

Developing workplace critical thinking

BMSW5101

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Executive Summary:

Some of the ideas that serve as a person's road map for daily decisions and actions by critical thinking, including beliefs, attitudes, and values. Dependence on values and beliefs is part of each person's professional personality of critical thinking. In contrast, some organizations have distinctive fundamental beliefs and values that direct the behavior of all participants. The company's actions in the workplace are determined by its fundamental principles and beliefs. An Organizational critical thinking performance is due to the company's beliefs, followed by work on the fundamental values in the shape of workplace strategy.

Introduction:

The worker or management of any organization should take into account a few things to help encourage critical thinking in the office. These characteristics include their own convictions, outlooks, and ideals that are crucial to how their everyday existence in an organization runs. According to Stephenson and Sadler-McKnight (2016), these three characteristics of a worker often influence their ideas, thoughts, and emotions towards the workplace environment. The many attitudes, ideas, and ethics that affect an employee's organization will be covered in this article along with other components of these three characteristics of an employee. The influence of these elements on a specific employee's behavior will additionally be rigorously evaluated in the report.

The paper will also discuss the effects of adapting workplace adjustments for the post-COVID attitude and address organizational difficulties. The way we interact with space and one another has been fundamentally altered in much less than 3 months thanks to COVID-19. People's mentality and conduct have been known to alter during extended periods of adversity, sometimes profoundly. A widespread, well-coordinated behavioral change is necessary for the mitigation of pandemics. In the next months, when individuals go to the workplace, we can anticipate those that have become accustomed to working remotely as well as from residence to bring along a new set of worries, expectations, and perhaps even unintentional responses to circumstances that previously appeared innocuous and commonplace.

Company Overview:

In terms of marketing for food products and services inside the UK and across Europe, Tesco is a global leader. J Cohen established it as a modest store in 1919. It operates as a private company in a number of nations, including China, Hungary, the UK, and France. Tesco provides a vast array of items and services, such as clothing, toys, furniture, banking, and everyday necessities. Tesco employs 476,000 people worldwide and operates 6,553 shops (Tesco Annual Report, 2017).



Figure 1 Tesco Logo

Different Management Theories for an Organization:

Due to its focus on the numerous human aspects of management within an organization, behavioral management strategy is well-known to be a human relations approach (Davis, 2015). Theorists of behavior are of the opinion that studying desire, rivalry, aspirations, and team dynamics can help people become more organized and engaged in the workplace while also improving our understanding of the individual and how it functions in the workplace by critical thinking. According to behavioral or human relations theory, management has the responsibility to establish a secure atmosphere for employees that allows them to freely express their thoughts, ideas, and activities.

In order to push their employees to perform better at job role, supervisors should thinking critically to further urge the employees to focus on both their job and behavior. There have been instances when such leaders like to retain their employees confined to each other's and the specific position, that might hinder their ability to develop both as an unit and also as individuals (Hayes, 2018). Rather than engaging individuals in these situations, managers must thinking critically and allow them to provide feedback regarding their talents. This might boost staff satisfaction and stimulate the sharing and collaboration of novel concepts, thoughts, and

ways of critical thinking. Likewise to this, if a worker has a favorable impact on the company and its expanding companies, this will immediately speak to the management's direction.

The supervisors critical thinking can readily see job satisfaction and motivation thanks to Maslow's Hierarchy of Needs theory. Their comprehension of career progression, supervision, and individual encouragement within the workplace is aided by this. In line with this theory, leaders and staffs have a duty to create an atmosphere that allows workers to reach their full potential (Stoyanov, 2017).

The Contingency Management Theory, on the contrary, contends that there are very few effective organizational leadership styles. The ideal technique to run a firm in a certain circumstance might change according to a number of external and inside restrictions in an organization. The state is also dependent on the current circumstance as well as the appropriate course of action. According to Fred Fielder's research, he thought that there existed a clear correlation among a leadership's characteristics and the efficacy of their job (Bratton and Gold, 2017). His investigation suggests that, based on the unique crises, a manager's prominent leadership traits can be helpful. Three principles that support the conception of contingency theory, essentially holds that there isn't any one best method for running an organization are as follows. The ability to identify the approach to management that will best enable a manager to accomplish the aims and objectives of an organization in a given circumstance.

Because of management critical thinking the implications of the aforementioned theories have a significant influence on a supervisor or assistant's function inside a firm since they encourage and push employees to perform additional productive job and advance in both the career and personal lives. To sustain the organization's rising amount of performance, supervisors must also successfully and effectively handle all of the problems. An organization's workers will lack motivation if the management is careless in how they run the business. Nevertheless, if the management consistently monitors their team, talks with them regarding their issues, and gives workers knowledge regarding the organization, then perhaps the individuals' degree of contact with their superiors is maintained and the organization thrives to better effectiveness. It is important for the management to motivate their staff members and to treat each other with respect and care.

Theories to Tesco and Evaluation of the Theory with Different Beliefs, Attitudes and Values:

Employees' perceptions, ideals, and beliefs are constantly evolving in accordance with their position within an organization like Tesco. People frequently find common ground with those who hold similar ideals and worldviews. It is obvious that an effective individual or professional connection is developed by one's moral codes. Tesco management requires being both a smart thinker and an efficient manager. A person needs possess both the ability to think critically and creatively, as well as the proper values and assumptions, in order to consider clearly and be motivated to complete any task or assignment (Ives and Kendal, 2014). Additionally, Tesco supervisors need to have an optimistic perspective in order to inspire and include their workers in a project. The task management theory is crucial in this situation to enable the personnel to operate more productively. This method empowers managers not just how to motivate their employees to work hard for the firm, as well as how to improve as a manager. It will aid managers in Tesco to learn how to resolve disputes and issues among workers while upholding a reasonable level of efficiency.

With the help of Tesco's adoption of the behavioural approach to management, supervisors are better able to comprehend how people behave at workplace and what sort of reassurance and incentive they require to boost efficiency. For instance, Tesco restricts compensation increases to employees who can improve their results. The managers who keep track of skilled workers and aid in their corporate career development by giving them enough direction and preparation monitor and review this graph. Tesco, among the greatest businesses in the UK, places a strong emphasis on its principles and participative management.

A UK poll found that since corporate managers don't motivate their workforce, just 36% of an organization's staff perform to their maximum ability. The majority of businesses frequently give their workers and staff additional work and demand that they put up additional effort, that may be detrimental to them (Kluegel and Smith, 2017). This again occurs as a result of poor interaction between management and employees. If the personnel in these situations is given the proper incentive, they will perform considerably more productively.

It may be extremely difficult for managers to deal with employees that have various concepts, behaviors, and values when working in a large firm like Tesco because of the diverse cultures.

The slightest remarks made concerning somebody's culture might lead to misunderstandings in such circumstances. Dealing with various sorts of employees who have varied perspectives is part of the management's job description. There is constantly a method to resolve a quarrel or address a problem, as long as the management is able to think critically.

The leadership behavior of an organization is a major topic of behavioral theory. There are many approaches taken by various leaders. To inspire and assist them, managers may direct what must be accomplished or include the group in the decision-making procedure (Sikora and Ferris, 2014). Similar to that there are numerous sorts of employees, there are also numerous types of supervisors. a few of whom make decisions without discussing their workers and don't care regarding them but nevertheless desire a successful conclusion from their employment. Nevertheless, businesses must ensure that employees are included in the judgment procedure, if there is simply no necessity for their participation, in order to achieve a favorable result for their workers. However, they must absolutely speak with the organization's personnel when debating policies relating to the welfare and health of the workforce. Because it would be challenging to select from the multitude of advancing opinions and suggestions, team consensus is also crucial when deciding with the employees (Furnham and Gunter, 2015). When managers are too lethargic to draw conclusions under certain situations, they allow their staff members take risks instead, which ultimately leads to failures in both the company's strategy and operations. From the start, it is clear how both executives' and managers' behavior affects how successfully the management theory is implemented in the organization.

Post-Covid Impact on Organizational Behaviours:

We should anticipate that as people come back to the workplace after adjusting to social isolation and working remotely, they will carry with them new worries, demands, and perhaps even unconsciously negative responses to circumstances that previously appeared innocuous and typical. Due to the need of maintaining corporate operations throughout the pandemic, companies are required to redesign the workplace so that employees feel at home, supported, and capable of doing their duties well.

The difficulty is obvious. Workplaces need to change. However, how can we create a work environment that addresses the complete spectrum of taught attitudes and behaviors which have

already developed as a result of the COVID-19 issue rather than simply anxiety and apprehension or the undetectable danger of germs?

Organizations have given employee wellness—including psychological health more attention over the past ten years as they have come to realize the link between happiness and efficiency. To determine where physical modifications might reduce germs, several organizations are starting workplace evaluations. They will achieve in developing a potent support tool for employee morale, healthcare, and business process if they proceed a step ahead and study the issue holistically from the customer viewpoint while keeping in mind behavioral and attitudes modifications connected to COVID-19.

I have compiled a list of significant four behavioral and mental adjustments that we believe would have the most effects on the corporate workplace, and also with suggestions for how to address these difficulties.

1. High Consciousness of Space and Distance:

All people these days have a great trepidation. According to a poll, three out of ten individuals now make an effort to keep their hands off public objects like door handles and elevator switches. The market for new hygienic products is booming, and contactless technology is once again gaining steam. De-densification is now a topic of debate in the open-plan office environment, which is still quite active. How can we adapt to this new perception of touch and distance in order to reduce the spread of germs and foster a cozy, secure environment?

To effectively de-densify an area, de-densification measures must take into account viable circulation techniques in addition to workstation space. Arranging for one-way traffic will relieve congestion, but for it to be effective, there needs to be enough of nearby, well indicated "step-aside" areas to provide people enough room to pass. A well-marked queueing mechanism will regulate foot flow into certain sections of a workplace that may attract crowds, like work cafés or restaurants, by displaying both floor and wall visuals that show how to maintain a safe distance. In order to effectively communicate workplace policies to staff, visuals and signs should be clear and consistent and, preferably, be accompanied by an effective communication plan.

While it's always a smart option to improve cleaning procedures in workplaces, COVID-19 has brought to light the importance of naturally antimicrobial finishes and components in indoor settings. An alternative that may be employed in a range of fittings and coatings is copper, which has drawn attention for its capacity to eradicate SARS-CoV-2 viruses. However, there are a variety of additional options that are also readily available, including such anti-microbial paint that may eradicate widespread diseases like staph, MRSA, and E. coli for as long as four years following application.



Figure 2 Husch Blackwell Chicago

2. Concerned About Personal Safety

Before COVID, many individuals may not have given the unseen menace of viruses a second consideration but now they may discover themselves abnormally obsessed. The risk of the flu as well as common cold has been a concern for office employees everywhere, but the severity of COVID-19 contamination has raised this concern to a new level and deserves attention. It is reasonable to assume that employees will be more concerned about their personal safety when they return to their workplaces.

Designing a workplace with supporting elements can provide workers the freedom to make sensible choices for their own needs while also reinforcing a sense of security. As previously noted, organizations will need to have extremely transparent and regular communication methods throughout this period. To ensure that new regulations or other important information is always available, the floor layout may be improved by include display space for workplace interactions.



Figure 3 Husch Blackwell Chicago

Possessing a feeling of control might assist reinforce sentiments of security in a time when many people feel so helpless. More individual controls for light sources, chairs, and thermal in the office can help ease the pain as well as a sense of one's own agency.

3. Desire of Well-being

The present situation is causing a variety of emotional reactions, from anticipatory grieving to consequences on those who already have depression that might worsen. Psychology specialists

are spotlighting these reactions. Workers well-being is now more desperately in need of focus, especially in light of current economic conditions and daily job stress. Employers who make investments in design ideas connected to wellbeing will enhance employee morale during an extremely difficult period. Making an effort to create "work-free" spaces where workers may easily reach is one such. If leaving the workplace seems too difficult, this delivers the push that workers may require to stop, get a coffee, and refresh frequently throughout a tough day.



Figure 4 Nomad Tower, 1250 Broadway, New York

The ratio of common to personal space might not be ideal in many workplaces. Nowadays, open concept is the norm, making well-designed private space even more crucial. For instance, translucent pay phones provide personal space but don't offer the necessary privacy. A versatile support system for focused work, private phone conversations, or just a relaxing break is provided by designating distinct, calm, peaceful, and really personal rooms.

4. Desire to Stay Closer

The resilience of community and human interaction despite physical separation has been demonstrated by COVID-19, from developing strategies to sing along electronically to exchanging meals via Instagram. Increased group engagement, often in violation of local laws, is being seen in areas in which stay-at-home restrictions have begun to be lifted. People are

naturally sociable beings, so it seems reasonable that they would be excited to resume their usual lives with one another.

How can we foster a feeling of belonging and camaraderie at work while social distance has become the norm? The fact that many businesses may gradually bring back former employees or implement shift arrangements, dividing up when individuals are in the workplace together, further makes the situation more difficult.

Conclusion and Recommendations:

As a result of critical thinking analysis, it has been established that encouraging critical reasoning at workplace is crucial for both the organization's success and each company's development personally and professionally. The paper talks about different organizational results in relation to different parts of workforces' beliefs, attitudes, and value systems. The investigation of differing views, attitudes, and ideals in the setting of the workforce was the main emphasis of the paper. This paper also includes suggestions for overcoming these difficulties as well as a summary of four behavioral and attitude modifications that I anticipate will have the most effects on the corporate workplace. The present situation presents chances to alter the workplace and establish settings that are genuinely oriented on the human condition, even though there is no magic answer or ideal workplace. The issues we currently confront will be addressed, and organizations will become more resilient in the future, if workplace adjustments are made to reflect the post-COVID perspective.

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Human Relations Theory

Scientific Management Theory

Contingency Theory of Management

Systems Theory of Management

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Reflective Journal

(a)Discriminate between beliefs, attitudes, and values within a workplace.

Although a belief could be unfounded or unreasonable, it is nevertheless an internal sense that an idea is true. For instance, I think it's bad luck to walk beneath a ladder and that there must be an afterlife (Anderson & De Silva, 2009). In the class our teacher taught us that mindsets are a result of our fundamental core beliefs and principles. Belief systems are assumptions and notions that we hold to be true based on past occurrences. The noble concepts of critical thinking are those that have their roots in things, concepts, and people. The complete philosophy of influence and larger interpretation of Milton Rokeach's beliefs, attitudes, and value theory. Cognitive consistency theory is the theories of beliefs, emotions, and values and critical thinking. It reveals an individual's critical thinking, values, attitude, and beliefs, all of which need to mesh well with one another. The discussion strategy focuses on the person and their capacity for persuasion. Comprehension is concerned with how different theoretical elements relate to one another and then act as their representatives. The views based on reality or real elements are known as beliefs. As individuals, we have the capacity to modify our ideas and their underlying tenets in ways that are significantly difficult and which are more significant to us personally.

The method is concerned with perspectives, which are concerned with both good and negative emotions and critical thinking. Critical thinking is concerned with the theoretical elements that show how things are connected to one another. The focus of the strategy is on the positive and negative elements of a response to anything. The emphasis is on handling the less important aspects of the relevant issue. The individuals, concepts, and objects all have attitudes and critical thinking, which can be either good or bad. The concepts that connect to working on various phrases and behaviors must be expressed or applied. For instance, aside from hearing about child abuse, I also become disturbed when I learn about how animals are either reacted to anything favorably or unfavorably.

A value is a measurement of the worth or significance an individual accords to doing anything. Our values are frequently demonstrated in the communities in which we operate our daily lives,

such as when we say things like, "I cherish liberty of speech," "I love my family," or "I value morality" (Anderson & De Silva, 2009). An individual's attitude, which manifests in both words and deeds, is how they reflect or put their views and ideals into practice. For instance, I become quite outraged anytime I hear of animal and kid abuse, or I despise school (Anderson & De Silva, 2009). Rationale analysis abilities are just one component of critical thinking, that is a complex process. Critical thinking entails challenging the presumptions that underlie ingrained, accustomed patterns of thought and behaving. being prepared to behave and think out of the box after doing this critical inquiry.

There are convictions that support an outlook, set of principles, or theoretical framework. The problem is the attitude-behavior mismatch, which is discovered when such subject's mentality also applies to the object. In circumstances where there would be a behavioral relationship, the attitude is being displayed. The individual does not frequently display the attitude in settings, and the attitude is praised. A toy is usually purchased by the parents when they take their child to be disciplined, according to the myth. There are several weeping behaviors that are related to attitude as well. The benefits outweigh having to see him suffer the consequences. The youngster typically comprehends that performing the tasks and afterwards focusing on the attitude and rewards may be used as a reward by the parents. Values are beliefs that are established by instrumental values in the presence of morally upright, fair, and appropriate circumstances. The results are for the ultimate goals, obtaining a degree for the ultimate worth, and the end results.

(b) Critically analysis of organization's own beliefs, attitudes and value systems and the impact on workplace behaviour.

How people view work has an impact on their attitudes, critical thinking and actions at work as well as their fundamental fitness, which in turn influences their state of pleasure, wellbeing, and success as a whole as well as regarding their jobs and their employers in general. How individuals view their employment, organizations, and themselves at work is influenced by their ideas, critical thinking and emotions about these things. Some ideas and emotions are basic and all-encompassing; they are more focused on the concept of labor compared to the basic elements of a specific profession or company. Organizational values are such thoughts and principles that stick with you for a while. Job values are a company's own beliefs about what results to expect from their employees' employment and the way they should act in the office.

Values that are desirable end-states or life objectives entail a feeling of success, joy, satisfaction, redemption, and understanding. These ideals and critical thinking often referred to as terminal values, represent the aspirations we have towards lives. The alternative behaviors or strategies we use to achieve our desired aims are known as instrumental values. Among them are virtues like aspiration, integrity, freedom, love, and devotion. (1973; Rokeach). For instance, a worker who values honesty's inherent worth is less inclined than a worker who really doesn't appreciate honesty to mislead or deceive to achieve a goal linked with a feeling of successful task.

Workers occasionally may encounter internal, interpersonal, and intra-organizational sources of disagreement that are in contradiction with their own principles. These conflicting values have an impact on a person's attitudes and critical thinking, level of work satisfaction, retention, and productivity. When a worker's instrumental and terminal values pull at them in contradictory directions, it can cause internal conflicts and stress which are referred to as interpersonal conflict. Stress is brought on by these disputes. When a company's own beliefs collide with those of their managers at workplace, it reduces their happiness and increases their anxiety levels, and it may also be detrimental to their profession. Individual employee values and critical thinking may collide with the organizational culture in contrast to interpersonal as well as interpersonal values clashes. Companies work hard to incorporate specific principles into their workplace culture.

When the company's ideals and those that individuals personally hold are at odds, conflicts can arise. According to studies, all three categories have to be in harmony for beneficial results since they are closely associated to employee satisfaction and result, loyalty, effectiveness, career advancement, anxiety, and organisational commitment. Work attitudes are a grouping of everyone's present sentiments, critical thinking, convictions, and behavior-related thinking concerning their companies and occupations. Although people's opinions of their workplaces and organizations regularly change with time, job characteristics are unlikely to last as much as concepts do. These changes may be brought on by a change in the workplace or by getting or not getting a promotion.

Supervisors are captivated by a number of professional actions, like employee engagement, job participation, and career progression. Instead, they represent important outcomes that administration could wish to enhance critical thinking. They might, however, also be indicators of further problems, such as a lack of fulfillment at work and a wish to leave the organization.

Thus, it is imperative that leaders are aware of the factors that contribute to essential work attitudes like job satisfaction. The degree to which an individual enjoys their employment is primarily reflected in their level of job satisfaction. Job satisfaction and critical thinking is an emotional or mental response to a number of aspects of someone's job, therefore an individual may be moderately satisfied with one aspect of their profession but dissatisfied with one or more other aspects. Depending on the employee's ideals, critical thinking and views, an employee could be content with elements of the job, coworkers, and managers yet unhappy with the advancement and compensation. To discover a remedy to halt the reduction in work satisfaction, it is critical to comprehend these factors. In order to reinforce employees' ideals and attitudes, managers can increase employee happiness by organizing the work culture and its accompanying rewards.

(c) Application of the critical assessment of an appropriate management theory to understand and handle employees with different beliefs, attitudes and values.

Human Relations Theory

The humanistic concept places a strong importance on the needs of each person and the behaviors which result for both people and organizations. A communication plan is essential for controlling employees. The firm is implied to consist of both overt and covert elements. The formal elements of a firm make up its structure. One of the less formal aspects of business is how individuals interact with one another. In this way, the community may be thought of as a specific sort of welfare structure. This structure has to be managed in order to encourage particular work satisfaction as well as the following ambition of the individual. As a consequence of how people interact with one another in organizations, group relations and accomplishment in particular are given a lot of emphasis.

Following six fundamental tenets form the basis of human relations hypothesis:

- Choosing people over digitalization or the profit
- Workplaces don't often have an organized social environment.
- People are motivated by social interaction.
- Engagement requires collaboration, and depends upon participation of all parties. Teams' interpersonal relationships must concurrently serve both personal and company goals.

- Individuals and businesses want effectiveness, or getting the most out of the least amount of resources.

Scientific Management Theory

The very first person to advocate scientific management was Frederick W. Taylor. To increase productivity, it uses scientific methods to examine the most efficient production operations. In line with this hypothesis, it falls under the authority of organization administrators to produce highest quality manufacturing operation to ensure market prosperity.

Four scientific concepts developed by Frederick Taylor are nevertheless applicable today. They are as follows:

1. Opt for scientifically sound approaches rather than "rule of thumb." The "one optimal technique" for performing a function must be identified scientifically, as opposed to allowing each employee to select their own "rule of thumb" method.
2. Give employees positions depending on their skills. Determine which employees are often qualified for each particular job and provide them with the training they need to perform at their best, rather than allocating them at arbitrary to any unfilled position.
3. Keep an eye on employees' output. To ensure that your personnel are completing duties, review their performance and provide additional instruction as applicable.
4. Among employer and employee, spread the workload fairly. Despite the fact that managers organize and create a learning environment, workers still need to apply what they've learned into practice.

Contingency Theory of Management

The idea behind a contingency methodology holds that the interaction at all between supervisor support and particular circumstances determines whether or not interventions are effective. Alternatively, company should modify the management approach depending on the circumstance. The phrase "one size fits all" is untrue..

Fred Fielder, established the contingency approach of leadership performance, which serves as the cornerstone of the contingency management approach. According to the idea, enthusiasm, or connection inspiration, and environmental variables are both components of leadership

performance in terms of collective efficiency. The least preferred coworker (LPC) measure serves to evaluate group enthusiasm or motive in a correlation.

The LPC evaluation instructs managers to think about the person they despise working with the maximum, and then evaluate that staff on a set of concerns for only the 8-point margin for each response. For instance, if you were given a grade of 1, you would've been considered uncooperative, whereas an 8 might indicate cooperation. According to Fielder, those with better LPC scores strive to preserve concord in overall professional relationships, but those with lesser LPC scores are driven to concentrate on job completion.

Systems Theory of Management

The Business is considered to be an Open Platform composed of interconnected and Adhesive Systems that Communicate as Thread by the Systems Management Philosophy, it is frequently acknowledged as the foundation of effective leadership.

As a result, the corporation is composed of various components and functions as a single, integrated system. A business, for instance, is a network that can have comment thread for manufacturing, advertising, banking and taxation. Because of this, the several threads should be studied in relation to each other rather than separately.

System components or passive elements both have an effect on the organization overall. When external factors are applied, it responds.

The connection is viewed as accessible because firms may obtain a wide range of data from the various organizations. A firm may obtain unprocessed commodities, information, products, etc. The transformation of such factors of production has an effect on further processes.

The systematic approach is frequently used to assess a company's effectiveness in its entirety rather than the success of each of its separate parts. Instead of only focusing on the objectives and outcomes of separate departments, this helps the team to implement system concepts across all business divisions.

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