

University of Wales Trinity Saint David

BMSK5001 Developing Workplace Critical Thinking

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Introduction

Critical thinking is said to be the ability to think about a particular topic or problem clearly or rationally about how to solve the problem or how to do it. It is the ability to get engaged and think independently. Critical thinking is not about collecting information. An individual who is having a good memory or know a lot of facts cannot be said a good critical thinker. An individual who can do a good critical thinking knows how to use the information to solve the problem and knows the consequences; therefore the individual also collected relevant information for himself also. Critical thinking is not about being argumentative or being critical with people. Critical thinking can help in gaining knowledge, improve theories and strengthen arguments. Critical thinking can enhance working processes and can also improve social institutions. Critical thinking is done by creativity and it requires following rules but sometimes the rule has to be broken. In a workplace, critical thinking is important because it might so happen that there is a situation where an individual has to take tough decisions and there he or she has to think properly and make use of the given information and try solving the problem by using the critical thinking process (Cottrell, 2017).

Management theory

According to Shafritz, (2015) many organization does not tell their management theories to their employees. Therefore, the employees are unaware of the management theories used by the organization. The management theory is used for enhancing the effectiveness and efficiency of the employees working in the organization. The traditional management theories consist of a rigid structure no how the organization practices the management theories. Whereas, the contemporary theory has a positive impact on the new management strategies. It is advisable that an organization should implement both the traditional and contemporary theory to achieve the effectiveness and efficiency, reach the employee desire without divesting the human qualities. The management theory targets the relationship between supervisor and manager about accomplishing the organizational goals and strategies for keeping the employee motivated. By implementing management theory an organization can find out a path of how to make the organization successful for a lifetime. The theory that reflects the organizational goals and how well the employees can give their best service by getting motivated by the organization. The management theories that are used by the different organization are as follows:

Traditional Theories

According to Katzner, (2014) traditional theories comprise of scientific management theory, human relation theory and bureaucratic management theory. An organization can implement these theories but there should not be any limit to it. The following are the description of the above-mentioned theories:

Scientific management theory

This scientific management theory comprises of four major principles which are: the relationship between employees and the management, selection of employees for the development of science, the education and development of employees. The scientific management theory describes the management techniques for the labour division who have been existing, where the workers are punished and also rewarded. Managers in a different organization have been carefully analyzing the fundamental tasks for services or goods. The workers are told to perform well and also create their own working environment which gives permeation to work efficiently in the workplace. The four principles that associated with the theory of scientific management which helps an organization to achieve efficiency are (Waring, 2016):

- A brief study has to be done to know how the workers are performing their task, the informal knowledge about the job the workers have known should be collected, and the ways to improve the work should experiment.
- The new methods that have been implemented for performing the task should be structured well with different rules and operating procedure should be standard.
- The workers should be selected carefully by knowing their skills and capabilities that are required for performing the task, and they should be trained properly to carry out the task and also following the rules.
- The task should be developed in a level for realistic performance, payment must be secured so give rewards for the workers who performed beyond their capability level.

The scientific management development is important for a scientific approach that can be done by practicing simple strategies for the stages of development. It is followed by various specialization of human endeavours which cannot achieve success while performing tasks that are allocated to labours for the sell out the goods and services.

Human relations theories

Over a period of time management theory has become focused on human-centred, focusing on the capacity of an individual's has and creativity that an individual has towards management to find and bring out the ability and potential that an individual has. Human relation theories focus on the needs of the workers and the requirements of the organization and making policies that fulfil both requirements of employees and the organization (Bratton and Gold, 2017).

Bureaucratic management theory

According to Weber, (2015) this theory is developed by Max Weber. This theory comprises of dividing the organization into various hierarchies, developing effective guidelines for the controlling the authority, provide a suggestion for developing standard details and procedures for operating comprehensive tasks. The bureaucratic theory is based on five principles. They are:

- The authority that is given to the manager comes from the position he is holding in the organization.
- The position that is given by the organization comes from the performance, not just by personal contacts or social level contacts.

- The position that is given for controlling the authority and the relationship with the other position within the organization should be specified.
- The hierarchies should be structured in such a way so that the organization can use it effectively, and the employees will be able to know where to report and who is the concerned person who will report to them
- A well-designed principle, ethics, standards and norms will help in guiding and directing the organization's behaviour.

These principles, ethics, norms, standards will help the employees to know what kind of behaviour should they have in a workplace, knowing the ethics of the organization. The bureaucratic management theory might look difficult for practising in the workplace but it is not that difficult. The main problem that is linked to this theory is that the managers cannot totally rely on the standards and the rules that are associated with solving problems, rather than relying on knowledge and experience.

Contemporary theory

This theory includes the system theory, X and Y theory. This theory can be implemented by the organization satisfactorily. These theories can be implemented for the success of the organization for more effective results (Cockerham and Szaflarski, 2014).

System theory

System theory is a holistic pattern in science and metaphysical contexts, this approach aims at achieving an integrated business result and balances the entire business. The features that are included are identifying the overall goal of the company, the steps that can be taken for achieving the goals and the understanding of the systems inputs and their outcomes. This theory is effective for recognizing the particular pattern that is followed by the company's operations (Liu et al., 2015).

X and Y theory

According to Douglas McGregor's, there is two assumption that is related to the workplace behaviour and workplace attitude which dominates the factor in which a manager thinks and acts within the organization. He has shown two appropriate theory the theory X and theory Y. The two theories are explained below:

Theory X: The assumption about the employees will try to distance themselves from further obligation unless getting remunerated or punished for attempting to do something wrong.

Theory Y: Assuming that employees will be doing the best for the organization if they get proper support, work setting and opportunity

If the management believes the theory X for exercising leadership styles, the theory Y supports the employees or the worker's participation. A management having a contemporary style uses theory X and theory Y helps in dealing with the employee's income and helps the management to design a strategy for employee behaviour.

The management theories that have been selected rotate around the organization theories that they follow, theories that they play for their employees and how the organization gains success in the outer world. These theories comprise of how an organization critically thinks before hiring employees and what all are the qualities required for being in the organization. It also focuses on how to train the employees, provide them with benefits and how to keep them motivated throughout the task and give rewards to them who have worked beyond their capabilities (Geisler and Wickramasinghe, 2015).

Difference between beliefs, attitudes and values

Attitude

Attitude can be described as how an individual reacts to any person, place or object. It might happen that an individual may like or dislike a person, place or object or may like some features of it and may not like the rest. Attitude has two aspects one is conscious and other is sub-conscious. It can be also called as an individual's instinct or nature. For example, in a workplace, an individual may like talking to every single person present in a room but someone else may not like to talk to anyone. Attitudes keep on changing with time, location, economy, social culture or any other family or environmental issues. There are two types of attitude rational and irrational. Attitude is developed by the situations at home, workplace or society. Attitude is a person's mental dispositions to other people and the behaviour is the result of current circumstances. Attitude can be changed frequently and easily (Petty, 2018).

Values

Values are sense of right or wrong, moral and ethical standards and the experience that is reflected or analysed while doing duties, purpose and obligations of life. The daily change's that happens in life is governed by values. Value is the concept of equality, honesty, effort, education, faithfulness, loyalty etc. Value is about communication and interaction that is done with others. It is the long lasting belief about what is important in an individual's life. An individual's belief will develop into value only when an individual's commitment grows and becomes important. It can be categorized into happiness, career, wealth, family and success. An individual should be able to show the values in order to make a clear, responsible, rational and consistent decision (Ingleart, 2015).

Beliefs

Beliefs are not based on knowledge, measurement, physical or mystical experience. It is based on an individual's past experience or any religious beliefs. It is the assumption that an individual makes without any evidence. Belief is about what an individual thinks, what the expectation is and the consequences. It is not only connected with religion but it is about what an individual hear, experience, think or read. It is an idea an individual holds to be true. Belief can come from a individuals experience, acceptance of cultural and social norms. For example in a workplace people generally, work in a team. Where an individual may believe in doing a work by dividing it amongst the team which makes it easier to achieve the given work. Whereas the other person may not like the same and might want to work alone (Little et al., 2018).

Attitude, beliefs and values are all linked to an individual's behaviour. It is all about how an individual presents him or her in the workplace. In an organization, employees are not only selected by their education qualification they are also selected by the way they present themselves. In an interview the interviewer generally checks his or her attitude like positive or negative, the values he or she carries while working in an organization and the beliefs. Working in an organization not only requires quality or skills also the ability to understand the thing and take it in a positive manner. Attitude is generally gained by any disturbance that has happened in workplace, family or society. It gets reflected while working or doing something else. Belief in a workplace is not related to any religious point of view. It is how an individual thinks while he or she is working in an organization. A person might not believe in solving the problem by sharing

it with other, where someone else might think that share the problem makes it easier to solve. It is about what an individual thinks about a particular subject and what he or she believes to do. Beliefs are about past experience he or she had which may or may not have changed the mind-set of an individual. The person's religious point of belief may be different from others. Values in a workplace depend upon the right or wrong sense or the decision that is taken for solving the problem. It is about the value that he or she has created in an individual life, it is basically the importance of the work he or she has done.

The impact of beliefs, attitude and values on an individual's behaviour in the workplace.

In an organization, there are many people working together. Sometimes everyone as to work in a group or as to work individually. To work in a group an individual needs to cooperate with everyone who is working in that group. While working in a group an individual has to look after his or her behaviour. An individual's behaviour can have an impact on the working environment. The factors that can have an impact on the workplace are as follows:

Attitude

According to Bohner and Wanke (2014) an individual's attitude can have an effect in any circumstances. The impact of an individual's attitude can be seen in a workplace. A positive attitude will give job satisfaction, promotion, commitment and while be recommended to stay in the job. A negative attitude will increase the job risk or may have to leave the job, employees may unlike you. The following are the impacts that can be seen in a workplace:

Overshadows achievements

Being always negative can become a trademark in the workplace. If an individual is always showing the negative attitude then other people in the workplace will not the good qualities that an individual is carrying. If the organization thinks of putting out people having a negative attitude then the individual how is always having a negative attitude will be the first person to be told to leave the job. If the individual is having a positive attitude then he or she might be taken into consideration and will be given a second chance (Bryson, 2018).

Perception

The behaviour that is carried by an individual can change other perception for that particular individual. He or she may not say anything or comment that is good to sound, but the body language can show the negative attitude. If he or she is working in a team then the project may fail because of the attitude. But it can be successful only if there is a change in attitude (Jervis, 2017).

Demoralization

The negative attitude can also influence the co-worker. An individual may not like his or her job and is absent or irregular to this work, and then the other person sitting next to him or she will get influence and will do the same. If the individual is regular to work and is well disciplined then other workers, working with him or she will also try to follow that person (Wiesel, 2015).

Unhappy customers

A negative attitude can ruin a business. If the customers have experienced a bad attitude for the individual who is running the business and from the employees he or she has hired, then the customer will not come back. Customers are most likely to avoid rude representative. If the customers sense negative attitude from the representative then he or she might report and complain. This can be stopped if proper training is being provided and continuous monitoring is being done (Grainer et al., 2014).

Team spirit

Attitude can have an impact on the workplace. A bad attitude can develop distrust within the workers of the organization. Employees may not like to work under the individual's supervision and can influence other employees to leave the team and work under some other person's supervision. This actually breaks the team spirit and it has a negative impact on the individual and employees also get de-motivated. It can be improved only if the individual changes his or her attitude and think of the employees working under him or her and keep them motivated for working as a team and perform better than other teams. Also, give rewards for better performance and showing a positive attitude towards works (Maenpaa, 2017).

Values

Values can be described as the importance that an individual gives to live the life. Values give a meaning to the life, base of an individual's beliefs, values influence in taking decision and impact of life. Different individual has a different set of values and degrees that they give importance. An individual can be conscious and aware of holding their values. When an individual lives their life by valuing it, it makes living more freely and independently. It is also necessary to value others lives and respect each other without failing to complete their duties on time. The impacts that can have in a workplace are as follows (Wasserstein et al., 2016).

Supporting the work

An individual must value the work he or she is doing. The value that is given to any work it pays back with the same value. There will be many employees working under an organization, each will be having a different mindset Therefore it is very much necessary to listen what the employees are trying to say. This will show their importance in the organization (Dittrich et al., 2015).

Stress at work

It might happen that while working a person can get stressed. Therefore, the person should look after the reason behind stress and take action against it. This will reduce the stress level. The cause of stress can be the value that is given to the work. If the work is done is done properly then it can cause trouble and create stress in work which may lead to further problems (Tziner et al., 2015).

Impact on relationship

In an organization, there are many people working together. Every employee has to build a relationship with each other. It is necessary because the majority of the time is spending in the workplace. A relationship can only be developed if an individual gives equal value and respect to his or her beliefs.

Beliefs

According to Rosen and Lara (2015) working together in an organization needs to have cooperation. If there is no cooperation between employees then is it difficult to work together in the same organization. An individual has to believe in himself and make the other person also believed the same. If a person thinks that working as a team will help in achieving goals faster and easier, the other person might think that it is an individual responsibility to achieve his or her individual goals. This might create problems for the employees disagreeing with not working as a team. Then it necessary to make the individual belief that working as a team will help every single individual to achieve the organization's goal.

Conclusion

In a working place, it is important to think critically about solving a problem. It is very usual that in a workplace problem keep on coming, therefore to solve the problem easily and quickly critical thinking has to be done. Critical thinking involves of knowing from where the problem has arisen, what is the main cause of the problem, how it can be stopped from growing further, what is the quick action that can be taken to solve the problem and remedy for the problem which can arise in future. These all are the process of critical thinking which can solve a problem easily. In a workplace, a person should have both negative and positive attitude. The negative attitude can cause trouble in a workplace and it might also lead to losing the job. It can also impact on the employees working together. Therefore, positive attitude should be compulsory in a workplace. This will have a positive impact in the working environment and it might result in a good relationship with other employees and managers and also have job safety.

Recommendation

To work in an organization attitude should always be positive. Positivity will give value to the work which is being done and also believe in the work which is being done. Motivation can help in developing a positive attitude towards work and also encourage others to stay positive.

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