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Mudole:

Developing Workplace Critical Thinking

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- **Introduction**

Analysing a concept objectively refers to critical thinking by considering the real facts and differing perspectives to reach logical sound conclusion. It is nothing but an ability to analyse the whole concept objectively. Critical thinking aims to provide an automatic thought process or skills that help to make decisions based on self interest personal biases or irrational emotions. Critical thinking brings creative solutions in the organizational context to help businesses to remain innovative and competitive. In every part of the organisational context critical thinking exists to know the biases and evaluate the facts of the situation (Jackson, 2015). This is possible by generating possible solutions, particularly out of the box ideas. Being a junior manager of the organisation, it is one of the key responsibilities to report to the senior manager by outlining critical thinking and application of appropriate management theories. In this study focus has been given on Mace which is an International consultancy and construction firm of United Kingdom. Precisely difference amongst individual attitude, beliefs and values and role in the workplace has been discussed.

The organization Mace has already expanded its business over twenty countries in the world. However, recently it is finding difficulty in order to grow business in the third world country across the globe. The management body of Mace has found out that the strategy to take grip over those countries is not dependent on resources like money and man labour only. Efficient management is the most important thing to execute the better business in those areas. Higher authorization of Mace is realising the need of skilled managers having capability to think critically, analytically and out of the box. Market study by Mace has revealed that there are number of competitors of them who have already taken the venture to grow their business in the third world countries. Therefore, only innovative ideas and strategies can be the prime factors towards the business growth, earning more revenues and long-term survival. Besides, 4,494 employees are given training regularly, in order to achieve their shared common goals (macegroup.com, 2018). In addition to that, finance and marketing team of Mace have declared that for current financial year the revenues they have earned are appreciably lower than their major competitors are. However, as per the data of 2016, the revenue of the company were

204.11 crores GBP (macegroup.com, 2018). Management body has already called for a board meeting. They found out that the lack of critical thinking ability and understanding market needs are responsible for this issue.

- **Management theory and impact on beliefs, values and attitudes**

Attitude refers to ways by which an individual react when they see a place or person or an object. This is moreover; attitude is all about three components: emotions, behaviour and thoughts. From the perspective of an individual, it can be mentioned that attitude can be favourable or unfavourable (Underwoor, 2013). Attitude can be well-formed and broad that are generally developed through individual learning processes. On the other hand, belief is all about reflecting thinking of an individual about something. And can further be termed as a way to indicate that individuals' subjective probability. Therefore it could be mentioned that beliefs can be one of the reason for having a range of attitude. According to Shiraev and Levy (2016) individual beliefs are subject to change based on the new data or information about life experiences. It also reflects on the learning processes. Beliefs and attitudes are a part of system which includes some behavioural intent termed as individual intentions when performing a range of behaviours. According to this foregoing discussion, both behavioural intentions and beliefs have strength components that rely on individual's perceptions regarding their likelihood. It is an object that is based on some individual characteristics or the probability of subjective performance of individuals. In this way individuals would actually perform their behaviour. In this way, behaviour would become a component of beliefs that is defined as observable action or actions. In the views of Albanese and Paturas (2018), values can be defined as an important part which is required by an individual to grow as well as develop precious. This is moreover, regarded as a significant life goal or such behavioural standards that individuals have. It strongly defines their positive attitude. Values are treated as the most important elements in individual's system of beliefs and attitudes. Individual's' value system could be viewed as creating blocks or several beliefs and attitudes which are deep-rooted in nature and resistant to change. For many individuals, set of values can be strong enough to dictate individuals' behaviour in a wide range of situations and settings. Value conflicts can be formed due to many disputes about natural resources.

Therefore, in context to the chosen organisation, it can be mentioned that values, beliefs and attitudes can be changed by developing new demands and expectations for public land management. However, Rahim (2017) argued to the fact that there must have some reasons for making a conflict situation over public lands. In the organisational context, it can be mentioned that difference among beliefs, attitudes and values of individuals can be a global issues as well as natural and logical. Precisely, individuals thinking vary to each others on a particular decision or certain important matters in an organisational context. According to Aristotle, ‘justified true belief’ and ‘beliefs’ relies on true or false (Ferguson, 2018). Prominent social psychologist like Aristotle defined beliefs is difficult epistemological issue that might arise in any discussion of knowledge. Individual beliefs attitudes and values can be grounded are considered in both perspectives of good and bad. In this regard it could be considered as obligatory and must be distinguished among moral spiritual and material values to clarify the difference among individual beliefs values and attitudes.

In an organisational context, the fact that believes open specific two cultures and groups provides rise to the question how they are formed. Focusing on social psychology and sociological approach, individual beliefs and values shared by members of diverse cultures societies and groups. According to Solomon and colleagues (1991), eco defensive function could be referred to as terror management theory. According to their research they found individual beliefs and attitudes are more attracted to their confirmed beliefs. Giving a strong example on this beliefs, attitude, and values would be logical. The concept of stereotypes is associated with individual beliefs and attitudes about the personal characteristics of a group of people within an organisation (Conttrel, 2003). In this way, the stereotypes reflect constellation of beliefs about society. Diverse attitudes and beliefs can have non-rational, rational, and extra-rational. Therefore rational understanding relies on human cognition to grasp significant truths about the world. On the other hand, non-rational implies an understanding or beliefs that are contrary to conclusion according to human cognition or thought processes. Similarly, extra rational means quite different than rational and non-rational. It refers to and understanding of qualitative distinct from cognition for example emotion which derived from human cognition.

Theories of Management are a set of general rules that followed by the managers to manage a healthy workplace platform in an organisation relating to its business goals and objectives (Bell, 2010). These theories are treated as explanations to assist employees to achieve the same.

Management practices rely upon individual experience of both employees and employers and real case studies. Through management theories, employers and employees enhance their talents in a business context by understanding good management practices. Through formal education and personal research in order to improve the business model and their productivity, theories of management has been using from a long time (Hill *et al.* 2014). On the other hand, elimination of redundancy and enhancement of retention rates are also possible through management theories. There are a number of management theories that help organizations to stay on the track. Here such management theories have been discussed for the success of the study.

The management psychologist Fred Fielder developed the contingency theory of leadership effectiveness as it relates to group effectiveness. The theory is based on two factors relation motivation and task motivation. Following the least preferred co-worker (LPC) scale, the task motivation and relation motivation could be determined. This Management Theory is based on 'if' and 'then' approach to management. Here 'if' represents independent variable and 'then' is all about dependent management variable to be adopted in the respective situations. Precisely 'if' represents strong psychological needs of employees whereas 'then' represents financial motivators. Contingency management theories of leadership help organisations to understand and focus on multivariate nature to operate under diverse environmental conditions. In the view of Kameron and Russ (2017) rather than solving problems of specific solutions, this theory offers a framework where each and every solution depends upon different environmental conditions. Providing insight into organisations adaptability this theory is helpful for both internal and external environments. It is all about fitting the internal environment to its external environment. This theory is adaptive in nature that helps to design organisation structure and plan information decision system. There are some limitations found in this theory. It's been argued that contingency theory has no definite solution to a problem. For this very reason managers think of alternatives to arrive at the right decisions which may be costly and time taking.

Scientific management theory also has been considered here which is well known for its application at the production floor or the operating levels. Fredrick Winslow Taylor was the founder of this theory and this is why the management theory often called 'Taylorism'. This Management Theory focused on enhancing the efficiency of individuals within the organisation. Production through using intensive technology can be increased through this management theory. In the view of McPeck (2016) encompassing the work performance on the production

floor is quite different from the other tasks performed within an organisation. Focusing more on the scientific management, separate planning can be summarised with the functional foremanship of supervision for example direction and instruction in the respective fields where it needed the most. Individual worker can determine fair work duration by considering time improvement of working conditions are expected by standardizing the tools and period of work (Schick and Vaughn, 2014). Cost of production is also expected in the same way. Training and scientific selection of employees can also be done according to the management theory.

In this way the scientific management theory not only focuses on automation and mechanization but also boosts the productivity and motivates employees to perform well at the same time.

Being as a junior manager of Mace, I have been involved in serving the roles and responsibilities of a supervisor by following the orders of my senior manager. My role as a junior manager serves as account executive on various projects of Mace. I have involved in advertising and marketing of oversee projects and supervises the work of non-management employees. In ongoing projects my responsibility is to look after all the employees' actions how they perform and manage their individual roles and responsibilities (Rahim, 2017). In addition, I am responsible for ensuring and making construction and safety inspection by selecting appropriate tools and materials. Maintaining high quality control procedures and finding ways to prevent any problems have also come under my responsibilities. According to my job role, I believe the scientific management theory would help me to demonstrate the impact of my own beliefs attitude and values which are linked to and contribute to forming individual. As the scientific management theory focuses on the functional foremanship of supervision, being a junior manager I need to follow every details that Taylor summarised. Following separate planning, time, motion, fare amount of work, standardization of tools and working conditions, I would able to demonstrate each and every details to my employees and workers (Rosenbloom, 2016). In this way I can produce cost of production that will surely boost my organization's goals and objectives. Precisely, I can focus more on automation and mechanization rather than following the human behaviours within Mace. Analyzing cost of production will in turn help to execute efficient cost management for Mace. This can reveal the facts what need to do in order to earn more revenues in upcoming years.

- **Impact of beliefs attitudes and values on own workplace behaviour**

Individual beliefs, values, and attitudes determine what is important for individuals in the way they live and work in an organisation. These three important factors are the foundation of influence individual decisions, actions and the impact they choose to lead. In this regard, respect, privacy, independent, financial security, creativity, openness, success, trusts could be justified with individual values, attitudes and beliefs. In an organisational context, every individual has a different set of beliefs with varying degrees of importance. Supporting and energising work determines the individual beliefs and values by which individuals support and energise their work (Haines, 2015). The more the individuals align their values and beliefs with their work; they will become professional in their respective areas. Conflict situations might arise due to different perception, values, and beliefs as there are many employees working in Mace. Finding rapid growth of business is expected from every organization however, the diverse beliefs, values and attitudes must be considered accordingly. Individuals have a different set of beliefs values and attitudes with varying degrees of importance. Individuals influenced by their family religion culture and educational values. Knowing individual values beliefs and attitudes can help individuals work effectively with each other co-workers resolve conflicts and support organisational philosophy of care appropriately (Foley, 2018). According to Mace, it can also be seen the same thing happened among the employees who are working there. MS has been working with different employees with their different cultural backgrounds and religions, therefore their beliefs attitudes and values are varying with each other. Like other organisations, Mace has been facing the same scenario of conflict situation while working with different religious and cultural background individuals. In this regard, the employees of Mace need to align their work and move towards their value so that organisational conflict not arises. On the other hand working together might be a disconnect among their values and the work in the business of Mace. Two relationships at work might be impacted and because of different cultures values when dealing with others. Different cultures values and beliefs can also develop conflict in their relationships at work (Grunig, 2017). Considering the individual beliefs and values of others individual positions are to hold which is most important to both of Business and individual positions in order to improve the relationship at work or in the business.

Therefore it is mandatory to look after all the issues that Mace can face in the near future. Sustainable development is the very thing that enhances skills knowledge and production technologies to develop individual decisions and reducing risks. Following these an organization can sustain development gains. Strengthening capacities and providing healthy workplace environment is the main goal of sustainable development for access to opportunities. For this reason consideration of environmental development plans and strategies must be used by ensuring the natural wealth to promote economic recovery and livelihoods. According to Miner (2015) without fully considering the future impacts, the individual's beliefs attitudes and values could not be resolved. Therefore sustainable development is a much needed concern and an effective approach to balance different evidence of social environmental and economic limitation. It could be stated that the organisation Mace has been dealing with those conflict situations that the employees face during their employment. For this very reason, sustainable development has been following by Mace to make better decisions on those issues that affect its organisational effectiveness and wellness like different beliefs, attitudes of employees. Sustainable development is nothing but a way to change the way people think and act. As values are important to grow and develop organisational wellness it helps to develop the future that an organisation wants to experience. Individual values and attitudes reflect how employees' specific needs are fulfilled by considering their self interest. Precisely, relationship values reflect how individuals relate to others in their life and even within an organisation (Gond *et al.* 2016). Financial growth, teamwork, productivity are connected with each other that can be strengthened by sustainable development.

In this case, the management theory that has been chosen here would fit for managing the conflict situation among individuals' beliefs, attitudes and values. As per the view of Anderson *et al.* (2018) the scientific management theory would fit for the senior manager of Maze to determine the best way to select the best talents by outlining their basic duties. The senior manager can plan and execute the main objective of improving the economic efficiency of business. Following this management theory, the senior manager can refer to the speed and rate at which work needs to be done from employees' end. Based on Chang (2016), using the right pieces of equipment and tools the employees can follow the quality control standards. Utmost care should be taken by the senior manager to choose the best resources by considering time and market to deliver winning solutions. Bell and Loon (2015) mentioned that workplace attitude

affects how employees approach their jobs both in positive and negative perspectives. In general what is attitude have both positive and negative impact on productivity which is based on employees willingness. In the views of Kamerer and Russ (2017), work environment is responsible for delivering the positive or negative outcomes of employees. Workers who show their positive attitude toward change might welcome a chance to enhance their skills. As a result, they might adopt those changes more quickly than others employees who have negative attitude. Therefore, implementing changes can only be fruitful by reducing time in proactive manner which has a direct impact on workplace attitude. In the view of Rosenbloom (2016) positive attitude of employees can affect workplace attitude in presence of creativity and innovation that can lead to productivity both for the organization and the employees. On the other hand, employees with a negative attitude not only affect productivity but also have no interest in innovation. In this way, negativity can breed content and develop a workplace environment where there is no incentive for employees. However, employees with a positive attitude support each other by increasing productivity and morale with an ability to overcome adversity. Therefore, significance of attitude in the workplace is quite necessary to discuss here. In a workplace, positive attitude helps employees to accomplish task before the timeline given and in an effective manner. Employees' performance to a great extent depends on healthy relationship the employees share with their workers. In this way, healthy relationship can be established with having a positive attitude towards the organizational wellness and careers (Ahuja, 2017). In many aspects, a positive attitude brings a number of benefits both for employees and organisation. Discussing about significance of attitude in shaping human behaviour, it is quite important to discuss about employees attitude. Working in the organisation means is all about managing a diverse workforce so that employees can earn respect easily and other employees follow and listen to them. Good relationships among co-workers help employees to develop effective teams for a common cause of organisational wellness. Therefore a positive attitude is the one that helps employees to appreciate competencies and working as a team.

Being a junior manager of Mace, the scientific management theory would help me to eliminate waste full time and motions in performing several activities in addition it also help me to introduce time and motion studies to develop organisational goals and objectives. According to Shafritz *et al.* (2015) problem-solving and decision-making skills would be advocated selection of job requirements for others. As I have involved in scheduling Mace project in budgeted time

and inspect to monitor compliance with developing safety quotes and other regulations, the scientific management theory would help me to improve economic performance of both management and employees. In this way I can improve the flow and strength of my statements to develop the living standards of employees along with profit and wages. In the similar way, I need to concentrate more on sustainable development that can improve the quality of workplace environment to expect positive attitude from employees' end. As sustainable development brings many opportunities about changes in individuals' attitude, knowledge, and skills, being the junior manager of Mace, I need to aim at achieving the goal of social development and economics without destroying environmental resources. Therefore the scientific management theory would be right to follow up to make financial gains by increasing efficiency. In the view of Toner and Moran (2016) following sustainable development and the scientific management theory, the production planning, wage system could be possible to analyze in case of promoting job satisfaction amongst co-workers. At the same time some important matters need to keep in mind that physical and economic needs of employees need not to be affected. Any possible threats that could affect organisational wellness also need to overlook. Differential wage rate system might affect employees' productivity that lead to conflict situation among employees when promoting labour resentment. All these aspects of belief, attitude and behaviour in workplace affect the personality, skills and professionalism of the employees of Mace. Management of Mace has decided to groom the employees of Mace to regulate these factors in a positive manner.

- **Evidence of research on relevant academic theories**

Critical thinking is important to force both employees and employers look at a situation to bring new ideas and fosters teamwork. Precisely, it can be a long process which requires input from employees when the organisation and make it worthwhile practice for any business organisation (Anderson *et al.* 2018). Critical thinking can post multiple variables solutions to the same issues that an organisation seeks for. Being as the junior manager of Mace, critical thinking needs to follow from my end by gathering information from employees so that making effective decisions can be easy easier. For this reason, an effective leadership is required to conduct with critical thinking and reflection. Before coming up with ultimate decision an in-depth analysis of

intellectual and critical thinking is required the most. For the same reason, this theory should be followed to come up critical thinking for both employees and organisational wellness. Critical thinking and the scientific management theory both can be introduced to promote tolerance amongst employees within the work environment. In the views of Orcher (2016) decision making process is quite time-taking therefore, prioritizing time and resources needs to be systematically analyzed what are useful and what not. As Mace is a consultancy and construction firm, therefore it is possible to see conflict situation amongst employees. Conflict situation is one of the prime reasons for less productivity and poor standards of living. In this occasion, the responsibility of a junior manager is to look after those issues and reduce interpersonal conflicts by promoting unity of actions. Positive attitude can surely bring the solutions of productivity that not only manages a diverse workforce but also helps to build effective teamwork.

Following the scientific management theory it would possible to allow employees taking the right decisions toward Mace productivity and its organisational wellness. Based on the view of Ferguson (2018) interpersonal relationships among employees could also be possible to maintain through this management theory and effective leadership styles. Senior manager of Mace is required to take some important assessment regarding stress management. Stress refers to detrimental effects on employees' health. Therefore, it is required the most to eliminate the stress level so that they can put their bests and take positive thinking. With the help of scientific management theory the senior manager can enhance the production by concentrating on steady improvements in the construction firm. The cooperation among workers and senior managers can be enhanced and inaccuracy could be removed from the root with better planning and decision-making abilities (McPeck, 2016). Therefore different set of values attitudes with varying degrees could be minimised by taking effective leadership styles through scientific management theory. Keeping in mind individuals' values and attitudes, senior and junior managers of Mace can take different position in particular ways to respect their values respectively. Unless the coordination among employees and senior groups could not be maintained that leads to less productivity. Every employee of Mace is required to consider importance of teamwork so that own skills can be enhanced. Considering a career move would also be helpful to review their roles and responsibilities within the firm.

Based on the ideas of Chang (2016), it can be said that with the help of critical thinking and problem solving techniques, employees can identify valuable approaches. This in turn can be

reflected in their day-to-day performance and level of productivity. Improvement of communication suggests contributing towards appropriate and consistent backup thereby proving to be helpful in communicating proposal effectively.

Non-critical thinking can develop an environment which can cause anxiety for employees however critical thinking process can develop a setting where conversation cultivates innovative ideas that builds understanding and allows for self reflection. Conflict situation can be dealt with and by doing this critical thinking process can help individuals to make the right decision. Thus it can be benefited the organisation to come up with innovative ideas to enjoy a healthy workplace and the best pool of employees. With the increased speed of business employees at every level might face conflict situation regarding their work settings. Therefore it is quite necessary to motivate employees into new direction so that they can make effective decisions to make the organisation profitable and competitive. For improvement purpose Mace may follow scientific strategic management theory and leadership practices to welcome healthy workplace environment. In addition, both the senior and junior managers should allow employees to apply critical thinking for the wellness of Mace and it can reflect on their work performance as well. Creativity, problem-solving, and good analytical skills of employees can only bring the productivity that Mace has been looking for. All these researches have revealed that the total change in attitudes including self-motivation, developing problem solving ability, critical thinking will help to enhance the productivity of Mace.

- **Recommendation**

As per the case study considered here, Mace, a construction consultancy of United Kingdom is facing serious survival issues against its competitors. Management body of Mace has found out that the personality problem of their employee regarding belief; behaviour and attitude in the workplace, ability to think analytically, critically and in innovative way matter much towards their business growth across the globe and earning more revenues.

Being a junior manager of Mace I have reported all these issues and found out some probable solutions to fix those.

Human Resource Management needs to change their recruiting strategy to hire efficient employees and managers capable of think differently, critically and analytically. Actually, some

marketing personnel are required to hire in order to understand the needs of the market properly. Based on this market need Mace can predict the trend of its future business growth and earn more revenues than its competitors earn.

Management of Mace needs to take care of the personal grooming of their employees. Effective personality training and grooming can change the attitudes, behaviour and belief towards enhancing the productivity of the organization.

Management also needs to organize different programs where their employees can face live problems and can get a scope to overcome it by their critical thinking and problem solving abilities.

The end

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