

Module: Developing Workplace Critical Thinking.

Module Code: BMSW 5101

Lecturer: Dr Obinna Nkwocha

Part B

**Assignment Title: How Individuals
beliefs, attitudes and values impact on
workplace behaviour.**

Name: Juthsna Begum

Student number: 1907009

Due Date: 27/11/2020

Authorised Extended Due Date: 04/12/2020

Contents Page

Summary.....P3

Introduction..... P3

1. Management Theory of X

and Y..... P4-P5

1.1 Modern-Day Workplace Usefulness using Theory X and Y.....P5-7

**2. My reflection of how your critical thinking skill
has developed based on your learning on the
module..... ... P8**

3. Conclusion.....P8-P9

4. Recommendations.....P9

5. Reference.....P10

Summary

This report executes critical thinking using Management Theory of X and Y on how beliefs, attitude and values impact on workplace behaviour.

Introduction

The objective of any organization is not only to increase profitability, but also to sustain its existence by improving performance and this depends on the Leadership style and organisation performance.

Managing motivation correctly determines a business success. Our Belief, attitude and values impact an individual's motivation in a workplace. Theory X and Theory Y are theories of human work motivation and management.

Management Theory X and Y was created by Douglas McGregor (1906 to 1964) who was a management professor at the MIT Sloan School of Management. He introduced his book 'The Human Side of Enterprise' (1960) which presented Theory X and Theory Y. Douglas McGregor was interested in what motivates humans to work. He said our beliefs shapes our behaviour and others around us. [MindTools,2020]

I look to analyse Theory X and Y to Modern- Day workplace and look to demonstrate these using organisations: Allianz Plc and Royal Mail.

1. Management Theory of X and Y.

McGeorgors Management Theory of X and Y is received as a motivational theory for controlling top administration of a firm to propel the labour force in the work environment, make a dynamic and adaptable hierarchical model in the work environment for the representatives.

Theory X and Y are management styles managers use to control workplace behaviour in order to get work completed and meet organisations objectives. In a workplace Theory X analysis, the importance of controlled supervision and penalties, while Theory Y outlines the motivating role of job satisfaction and encourages workers to approach tasks without direct supervision.

McGregor Theory X

Theory X focuses more on working behaviour within a workplace therefore to motivate staff it is important for managers to closely supervise work and implement penalties for poor behaviour.

McGregor believed the normal man is commonly sluggish wants to work as minimal as possible because he lacks ambition, dislikes responsibility and prefers to be led. His behaviour demonstrates he is intrinsically egotistical, apathetic regarding hierarchical necessities and he is ordinarily impervious to change. Furthermore, he is He is artless, not extremely brilliant, the prepared hoodwink of the pretender and the rabble rouser. In these cases, intervention of management is necessary to control this type of behaviour as people with such behaviour would be passive and resistant to organizational needs. So therefore, they must be persuaded, rewarded, punished, controlled and their work activities must be directed.

Theory X manager believes are demonstrated in his management style as he see's his employees as lazy, and only here for money therefore he will communicate with them in a harsh way to get work done on time and would give threats by saying if not completed you're work, you're in trouble. Employees within that workplace take orders but feel work stinks and don't enjoy work so not going to work hard. These people are here for the money to fulfil their living and have no ambition.

McGregor Theory X Beliefs controlling practices equals employee resistance which leads to poor results. This circle is not productive for organisation success and leads to reinforce negative cycle for everybody. Therefore, McGregor introduced Theory Y.

McGregor Theory Y.

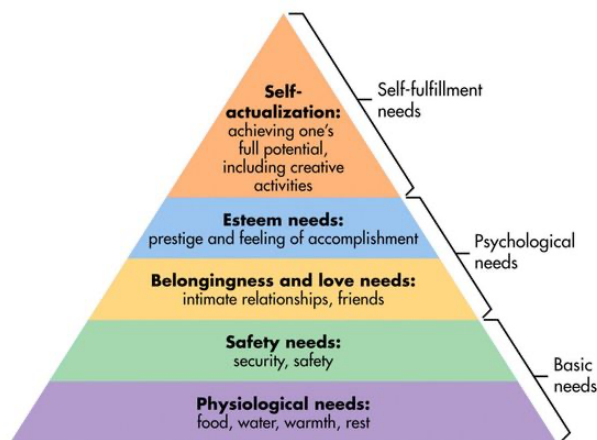
Theory Y beliefs more about people and highlights your belief about your people effects how you manage them. Theory Y concept is to arrange things so individuals can achieve their own goals and happily accomplish the organisations goals at the same time.

Theory Y manager believes his employees have goals hence they are self-motivated to achieve goals which will produce individuals to work hard. Organisation that's use Theory Y management style arrange the right self-actualisation satisfied so people can enjoy work and get work done.

Theory Y managers team members takes pride in their work and don't require the push to do their work as they take on work proudly. Theory Y management style involves everyone to get involved and adapt style so all team members can benefit. Theory Y managers allow

employees the freedom and delegate to make decisions whereas Theory X managers make all decisions and like to control their staff.

Maslow's Hierarchy of needs pyramid shapes McGregor's view of Theory X and Y



[SimplyPsychology,2020]

McGregor's Theory X and Y resembles to Maslow's hierarchy of needs in contrast people come to work because they want too. Theory Y managers team come work because they feel Belonging, esteem and Self- Actualization. Theory X manager team come to work for physiological and Safety needs.

1.1 Modern-Day Workplace Usefulness using Theory X and Y.

Overall, in today's business world, McGregor Theory of X and Y is adopted as a motivational theory for guiding top management of a firm to motivate the workforce in the workplace.

In essence Theory X and Theory Y are management styles a manager uses to function their business and motivate people.

Theory X Manager tend to believe:

- Team members dislike work and avoid it if possible
- Team members need to be micromanaged and coerced into compliance
- Team members avoid responsibility
- Team members are motivated by fear or lack of job security

Theory Y Managers tend to Believe:

- Team members are willing to work and enjoy it
- Team members can be trusted to do their job as they are self-directed and self-disciplined
- Team members seek responsibility and thrive on it
- Team members are motivated by the desire of self-development and to contribute to the world

In this modern-day workplace in my opinion, we prefer to have a Theory Y manager over Theory X. Theory X manager can come across as bossy and arrogant in their behaviour whereas Theory Y managers would be more approachable.

Companies that do not critically evaluate what type of management style should be used tend to get a high turnover in staff and are in a circle of continually having to recruit staff. These companies in my opinion eventually do not succeed in today's competitive market as without realising they are spending more capital in the recruitment process whereas if they analyse to why they are getting a high number of turnovers in staff they can invest that capital to motivate staff by offering long term rewards which to a certain degree will motivate to continue employment with the companies due to the benefits they get. I feel this supports the Theory Y as to McGregor's thinking concept in human behaviour.

However, in today's Modern-day workplace some well recognised companies do tend to use Theory X to manage their staff and mostly Theory X management style managers are found in my opinions in a warehouse job. Warehouse jobs are fast paced jobs where human is required to perform instead of machines hence companies have to closely supervise employees to perform and have strict policies in place for those who do not perform. For example, Royal Mail.

Royal Mail tend to recruit over 100 staff during the festive season to get their workload completed as they have contracts and need to meet their service levels, so customers get their parcels on time without leading to disappointments.

Permanent staff are motivated due to Royal Mail reward their staff. Here I can see the human resource management have applied Theory Y as they recognise their staff hard work and reward their staff to keep them motivated so they perform well as the job requires human power to get job done and there are no machines to take over human job at the Royal Mail. Royal Mail reward the permanent staff with well-deserved salary, flexible working hours, selection of facilities at work.

However Temporary Christmas casuals that are employed are offered less pay compared to their permanent staff when both are doing the same job. Temporary staff on a shift have supervisors closely working with them and on an hourly basis they record how many parcels individual temporary staff has completed and tend to shout out to get work done which refers to the McGregor's X Theory management style.

I have worked in Royal Mail as a casual temporary parcel sorter during a festive season where I have experienced Theory X managers approach and to be honest this type of management style in today's work environment is de-motivating, but I continued to go work as I needed the money which resembles my experience with Maslow's Hierarchy of needs. My behaviour whilst working at the Royal Mail was to get the needful work done and I was not motivated to take on extra work. My experience resembles McGregor's findings in the Theory of X and Y. I totally agree and do not dispute in any way with McGregor's findings in human behaviour in a workplace reflects our motivation to our beliefs. My behaviour belief changed whilst working in Royal Mail due to permanent staff who were doing the same job were getting paid more hence, they were motivated to perform well whereas on the other hand as being a temporary staff and not getting the same per hourly rate changed my behaviour to performing. Also, in this modern workplace people's motivation belief is attached to being treated fairly whereas in Royal Mail temporary staff are not looked after as they look after their permanent staff hence, they having to recruit for new temporary staff every year as not many return back due to the experience, they get from working at Royal Mail warehouse.

In my opinion I believe office-based companies approach usually approach the McGregor's Theory Y. In an office worker have to perform effectively as they are dealing with clients direct over the phone hence motivation is crucial. Allianz Plc offer their staff long term rewards and continues rewards on a regular basis to keep everyone motivated.

Allianz offer long term rewards such as yearly bonuses related to your performance. Yearly flexible benefits to join Bupa, buy additional holidays at work, Mental well-being etc. They offer short term rewards such as vouchers on monthly performance.

Allianz spend allot of money to get their staff trained so they are able to perform accordingly without needing supervision. Allianz Train their staff and offer delegate authority to get work done. Allianz show trust in employees. Allianz management have adopted the McGregor's Theory Y management style. Allianz using the Theory Y management style retains their staff and hardly have any staff turnover. This demonstrates the culture Allianz had adapted all employees are happy and self-disciplined to get their work done. On the Maslow's Hierarchy of needs pyramid majority of the employee's beliefs would be on Self- Actualisations.

I currently work part time at Allianz Plc, and I feel my manager within Allianz has adapted Theory Y management style. As per the McGregor's Theory Y, my manager lets me get on with my daily work on a delegated authority. I am not closely supervised. My manager lets our team take over and manage our que within our team on a daily basis. My manager shows trust and believe in me which motivates me to get my work done. On a daily basis I would stay back to get my work done due to me being motivated to get my work done. In my opinion I stay back to get my work done as I feel a personal belongingness, self-esteem and self- actualization which I can relate to the Maslow's Hierarchy of needs.

I truly believe if a company is able to reward and motivate staff at the same time this creates a positive behaviour attitude from employees and at the same time the business is able to achieve their business strategies'.

I totally agree with McGregor's concept of human beliefs, attitudes and values motivate an employee even at this modern-day workplace as my behaviour towards Allianz is positive and I always go out my way to get my work done due to the culture Allianz have built. I do agree part of my motivation is also the reward and incentives my employer provides keeps me keen and value the company I work for. The behaviour impact this has on me is to progress my career and to do better every day to get recognised by management. My behaviour belief towards the company is that I respect the company I would recommend friends and family to join the company. Allianz Adapting all their management to use the Theory Y approach impacts the company to have a better reputation in the market for all their stakeholders.

2. My reflection of how your critical thinking skill has developed based on your learning on the module.

Critical Thinking has shaped me to critically able to reflect my personal experience and able to adapt this to a theory and going forward I would assess and challenge more things than just make a decision whether it's in relation to my personal life or professional life. I have learned many ways we can analyse and evaluate topics from general conversation to politician discussion to see what is presented to us if it is true, false, factual or assumptions.

This module has helped shape my critical thinking as I am more able to demonstrate my arguments with factual information and if I am not able to present facts or evidence, I would not present my ideas as I understand now why it can get disputed. I have learnt how to challenge and argue something that is not factual and just an opinion. I really enjoyed that topic it was very interesting and gained allot of knowledge.

I have really enjoyed learning how to validate with evidence which has been a great help and is something that I was able to takeaway and add to my workplace in validating motor claims. I am able to make clear notes to validating a claim with evidencing now at work.

Furthermore, I really have learnt the differences between Beliefs, Values and Attitudes and how all three phrases are linked together. I have learnt Beliefs are internal feeling and not factual therefore you do not have to agree as we may have not experienced the same. I have learned value is what is important to us and this could be family and the way we been brought up demonstrates why we value something i.e., Religion, Culture. Also, Value can be adapted from social influence and historical events.

I have learnt attitude is a combination of someone beliefs and value expressed through words and can be expressed as a positive or negative way but there is always room to agree or disagree depending on your own Beliefs and values.

In the near future I look to use the critical thinking theory at my workplace to progress my career to management level. I look to do this by sharing more ideas with the organisation on how to get things done better by showing my critical thinking behind my ideas.

I look to use my critical thinking knowledge to pursue organisation values once I reach to a management stage and manage a team.

Concussion.

Douglas McGregor was interested in what motivates human to work hard and he believed how our beliefs shapes our behaviour which he has demonstrated using Theory X and Y. In my opinion I do agree with McGregor's theory taking into account my own beliefs to what motivates me at a workplace. I am motivated to do my work accordingly where I see my employer has trust in me and would leave me to do my job without interfering and bossing me around, so this refers to a Y Theory manager style. In a job where I am overly getting shadowed to check to see if I have done my work would de-motivate me personally as I would feel as employer has no trust or interest in their employees apart from just getting the work done so they can make profit so why work like a machine. If they want us to produce more work than need to increase salary so this would refer to a Theory X style manager. As you can see from my statement how my behaviour changed quickly which I feel in a workplace our motivations are to our beliefs on how we get treated by management.

Theory X and Y are used by majority of big organisation in today modern-day workplace usefulness. The Theory can not be replaced by robust or technology as the world we are living in today technology is taking over. McGregor's Theory of X and Y talks about human behaviour of motivation which is usefulness in todays modern-day workplace as the economy has boosted up since 1960 and we live in a world where processes are done quicker, i.e., updating via emails and smart phones therefore there are more job opportunities and competition within companies to retain employees or take on employees who have similar job elsewhere or worked in a competitor's company so they can find out processes through employees. This means organisation need to have the correct management style and offer rewards to motivate employees and this is where in today modern-day workplace Theory X and Y are well known by allot of companies. As our lifestyle becomes more expensive to live, we as human demand more in relation to rewarding from an organisation.

In today Modern- day workplace all employees are challenging so adapting the McGregor's theory on human behaviour will help to assess how organisation can find the best motivation

rewards to retain staff and employees to provide the same respect and show loyalty back to the employer.

Recommendations

In relation to motivation, I would recommend management to provide a vision and purpose to all employees, so they get engaged and feel part of the company.

I would recommend McGregor's Theory X managers to set clear goals to employees without having to closely supervise and demanding as this will help motivate those employees who are attending work for a living purpose. This will change their behaviour if the organisation changes their beliefs on the employee.

I would recommend managers to lead by example to motivate staff as this will help employees to progress. If employees are steered to progressing that automatically will add value to the organisation.

Finally, I would recommend Theory Y managers to encourage teamwork to keep the motivation going as this will help with employee engagement.

Reference.

1. MindTools,2020.Theory X and Theory Y.[Online] Accessed at: https://www.mindtools.com/pages/article/newLDR_74.htm
2. SimplyPsychology,2020. Maslows'sHierarchyOfNeeds. [Online] Accessed at: <https://www.simplypsychology.org/maslow.html>
3. BusinessBalls[2020]. What is X-Y Theory of Management.[Online]Available at: <https://www.businessballs.com/improving-workplace-performance/mcgregors-xy-theory-of-management/> [Accessed 3rdNovember,2020] [Accessed 2nd November,2020]
4. Chron,(2019).How PersonalityAffectsWorkBehavior.[Online] Available at: <https://smallbusiness.chron.com/personality-affects-work-behavior-45940.html>, (Accessed 6th November,2020)
5. Allianz[2020].HR Intranet.[Online] Available at: <https://www-hr.allianz.co.uk/>[Accessed 30thOctober,2020]
6. Allianz[2020]. About Us.[Online] Available at: <https://www.allianz.com/en/about-us/who-we-are/people.html> / [about us.Allianz](https://www.allianz.com/en/about-us/), [Accessed 30th October,2020]
7. IEduNote,(2017).MotivationProcessInManagement.[Online]Available at: <https://www.iedunote.com/motivation-process> [Accessed 5thNovember,2020]
8. Verywellmind,(2020). The5LevelsOfMaslow'sHierarchyOfNeeds. [Online] Available at: <https://www.verywellmind.com/what-is-maslows-hierarchy-of-needs-4136760>, [Accessed 01October,2020]
9. Maslow, A. H. (1970b). *Religions, values, and peak experiences*. New York: Penguin. (Original work published 1966).[book]
10. Maslow, A. H. (1987). *Motivation and personality (3rd ed.)*. Delhi, India: Pearson Education.
11. GlenFox,[2020].ACognitiveTheoryOfMotivation:CognitiveDissonance.[Online]Available at: https://lumen.instructure.com/courses/170090/pages/a-cognitive-theory-of-motivation-cognitive-dissonance?module_item_id=4055335. [Accessed 03November,2020]
12. M.T.Wroblewski[2019].ATheoryOfGoalSettingByLocke&Latham.[Online]Available at: <https://smallbusiness.chron.com/theory-goal-setting-locke-latham-1879.html>. [Accessed 12thNovember,2020]
13. BBC.[2020].MotivationAndLeadership.[Online]Available At: <https://www.bbc.co.uk/bitesize/guides/zkt8xyc/revision/4>. [Accessed 04November,2020]
14. Herberg's(2020).TwoFactorTheory.[Online]Available at: <https://expertprogrammanagement.com/2018/04/herzbergs-two-factor-theory/> [Accesses 3rdNovember,2020]
15. Allianz-Partners[2020].LivingWithCovid-19.[Online]Available at: https://www.allianz-partners.com/en_US.html[Accessed 30th Novemeber,2020]
16. HarvardBusinessSchool[2020].WorkingKnowledge.[Online2020]Available at: <https://hbswk.hbs.edu/item/the-new-rules-for-remote-work-pandemic-edition> [Accessed 15November,2020]

