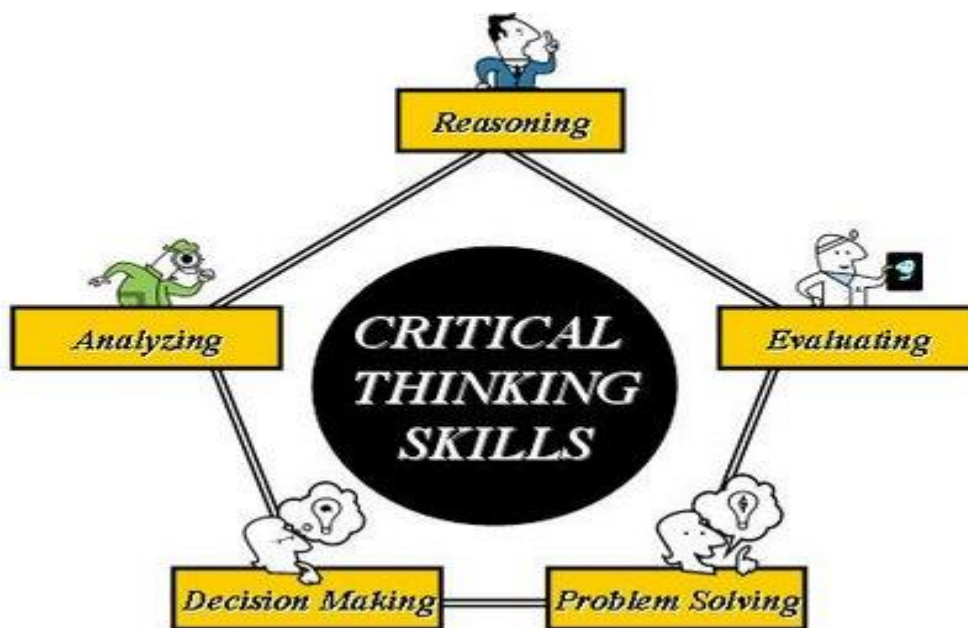


Developing workplace Critical thinking

BMSK5001

Title of the report: Critical Analysis of Management theories

Relevant to the workplace.



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Executive Summary

The purpose of this report is to critically analyse the impact of value led organisations. How organisations can enhance the management performance. By applying management theories, which theories work in modern organisations and works best for organisations management. Several relevant textbooks, journals, websites were read in order to compile this report. Furthermore, draw conclusions and offer recommendations for further management theories to implement in the workplace.

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1.0 Introduction

Critical interrogatory, is a cognitional activity, associated along the use of the mind. Learning to assume in significantly analytical and evaluative methods skills using intellectual tactic such as attention, categorisation, selection, then judgement. (Cottrell, 2005, p1). Additionally, Critical thinking is important for the workplace as managers and employees are expected to make decisions, problem solving, reasoned judgements, organisational planning and risk management.

This report will critically assess the impact of values, beliefs and attitudes in the workplace. Also, if an individual's values, beliefs and attitudes align with organisations values. Moreover, how different concept of management theories support and applied in the workplace. what is the purpose of management theories and how organisations can apply it in the workplace? Provide examples of organisations that implement management theories. In constructing the arguments, the researcher will apply the RED critical thinking model, Plymouth University guide and the C.R.A.A.P test, evaluation criteria for Currency, Relevance, Authority, Accuracy and purpose to evaluate sources for appropriate information to compile this report .(Jwdenver 2011).

1.1 Management

1.1.1 Definition of Management

Management is the art, or science, of achieving goals through individuals. Since managers additionally supervise, management is taken to mean virtually "looking over"- i.e. ensuring individuals do what they are alleged to do. Managers are, therefore, expected to make sure bigger productivity, or, exploitation the present Jargon continuous improvement. (DR. Olum,2004, p2).

Management is the most important aspect of every organisation success. for organisations to be effective and remain competitive in the market, the managers need to encourage employees, to reach organizations goal by assessing, monitoring and motivating employees. It is vital for organisations to constantly and assess and improve their management and leadership skills. Moreover, Employee motivation is highly essential in the workplace because, motivated employee will increase productivity level of all organisation success.

As Yousoff (et al, 2013), stated that, motivation is the willingness to exert high stages of effort, towards organisational goals, conditioned by using the efforts capacity to fulfil some individual need. (pp18,22).

Additionally, there are relevant management theories that, organisations can implement to enhance performance, motivate, engage and retain potential employees.

1.1.2 Management theories

Management theories are associated with motivation, leadership and change, and their approach to practical conditions, issues and assist to increase organisational productivity. According to Mullins and Christy (2010, p3, -4), it is an effective guide for managers to follow. “this will influence attitudes towards management practice and lead changes in actual patterns of behaviour.” Theory helps in constructing generalised models applicable in limitations range of businesses and situations. Furthermore, the theory provides conceptual framework and gives a viewpoint for the practical learning regarding the subject.

1.1.3 Friedrich Herzberg's two factor theory

Friedrick Herzberg was an American psychologist. In 1959 Herzberg discovered his two- factor theory based on analysis of individuals motivation and employment fulfilment. Herzberg conducted a survey on 200 employees in Business and Technology. Based on his research, the theory consisted of motivation factor and hygiene factors. The motivation factor includes; accomplishment, recognition, job, responsibility, advancement and growth. Hygiene factors are dissatisfaction; company policies, relationship, work conditions, supervision, pay and security. (Armstrong 2012, p185).

In addition, Herzberg's theory was the most influential theory with managers as it accompany the importance of management knowledge and competence. According to the Business and management online, source,” although Herzberg's theory is not highly regarded by psychologist today, managers have found it useful guidelines for action”. Further the article provides relevant information, how the theory is easy to understand and can be applied to all types of organisations. Moreover, it seems to help the position and impact of the management. It has been noticed that joins among inspiration and profitability are past the extent of Herzberg's work, and the effectiveness of

motivating factors from the viewpoint of management may rely on demonstrating this relationship, as different creators have attempted to do. (Business and Management 2019).

1.1.4 Implications of the two – factor theory

The two-factor hypothesis suggests that the managers” must stress upon,” ensuring the sufficiency of the hygiene factors to avoid worker disappointment. likewise, managers must ensure that the work is invigorating and fulfilling with the goal that the employees are motivated. The job must utilize the employee's aptitudes and abilities to the most extreme. concentrating on the motivational elements can improve work-quality. (Kunchala. 2017).

As Mullins, (2016) argued that, "Hygiene factors are necessary to avoid unpleasantness at work and to deny unfair treatment:’ management should never deny people proper treatment at work’. To motivate workers to give their best, the manager must give proper attention to the motivators of growth factors”. (p,232). There is evidence of Organisations implemented Herzberg's hygiene factors, for instance; NDA nuclear waste management organisation. NDA believe by providing incentives from Hygiene factor list will attract talented and highly qualified applicants for recruitment. This was mentioned in the Times Newspaper article (2009),” A job can also provide many non- financial benefits of incentives. Holidays and fringe benefits such as Health Insurance are examples of Herzberg's hygiene factors. Their absence or issue like poor administration can be major dissatisfiers”. Additionally, NDA offers generous leaves, and good working environment, with effective communication, additional support for their employees. This builds good relationship, loyal employees, and lower absenteeism.

1.1.5 criticism of Herzberg's theory

Despite being most recognised theory; Herzberg's theory has been criticised for various reasons. One of critics were he only analysed data from small sample of employees in technology and business in USA.

As Armstrong (2012) argued; “The research methodology has been strongly criticised and the underpinning assumptions that everyone has the same need is invalid. But it has influenced approaches to job design (job enrichment) and it supports the proposition that reward systems should provide for both financial and non- financial rewards. (p185).

1.1.6 limitations of the two- factor theory

- Herzberg's two-factor hypothesis ignores situational factors. Herzberg's two factor hypothesis expected an association among fulfilment and efficiency. But the study focused satisfaction and disregarded efficiency.
- Neglected to utilize a complete measure to evaluate fulfilment. An employee may find his/her job satisfactory despite that fact they may dislike part of their job.
- It is not free from preferences, as two- factor hypothesis depends on the ordinary reaction of employees, when they are enquired the base of fulfilment and disappointment on the outside variables, for example, pay structure, and firm arrangements. Also, the manager offer credit to themselves for the fulfilment factor at work. (Juneja, 2019).

Despite criticism and limitations, Herzberg's theory, it has been widely accepted in organisations.

2.1.1 The RED critical thinking model

The Pearson's RED critical thinking model defines, how critical thinking works and how to understand and develop the necessary skills. Which includes in the following:

- Recognize assumptions- the ability to understand the differences between facts, opinion, bias, unbiased, is the information reliable and are there any evidence to back up.
- Evaluate arguments- to analyse the evidence and arguments provided.
- Draw conclusions- conclude based on the evidence and information of the sources. (course hero, 2019).

2.1.2 This report finds that Tesco are using Herzberg's theory.

R- Is Herzberg's theory still applicable in today's organisation?

E- According to the Business case studies (2019), Tesco is a successful company that applied Herzberg's and concept efficiently to their employees, for example Tesco motivates staff by way of positive communication, with the useful resource of delegating accountability, involving employees in decision making. It holds forum every 12 months in which staffs involved in discussion to increase salary etc. In addition, according to another source, Tesco provides tools, for extraordinarily structured monitoring and evaluation of teaching and development. This consists of everyday tasks, timetables, measures and lists. Staffs verify Activity plans, PDP plans and learning logs. Tesco uses 360-degree appraisal approach additionally weekly evaluate session to monitor progress in opposition to their personal development. (the times newspaper,2009).

C- The management theories are still applicable in organisations, as it is evident that authors proved that Tesco implement Herzberg's theory. Kaur (2013) suggested that, how managers can influence employees to become self-actualized, by meeting employees need and organisations should follow strategies to attain this stage. Which includes; recognise employees' achievements. Accomplishment in organisations are vital for employee's self-esteem, this can be form of reward. (pp. 161-164). The researcher identified additional management theory that could enhance organisations performance.

2.1.3 Douglas McGregor theory x and y

Douglas McGregor was a social psychologist. In 1960 he introduced theory x and theory y. McGregor theories outline regarding the attitudes of managers and employees; additionally, as however employees are perceived by management, and the way employees understand the role within the company.

Forsyth (2010), explains that theory x assumes that employees are unmotivated, lazy, mainly interested in money and dislike working, often need to be supervised and monitored of their progress. (p19).

Theory y workers are the motivated, happy employees, who are committed to work and driven to achieve goals doing the best at their own ability.

According to Mullins and Christy (2010), “The central principle of theory x is direction and control through a centralised system of organisation and the exercise of authority. By contrast theory y is based on the principle of the integration of individual and organisational goals, and the exercise of self-direction and self- centred in the service of objectives to which they are committed”. (p681).

Benefits of McGregor's theory

- Theory Y management involves employees to engage in discussions and decision- making in the workplace.
- In theory y, employees are encouraged to develop their knowledge and skills to make suggestions and improvements.
- Theory x is more suitable in large manufacturing organisations in production line.

Furthermore, according to Douglas McGregor he thinks his theory y is more valid than theory x. The implications of theory x and y are only few organisations have Implemented. In contrast theory x requires control and monitoring. However, many organisations use theory y, as managers should create and encourage work in organisations for workers to take own initiative and self-motivated. (managementstudyguide.com, 2019).

Theory x approach will work for Tesco, management, for example shop floors duties includes; checkouts, shelf stacking, and other sales assistant duties, with constant supervision of workers.

Additionally, from another source it has been stated that, Theory x might be more suitable in some crisis situations, for example under- developed countries such as India can apply theory x at the lower level of organisations. (Chand, 2018).

2.1.4 The impact of the writer's values, and does it align with Tesco's organisations values

2.1.5 Definitions of values, beliefs and attitudes

Values can be defined as, what is vital to you in the way you live your life. They provide which means to your life, they impact your decisions, actions and behaviour and influence the life you choose to lead.

According to Barret value, (2019), “our values reflect what is important to us. They are a shorthand way of describing our individual motivations. with our beliefs, they are the casual factors that drive our decision – making”. Furthermore, Organisational values drive the way we influence, how we interact with each other, work together as a great team to accomplish company goals.” your organisation workplace value set the tone for your company's culture, and they identify what your organization cares about. It's important that people value align with these”. (Mindtool, 2019). Examples of organisation values: integrity, customer focus, respect, innovation, creative, accountability and fairness.

Beliefs are things that we hold to be true, our opinion, also develops into value, When the persons commitment to it grows and they see it as being important. Whereas workplace attitude is how positive. Committed, motivated an employee is their job. A positive employee attitude toward work is important in the terms of success at the workplace.

Examples of value led organisation: Tesco is a successful value led organisation, one of the leading retailer in the UK, they remain competitive in the market because of the core values, beliefs and attitudes, which includes; no one tries harder for customers, making a difference, commitment to the customers and communities. Improved customer satisfaction and customer trust because of highly trained staff, handling customer inquirers, positive feedbacks. Staffs are treated equally with care, support and respect, with effective training and

diverse inclusive culture. The Tesco mission statement is to, "be champion for customers, helping them to enjoy better quality of life and easier way of living". (Tesco plc 2019).

Also including powerful brand, reputation for values, low prices and providing excellent customer service and won numerous awards for overall retail and shopping experience. (Business Teacher 2019). As Tesco CEO Dave Lewis stated, "more people are choosing to shop at Tesco and our brand is stronger, as customers recognise improvements in both quality and value". (McDonald 2018). These qualities drive everything Tesco does at each dimension and help make it different from competitors.

The researcher carried out Barretts value online assessment and have identified that some of researcher's value align with Tesco's, values, such as; caring, initiative, listening, patience, teamwork and making a difference. Therefore, this will motivate the researcher to work in the organisation. An employee needs rewards and recognitions of their success and feeling sense of achievement, being happy committed to their job. and importantly being safe and secure. Also require opportunities for advancement(promotion)and learn further through training and development.

Tesco has discovered that it is necessary to form that it is necessary to form trust and respect. It is found by valuing workers, providing realistic goals and remarkable settings for them to work in, it will increase employee's motivation. In addition, at Tesco a motivated staff works in association with others to accomplish individual and group targets. This indicates that member of staff will focus on customers, treat individuals reasonably and determined, to accept feedbacks from others. (Potential unearthed, 2017).

2.1.6 The critical analysis of the impact of values, beliefs and attitudes in the workplace

The impact of values, beliefs and attitudes are extremely important. Every Organisation's workplace values shape up the organisation's culture, and they distinguish what a company as a whole thinks about. Values are the foundation of success of all organisations. Also, it is highly essential that employees' values align with organisation's values, understanding values, will help build good relationship in the workplace and organisation to achieve its core mission. Sullivan (et al), explains that, both individually and organisations, Value serve two aspects. To start with, they are essential driver of motivation and, besides, they give standard against which activities are evaluated. (pp.247-254).

Similarly from another source, (Pearsoncanada 2012), explains that studies have proven that when individuals' values align with the company's values, the effects are positive. Individuals have a greater understanding of the job requirement and the company's values adjust higher to their job and increased level of satisfaction and organisation commitment. "Values and attitudes affect behaviour and have impact on how much people are committed to and engaged in their job". Moreover, as Sullivan, (et al), explained that, values help the companies to engage, motivate employees to achieve companies' objectives, and driver of workplace behaviours. (p247). Workplace attitude is another important factor. It is how an individual feels about their job, and the work environment. This can affect the employees' job satisfaction and job performance. Therefore, it is vital to maintain a positive attitude towards, co-workers, supervisors, managers and build good relationship; develop good communication and social skills.

Every organisation has different set of core values, that makes the company unique and value driven. According to Parkes, (2012)," value statements have become a popular tool in organisational communication, used as 'shorthand' for how the organisations do Business and, importantly, how it believes it is perceived by stakeholders". (p296).

Therefore, Values are important aspect for every organisation and there are various ways to enhance develop workplace value; as this case study discusses about the JRF, organisation values.

“Townson and her team set up a values champion steering group made up of staff from different areas of the workforce to drive getting input from the wider organisation and began with a baseline survey and a series of workshops to gather stories about people’s roles.” (Whitehouse, 2018).

However not all individuals and organisations values align, as individuals can have different values within the organisation. It can be argued that those factors likely to cause clashes, between general difference and cultural differences in the workplace.

3.1.1 How can organisations influence employees to perform better?

Organisations can influence employees to perform well by providing;

- Effective communication- will increase employee engagement, motivation, being more productive and increase business growth.
- Training and development- training increases job satisfaction, morale among employees, employee motivation, effectivity and effectiveness. Training gives opportunity to expand the knowledge, skills of all employees. Training makes the best contribution to the development of individual. (Hackett 2003, p7).
- Reward and recognition and incentives.
- Appraisal system- this develops cooperation between the employer and employee in decision-making, problem solving and solving range of issues in the workplace. According to Mead and Andrew (2009, p333), the consequences of not having appraisal system.” employee has no guarantee of confidentiality or unbiased evaluation”.
- PDP- it is exceptionally encouraged for companies to implement PDP. It is a continuous learning cycle, for formal and informal learning. while supervisors raise notable responsibility for offering feedback and encouragement based totally on the employee's motivation for learning. (Eisele et al, 2013, pp527-543).

3.1.2 Conclusion

Values, Beliefs and attitudes are significant factors of all organisation also connected with organisation culture. It is beneficial for both individual and organisations performance; shared values led to high morale, successful teamwork, leadership and high-performance culture. Furthermore, management theories are effective for organisations success. By applying relevant theories at the workplace, it will enhance and the performance of management. As it is evident that successful organisations for instance; Tesco have implemented theories. Therefore, it is quite necessary for HRM to implement to support the workforce.

3.1.3 Recommendation

The researcher identified further management theories that organisation can apply to enhance the management performance.

3.1.4 Henry Mintzberg Managerial roles

In 1973 Henry Mintzberg discovered 10 specific roles based on his research on managerial roles and behaviours of CEO. Mintzberg divided roles the in 3 categories: Interpersonal, informational, and decisional. Mintzberg believed that skills are learned through expertise, not just being educated in classroom. He suggested that by breaking down management duties and responsibilities by structuring the workplace, this will help companies to be more efficient. It allows an individual to develop their own skill. (Caramela,2018).

Mintzberg 10 managerial roles include;

1. Figurehead
2. Leader
3. Liaison
4. Monitor

5. Disseminator
6. Spokesperson
7. Entrepreneur
8. Disturbance handler
9. Resource allocator
10. Negotiator.

It is recommended for managers to study Mintzbergs roles and find out how improve and develop right skills.

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