

Critical Thinking

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Developing Workplace Critical Thinking

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Identify a management theory relevant to your role and critically assess its impact on your own beliefs, attitudes and values??

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A management theory is the collection of ideas which set forth general rules on how to manage a business or organization.

Being a good and effective manager, requires you to be a good thinker. A good manager thinks through all the possibilities of making the business succeed. Being a good manager also requires a positive attitude so as to motivate and engage in other task.

As an upcoming manager, it is important to think of your own attitude, values and beliefs before making any decisions in the company. For example; when dealing with a conflict between staffs, one should be able to come to an agreement that will favor both sides.

A belief is an idea that a person holds as being true.

Attitudes are the mental dispositions people have towards others and the current circumstances before making decisions that result in behavior.

Values are stable long-lasting beliefs about what is important to a person. They become standards by which people order their lives and make their choices.

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Critically assess the impact of beliefs attitudes and values on own workplace behavior??

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Your values describe what is important to you in the way you live your life. Values give meaning to your life. Values will impact you at your work place by supporting and energizing your work. If you have a value of trust and you feel trustworthy by everyone you deal with at work, and you trust them, it may be that, some of your values are aligned whereas others are not.

Where some of all of your values conflict with your work, you are likely to feel very stressed.

When you are feeling stressed at work, it is important to understand the root cause of the stress by exploring the situation and to take action to tackle the cause and once reduce the stress.

Attitudes are evaluative statements either positive or negative about people or events. They reflect how we feel about something. For example, when I say I like my job, it means I am expressing my attitude about work.

In organizations, attitudes are important because they affect job behavior.

Employees may be negatively affected by the attitudes of their co-workers.

Employees may believe that, supervisors, auditors, managers and motion engineers are all conspiring to make them work for the same or less money.

A person has a number of attitudes, but I will focus on limited number of work-related attitudes.

Job satisfaction. It is a positive feeling about a job resulting from an evaluation of its characteristics.

Job satisfaction causes.

Think about the best job you have ever had. What made it so? Chances are you liked the work you did and the people with whom you worked. Interesting jobs that provide training, variety, independence, and control satisfy most employees.

There is also a strong correspondence between how well people enjoy the social context of their workplace and how satisfied they are overall.

Interdependence, feedback, social support, and interaction with co-workers outside the workplace are strongly related to job satisfaction even after accounting for characteristics of the work itself.

You have probably noticed that pay comes up often when people discuss job satisfaction. For people who are poor (for example, living below the poverty line) or who live in poor countries, pay does correlate with job satisfaction and overall happiness. But once an individual reaches a level of comfortable living (in the America, that occurs at about \$40 000 a year, depending on the region and family size), the relationship between pay and job satisfaction virtually disappears. People who earn \$80 000 are, on average, no happier with their jobs than those who earn close to \$40 000.

High- paying jobs have average satisfaction levels no higher than those that pay much less. One researcher even found no significant difference when he compared the overall well-being of the richest people on the Forbes 400 list with that of Maasai herders in East Africa.

Money does motivate people to be satisfied with their jobs. But what motivates us is not necessarily the same as what makes us happy. A recent poll found that entering first-year university students rated becoming "very well off financially" first on a list of 19 goals, ahead of choices such as helping others, raising a family, or becoming proficient in an academic pursuit. Maybe your goal isn't to be happy. But if it is, money is probably not going to do much to get you there.

Job satisfaction is not just about job conditions. Personality also plays a role. Research has shown that people who believe in their inner worth and basic competence are more satisfied with their jobs than those with negative core self-evaluations. Not only do they see their work as fulfilling and challenging, they are more likely to gravitate toward challenging jobs in the first place. Those with negative core self-evaluations set less ambitious goals and are more likely to give up when confronting difficulties. Thus, they are more likely to be stuck in boring, repetitive jobs than those with positive core self-evaluations.

The idea that "happy workers are productive workers" developed in the 1930s and 1940s, largely as a result the Hawthorne studies at Western Electric. Based on those conclusions, managers focused on working conditions and the work environment to make employees happier. Then, in the 1980s, an influential review of the research suggested that the relationship between job satisfaction and job performance was not particularly high.

More recently, a review of more than 300 studies corrected some errors in that earlier review and found the correlation between job satisfaction and job performance to be moderately strong, even across international contexts. This conclusion also appears to be generalizable across international contexts. The correlation is higher for complex jobs that provide employees with more discretion to act on their attitudes.

A review of 16 studies that assessed job performance and satisfaction over time also linked job satisfaction to job performance and suggested the relationship mostly works one way: Satisfaction was a likely cause of better performance, but higher performance was not a cause of higher job satisfaction.

We cannot be entirely sure, however, whether satisfaction causes productivity or productivity causes satisfaction. In other words, if you do a good job, you intrinsically feel good about it. In addition, your higher productivity should increase your recognition, your pay level, and your likelihood of promotion. Cumulatively, these rewards, in turn, increase your level of satisfaction with the job. Most likely,

satisfaction can lead to high levels of performance for some people, while for others, high performance is satisfying.

As we move from the individual to the organizational level, we also find support for the satisfaction-performance relationship. When we gather satisfaction and productivity data for the organization as a whole, we find organizations with more satisfied employees tend to be more effective than organizations with less satisfied employees.

Reference from concepts to skills and Liz Makin

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