicated workers. Organizational leaders like Steve Jobs were driven by a desire to foster an atmosphere where staff members consistently felt energized to give their all. The very driven employees are a big contributor to the company's success. Using Maslow's Hierarchy of Needs Theory, Apple is analysed. Managers at the company have developed strategies for inspiring their staff by taking employee wants and requirements into account during the creation of jobs, the allocation of resources, and other managerial decisions. Apple Inc. satisfies the physiological demands of its workers by paying salaries high enough so that they can afford to buy food, clothing, and shelter. Employees get their monthly payslip on time. It also gives various financial incentives to its workers like as flexible benefits, investment and savings programs, investment options and stock purchase options ("Benefits of Working at Apple"). In addition, Apple Inc. offers a pleasant canteen for its staff. On campus, for instance, you may have a selection of high-quality meals in the corporate cafeteria known as Caffè Macs. You can get things like pizza, sushi, spaghetti, and salad here. The buzz and energy of the café are good. Like Steve Wozniak, one of Apple's high-ranking executives, may be seen there every day. Drinks, housing, and other things are all provided to their employees.

EVALUATION OF THEORY

If Apple Inc. takes advantage of this opening, it can broaden its distribution network. Their chain has very little room for growth now. Apple's goal might be to establish extensive distribution networks to increase revenue and profit. The company's potential to control more of the business would increase with the size of its empire, and the company would make more money. Either they need to generate a slew of cutting-edge, one-of-a-kind products or services, or they need to re-evaluate their pricing structure, if they want to remain competitive in the tech market. Competition in the international business world might be harmed if nothing is done. Other phone competitors including Samsung, Lenovo, and HTC have contributed significantly to the industry's recent expansion. In comparison to Android's around 72% market share based on capitalization, Apple's international market share is just approximately 25%. However, the fact that Apple lags so far behind Android is a sore spot for some people despite the company's widespread appeal. Apple may be able to mitigate the threat by changing its approach to the framework. Apple's market share in China is threatened by the ongoing trade war between the United States and China. Should the United States unexpectedly expand its imports from China at a high rate, the Chinese government may impose further taxes on Apple products. In various countries, there are numerous more elements of this idea that might worry them. The distribution and supply chain of Apple are impacted by political instability and turmoil. Apple must consider its regulatory duties, since morality is the first and most important factor in any successful business (Yun, 2019).

Apple Inc. promises its employees a safe, stable workplace with guaranteed wages and benefits. Employees who work a minimum of 15 hours per week and have been with the company for at least a year (since January 2010) are eligible for comprehensive medical insurance plan. It also provides its employees with retirement and health insurance benefits. At that time, Apple Inc. responds to the workers' social needs. The organisation has fostered a culture of collaboration, making each worker feel that their efforts contribute to a greater whole. For instance, the massive company has safeguarded the corporate culture from its inception days by not organising inside projects, creating a need for engineers, and rewarding representative vigour and perseverance. It's a productive and fun place to work, and the culture is a big part of that. In addition, Apple Inc. satisfies its employees' esteem requirements by

placing a premium on self-respect, respect for others, and recognition for effort. Each person's efforts should be acknowledged, and success should be celebrated, which is what an evaluation system does. For instance, Apple Inc. CEO Tim Cook recently announced that, beginning in June, workers would be eligible for significant discounts on Apple items. Employees currently receive 25 percent off Macs and iOS goods, but in a few months, they will also be granted an additional \$500 off Macs and \$250 off iPads. After the rebate and the new credit, the entry-level MacBook Air, for instance, will cost you only \$250. "(Yoskowitz, 2012) Apple Inc. also provides for the ego-development of its staff members. In everything that it has done, Apple has challenged people to think more creatively about how they may use technology. As CEO, Steve Jobs drove Apple to new heights by unleashing employees' latent creative potential. As a result, Apple's iMac, iPod, iPhone, and iPad were instrumental in the development of fresh markets. A company's desire for self-actualization is inextricably linked to the individual at the helm, such as the CEO, who sets the company's course. For instance, Macintosh was headed by Steve Jobs, its CEO, through all its most significant inventions; nevertheless, once Jobs departed, the company lost its direction and market dominance. As soon as he came back, Macintosh went back to what had made it successful in the first place. ("Small Business Needs Analysis Using Maslow's Hierarchy of Needs (2011 Edition)

Herzberg's Two-Factor Theory in Apple Inc

Apple Inc. uses Herzberg's Two-Element Hypothesis to boost employee morale and productivity. The company's upper management is very generous with its employees, and one way they demonstrate their gratitude is by providing them with a variety of incentives and promotions for their hard work and dedication (propelling variables). Given its importance to both the company and the employee, work is meaningful, interesting, stimulating, and challenging (spurring factors). Apple Inc.'s pay plan is competitive, rational, and based on the market (cleanliness factors). In addition to providing medical insurance, it also provides its employees with a clean, safe workplace that is outfitted with cutting-edge technology that is routinely upgraded and maintained (cleanliness factors).

RECOMMENDATIONS

Apple Association and its management have decided to continue operating normally despite the widespread spread of the Coronavirus; here are some of the measures and strategies being used by the organisation to continue making ends meet and maintaining connections with its customers (Dolata, 2017). Apple is one of the leading companies in the development and

production of cutting-edge dazzling innovation and finely tuned modest hardware. Their products continue to be popular among buyers because of their cutting-edge features and sleek design. Most purchasers are happy with their purchases from Apple and believe that their quality of life has improved as a result. Despite not investing in the correct technology or bringing in additional consumers, Apple will manage to maintain its current level of success. It is also observed that has maintained its position as a globally recognized brand (Karhu, 2020). Not only does like to deal with a legal organization, but it also favours traditional workplaces. Apple has a dedicated business website that provides excellent services for all your company's requirements. Business has benefited greatly from the period's technical advancements, for which high-tech and high-quality technologies are essential. Apple needs to produce cutting-edge technology that makes it easier for businesses to become too reliant on the company in a short amount of time.

Apple products might be considered a luxury purchase due to their hefty price tags. Those with middle- to high-range incomes appreciate the products. Not everyone in a low-income family can buy an Apple product. To others who cannot afford cutting-edge technology, this may seem unfair. They can adjust its price strategy to avoid bias and expand into new areas. A client who invests in their product enters the Apple universe. Apple products are incompatible with a wide variety of technologies and apps that support or accept them. Customers were forced to spend money on additional software or hardware in order to keep using their devices. And if the client has to resort to an alternative method or technology. If Apple can make its unique collection of devices easier to reconcile, it may increase its profits by attracting more customers with fresh takes on familiar themes (Porsch, 2018).

CONCLUSION

Apple's products and profits may be affected by rising labour prices in nations where the company manufactures its goods. Their ability to conduct business in nations like China, Pakistan, and India might be severely hampered by a high dollar's effect on currency rates. Apple produces high-quality products and is thus dependent on affluent consumer bases. In order to properly deal with growing pricing, they will need to broaden its distribution strategy. When it comes to mobile growth, Apple has a few very open versions, unless it has cheap but simple phones on the market. Internet expansion and standardization provide challenges and possibilities for Apple (Adel, 2021). Their competitors have made significant progress in terms of producing consumer-friendly products that have influenced Apple's public image and stock

performance. Even as Apple's influence waned, other companies such as Lenovo remained unrivalled in the personal computer (PC) market.

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PART 2- REFLECTIVE JOURNAL- INTRODUCTION

For me the module called 'Developing workplace critical thinking' was very helpful for understanding the meaning of it and the importance that it has on business. It made me realize how helpful for my personal and especially for my professional life it could be if I gain the maximum information out of it. I was about to get taught what are beliefs, attitudes, and value systems and what is the difference between them. Also, what are the management theories in business and which ones were implemented in my chosen organization Apple.

DEVELOPMENT OF REFLECTION

I think that the topic of critical thinking is quite interesting. It is about the understanding of events, ideas, and issues before taking or making conclusion by ourselves. It does not come just like this, and it might take long time for someone to control that ability. If I have to judge myself, I will say that I am a balky person who doesn't analyze the other side of a problem. I am someone who normally make judgements relied on my ego for example. However, while attending my classes I started looking differently into the issues I was having at the same time at work, and I began to realize that the knowledge I have already received at university is changing the way I was thinking about those issues before. Being a good critical thinker prepares me for being a better student.

The first lesson we had in class was the introduction of critical thinking. This was the main point for me to start gaining knowledge for my future reflection. Our lecturer explained us about the significance that critical thinking has on both personal and professional side. The second lesson we had we talked about the meaning of Beliefs, Values and Attitudes and their significance in organizations. Here, I had already chosen my organization for the assignment and after those classes I began to analyse these components for my previous job at Apple. In the third lesson we talked about management theories starting with Human Relations Approach and I remembered that if management pays attention to the social interaction, individual achievement and need for attention then the worker productivity will be increased. The next class we talked about the problem solving and decision-making processes. Then we discussed the Bureaucratic management theory by Max Weber and the week after we discussed the Contingency management theory. Then we moved to Systems theory but in the end, I found out that Theory X and Y and Maslow's Hierarchy of Needs theory were the ones used in my chosen organization Apple.

I have started to understand how I need to learn the lesson from something that happened before whether it worked or not and analyze its reasons so that I can improve myself.

I have learnt so much from my time in university so far. How important it is to work in a team with a good manner because nothing stays hidden. By doing a group project I can learn the good sides of my colleagues that I haven't got in me for example because some of them may do the job better than me and I can only learn from that.

DIFFERENTIATING BETWEEN AND ANALYSING THE DIFFERENCES BETWEEN BELIEFS, ATTITUDES, AND VALUES IN THE WORKPLACE.

I believe that people are unique because throughout the course of their lives, they have developed their own personal ideas, conventions, and practises, which contribute to who they are as people. However, a person's worldview and their values may be influenced by a few different aspects of their life, such as their family, their friends, their religious affiliation, their community, and the events that occur in their lives. To put it another way, a person's value system is their collection of fundamental ideas and ideals, which guides their behaviour and decisions in their day-to-day life. On the other hand, the conviction that something is true or that the best possible situation will occur is an example of a belief. A resolute feeling that one ought to do something or that something is in the right. The fundamental principles that a person upholds in their life have a significant impact on their professional identity. It is common for an individual's own set of values and beliefs to influence the way they conduct themselves in a professional setting. The fundamental beliefs, attitudes and values of an organisation may influence the behaviour of its staff members. It is important to note that every firm has its own unique set of guiding principles and values, and everyone participating in the company is obligated to maintain them.

Because of the various sets of ideas and value systems that guide their behaviours, both employees and managers have their own unique personalities. It is very necessary, in order to be successful in one's professional life, to be able to recognise, evaluate, and articulate one's own points of view and value system (Shimoni 2019).

The reason I chose Apple Inc. to be my organisation for the report is because of their organisational culture. When I had to analyse which management theories have been used in Apple Inc. I remembered about that time when individuals refused to back the Macintosh project, Steve would get rid of them and replace them with even better employees. He retained his A-team members, including his most devoted programmers, executives, and designers. The McGregor Y Theory was used by Steve Job. That's because, rather than just controlling his people, he would inspire the group. In his view, his employees would reach their full potential with the proper encouragement and pressure, therefore he would sometimes treat them brutally. Rewards are seen to be substantially linked with performance by the general populace. He had faith in his staff's potential and was invested in their success (Technophrenia 2015).

Having inspired owners like Steve Jobs for me means that I have found the right place for me where I could find motivation to work and to develop myself or to be pressed to do it correctly. He has proven that he knows how to manage business and to become successful and leaders like him can only show us with his manners that if you know what you are doing and you are doing it right then the success is in front of you. Now I realise even more how lucky I was to work in such a company and to be able to understand now all the management theories that he has used in order to succeed in his goals and views how to extend his business. It made me realise the importance of organizational behaviour.

"Organizational behavior" refers to the study of how people behave in a professional setting such as a workplace. It is helpful for gaining knowledge about and being able to manage the behavior of other people. Every company including Apple, has a diverse range of employees, each with their own unique appearance and personality. As a result, it is essential to acquire the skills necessary to collaborate well with people whose personalities and preferences differ widely in a range of contexts. In the topic of organizational behavior, the emphasis of the research and the methodology for doing the research are both on the individual and collective activities of humans. The assignment project that we had to do for this semester gave us a wonderful opportunity to put what we've learned about group dynamics into practice and to acquire a more nuanced grasp of some of the fundamental ideas that were at play. Kolb's Experimental Learning Cycle theory proposes that group and Team processes are formed via a cycle consisting of four stages, as stated in (Kolb and Yeganeh, 2012).

CRITICAL ASSESEMENT FOR SOMEONE WITH DIFFERENT BELIEFS, ATTUTUES AND VALUES

Some of my team members have worked for a different manager in the past and have found my management style very different from their precious manager. This is due to different beliefs, values, and attitudes of both their managers. I belief that when someone is employed to do a job, if they have the right training to do the job and are competent then they should do it. I have always had the attitude that I will support in any way I can to help them achieve their targets and complete work, but I won't do the job for them, I am happy that if I have someone who performs well daily and get a little behind on a task I will help where I can. But if someone isn't performing well daily then I will not do the job for them' I will guide and support with training to ensure the ability is there, but I don't believe I would be helping them if I were to do it for them as they will never become competent. My colleague however has different beliefs than me; they believe that if they do the work for the underperformers the team member will respect her and will start doing the work themselves and then she will get more support from them in the long run. This person is off on maternity now, so all her team are now working for other managers. "The team members that were under performing are still underperforming and have found it very difficult to change how they work; they have been led to understand that the manager will step in when a problem arises. In my opinion I believe this manager would interpret the theory Y as the way she works and would read that a participative manger needs to be hands on' making sure targets are achieved by helping the team and doing the work for them. They would read the theory and see that they themselves would be taking the responsibility for achieving the targets to ensure that Theory X was never applied. However, I would argue that what she is practising is theory X because she is controlling everything and not allowing the team to develop their skills. I think that the perception my colleagues have of me is that I am using Theory X however I think that I am using the Theory Y most of the time. I have tested this, and it helps my argument. This manager's values and attitudes are not so different from mine when we talk about integrity and honesty, but the only difference is that she will probably give them the benefit of the doubt than I am. I would investigate thoroughly to find the truth. So, Theory X whilst I am easy going, I do believe that it does have a place in management.

CONCLUSION

In conclusion I would like to say that what I have learnt in class this term is priceless. The knowledge I gained gives me more confidence to understand and apply critical thinking in my previous or current organization that I work for, and it will be very helpful for my professional improvement in future.

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