

Developing workplace critical thinking

/BMSW 5101/

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INTRODUCTION

The organisation is made up of values, and attitudes which definitely provide an effect on workplace behaviour (Boa, Wattanatorn and Tagong, 2018). It becomes necessary for an organisation to understand how it provide an effect on workplace behaviour so that they will make changes if required. In this context, Unilever is undertaken to show how organisational beliefs and values provide a positive or negative impact on workplace behaviour. Unilever is a UK-based organisation that deals in consumer goods and are found to be the number one organisation in the market in the United Kingdom. Values and beliefs help the organization to make the right decision which results in the achievement of organizational goals and objectives. This report will discuss important aspects related to the beliefs, values, and attitudes that provide an effect on workplace behavior. In addition to this, it will also discuss how the organization will address the workplace changes after the pandemic (Osborne and et.al., 2018). There will be many challenges faced by an organization and it becomes necessary to address them. So this report will discuss some recommendations which help the organization tailor workplace changes. This report also discusses a reflective learning general which includes the learning and teaching sessions that helps to show a personal experience on the topic.

MAIN BODY

PART 1

“How do organizational beliefs, attitudes, and value systems affect workplace behavior? Also, how will tailoring workplace changes for the post-COVID mindset tackle the challenges we face now, and create more resilient businesses in the future?”

Management Theories

Management for the success of an organization becomes very important because it focuses on managing all the activities in an effect which results in increasing the effectiveness and efficiency of employees. It is identified that management theories are implemented for the purpose of increasing the productivity and service quality of the organization. It is very obvious that one single theory is not applicable to each and every workplace or situation so that's why managers used a combination of a number of theories which depends on the purpose and workforce of the workplace (Changwong, Sukkamart and Sisan, 2018). It found that management principles should be followed by the managers so that they are able to manage the employees in an effective way. It is identified that management theories originated from

bureaucratic and scientific management hierarchies. Some important theories of management include human relations, scientific management, contingency theory, system theory and bureaucratic management.

- Human relation management theory is used to enhance the product activity which includes the action that should be managed by the manager regarding teamwork, group dynamics and social system.
- In the case of scientific management, the actions are managed by following the scientific methods. That means they do not rely on a brilliant captain.
- According to the situation managers need to use contingency theory which includes the management of actions that are based on important aspects of the current situation.
- System theory is concerned with managing the actions in which the manager is able to recognize how different systems affect the different ways to workers.

It becomes necessary to understand that there is a relationship between management theory and organizational behavior. The reason behind this is organizational behavior is established because of management theories. This can be better understood with the help of the first management theory which is Taylor's scientific management theory that helped to establish the foundation for organizational behavior. It is identified that Taylor's theory provided an impact on each organization's productivity which results in changes in the personal and professional dynamics of its managers and employees. In a similar way, other important theories provided an impact on organizational behavior including McGregor's theory X and theory Y.

Organizational beliefs, values, and attitudes affect workplace behavior

It is important to understand that organizations should know how values and attitude provide an effect on workplace behavior. It is identified that beliefs lead to behavior and there is a relationship between values, attitude, belief, and behavior. For understanding the relationship between them, it is very important to understand the concept of beliefs and values of the organization. Beliefs are the acceptance of a statement or a claim which is true for the organization (Rios and et.al., 2020). But it depends on the circumstances as well as individuals who are involved in the organization. It found that individual experience is playing an important role in their belief. For example. There is an employee who is working for a manager of Unilever with an established track record in which they need to provide clear directions and also focused on accountability of workers for the assignments are much more likely to believe

what their managers say then those working for a manager (Ritter and et.al., 2018). It is found that individual beliefs can be substantiated by experience, facts, and circumstances. This is the main reason that beliefs can be changed with the introduction of changing circumstances, new facts, and evolving experiences. A belief can be said that it is an internal feeling which can be true. It may be irrational or unproven.

On the other hand, values are much more deeply rooted than beliefs. It reflects the individual feeling which is important in their life. It can be anything for the individual such as caring, trust, and empathy. But in the case of Unilever, it found that values include accountability, safety, and customer service. Value is concerned with a measure of worth. It is also concerned with the importance of a person that attaches to something. The values of an individual reflect the lifestyle in which they live. Attitude is concerned with the way expressed by an individual or a person. It can be expressed through behavior and words.

Now it is very clear what the meaning of values, beliefs, and attitudes is. Now, it is essential to understand how these things providing an impact on workplace behavior. It is identified that workplace behavior is concerned with the behavior of employees towards clients. It also includes how employees treat each other and how they will accomplish their daily tasks. If it is found that there is positive behavior in employees then it will increase the customer satisfaction rate and productivity of employees. It is found that each activity's emotions and aptitude provide an impact on workplace behavior. For example, it is identified that you never have a value that they are given importance to their employees and their attitude towards employees very soft and respectful. It provides a positive impact on workplace behavior because employees will also treat others calmly with other people and they will communicate with the appliance appropriately (Hood, Holtzman and Abbott, 2019). Unilever believes that employees are the set of the company and that's why their attitude and values towards employees are very positive they give importance to every employee because they understand that they are the reason for the success and growth. Due to this culture of the organization, the behavior of employees has also transformed accordingly because what they see and feel will automatically impact their activity.

It is identified that the belief and values of the organization provide a positive as well as negative impact on workplace behavior. This can be better understood with the help of the given examples and below points:

- If it is identified that the organisation has strict laws and customs then it will automatically shape employee behavior. Due to this belief and values of the organisation employees react very harshly to their younger generation employees because they believe that older generation employees are more effective and responsible for the organization. So that's why it provides a negative impact on the employees. Due to this, the employees are not able to communicate with their clients appropriately and they will treat every harsh behavior which leads to decreasing the number of customers and clients of the organization. It is necessary to understand that Unilever that if they want to succeed in the market it becomes necessary to make their values and beliefs in favor of employees.
- If it is found that the values and beliefs of Unilever are dedicated toward the importance of employees then it will provide a positive impact on the behavior of employees (Brookfield, 2018). They will not read the work as a burden and that's why they will enjoy the workload as well. They can work with their full efficiency and productivity which leads to the success and growth of the company in the market. In addition to this, employees are also able to communicate with the clients and other people in an appropriate way which will provide many benefits to the organization. For example, employees can develop a workplace that fits every type of employee, it also helps to create opportunities for business success, will help to increase customer satisfaction rates, and will increase the profit margin by increasing the number of customers.

So in this way, Unilever gets impacted by the beliefs and values of the organization. After understanding this it becomes necessary for an organization to apply the management theory according to the culture of the organization. This will facilitate the success of the organization and they will achieve their objectives.

Tailoring workplace changes for the post-COVID mindset tackle the challenges

Every day the behavior of the business environment is continuously changing and dynamic in nature and this is the main reason that company needs to be ready for the future implications of changes. From the experience of the pandemic, it becomes very clear that organizations should find opportunities even if they are facing challenges. After the pandemic, the mindset of the organization changed and it is also identified that the workplace needs to take the right action in order to tackle the challenges. due to the pandemic situation, companies analyze that there is a continuous change in the psychology and behavior of humans which is

not a temporary change but becomes permanent sometimes. The reason is that in order to mitigate the pandemic it requires coordinated and mass behavior changes in order to get succeed. After returning to the office is by employees are expected to adopt the behavior of social distancing and some of them are working from home. It brings many new concerns and expectations. Due to the pandemic, it becomes necessary for employers to reshape the workplace so that all the workers feel comfortable when they are doing jobs and are able to perform their duties effectively. So it is very clear that there is a challenge for employers to make the workplace adaptive so that it will not feel anxiety and fear to the workers. Due to COVID-19, there is a behavior and attitude shift found in the worker and other business persons. Some of the important attitude and behavior shifts mentioned below that a predicted to provide the heaviest impact on the corporate workplace with the discussions of recommendations:

People have a newly heightened consciousness of surface, space, and each other: It is identified from the survey that three out of 10 people are found to be avoided touching the public surface which includes elevator buttons and doesn't knobs (Ahern and et.al., 2019). Other important areas for a crowd include work cafes and kitchens. It is very important for an organization to focus on this area as well.

Recommendations: Due to this reason it becomes necessary for Unilever to focus on new hygiene products which include touch-less technology. It becomes necessary for Unilever and like organizations to turn into a de-densification strategy. It is the strategy where the space found between desks includes the circulation of seats (Rahmawati, Ridwan and Hadinugrahaningsih, 2019). This will help to reduce the crowding but it includes plenty of adjacent spaces so that people are allowed to pass with adequate space.

Personal safety: It is identified in Unilever that many people never give the chance to invisible germs and that's why they get more precautions for themselves. Employees are expected to return to the office only when they get personal safety as they are anxious for them.

Recommendations: It suggested to the organization that they need to focus on workplace design which should be in such a way that it will be able to provide a supportive feature to reinforce the employees' safety. In addition to this offices should adopt consistent and clear communication protocols and for that purpose, they need to use display space for office communication.

Employees required that the organization increase well-being and mental health:

As identified by the psychologist experts that mental health becomes important due to the current crisis because it helps to reduce depression (Emerson and Berge, 2018). Due to the everyday work stress employees are required that organization needs to focus on their well-being.

Recommendations: For that purpose, it is suggested to the employers that they need to invest in wellness-related design a strategy that increases their worker morale. It includes work-free zones in which employees are able to take a break and have a coffee which reduces their stressful day. In addition to this offices should make a balance between communal and private spaces.

Social distancing becomes the desire of community: In workplaces, employers noticed that there is a continuous demand for social distancing by the employees because they understand the threat of the virus. It is identified that COVID-19 has proven the resiliency of human connection and community in spite of the physical distance. There are many examples of this concept such as it is found that people are saying together but virtually and they also share their meals via Instagram. It shows that people do not want any physical distance and their behavior toward physical distance is changed in which some of them want a permanent change. There are many people who see surges in a group activity. But many of them are eager to get together again in order to get resume a sense of normalcy.

Recommendations: It is suggested to Unilever that they need to focus on providing a centralized space so that company will be able to share a common purpose. It is very helpful for allowing people to contribute and share team or personal stories. It will really helpful for encouraging the employees so that they can maintain a sense of community. It is found that zoom and video conferencing are also very effective in order to make the team together who are working from home (Oliveri, Mislevy and Slomp, 2021). It will help in making a team without physical appearance and also able to maintain the social distance.

So these are the important behavior and attitude which developed after COVID-19 as they change their mindset. The above recommendations are very helpful in tailoring the challenges which occurred due to the pandemic.

PART 2

Reflective journal

Week	Topic	Journal entries
1	<i>Workplace and change, management theories, logic or reasoning, etc.</i>	In the first week, I go to learn about the workplace and change and have a small discussion about management theories. I found that workplace changes can be caused because of changes in beliefs, attitudes, values and emotions of the organisation. Before attending the week's lecture I did not know about the role of beliefs and values but after that, I learn that workplace change has a relationship with the values and beliefs of the company. In addition to this, I also got to know about management theories and I found that if your organizations are implemented in an effective way then they are able to increase the productivity as well as the service quality of the company. I thought that the single management theory is applied in the organization by managers in all situations but after attending this lecture I go to know that managers use a combination of theories according to the purpose of the workplace so that they will be able to manage the employees with more effectiveness. There was a discussion of management theories including human relations, scientific management, bureaucratic management, system theory, and contingency theory (Nawas, 2018). At last, I learned about logic which is concerned with the principles of correct reasoning. I got to know that logic consists of two types which include inductive and deductive.
2	<i>Beliefs, attitudes and behavior with the discussion of critical thinking</i>	I learned about the basic definition of values, beliefs, attitudes, and emotions. In week 2 the teacher showed us a PowerPoint presentation. In the presentation, I go to understand the basic meaning of beliefs, attitudes, and emotions. I learned that beliefs are internal feelings which is something true. I also learned that attitude is a way expressed by a person with the use of words and behavior. I noticed this thing in my own case as well. In addition to this, it also discussed critical thinking and its importance of

		them. I really thought that critical thinking is not as required but after attending the lecture I realise that critical thinking requires in each and every stage of life. It requires in personal as well as professional life and that's why it becomes necessary for the individual to think about it. Critical thinking is important in two ways which include economically as well as civically. I am able to understand the components of critical thinking which include the identification and challenging assumptions, imagining an alternative, etc.
3	<i>Importance of CT and management theory</i>	The week third I found that it was very important because after discussing the short brief on management theories I will be able to learn about each theory in detail. There was a recap of critical thinking in which I found that it is a set of intellectual skills which make it easier to solve problems and make communication clear. I also identified that good critical thinking is very important to develop and it becomes valuable because it will help to join the worldwide for truth. I found good critical thinkers are rational and they are open-minded, empathetic, and fair. I found that critical thinking is not only useful in my personal I have but is also very useful in my work life as it helps to overcome big problems. After this discussion, the teacher turns to a page on the human relation approach where he discusses the theory of Hawthorne studies. I found that due to the elimination studies and Hawthorne effect, there was an influence transition from the classical approach to the human relation approach (Cloete, 2018). I found that the human relation approach works on some important factors which include job satisfaction, productivity, and satisfaction for higher order needs. I also identify and learn about the issues and human relations approach which include lack of research, control fear of misuse, and the problem with the relationship between productivity and workers' satisfaction.

4	<i>Changing business environment</i>	In Week 4 I learned that there is a continuous rapid change found in the business environment and that's why it becomes necessary for people to develop their skills in order to get prepared for solving problems and make better decisions. I got to know that the changing business environment includes many aspects such as Technological advances, globalisation, information explosion, increase regulation, evolving forms of business and more complex business activities (Mutakinati, Anwari and Kumano, 2018). These are the important reasons for changing the business environment. I also found some characteristics of the business environment which include change and innovation, leveraging of new technologies, launching of new production services, etc. It is necessary to understand that if a business person wants to become successful in the market then they should always focus on driving changes rather than as an obstacle. That means an individual needs to adopt change and find the opportunity from that change then only they will be able to work with that. this can be better understood with the example of a pandemic situation where organizations received the workplaces so that they will be able to cope with that. This week there is also a discussion on creative thinking which is found to be a process of active generation of new ideas. In this report, creative thinking requires particular stages which help to solve the problem and make better decisions. It also discusses the scientific theory of management and the history of that theory. This theory was developed by Fredrick Taylor.
5	<i>System theory</i>	In week lecture 5 I got to know about a new theory of management which was a system theory. It was the theory that was developed by the biologist. According to the theory it is found that we all work within a variety of systems which includes functional, social, information, and structural (McCarthy and et.al., 2020). I learned about a system which is a set of objects that is able to interact with the specific goal achievement. Assistant

		theories are able to provide an approach to the organization so that they are able to view it as an organism made up of many subsystems. It is necessary for an organization to make sure that it should be worked together in harmony so that company will be able to achieve its goals and objectives in an effective way. This story believes that Synergy is very essential and also found that there is an interdependence between subsystems. And the report I also got to know about the types of systems which include open and closed systems. I also made an exercise for putting theory into practice. In addition to this theory, the teacher also discusses contingency management theory and decision-making skills.
6	<i>Critical thinking and problem solving</i>	The sixth lecture discusses critical thinking and problem solving which is important not only for a personal life but also important for professional life. I go to know about that why teachers are focusing on teaching critical thinking in the classroom as it provides skills to empower, make wise decisions, serve democracy, etc. In addition to this, we are also learn about the challenges and barriers which include lack of confidence, inability to concentrate, rigidity, etc. I found that this lecture was very important for my future because it provides me how to think critically. It will very helpful for solving my future problems which have already been discussed. I learned about the process which is required for good critical thinking. It includes an important step such as interpretation, analysis, evaluation, inference, explanation and self-regulation (Paul, Jena and Sahoo, 2020). Firstly it is very important for an individual to express the situations in a comprehensive way and after that identify the actual and intended inferential relationships. The second analysis steps include examining ideas and analyzing the arguments. In the third step, we are focusing on evaluating for assessing the credibility of statements. In the 4th step i.e. inference, we won't need to identify and secure the elements which are necessary for drawing reasonable conclusions and for that purpose we need to

		examine querying evidence. The first step of critical thinking is very important as it includes an explanation in which I need to explain each and every piece of information and present it in a coherent and cogent way. The last one is self-regulation which includes self-correction and examination.
7	<i>The changing work</i>	It is important to understand each and every individual because when I attended this lecture week I got to know about that how a changing business environment provides an impact on organizational performance and that's why it becomes necessary for the company to take the right step. In this lecture week the teacher discussed managing innovation and creativity. Innovation is very important and it is the key element of success but it becomes necessary for the managers and employees of an organisation to focus on the management of innovation and creativity in effective ways (Oliver, 2018). This is the reason that they need to focus on system collection of all impulses which may lead to innovation. In order to manage creativity and innovation, an organization requires good teamwork and the creativity of employees. I found that it also required the corporation of external exports which I really don't know about that. In order to manage innovation and creativity, it is very important for a company to assess the potential of innovation which includes marketing, strategy and planning, Technology process, human resources, logistics and quality management.
8	<i>Managing change and stakeholders</i>	After understanding the changing work now it is very important to manage the change and for that purpose, the teacher discussed the management of change which includes the important models in theories that helps them to do this. In addition to this, the teacher also discussed stakeholder analysis as it is important for management because it provides deep knowledge about the thoughts and behavior of all stakeholders. Change management includes an important process which is known as the ADKAR process. It is the acronym for awareness, desire, knowledge,

		ability and reinforcement. I found that it is an important tool or model for understanding how, why and when to use different change management models. I identify that it is the five building blocks of successful change. In the first step, it is important for an organization to know the nature of change and why it is important to happen and what will be the risk of not changing. After that, it is important to improve personal motivation as well as organizational drivers so that they will be able to support the change. The knowledge is required for understanding how a company will change (Saleh, 2019). Ability is necessary to implement the new skills so the change becomes successful and able to remove all the barriers. I found a reinforcement is the last step and it is very important for an individual in order to sustain the change. I learned that this model is not only useful and organized but it is very helpful for my future bass changes very consistent and that's why it is definite that we will require The change management process.
9	<i>Organizational Control and Change</i>	In the last lecture, we learn about organizational change which is necessary for a company and this is the main reason that managers are required to monitor and evaluate each and every activity (Ahmad, Widén and Huvila, 2020). This will helps to ensure product quality and employee responsiveness.

CONCLUSION

It can be concluded from the above discussion that developing a workplace with resilience becomes very important because there is a continuous change in the workplace and it becomes more complex after the pandemic. But still, it is analyzed that organization needs to behave positively so that they are able to reshape the workplace and found the opportunity for achieving the organizational goals and objectives even in the worst situations. It is identified and analyzed from the above discussion that beliefs, attitudes, and values provide a positive as well as negative impact on workplace behavior where people are interacting with other people which includes the interaction between clients and employees. It is necessary for an organization to focus on using management theories in order to make the organizational

behaviour effective which helps to achieve the organizational goals and objectives. This report also discussed the recommendations for accepting and adopting the changes after the mindset due to the pandemic. In addition to this, the report discussed the reflective journal of an individual who learns in 9 weeks.

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