



PRIFYSGOL CYMRU
Y Drindod Dewi Sant
UNIVERSITY OF WALES
Trinity Saint David
LONDON CAMPUS

Student Name: Tufael Ahmed

Student Number: 1604179

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Lecturer's Name: Diola Bijlhout

EXECUTIVE SUMMARY

Critical thinking ability of the employees and manager of the organization represent the standard of the structure of an organization. A critical thinking and decision making can help the organization to develop new ideas and strategy for operating in the market. However, thinking and decision-making ability is based on levels of cooperation and coordination between the employees. On the other, level of cooperation between the employees is based on their common beliefs, attitude and value. If the employees and manager have the same value and believe the level of cooperation is likely to increase and the organization can achieve their targeted growth rate. In this paper, the author has discussed the interrelationship between belief, attitude and value of the employees. The author explained the dependency of organisation performance over employee's relationship. In this paper the author has analysed Tesco workplace structure, to understand the policies and strategies implemented by the organisation. It has been observed that organization has focused on enhancing their relationship with their employees. It was observed that the company has introduced several new strategies such as "Save As You Earn". This strategy has encouraged the employees to invest in the company. Moreover, the organization has introduced annual meeting to understand the major issues arising within the company. However, it has been observed that company is facing several issues because of their unfavourable practices. The employees have accused the company of making discrimination in the payment scheme.

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Introduction

In a workplace cooperation between the employees determines the internal environment of the organisation. Employee's behaviour, attitude and moral value play an important role in framing standard of coordination between the employees. Employee's behaviour with their colleagues determines the working environment of the workplace. In an organization different department works together to achieve common goals, in such cases values, attitude of the employees has strong impact over the performance of different departments. In this report, the researcher has focused examining the developing workplace structure. In order to evaluate the workplace culture and standard, it is required to analyse the critical thinking ability of different stakeholders associated with the organisation.

Discussion

In order to have a competitive advantage in the business, it is required to develop a critical thinking approach. A critical thinking approach requires assessment of different aspects of scenario. In the workplace, manager of the organisation is involved in the decision making process, where the decision regarding the operational activities of the business is undertaken. Bureaucracies are organizations that involve non-elected officials and administration heads formulating rules and regulations that are not only applied at public sector levels, however in corporate environment also. In accordance to Weber (2015), in order to manage the organizational operations, the father of modern organizational theory, Max Weber designed the bureaucratic management theory and highlighted it in positive light. He designed it to include more rationality and efficiency in bureaucratic system.

An employee's belief regarding their decision and action can affect another person action. In an organisation, different departments and individual operate collectively to achieve a common goal of the organizational. In a workplace, some employees believe that customer's relationship determines organization ability to perform in the market. Similar, another group of people believes that organisation internal capacity determines their ability to operate in the market. In the words of Atwater & Pitman (2006), an individual's personal belief determines their action. Those, people, believe that customer relationship determines the performance of an organisation is likely to place greater value on it.

As mentioned by Batoulis, *et al.* (2015) if two individuals have a similar belief, there are likely to cooperate with each other, in such cases their cooperation can improve the productive capacity of the organization. However, most of the time, it had been found that contrasting beliefs of individuals hinder standards of relationship at the workplace. It is observable that personal believe of individual frames their value. On the other hand, the attitude of the employees determines their personal belief. The attitude of an individual determines they believe that frames their value. If the employee at the workplace forms a common belief, they are likely to have a common value. As opined by Bell and Loon (2015) values developed by employees govern their action and it determines their ability to operate successfully in the market. Moreover, the author has claimed that employee's values are framed by the organization itself. If the organization operates solely, with a profit making objective, they are likely to place greater emphasis on increase their average prices and customer's base. In such case, the organization is likely to place greater force on their employees at increasing the average profit of the organization.

The profit making objective of the organization can result in the formation of the rigid attitude of the employees. In such organisation, employee's prime motive remains in increasing the profit of the organisation. In such cases, it the level of coordination between the employees remains limited in nature. Bonaccio *et al.* (2016) have explained that those organisation operates with the motive of enhancing the customer's satisfaction tend to have a soft attitude towards their employees. It has been observed that such organization tends to have a highly of coordination compare top the profit making organisation. In addition to this, employee's values and attitude as well depends on the structure of the organisation. That organization follows bureaucratic standard within the organization tends to have hierarchical order. This organization develops an advanced standard of decision making within the organization. It helps in understanding a systematic decision, more accurately.

However, it has been observed that level of communication becomes quite limited in such organization. Cao, Duan and Li (2015) have argued that bureaucratic form of leadership leads to the poor coordination between the employees of the organization. Employees of such organizations completely focus on achieving their target. The author has claimed that such form of leadership results in a rigid attitude of the employees, were the employees develop their own values and belief. On the other hand, Colbert, Yee and George (2016) have argued that bureaucracy form of leadership helps in the development of a standard business model, where

the employees are governed by common goals. In the words of the author, this kind of leadership helps in framing common value of the employees. Framing the common values minimises the possibility of conflict in the workplace. It helps in enhancing the relationship between the employees. Internal factors have been one of the major determinants of organization performance and employees behaviour. However, the efficiency of an organisation as well depends on external factors such as political and economic condition.

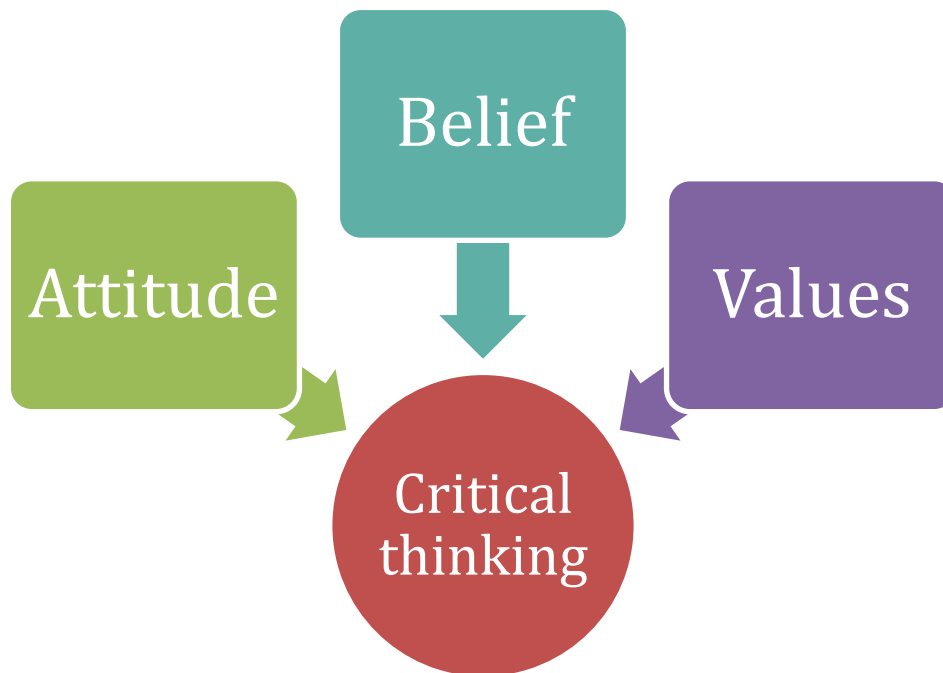


Figure 1: Factors determining Critical thinking ability

(Source: Created by the Author)

In addition to above mentioned strategies business organisation as well focused on systematic approach. As per Ghattas, Soffer and Peleg (2014) an organization can be viewed as an open source, where the function of the organisation are affected by the external factors. Bureaucratic Management Theory has two crucial parameters that define it and these are to align the organizational structure into a specific hierarchy and secondly, corporate organizations and its employees must be governed and judged by specifically designed legal and rational decisions. According to Weber (2015), these are the two basic elements of bureaucratic management theory that helps organizations to achieve its goals. The organizational hierarchy is designed so that the administration and its related operations can be organized in accordance to certain authority levels. For instance, the vice-president of an organization's marketing department must be placed

at the same hierarchy as that of the organization's vice-president of sales team. Rational and legal decision making rules are formulated to define transparent, exclusive, objective and explicit rules and regulations to bind the operational activities of bureaucracies.

However, it has been observed that addition to the external factors and structure of the organisation, internal factors such as employee's satisfaction as well play an important role in framing the organizational capacity. Theory of human relation has focused on this aspect of the organization. As mentioned by García and Conde (2014) employees' satisfaction plays an important role in governing their action. As per the author, the level of employee's satisfaction determines their productivity. Those organizations maintain a high standard of employee's satisfaction develop an effective relationship with their employees. Improved relationship of the employees with the organisation helps in enhancing the productive capability of the organisation. Each of this theory has their own significance and application. In order to have an effective manager system with an organization, it is required proceed according to this theory. An organisation can utilize all of this theory for enhancing their productive capacity.

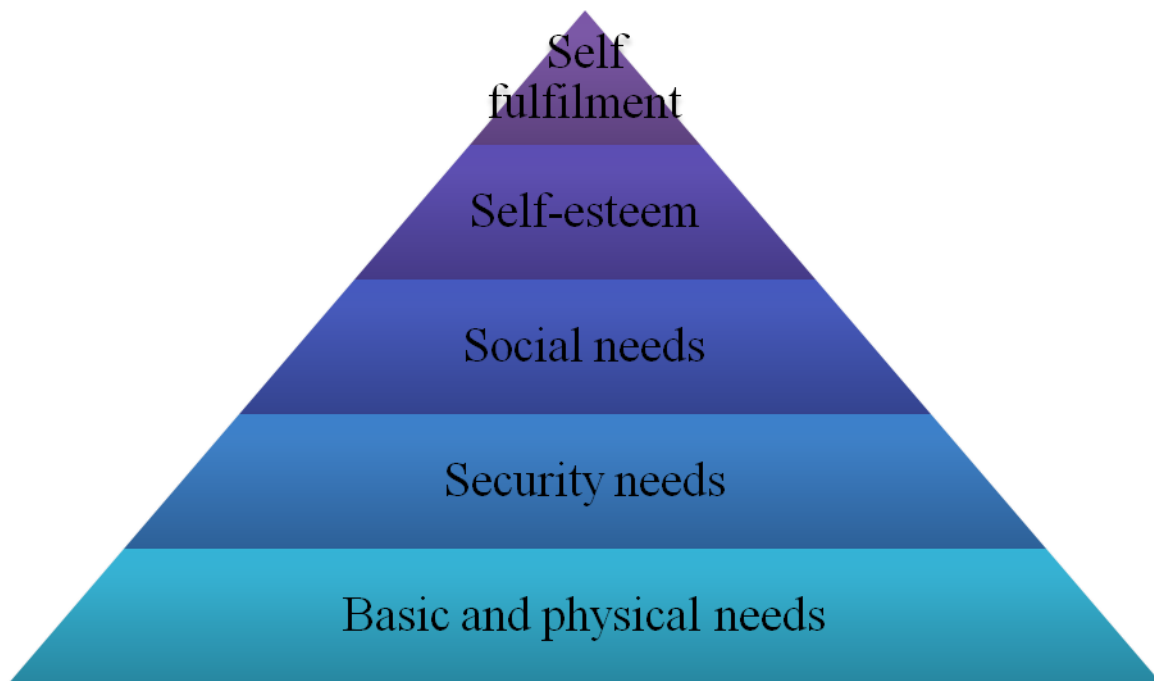


Figure 2: Hierarchy of needs

(Source: Businesscasestudies.co.uk, 2018)

In order to improve the employee's retention within the organization, it is required to proceed according to the principles of human relations theory. Similarly, in order to have an effective manager system, it is required to consider the bureaucratic theory of management. On the other hand, for enhancing the decision-making strategies of the organisation it is required to proceed according to systematic theory. Lisi and Nguyen (2017) have explained that in order to have an effective manager strategy, it is required to proceed through inductive reasoning instead of deductive reasoning. In the inductive reasoning, the organization is required to operate by examining the actual fact. It can help in understanding the actual figures and phenomena. On the other hand, deductive reasoning requires the organisation to proceed on a theoretical basis, which restricts organisation ability to make a decision on the theoretical ground.

Findings and Analysis

Tesco is one of the biggest retailers in the global market, operating in the 3 major continents. The organization has been Britain's largest retailer from the last 30 years. Since, its establishment in 1929, the organization has extended to the global platform through their 2200 retail stores (Tesco plc.com, 2018). The organization has employed more than 468000 employees operating through their global stores. In addition to this, the company has made a positive profit of £3.4 billion in the last year (Businesscasestudies.co.uk, 2018). In order to maintain such a tremendous growth rate, the organisation is required to maintain a balance between their customer's satisfaction and employee's relation. The organization requires motivated, well trained and flexible employees that can help in enhancing their productive capacity. Employees' motivation is governed by various internal and external factors. As mentioned by Kim *et al.* (2017) employee's motivation to a large extent is based on the organisation structure and culture.

Bureaucracy Management system have certain attributes that encourages in running the operational activities of an organization smoothly. In accordance to Bennis (2017), it helps in giving a hierarchical management structure to the entire organizations. It helps in defining the authorities, powers and responsibilities of each level and eliminates the probability of any confusion within the employees. This is aligned with Maslow's' hierarchy theory as it suggests that the requirements of an individual changes with time as he grows in stature. Thus, allocating specific responsibilities in accordance to performance and experience of the employees will help the employees as well as the organization implementing bureaucratic management system. This

will help the new recruits in the organization to get valuable inputs from more experienced employees and business managers.

Among the total number of employees, 57% of the employees of the organisation are female. On the other hand, 47% of the workforce of the organization is a male candidate (Tesco plc.com, 2018). Being a customer's assistant's employees help customers in their making their decision. Being an assistant to the customers, employees helped in forming an effective relationship with their customers. In order to enhance the skills of newly joined employees, the organization provide an advanced level of training. Providing effective training has always been a major instrument for the organisation. As mentioned Ibrahim, Dumas and McGuire (2015) by providing specific training to the employee can help in enhancing their productive capacity. In addition to this, it helps in the increasing their confidences.

However, Malisetty and Kumari (2016) have claimed that employee's motivation to a large extent depends on the job type and job pressures. As per the author, the number of hours of work performed by the employees determines their job pressure. In addition, to this, the kind of work itself determines the job pressure. It has been and that increased pressure on the employees can reduce their motivation.

Nederveld and Berge (2015) have added that organization is required to understand the problems of their employees. It is required to understand the factors affecting their satisfaction levels. The author has recommended the organization to have a monthly review of their employee's satisfaction level. Each year Tesco invites their employee in a staff satisfaction survey called viewpoint. In this survey, employees are provided with an opportunity to express their problems and issues faced in the workplace. It provided an opportunity to the employees to ask their demand and basic requirements. Shepherd, Williams and Patzelt (2015) have claimed that such survey and discussion can prove to be an effective strategy for resolving the workplace conflict.

In most of the cases, it has been observed that employees feel it difficult to express their issues in front of their managers and teammates. It has been a challenge for the employees to express their opinion. However, such survey and discussion process help employees by providing an opportunity where they can present their ideas and opinion.

Organisations commitment and values a strong correlation with the employee's behaviour and attitude. Employees of the organisation are governed by the short-term goals and long-term observation of the organization. Bell (2010) has explained that employees decision-making

ability is highly influenced by the internal structure of the organisation. Those organizations that maintain a soft corner for their employees tend to have a good standard of relationship with their workers. As per the author, whose organization includes their employees in the decision-making process is likely to have an effective decision-making ability.

It is notable that Tesco has operated with the similar kind of strategy in the market. The organisation has focused on developing an effective manager system. In the decision-making process, the organisation has maintained fair and transparent policies. As it has been found that Tesco annually organises a meeting by including all the employees and managers of the organisation.

In addition to this, the organization annually organises a general meeting for discussing the major issues. In the general meeting, each shareholder is provided with one vote, which they can cast according to their preference. In 2017, the organization has organised a general meeting in London regarding the remuneration policy. In this election, 96% of the votes are cast in the favour of the increment (Tesco plc.com, 2018). This kind of election helps in undertaking a fair and transparent decision-making process.

Goetsch and Davis (2014) has elaborated that decision made by including major stakeholders of the organisation helps in the formation of the conflict-free environment. In most of the cases, it has been found that large decision within the organization is made by the director and top level management. In such cases, employee's point of view is not considered. However, in Tesco, the shareholder is presented on the behalf of the employees of the organization. Hence, they are likely to represent employee's point of view. Representing employee's point of view is likely to motivate employees.

Employee's motivation to a large extent is governed by the behaviour of their colleague and senior members. McPeck (2016) has explained that biased behaviour of the manager creates conflict in the workplace. In most of the cases, it has been observed that discrimination practices of the manager result in the workplace conflict. In accordance to Bennis (2017), bureaucracy management system also helps in easing out decision making strategies of organizations. Decision making involves a vast range of sectors involving financial and business strategy related decisions that need to be done based on calculated risks. Ozguner and Ozguner (2014) stated that the organizations must make effective and wise decisions based on some reliable and

rational assumptions. Bureaucratic Management System helps organizations in making calculative risk-oriented decisions.

Discrimination at the workplace is observed during in remuneration process and among the work to be performed. In some cases, it was found that manager intentionally low paid remuneration to selected groups of employees. Such discrimination at the workplace creates a sense of demotivation among the employees. Employees found it difficult to cooperate with the managers and colleague. In one case it has been found that discriminated groups of individuals have formed a union that works for the benefit of their community. Shapiro and Stefkovich (2016) have mentioned that this kind of groups can hinder the growth opportunity for the organization. It might become a challenge for the organization to conduct their operation smoothly. If such kind of problem lasts for a long period of time, it might result in poor performance of the organisation.

Year	Average number of employees at Tesco in the United Kingdom (UK)
2012	300,373
2013	313,885
2014	317,847
2015	315,829
2016	335,068
2017	327,601

Table 1: Average number of employees at Tesco in the United Kingdom (UK)

(Source: Statista.com, 2018)

In addition to this, discrimination on the basis of gender as well as a strong impact on employees' motivation level. As the engagement of the female employees has increased the number of cases of harassment as well has increased. Workplace harassment has become subject to debate from the last few years. The rate of workplace harassment has increased in the last five

years in the major MNC in the UK. Workplace harassment redevelops the motivation level of the employees. Female employees found it difficult to corporate and concentrate on their work. However, Tesco has been a reputable organization, known for maintaining standards culture at their workplace.

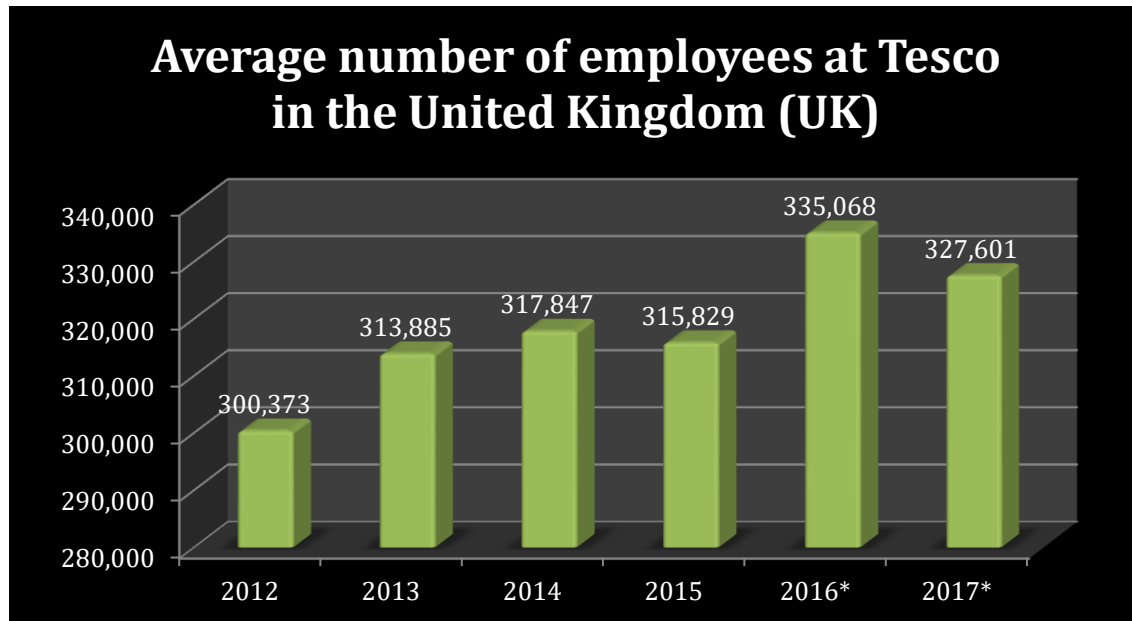


Figure 3: Average number of employees at Tesco in the United Kingdom (UK)

(Source: Statista.com, 2018)

The Statistics reveals that the number of employees has steadily increased at the Tesco in the last five years. In 2012, 300373 male and female employees have been working as a permanent employee at the major stores in the Tesco. Moreover, the total number of employees increased to 313885 in 2013. Similarly, a total number of employees increase to 317847 in 2014 at the major stores of Tesco (Statista.com, 2018).

This statistics displays, the organisation's reputation has improved in among the people of the UK. It represents that people's trust in the companies has increased at the same period of time. The company has successfully been successful at increasing the average number of employees and it has been possible for the companies to improve the financial performances in the global market. According to Wild, Wild and Han (2014), critical thinking ability of an organization can help them to develop new ways of improving their performance. If an origination has the ability to introduce new strategies to enhance their business projects, they are likely to have a

comparative advantage in the business. Tesco has always been encouraging their employees to save and invest in the companies.

In response to the idea, the company has introduced three schemes of investment in share it includes 'Save As You Earn,' 'Buy As You Earn' and 'Shares in Success.' According to the figure of 2017 104000 employers are engaged with the 'Save As You Earn' schemes. As per this scheme, employees can invest £10 and £250 of their salary in the company for the period of five to seven months. As per this scheme, employees can purchase the shares of the company at the end of the period at the price set at the beginning of the period. The company has known to be providing share at the discount of 20% (Eurofound.europa.eu, 2018).

In addition to this, the company provide an added bonus at the time of maturing. According to this schemes, those employers have purchased the share under three years scheme can get an amount equals to 1.8 months normal payments. On the other hand, those employees have purchased the shares under the five years scheme can get an additional benefit equivalent to 7.5 months period. As per the statistics provided by the organisation, each year more than 60000 employees joined this scheme. Moreover, it was observed that under 'Shares in Success scheme' £78 million of money has been distributed among more than 180000 of the Tesco. This scheme represents an example of critical thinking of the company. The company has utilized the additional investment made by their employees in financing their projects. At the same time, employees of the company have benefited with additional incentives (Eurofound.europa.eu, 2018).

Tesco has been successful at improving their reputation as well financial performance with their critical thinking approach. However, in recent years, it has been observed that organisation is accused of practising unlawful activities such as discrimination in the employee's payments. The company has been accused of paying a low wage to their female employees compared to the male counterparts. The companies have been known for paying £11 an hour to their male employees. However, it has been found that the company is paying only £8 per hour to their female employees. In response to this act, local law firms have filed a case of discrimination in the wage payment against the company. As per the analysis the company is likely to face £4 billion as a penalty (Independent.co.uk, 2018).

In addition to this, the companies have been accused by their workers for unlawfully monitoring them. It was found that company has placed an armband over their workers that are used by the

managers of the companies. Those armbands are used to monitor the performance of the employees. However, employees have claimed that the organization is practising discrimination regarding employee's performance, since; this device is utilized to set remuneration.

Recommendations

Tesco has found to be successful operating in target market by applying critical decision-making strategy. However, it was observed that organisation is practising illegal activates at their workplace. The organization has worked beyond their parameters in certain cases. Therefore, the author has made a certain recommendation in this chapter renewing of the existing monitoring system, changing the existing remuneration policy and the introduction of the monthly meeting. For clear understanding a recommended strategies has been given below (Figure- 4).

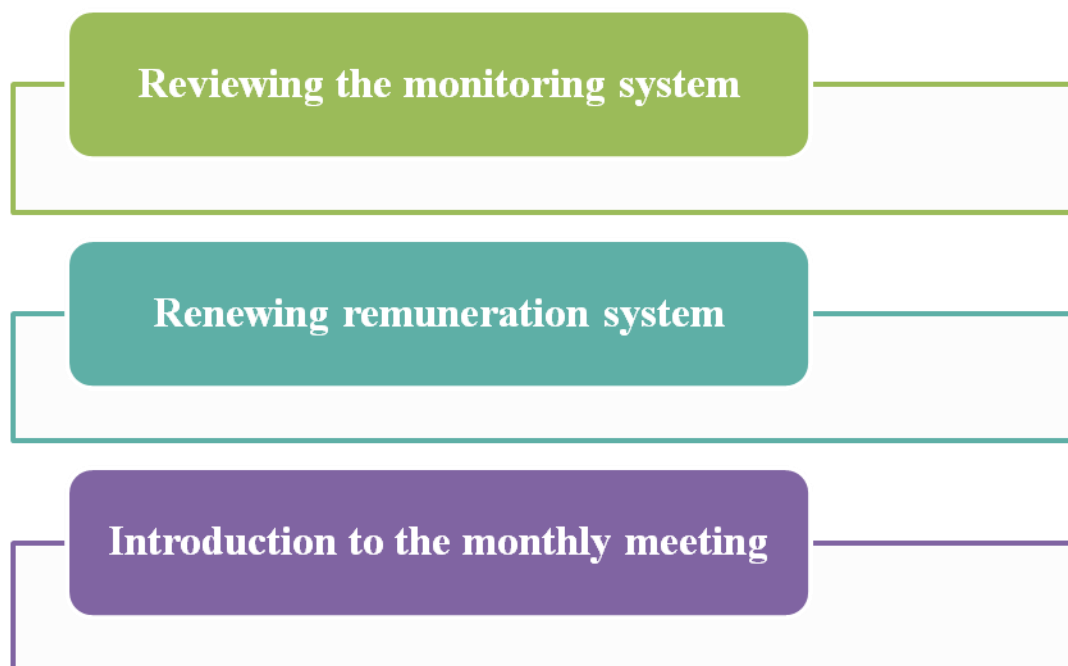


Figure 4: Recommended Strategies

(Source: Created by the Author)

Reviewing the monitoring system

It was observed that employees of the company have accused the organization of monitoring their employees in an unfavourable way. The company has introduced the latest technology, where the organization placed an armband on their employees. This armband was utilized to evaluate the performance of the employees. However, it has been observed that employees are

not satisfied with the current system. Therefore, the company it is required to introduce latest systemic including software and application. This software's an application can perform the similar task without involving employees directly. Advanced software's and application can be utilised measure fluctuation of the employee's productivity. Moreover, it can help in forecasting average produce of organization based on the performance of all the employees.

Renewing remuneration system

Presently the company has found to be paying the remuneration to their employees based on their average productivity. The company has utilised some form of technology for evaluating the performance of their employees. Employees are paid based on their average productivity calculated by the device. However, it observed that most of the employees accused the organisation of practising discrimination. Moreover, the company has been accused of paying a lower wage to their female employees compared to the male employees. Hence, the company is required renew their remuneration policy. It is required to have a fair and equal payment system that can help the organization in improving their relationship with their employees.

Introduction to the monthly meeting

Tesco has tried to implement new strategies and method for enhancing their performance. However, the company has failed to create any positive effect. Moreover, the company's has been accused by their employees for practising illegal activities. Initially, the company has found to be communicating with their employees through their annual meeting. However, it was observed that efficiency of that meeting was quite limited in nature. Therefore, the company is required to the monthly meeting where they can communicate with their employees. The organization can utilise this method for understanding the challenges faced by their employees. It can help the organisation in underlying major issues arising within the organization. Moreover, it can help to understand the satisfaction level of the employees within the company.

Conclusion

This paper was developed to elaborate the developing workplace critical thinking. In the business critical thinking ability of the organization determine their ability to perform in a competitive market. Critical thinking approach of the organization help in the development new strategies of the business. However, it was observed that critical thinking ability of the organisation is influenced by the behaviour, attitude and the value of the employees and manager of the organisation. In an organization different department operate together to achieve a common goal.

In such cases, if the manager has the different values and beliefs then they are likely to divert from their goal. It might become a challenge for the organization to achieve their targeted growth rate. It was found that values, beliefs and attitude are interrelated with each other. The attitude of an employee is governed by their common beliefs. On the other hand, their belief is framed by their values. In this paper, the author has analysed the business structure of Tesco to understand decision-making process of the organisation. Analysis has shown that organization is trying to form an effective form of relationship with their employees. It can be concluded that organizations need to align its decision making strategies with the business goals of it. It will help them to increase productivity and will also ensure increase in revenue generation. Organizations following bureaucratic management system will find it easy to organize its organizational structure in specific hierarchy.

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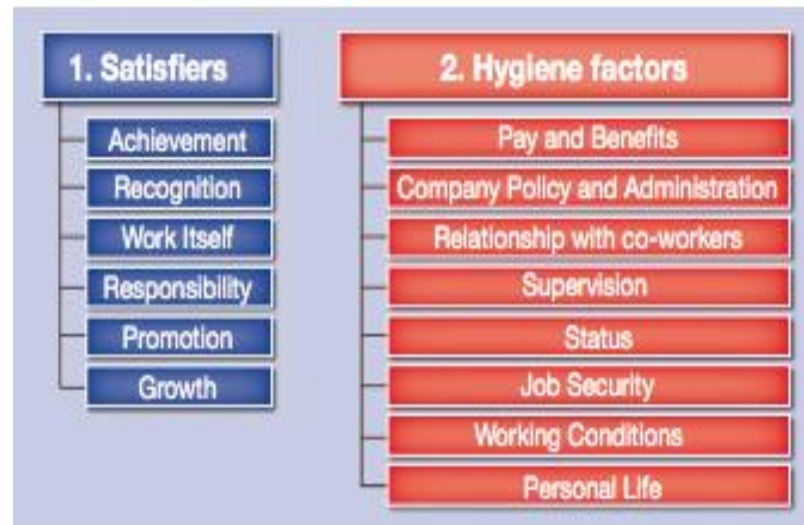
Appendices

Appendix 1: Tesco Reward system



(Source: <http://businesscasestudies.co.uk/tesco/motivational-theory-in-practice-at-tesco/taylors-motivational-theory.html>)

Appendix 2: Two-Factor theory of motivation



(Source: Businesscasestudies.co.uk, 2018)

Appendix 3: Personal development plans



(Source: Businesscasestudies.co.uk, 2018)