Capstone II Artifact

South Texas College Music Department

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"South Texas College will be a global model in educational innovation serving as a catalyst to drive regional prosperity, economic development, and social mobility of those we serve, (South Texas College)." South Texas College was founded in 1993, back then it was known as South Texas Community College. It started out as a vocational school and has evolved into something much greater. As the college's surrounding cities grew and the jobs evolved, so did the college, in following with their vision statement. Now the school offers more than 120 degrees & certificate programs which include associates in different liberal arts areas, social sciences, business, math, science, technology, advanced manufacturing and allied health study concentration. South Texas College also offers 4 different baccalaureate degrees. The bachelor's degrees include a Computer & Information Technologies "BAT-CIT", Technology Management "BAT-TMGT", Medical and Health Services Management "BAT-MHSM", and Organizational Leadership "Bas-ORGL". These four degrees are under either the Bachelor of Applied Technology or Bachelor of Applied Science. Dual Credit programs are also huge part of the South Texas College Student makeup. The Dual Credit program was established in the year 2000 and has since served over 100,000 high school students and has 70 high schools in its network and has saved the families of the Rio Grande Valley over 200 million in student tuition. South Texas College prides it's self on being the most affordable College in the Rio Grande Valley. With 62% of the students being first to attend college in their families, not including Dual Enrollment. 32 thousand enrolled being the largest higher-ed institution South of San Antonio. More than half of the student body taking advantage of some form of Financial Aid, not including Dual Enrollment, and having a 22 to 1 student, faculty ratio. Giving students more attention than other university's or colleges.

The South Texas College Music Department hired its first Full time Music Faculty in July of 1999, teaching music appreciation, voice lessons, and choir. It wasn't until 2008, nine years later, that a second full time faculty was hired and from there the number rose. To this day the STC Music Department has grown to 10 full time faculty members and two staff members. The professors cover the areas of voice, brass, upper and lower strings, guitar, percussion, woodwind, and piano. The department also has 4 adjunct faculty members and 10 dual credit professors. The STC Music Department is one of few departments in the school that has seen an actual growth in their majors. For the past few years we've held steady at 70 music majors all from different backgrounds and age groups. The ensembles include a 40-person symphonic band, a 30-person jazz band, 21-person choir, 20-person guitar, along with smaller ensembles like woodwind, brass, and string. The main function behind a music department at a community college is to help the college engage the community with their music and free concerts. The music department can be considered to be a betterment of life for the surrounding communities. A music department is a large way to involve the community and bring them on the campus. The STC Music Department invites community members to perform in their ensemble groups, this and having traditional students enrolled in their ensembles gives the students a chance to play with older more experienced musicians and round off their education before heading to a University. The department holds on average from 30-37 music concerts each school year. With an audience range from 30-300, the people attending range from students to Winter Texans and surrounding neighborhoods. Some of these concerts involve individuals who are brought down as guest artists or performers. These guests put on master classes for students along with an evening concert. The past guests have ranged from The Huntertones, a Brooklyn based Jazz Band, to Mr. Vince Wallace a full time Tenor vocalist with the Chicago Lyric Opera. The range

of different artists varies from semester to semester. The biggest event that the department holds is OPUS Orchestra which is lead by Mr. William Buhidar, Assistant Dean and Music Chair, the repertoire that they perform varies from Vivaldi to Mozart. This concert brings an orchestra experience for free to our community. They also have the biggest guest artist hiring of the year, hiring over 30 string players not including soloists if the concert calls for it. The STC Music Department has one of the biggest budgets in the Liberal Arts and Social Sciences Department. This is because the purchase of instruments for students to perform on is instrumental to their education. They also have been recipients of grants from big businesses such as Wells Fargo and the Texas Holocaust and Genocide Commission to provide expensive instruments for the Symphonic Band and also expose the community to music they wouldn't have normally heard such as Jewish Folk Music.

Departmental Issue

Like other departments on campus, the STC Music Department isn't immune to different personalities and lack of motivation with their employees. It's been observed that there are a few professors who don't want to help build the department and just leave it the way it is. The vision of the department is to grow and someday outgrow the facilities that the school has provided them, "Visibility is Viability – William Buhidar". They have somewhat done that already with the large ensemble symphonic band. They can no longer perform on the Cooper main stage due to the enormity of the band. They have moved all their performances to the new Student Union Ballroom. This is one example of an individual doing what he can to grow his area which in turn helps grow the department. Others seem to lack the will to recruit new students or put in the work it takes to visit with high schools or other public schools, which is where they get their students. Whether they like it or not this school's mentality is business driven. Students equals

classes which equals to pay for the professors. Some of these employees seem not to care as to where the future of the department is headed or where it can be. Observing the department for the years I've worked for it, I've noticed the problem comes from not having a good amount of oversight with the administration. The department head could utilize the X/Y Theory that McGregor has proposed and add a little more oversight to his employees. The chair of the department is a great individual, although he's too trusting. Many of the employees take advantage of this and do what ever they want. Mr. Buhdiar's approach to management is with very little oversite with no micromanaging. I think what the department needs is to have set goals for each individual and have more of a managed work environment, where there's accountability for work and performance. Which is why I think that the department manager needs to move away from a Democratic leadership style and embrace a more autocratic one. By adding micromanagement and oversight to they're employees I believe they can really grasp the seriousness of their recruitment and retention for students.

Lit Review

Theory X/Y Described

"First, all managers have a theory of human work motivation. He noted, though, that whether a manager could explicate his/her theory was unimportant, because a manager's theory (attitudes) could be inferred from enacted work behaviors. Thus, managerial work behaviors (or practices) ultimately reflect a manager's fundamental assumptions about people-which McGregor (19650) referred to as a cosmology. (Lawter, Kopelman, & Prottas, 2015).". From this McGregor created his X/Y Theories. McGregor found that Theory X was very popular in the 1950s which encompassed three assumptions about employees, human beings tend to be lazy and

avoid work whenever they can, humans tend to be irresponsible and it's obligatory that they need extreme work monitoring, and workers tends to have nothing to contribute to the company because they're intellectually incapable to do so. These assumptions can be very dangerous when you're thinking about employees that work with you on a day to day basis. Working with people who you deem incapable of anything, and they know you think this way, tends to push them away and make them lazy. To think this way is very egotistical but sometimes It's necessary to gain control over employees who've taken advantage of your kindness. "McGregor (1960) argued that a more positive view of human nature was generally more accurate, (Lawter, Kopelman, & Prottas, 2015).". Here McGregor is mentioning Theory Y. This theory is a very positive one and great trust is needed in your employees for this to work. Some attributes of Theory Y is that employees tend to find work not to be bearing, finding fulfillment and experience motivation. Theory Y depicts employees as self-directed and who are capable of self-control. People in the Y Theory are intellectual and can make considerable contributions to operations and have the potential to perform their tasks better. McGregor suggested that managers who possess more Y-type attributes will end up showcasing those same attributes with their managing, them having a positive view of human behaviors. McGregor also explains that managers assumptions about their employees was a self-fulfilling prediction. This means that the manager who would adopt Theory X would notice that their employees wouldn't have great motivation or interest in the work they'd be doing. They would only care about the monetary aspect of work and nothing more. If a manager is able to show positivity and has assumptions that employees could enjoy their work and make intellectual contributions to operations, then the employees would accomplish the managers expectations. "Importantly, McGregor (1957; 1960) concluded that there was a vast untapped potential for employee motivation and achievement

which managers could obtain with more accurate assumptions about people at work, (Lawter, Kopelman, & Prottas, 2015).". By bringing a positive outlook when possible employees will perform well and bringing a negative aspect to work the employees will reflect what ever the manager is doing.

Employee Motivation

"Employee motivation is defined as a psychological process that energizes and maintains human activity in relation to work, task or project, (HITKA, RÓZSA, POTKÁNY, & LIŽBETINOVÁ, 2019).". Employee motivation is one major key aspect that affects job satisfaction and the employee's willingness to use intelligence and their own skills to help their organization. It's crucial that organizations pay attention to employee motivation and their drive. Some theories based on employee motivation show that it can be directly affected by goal setting, organizational fairness and community reasoning theories. There are motivational profiles that can be placed to identify which kind of motivation each employee has. This is all based on their uniqueness and personality of the employee. Many other things play into this as well such as culture, age, and other characteristic features. The goal for the manager is to really know his/her employees and tailor motivational factors that can affect them in different ways, but all end up with the same goal in mind. This is extremely hard when you have an organizational that's very diverse in multicultural environments. There are different generational age gaps such as the baby boomers, gen x, gen y "millennials" and gen z. Three are many different personalities and mind processes when it comes to the different generations. Baby boomers are known for having it somewhat easy, being those who worked a minimum paying job and still were able to provide for a family and purchase homes. Generation X show signs of disappointment, frustration, frequent disgust, pessimism, and workaholism. Generation Y or

“Millennials” are known as the technology children and engage more with online activities rather than the prior generations. Generation Z are individuals that are flexible, sensitive and don’t conflict with others much because they’re busy being focused on their inner self. “Every generation has its values, needs and expectations that need to be understood to ensure their harmonious and successful integration into the organization, (HITKA, RÓZSA, POTKÁNY, & LIŽBETINOVÁ, 2019).”. It’s hard to work with such a wide array of individuals it’s a manager’s job to understand them and gauge their motivational skills and align them with the organization.

Employees’ Perceptions and Employee Creativity

“Existing research in the ethics literature has shown that developing an ethical context in a firm leads to positive job attitudes and beneficial behavior among employees (e.g., Baker et al. 2006; Herndon et al. 2001; Schwepker 2001; Valentine et al. 2002).”. Employee creativity is extremely related to ethical values and can play a part in developing organizational mindfulness which is connected to originality and innovation. Making sure that employees know what’s expected of them and their perceptions are aligned with the organizations goals or vision they can begin to be more creative in their work and bring more to the table.

Employee motivation in different learning types

“To perform effectively across various tasks and situations, employees should be able to divide their attention between explorative and exploitative behaviors, (Levinthal & March, 1993; Rogan & Mors, 2014)”. Explorative reflects an employee’s ability to search and find new ways to do their jobs. Exploitative are actions that employee’s take to improve on their existing knowledge and not explore new things but build on what they have. These two by themselves

can cost an organization time and money. If these two behaviors were able to work together in harmony, then it would enhance an organization's ability to stay viable and develop new strategies while keeping the one's that they deem worthy to build on.

Ethical Leadership

According to Brown et al. (2005), ethical leadership was defined as " the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision making." This directly describes a leader who's an ethical leader and a moral person. When a leader shows their followers honesty, integrity, altruism, trustworthiness, collective motivation and organizational justice they'll see the manager for what they are a moral person and leader. Showing these things to followers you can easily build trust and get them to seamlessly follow the organizational goals you set in place for them. These things can be seen as weakness by those who deem themselves smarter than the manager. Those employees are the one's who are eager to move ahead in the company and only care for themselves rather the good of the company.

Subordinate self-efficacy

Subordinate self-efficacy is employees' ideas on their capabilities to produce at certain levels of performance for an organization. "Sources of self-efficacy may include mastery experiences (Badura, 1994) and positional power (Stolte, 1983)". All these are positive notions for subordinates to react towards their leaders. As long as the leader keeps a healthy stream of communication with his/her subordinates than they can feel supported and have positive regards towards their leaders. This is very important when you need to ease the organization into change

or if you're needing the trust of your employees to get tasks done, this build within them self-accountability. They them selves will being to see their work for what it is and grade it on their own.

Conclusion

If the STC Music department was to utilize the X Theory that McGregor proposed I believe they'd be able to obtain the smaller tasks such as performing recruitment for the department or college service. This department's generation gaps and different personalities are common but require a manager to treat it as such. By micromanaging each employee by their motivation aspects, you can easily conform them to performing for the department and in turn help grow it. Employees of this department need to be able to adjust and learn new ways to recruit and gain a new aspect of how things should get done, rather than not doing anything. If this isn't possible with the more stubborn ones, they could always build on the skills that they have and use those to help others in their recruitment efforts. The STC Music Department isn't immune to the College's down enrollment factor and will continue to become an important aspect within the department. Recruitment is key to maintaining and growing the department's viability. The STC Music Department is a fairly older department but with the new and eager employees it has the tools it needs to grow above what the college expects.

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