

Applied Leadership and Management in the Workplace

Module Assignment Submission

Student Name:	Angela Howells
Student Number:	2237643
Module No:	BMSK5011
Module Title:	Developing Workplace Critical Thinking

Statement of Confirmation of Authenticity

By the act of making this submission, the student declares that this is the work of the student named above. The work has not, in whole or in part, been knowingly presented elsewhere for assessment, or where assessment has been built on a previous assessment, this has been identified. Where materials have been used from other sources it has been properly acknowledged. If this statement is untrue, the student acknowledges that an assessment offence has been committed.

Attention is drawn to the plagiarism and unfair practice policies of both the University and of ILM.

Table of Contents

Introduction	Error! Bookmark not defined.
Beliefs, Attitudes and Values: What is the difference within a workplace setting?	4
How do an individuals Beliefs, Attitudes and Values impact their workplace behaviour?	5
Exploration of Management Theories	5
Management within the workplace, and how this impacts the employee's Beliefs, Attitudes and Values	10
Conclusion	10
References	13

Introduction-

Establishing a strong emphasis on the development of critical thinking abilities is of the highest priority for the success of an organisation in today's continually changing settings. The effects of employees' attitudes, values, and beliefs on the efficiency of their employer are the subject of this project. Discussion topics will cover the ways in which personal values, attitudes, and beliefs affect decision-making and the work environment, providing insight into the significant impact these factors have on company culture.

A better understanding of how to manage employees' attitudes, values, and beliefs at work can be gained by studying management theories. Various frameworks provide ways for encouraging critical thinking and cultivating a culture of creativity and cooperation, ranging from classical management theories to more modern approaches such as transformational leadership.

How management methods impact workers' values, attitudes, and beliefs is another topic that will be covered in the assignment. Workplace atmosphere is shaped by leadership styles, organisational rules, and communication techniques, which in turn affect how employees perceive and act in the workplace. Managers can cultivate an atmosphere that encourages critical thinking and values multiple viewpoints by promoting a culture of trust, empowerment, and responsibility.

This assignment aims to analyse these elements in order to understand how leadership affects employees' beliefs, attitudes, and values. By doing so, we can gain a better understanding of workplace dynamics and how to foster a culture of critical thinking, which is crucial for any organization's success.

Beliefs, Attitudes and Values: What is the difference within a workplace setting?

Beliefs, Attitude and Values: What is the difference within a workplace setting?

Beliefs, attitudes, and values are essential psychological structures with a considerable impact on organisational dynamics and individual behaviour. Understanding these concepts is critical for creating a healthy work environment and driving organisational success. Beliefs are the convictions and assumptions that people have about themselves, others, and the world around them. These beliefs can include views on one's own abilities, expectations about the company's mission and goals, and attitudes towards coworkers and superiors. Beliefs determine how people interpret and respond to

different events, influencing their decision-making processes and professional behaviour.

Attitudes, on the other hand, are evaluative judgements or preferences towards objects, people, or events. They include feelings, attitudes, and tendencies that influence an individual's reactions to stimuli in their surroundings. Attitudes in the workplace can take the form of job happiness, adherence to organisational goals, or views of job obligations. Positive attitudes promote motivation, engagement, and productivity, but negative attitudes can result in disengagement, conflict, and turnover.

Values are deeply rooted concepts or standards that guide a person's actions and decisions. They represent what is considered significant, desirable, or ethically correct, and they provide as a framework for analysing decisions and behaviours. Organisational values establish the ethical standards, priorities, and goals that determine a company's culture and identity. When employees' personal beliefs match those of the organisation, they develop a sense of belonging, commitment, and ethical behaviour.

The relationship between beliefs, attitudes, and values in the workplace is critical for a variety of reasons. First, these conceptions have a reciprocal influence on one another, resulting in a complex web of cognitive and affective processes. Individuals' attitudes towards difficult jobs, for example, might be influenced by their perceptions about their talents, which in turn affects performance and job satisfaction. Similarly, organisational values can influence employees' perceptions and attitudes towards ethical behaviour and professional norms.

On top of that, a positive work environment and commitment from staff members are both boosted when individual values, attitudes, and beliefs are in harmony with those of the organisation. When people see a match between their own ideas and those promoted by the organisation, it increases their sense of purpose, satisfaction, and motivation at work. On the other hand, conflicts or differences between personal and organisational principles can cause cognitive dissonance, stress, and decreased job satisfaction.

In terms of growth, organisational leaders must take proactive steps to encourage a shared understanding of employees' beliefs, attitudes, and values. This includes clearly communicating the company's mission, vision, and core values, as well as giving staff opportunity to reflect on their own views and attitudes in relation to organisational goals. Training programmes, workshops, and continuing communication initiatives can help to create a unified organisational culture that encourages critical thinking, cooperation, and ethical decision making.

There are a number of tools that businesses may use to encourage employees to think and act in ways that promote a healthy culture at work. Books like Daniel Coyle's "The

Culture Code: The Secrets of Highly Successful Groups" and Daniel H. Pink's "Drive: The Surprising Truth About What Motivates Us" provide insights into how to develop cohesive teams and motivate personnel. Furthermore, academic journals such as the Journal of Organisational Behaviour and the Journal of Applied Psychology publish research on beliefs, attitudes, values, and organisational culture, providing evidence-based strategies for increasing employee engagement and well-being in the workplace.

How do an individuals Beliefs, Attitudes and Values impact their workplace behaviour?

The workplace is a multifaceted ecosystem where the interaction of beliefs, attitudes, and values exerts significant impact on both individual and collective conduct. This section will investigate the significant influence that these cognitive constructs have on behaviour in the workplace, investigating the consequences for organisational culture, performance, and interpersonal relationships. likewise, I will study the potential impact of employees' divergent belief systems on collaboration, decision-making, and the overall efficacy of the organisation.

Beliefs, values, and attitudes function as cognitive frameworks that shape how individuals perceive, interpret, and react to their respective work environments. These

constructs are of paramount importance in moulding the conduct of employees, exerting an impact on a multitude of workplace dynamics, such as motivation, performance, and interpersonal connections.

Individual performance in the workplace is substantially impacted by self-efficacy beliefs, which are opinions regarding one's own capabilities. Bandura's social cognitive theory (1977) posits that individuals with elevated levels of self-efficacy beliefs are more inclined to establish ambitious objectives, demonstrate increased effort, and maintain perseverance when confronted with challenges; these behaviours ultimately result in improved performance outcomes. On the contrary, those who hold low self-efficacy beliefs may demonstrate self-doubt, evade difficult tasks, and encounter diminished levels of performance.

The effectiveness of employees is also influenced by their attitudes towards work tasks and organisational objectives. Higher levels of commitment, engagement, and job performance are correlated with positive attitudes, including job satisfaction (Judge & Kammeyer-Mueller, 2012). On the other hand, negative attitudes have the potential to impede motivation, effort, and overall performance outcomes. Examples of such attitudes include cynicism and apathy.

The influence of values on the ethical behaviour and decision-making procedures of personnel is substantial. When organisational values are congruent with individual values, they function as guiding principles that influence workplace behaviours and decisions. (Trevio & Brown, 2005) Employees who place a premium on integrity,

honesty, and social responsibility are more likely to uphold ethical standards and make positive contributions to the performance of the organisation.

Different workplaces can give rise to employees with varying belief systems that originate from cultural, religious, or ideological distinctions. These different views can affect how people act at work in many ways, which can be both good and bad for businesses. Communication styles, approaches to resolving conflicts, and decision-making procedures within multicultural teams may be influenced by cultural variations in beliefs, values, and attitudes (Hofstede, 1980). For example, those hailing from collectivist cultures might place a premium on fostering group harmony and achieving consensus, whereas those from individualistic cultures might appreciate independence of action and assertiveness. Comprehending and valuing these cultural distinctions are critical in cultivating inclusive work environments and encouraging cooperation.

Additionally, religious practices and beliefs may impact the interactions and behaviours of employees in the workplace. For instance, social norms, scheduling,

and accommodations may be affected by observance of particular religious holidays or dietary restrictions within the organisation. Ensuring religious accommodation and respect for the religious diversity of employees fosters a work environment that is more inclusive and supportive in nature.

There are a variety of factors that might contribute to varied opinions on social, political, or ethical concerns. These factors include disparities in beliefs and values, as well as differences in culture and religion. These variations may become evident in discussions, disputes, or confrontations among colleagues, thereby posing a threat to the cohesion and unity of the organisation. On the contrary, innovation, creativity, and constructive problem-solving may result from the promotion of open dialogue and the effective management of ideological diversity (Tadmor et al., 2012).

The influence of beliefs, values, and attitudes on workplace conduct and organisational dynamics is crucial. It is critical to comprehend the ramifications of these cognitive constructs in order to cultivate a favourable organisational climate, bolster employee productivity, and advance inclusive corporate ethos's. Organisations can leverage diversity to foster innovation, collaboration, and long-term success in the contemporary work environment by acknowledging and valuing the varying belief systems present among their personnel.

Exploration of Management Theories

The frameworks that management theories offer are useful for understanding as well as improving the behaviours, structures, and processes that are associated with organisations. By investigating a variety of management theories, we are able to get an understanding of the beliefs, attitudes, and actions of managers, as well as the influence that these factors have on the dynamics of the workplace.

Scientific management is a management approach that was pioneered by Frederick Taylor in the early 20th century. The primary objective of scientific management is to maximise efficiency and production by means of methodical examination and standardisation of work procedures. When it comes to management, managers that adhere to scientific management principles place an emphasis on stringent control, division of labour, and incentive-based motivation processes. Taking a hierarchical power structure and a top-down decision-making structure into consideration, Taylor's management style reflected his belief in these concepts. Supervisors who were under the influence of scientific management had domineering attitudes and regarded their

employees as interchangeable components of a machine. This strategy frequently resulted in work conditions that were restrictive, leaving little possibility for flexibility or innovation on the part of employees.

Human Relations Theory: The human relations approach, which was established in the 1930s by Elton Mayo and others, placed an emphasis on the significance of social issues in the workplace and the necessity for managers to take into consideration the human element of work. Within the context of this theory, the significance that employee attitudes, emotions, and social interactions have in determining the level of productivity and effectiveness of an organisation was brought to light.

Those managers who subscribed to the human relations theory exhibited a leadership style that was more empathic and participatory. They placed a high priority on open communication, feedback from employees, and encouraging conditions in the workplace. These managers understood the relevance of staff morale, work happiness, and interpersonal relationships in the process of encouraging productivity and achieving success for the organisation.

The idea of contingency asserts that there is no management style that is universally applicable, and that the management strategy that is most effective is contingent upon a number of different circumstances that are specific to the individual situation.

Contingency theory was developed in the middle of the 20th century by academics such as Joan Woodward and Fred Fiedler. It places an emphasis on the significance of modifying management approaches to match the specific characteristics of each circumstance.

A leadership style that is both adaptable and flexible is embraced by managers who support contingency theory. When it comes to making managerial decisions, they are aware of the necessity of taking into account situational factors such as the complexity of the task, the culture of the organisation, and the uncertainty of the environment. Practicality, adaptability, and the capacity to solve problems are qualities that are highly valued by these managers, as opposed to conforming to rigid management ideals.

James MacGregor Burns and Bernard Bass developed and refined a style of leadership called transformational leadership, which aims to motivate and enable subordinates to accomplish the organization's objectives. Transformational leaders are characterised by their charisma, their ability to see the big picture, and their capacity to inspire and drive their people towards a shared goal.

Those managers that represent the values of transformational leadership place a high priority on vision, inspiration, and the growth of their employees. They encourage innovation, creativity, and constant improvement, and they push their employees to question the status quo and strive for greatness. Trust, transparency, and cooperation are elements that are highly valued by transformational leaders. These leaders work to cultivate strong relationships and a feeling of shared purpose among the people of their team.

When Robert Greenleaf talks about servant leadership, he says that the leader should put the needs of the people first and help them grow and develop. In order to better serve the greater good and improve the well-being of all stakeholders, servant leaders prioritise serving the greater good.

Being humble, understanding, and dedicated to helping others are traits of managers who use servant leadership. To cultivate a culture that is characterised by trust, respect, and mutual support, they place a high priority on listening, understanding, and empowering their employees. The values of ethical behaviour, social responsibility, and stewardship are highly valued by servant leaders, who also strive to link the goals of their organisations with the greater interests of society.

When compared to other management theories, servant leadership places a greater emphasis on the significance of values like as empathy, humility, and service to others. The health and happiness of their followers is the top priority of servant leaders, who also work hard to cultivate an atmosphere at work that is encouraging and welcoming to everybody. Through the demonstration of empathy and compassion, servant leaders are able to establish trust and cultivate positive connections with their employees, which ultimately results in an increase in the effectiveness of the organisation as well as an increase in employee engagement and satisfaction.

In general, management theories help us understand the beliefs, attitudes, and actions of managers and how they affect the way things work in the workplace. The cultivation of effective leadership, the promotion of positive organisational cultures, and the achievement of long-term success are all attainable goals for organisations that comprehend and implement these beliefs.

A number of researchers, including Frederick Taylor, Elton Mayo, Joan Woodward, Bernard Bass, James MacGregor Burns, and Robert Greenleaf, have made substantial contributions to the conceptualization and comprehension of a variety of management ideas. Their work continues to have an impact on contemporary management practices and serves as a source of inspiration for ongoing research and inquiry in the field of organisational behaviour and leadership.

Management within the workplace, and how this impacts the employee's Beliefs, Attitudes and Values

-Employees' views, attitudes, and values are greatly impacted by management in the workplace, which in turn shapes their actions and entire job experience. Looking back on my experience working in a care home, I've seen directly how various management styles can greatly affect the morale of staff, their job satisfaction, and the level of care that residents receive.

Managers that I worked with in the nursing home had authoritarian forms of leadership that included micromanagement and tight control. Staff members frequently reported feelings of powerlessness and devalued under such leadership. They became negative about their job, which lowered morale and motivation. Because of the lack of passion and commitment from staff, residents did not receive the high-quality care that they deserved. Training and chances for professional development were another part of my experience. It was a blessing for me to work for a company that valued its employees' professional development. Workshops and training programmes allowed me to increase my competence as a career. In addition to strengthening my faith in the company's dedication to employee development, these events increased my self-assurance and competence in my position. In addition, we were able to keep up with

the latest developments in the field of elder care because our staff members were encouraged to be curious and adaptable by our culture of constant learning. Opportunity for professional and personal development through training is another important facet of management that affects workers' outlooks and values. A culture of lifelong learning and improvement flourishes in companies that invest heavily in their employees' education and professional development. Having access to training opportunities made people feel more competent and confident in their professions, in my experience. Both their confidence in their talents and their outlook on the job were positively affected by this feeling of empowerment. The inverse is also true: when companies fail to invest in their employees' professional growth, it can cause a downward spiral of disillusionment and stagnation that in turn reduces engagement and drive.

Awards and praise also have a significant impact on how employees feel and what they value. As a general rule, workers are more invested in their work and productive

when they sense their efforts are being recognised and appreciated. Gratitude can be shown in a variety of ways, such as through rewards, employee appreciation programmes, or even just words of praise. On the flip side, low morale and dissatisfaction with one's workplace can result when workers believe their efforts are going unrewarded. In addition, the way management makes decisions and communicates with employees has a major effect on their values and outlook. Workers gain confidence and pride in their work when they are involved in making decisions and when their opinions are heard openly. Feelings of estrangement and distrust, on the other hand, can result from an absence of dialogue and participation.

Looking back on the time I spent at the nursing home, I've come to appreciate how our individual journeys mould our perception of group dynamics. My experience there taught me the value of strong leadership, thorough training, and open lines of communication in fostering a productive work environment.

Empathy and trust, as contrasted with authoritarian and transformational leadership styles, may increase morale and contentment in the workplace. I saw that investing in staff growth not only helped us get better at our jobs, but it also made us feel better about ourselves and more dedicated to our work.

To sum up, attitudes, values, and beliefs of employees are significantly impacted by management in the workplace. Building a supportive workplace where workers feel appreciated, inspired, and empowered requires strong leadership, financial support for employee training and development, public acknowledgment of employees' efforts, and open lines of communication. Staff morale, work satisfaction, and the standard of care given to residents in nursing homes can all be improved when organisations place greater emphasis on supportive management methods.

Conclusion

In conclusion, the investigation of beliefs, attitudes, and values in the workplace, in conjunction with an examination of management theories and practices, demonstrates the complex relationship that exists between the dynamics of the organisation and the behaviour of its employees. Individuals' views, motives, and relationships within the workplace are all influenced by their beliefs, attitudes, and values, which serve as core factors. Management theories provide frameworks that can be utilised to comprehend and improve organisational processes, leadership styles, and efforts aimed at increasing employee engagement respectively. As we progress through this investigation, it becomes increasingly apparent that management practices have a substantial impact on the beliefs, attitudes, and values of employees, which ultimately shapes the behaviour of employees in the workplace and the culture of the organisation. There is a pleasant work atmosphere that is fostered by effective leadership, which is characterised by empathy, trust, and empowerment. This environment allows employees to feel valued, motivated, and supported. On the other hand, leaders who are authoritarian, who do not recognise their employees, and who make decisions in a way that is not transparent can cause employees to experience feelings of disempowerment, dissatisfaction, and disengagement.

In addition, the availability of opportunities for professional growth and training has a significant role in the enhancement of employee confidence, competence, and overall job satisfaction. A culture of continuous learning and improvement is created by organisations that invest in the growth of their people. This culture helps to build employee engagement and increases the effectiveness of the organisation.

Building trust, unity, and cooperation within teams requires open communication and participatory decision-making procedures. Employees are more likely to be devoted to the aims of the organisation and to make a good contribution to the atmosphere of the workplace when they have the sense that they are being heard, valued, and participated in the decision-making process. Essentially, in order to cultivate a positive culture in the workplace, one must use a holistic approach that takes into consideration the interaction between management practices, beliefs, attitudes, and values held by employees. Creating settings in which people may flourish can be accomplished by organisations through the prioritisation of supportive leadership, the investment in employee development, and the promotion of clear communication. This can result in improved performance, enhanced morale, and long-term success for the organisation.

References

Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioural change. *Psychological Review*, 84(2), 191–215.

Burns, J. M. (1978). *Leadership*. New York: Harper & Row.

Greenleaf, R. K. (1977). *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*. Mahwah, NJ: Paulist Press.

Hofstede, G. (1980). *Culture's Consequences: International Differences in Work-Related Values*. Beverly Hills, CA: Sage Publications.

Judge, T. A., & Kammeyer-Mueller, J. D. (2012). Job attitudes. *Annual Review of Psychology*, 63, 341–367.

Tadmor, C. T., Tetlock, P. E., & Peng, K. (2012). Acculturation strategies and integrative complexity: The cognitive implications of biculturalism. *Journal of Cross-Cultural Psychology*, 43(1), 105–122.

Taylor, F. W. (1911). *The Principles of Scientific Management*. New York: Harper & Brothers.

Treviño, L. K., & Brown, M. E. (2005). Managing to be ethical: Debunking five business ethics myths. *Academy of Management Executive*, 19(2), 142–146