

BA Leadership and Management for the Workplace
Developing Workplace Critical Thinking

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Introduction

For an employee the condition of the workplace is very important. An effective workplace permits the employee to be motivated in their work and take pride in it. Motivation is one of the key parts to make the company continue to grow. Mike use to say "All successful businesses have a strict belief system you can't own a business and not have a strict aim or belief for your business". In this report I will talk about the importance of values, beliefs and attitudes in the workplace. In the case of bio market, the lack of motivation lead to employees to resign from work due to disappointment. According to Vinay Chaitanya Ganta 2014 she says "Motivation levels within the workplace have a direct impact on employee productivity. Workers who are motivated and excited about their jobs carry out their responsibilities to the best of their ability and production numbers increase as a result". This problem is not only faced by Bio Market it is a problem faced by many organisation when a change of management is conducted. In this report I will talk about management theories specifically on human relation and scientific management.

Case Study

Bio Market is a shop of organic food products in Bracknell Berkshire it has over five hundred customers every-day. Bio market was owned by an Australian businessman called Mike Taylor; it has 12 employees which work in the main store which opened in the summer of 2004. Since the store opened the customer satisfaction and the working conditions have been rated as outstanding. The Bio market employees were satisfied with their work so that meant that the employees were retained. Mike's values were that all his products that he sold in his business must be from a trusted supplier which he knows that the products are well manufactured and organically made. Also, he makes sure to keep in contact with the supplier to make sure that they are on the same page with the progress of the business and the products required. It was a daily challenge for Mike as his aim was to find the best of the best products to satisfy the demand of his clients.

The employees that worked for Mike worked in a good working environment which was safe to work in and friendly. There was effective communication between employers and employee. Mike was always available to help and assist his employees. But sadly, he died in 2011. His eldest son Tim Taylor took over the business and changed the structure of the business. Tim reduced the staff in the store to 4 employees at peak times which meant that customer satisfaction levels went down because of the longer queues. Tim had a different vision to his dad he mostly cared about the quantity that he sold instead of the quality which meant that the products sold went down in quality. Tim also changed the working environment which became difficult for employees to work in. Which meant that the employees lost their motivation. The funds of the business were not managed properly which put the company at risk of closure because of debts.

Business Values

Between 2004-2011 the values of Bio Market when Mike Taylor was in charge, were promoting good will for the environment and giving a reliable and efficient service to their customers, where they are satisfied with their products and efficiency of service.

Between 2011 to now the values of Bio Market have significantly change for the worst. The environment in which the staff worked has downgraded to a standard working environment. This was not the case when Mike was in charge the working environment was rated as outstanding.

The Importance Of Workplace Values

In a business, the values represent the core principles that the business follows no matter what the situation is. It is very important in a business to follow their key principals as it helps to keep the business structured and running smoothly. Throughout this process they motivate employees. Also maintaining a strong, clear and well-articulated values, it must be a clear reflection of your business. According to David Weedmark 20/04/19(Chron) "The principals you believe in, your personal standards and behaviour you feel is appropriate for work all contribute to workplace value. When your co-workers and managers subscribe to the same values, this usually leads to a harmonious workplace".

Employers must provide a firm foundation for their employment procedures following procedures thoroughly. The employers also need to gradually improve the business character which is expressed in its culture making sure to set a difference from their competitors and their own company. Employers should eliminate the possibility of inappropriate behavior maintaining staff behavior exceptional as well as operational and strategic.

According to Brent Gleeson 10/03/17 he says "Many organisations will charge ahead for years with relative success while not having truly defined and written down their mission, vision, values and purpose for existence. At some point however, all great organisations have to define these things if they want to maintain that positive trajectory. I found this article very interesting because it informs the vital need for a business value and the effect that a business value can bring to your business. It might not sound necessary but in a long term a strict business value might be the saver for your business to stay open.

The key pillars of a business value are:

- Customer Value- Is the value which is received at end through the customer
- The employee's knowledge- The understand of the employers and their input in the business
- Shareholder Value- An estimate of the number of ongoing shares

In the case of Bio Market, a strict business value and organisational value was not persistently as when Mike the funder of Bio Market died his son Tim took over the shop and reduced the staff in the store which lead to a downfall in customer satisfaction due to the longer queues. Also, Tim changed the business value of Bio Market which was to care about the quality of the products which was of a key importance to the business which meant that the quality of the products went below satisfactory which could have been prevented if the business value was kept the same this is why business values are of a high importance within an organisation.

Also Tim changed the work environment of the employees which eventually made the employees un motivated due to the lack of facilities which were available to them before. This is a common problem not only in the Bio Market business but also in other major companies, this is because if your employees are not motivated, they will not be enthusiastic about their work which can create problems while communicating with customers.

The importance of positive attitude and negative attitude in the workplace.

Workplace attitudes have an impact on everyone in the business, from the staff of the organisation to the clients. Attitudes are vital as they help to develop the rapidly growing workplace which has a big impact on determining the employees mood, efficiency and team working abilities. In Bio Market's case this positive attitude was acknowledged when Mike was in charge but now the attitude turned to mostly negative than positive. According to Nikki Gill 20/04/19 "Maintaining a positive attitude at work will benefit your career and steer you towards a promotion"

Negative attitude in the workplace leads to tension between employees this causes employees to obtain success at the expense of each other. With no positive attitude there is no more motivation for employees which inspires them to perform at their best ability. Relating to Bio Market the negative attitude that took over the workplace created all these factors which lead to the downfall in motivation from the employees. According to Stan Mack (Chron) 20/04/19 "Bad attitudes spread, which is why you must address the issues quickly. A single person's bad attitude can have a huge effect on the operation of your business. For example, if one employee begins complaining, his discontent might spread to other workers. Bad attitudes also can trickle downward".

The Importance of belief in the workplace

At Bio market the beliefs before Tim took over were caring for each other regardless of gender, religion or ethnic group everyone was treated equally, everyone was part of a team working to make Bio Market become the best as possible. It is important to have beliefs in the workplace because it helps you to sit out goals for your organisation and each time you achieve a goal it's a step up closer to having a multi successful business which is the aim or most organisation

Management Theory

While Mike was the owner of Bio Market, he used a management theory approach. He made sure that everyone had an equal opportunity to grow inside the organisation and learn new skills at the same time. Mike also took care in taking feedback in what the employees think of the work in general and the improvement that should be made. The usage of a Management theory approach is what lead to his successful business when he was the owner.

Human Resource Theory

According to Jeremy Bradley 20/04/19 “Human resources theory is a general term for the strategies, tactics and objectives used by business owners and managers to administer policies.

The success of a company is closely linked to the professional satisfaction of its employees. A professional environment where employees feel valued, protected, involved and listened to is conducive to well-being. In order to enable its employees to achieve their potential and evolve, an employer must create this type of environment within the company.

Employees spend a large part of their lives in their workplace. It is therefore important that it be a pleasant environment for both employers and their employees. Of course, a pleasant environment does not mean festive. This simply means taking the necessary measures to ensure the health and well-being of staff in order to create a more pleasant and healthy workplace.

To achieve this goal, a company must be open and transparent with its employees so that they understand the company's strategy and feel involved in its success. It may be useful to create an internal network or intranet to keep employees informed of company news (new customers, internal Human resources initiatives, strategic changes, business performance, etc.). According to Lynne Macdonald 29/04/19 “Over the past few decades, the definition of sustainability has expanded from an environmental focus to include economy and social equity. Companies interested in sustainability measure and report on their performance across the triple bottom line, which consists of economic, environmental and social criteria.”.

While Mike was the owner of Bio Market he used a Human resource management approach. He made sure that everyone had an equal opportunity to grow inside the organisation and learn new skills at the same time. Mike also took care in taking feedback in what the employees think of the work in general and the improvement that should be made. The usage of a Management theory approach is what lead to his successful business when he was the owner.

During the time Mike was the owner of Bio Market, Mike maintained good relationships between employees and stakeholders. This is why he was such a great owner.

Scientific Management

Tim used a different approach to Mike he used a Scientific management approach which was one of the factors which lead to the downfall in sales and employee's satisfaction. Today, we can see that this type of organization of work that does not motivate employees leads to: poor product quality (waste, breakdowns); Significant absenteeism A high employee turnover rate (many departures) Frequent conflicts between performers and supervisors Work-related accidents because the attention of employees decreases due to the lack of interest in the tasks. Scientific management studies proved that in some cases employees are put in inhuman working conditions this is often caused by overstaffing and mass production lines. Also with a scientific management approach employees are treated very poorly which leads to strikes and unions. A scientific management approach also have a rigid and oppressive regulation of rules which easily leads to exploitation of workers. According to The Economist 9/02/09 "The idea was first propounded by Frederick Winslow Taylor partly in response to motivational problem, which at the time was called "soldiering" the attempt among workers to do the least amount of work in the longest amount of time". I particularly like this reference because it outlines clearly the history of scientific management and how it was supposed to be a positive approach but it was misused and became a laboring and not effective method.

Why Human Resource Management is best for Bio Market

Human Management theory is a belief that employees desire to be part of a team that helps them to grow not only professionally but also as an individual. So therefore, with this approach employees receive more attention which motivates them to work hard this leads to a growth in the company which is essential for the progression of the company/ business. According to Audra Bianca 05/03/19 "Human resources management helps a business develop a competitive advantage, which involves building the capacity of the company so it can offer a unique set of goods or service to its customers" I found this article really interesting because its true because a human resource management approach keeps employees ambitious and wanting to do their work without becoming lazy or losing motivation which is the case with a scientific management approach.

Human Resource Management also permits employees and employers to have a good connection without getting irritated with each other. This is especially not you want in a working environment because this can significantly affect a business. Furthermore, a human resource management approach also permits flexibility between employers and employees not stressing employees out while still work happening. Human resources management is more effective then Scientific Management this is because employees feel more comfortable working in a environment where they are no overly stressed by employers and at the same time they can do their work with peace in mind that they don't have an unrealistic time to complete their work in.

When Mike was the owner of Bio Market a Human resource management was used this is what lead to the business success. But when Tim took over, he changed completely the structure of the business to a Scientific management approach which was what lead to the downfall in sale. Tim reduced the staffing to 4 at peak hours which lead to acoustic customer queues which demotivated customers to shop at Bio Market. Tim also changed the routines of the employees to shorter lunch breaks which lead to a downfall in employee motivation this is really bad because the employees are the back bone of a business if the employees are treated badly, they will reflect their treatment on customers. This led to Bio Market employees to give up easily and not take pride while doing their work. Tim only cared on how to improve profit in the company rather than the working conditions of the employees this is what usually let down the business. The following solutions should be taken to measure:

Improving employee satisfaction

First and foremost, Tim needs to regain employee's motivation and ambition to want to work in the business because if they don't have any ambition towards the business the work produce will be of a bad standard. Tim can do this by hosting meetings and getting feedback on what can be improved just like Mike did when he was the owner of Bio Market. This is usually effective because Tim will be able to identify the mistakes that he produced really easily and, in that way, he can fix them. It also gives him the opportunity to hear what employees don't like about the changes and the impact it has on them According to Zarin Bathena 18/03/18 "Employee satisfaction or job satisfaction is one of the key goals of all HR personnel irrespective of what their individual KRAs are. A satisfied employee is not just a retained employee but an ambassador for the brand, internally and externally. She can help dispel the apprehensions of others and can defend the company in various fora. Happy employees are more loyal to the company and its objectives, they go the extra mile to achieve goals and take pride in their jobs, their teams and their achievements". I found this article very interesting and it relates well to the dilemma that Tim is going through because the employees are not satisfied of there working environment which is why they are not performing at their best

Increasing Staff At Peak Times

What you don't want in a business is customers waiting for too long to pay for their items because customers do not like waiting. The longer the customers wait there is an increased chance that they may leave the store without paying their goods that they came to buy. This is a big problem because customers look for efficient service so if you don't offer that they will find another place to go leaving your business.

Tim can activate this action by rethinking the times the employees have to break making sure that there are at least 5-6 that already had their break or will have their break after the first slot. This is a great technique because employees know exactly when their break is and they don't lose motivation for their work.

Tim can also bring this approach by having a Rota which rotates the employees breaks which gives all employees a chance to have their break first. Which encourages employees even more. Tim can also have a point system the employee with most points at the end of each week has break first for that whole proceeding week. This approach will guarantee the presence of staff at peak hours which will help maintain Bio Markets customers without having any that get a better offer somewhere else. According to Kellyservices.us 28/04/19 "Handling peak demand isn't just about working more hours: it's also often about being more productive than usual during those hours. And while everyone can sustain maximum productivity for short periods, it's not realistic to expect your team to do so for an extended period of time. That's why you need to be flexible when it comes to when and how people work. Allow employees to come in earlier or leave later, take breaks to move around, and even work from home now and then if necessary". I found this article very meaningful because if there is not enough staff working to cater for the number of customers on site not only can customers not be served but theft can occur without staff knowing because of the lack of availability.

Hiring an in-team manager

This technique also works effectively as Tim needs to hire an employee to become the manager of the employees so that there is an extra eye on the employees. This is a useful technique because it makes employees become role models of their work and manage themselves. This creates more ambition to work for employees as they are rewarded for their commitment at work. It's also a great way because it enables employees to further their knowledge and career by having another role which they can be referenced by.

Business Lunches and breaks and rewards

Not only caring for your employees is enough. Tim also needs to invite and organise trips and lunches to interact better with his employees it doesn't need to be a big trip it can be a small trip to the park and do a picnic lunch just to socialise this helps to put the employees in the right mindset and have a good image of Tim giving them the ambition to want to work in his business. If for Tim organising a business trip is too much of a hassle he can create a point system in which the employees each get a point for doing a correct aspect of the job for example get the most feedback from customers or helping after shift. When a week finish the employees with most points are put into a draw and can win prizes. This helps to keep employees motivated and keen to perform tasks so they are put into the draw. According to Sherrie Scott 5/02/19 "Rewards and incentives in the workplace have benefits for both employees and employers. When recognized for stellar performance and productivity, employees have increased morale, job satisfaction and involvement in organizational functions. As a result, employers experience greater efficiency and an increase in sales and productivity. Through workplace rewards and incentives, employers and workers enjoy a positive and productive work environment". I found this article very interesting because by doing these reward schemes it's not only a faster way of gaining motivation back from the employees but it's also a fun way of rewarding your staff for the hard work that they are doing.

Conclusion

In conclusion I strongly believe that Tim needs to adapt his management approach and the most appropriate one in Bio Markets case is a Human resource approach as I outlined in this case study there are lots of benefits of using a Human Resource approach but the main one is that it helps the employer and the employees to stay in good terms which is essential in maintaining a coherent and well-structured business.

Tim can apply a Human resource approach by encouraging employees in their work like I outlined in this case study. Because no matter how motivated you are and how interactive you are towards the employees if the employees don't have any ambition to work, Employees will produce some work which is of a bad standard.

This cannot happen as the employees are the faces and first line of contact with customers any problems affecting this part can be harmful to the growth of business because the employee's behavior would be reflected upon the customers which are the main factors improving the growth of the company.

If Tim choses to stick with a Scientific Management approach this would like to more damage as the employees already lost faith in their work. By continuing with this approach Tim risks of employees leaving Bio Market which will create bigger problem. This would be harder to solve this is why it is best that Tim sticks with a Human Resource approach as it benefits Tim as he knows how the employees feel about their work and he gets instant feedback if there is a problem and also it allows him to give his employees more responsibility and the ability to flourish in the wider world of the Bio Market industry and get all the training they need to become better and improve their career characteristics.

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