

Developing Workplace Critical Thinking

Module Code: BMSW 5101

Module: Developing workplace critical thinking

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Introduction

Business organisations have different types of beliefs, attitudes and value systems of the organisations those impact the operations and the working environment and behaviour of the organisation. The particular attitude, values and beliefs can derive the positive working behaviour through improving employee satisfaction and communication within the organisation. Lookers is such a car dealership company that is listed as one of the greatest organisations having effective organisational culture and behaviour. This task will discuss the beliefs, attitudes and value systems of Lookers and the impacts of those on workplace behaviour. A reflective report will also be developed based on the experience in Lookers regarding the beliefs, attitudes and value system along with appropriate theories.

Part 1

Introduction of Lookers

Lookers is one of the British car dealership organisations in the UK and Ireland. The organisation deals with different types of motor brands that are listed on the London Stock Exchange. The organisation was founded in 1908. This organisation belongs to the car sales industry that started the business with the sale of bicycles, motor parts, accessories etc. This is a public limited company that accomplishes the tasks of dealerships of course and different motors of cars in different countries (Ertosun and Adiguzel, 2018). Vehicles are the main products of lookers. This organisation is a network of car dealerships with different types of car manufacturers such as Vauxhall and Renaults. This is a leading wholesale distributor of auto parts and machinery within the UK. The organisation is listed as one of the organisations in the UK having great culture and environment within the workplace.

Discussing how organisational beliefs, attitudes and value systems affect the workplace behaviour within Lookers

The workplace environment in a particular organisation is the motivator of determining the behaviour and satisfaction level of the employees. The beliefs and value system of the organisation can both improve and degrade the level of satisfaction and performance of the employees within the organisation. There are several impacts on workplace behaviour due to Particular beliefs, value systems and attitudes of the organisations that must be followed by the employees of an organisation (Gaitas and Alves Martins, 2015). This is also the same for Lookers. The impacts of beliefs, attitudes and value systems of Lookers on the workplace behaviour are described below:

Effects of organisational beliefs

The beliefs of an organisation consist of the basic rules and duties that the organisation develops as a constitution to be followed by the employees. The organisations think of it as the motivator or determiner of success those employees need to follow while operating the business and doing their jobs. For this, the employees need to follow the structure, rules, process, procedures and strategies do the organisation develops for accomplishing the duty of each employee. This directly impacts the employees, the performance of the employees and the environment of the workplace (Herrington et al., 2016). As the employees need to follow all the beliefs that a particular organisation possesses, this work as a blueprint of operating the business by the employees. So, the beliefs can derive the mind and perception of the employees regarding the organisation. Positive beliefs do support the activities and effective actions of the employees can help the employees to work with dedication within the organisation, which is important for the business to develop an effective workplace behaviour and environment to maintain healthy working relationships within the organisation (Kawiana et al.,2018). Lookers have taken the position in the list of great working cultures within the organisation through having effective and positive beliefs within the organisation to assist the employees working flexibly and collaboratively to improve the functions and communications within the organisation. Lookers have developed an effective working environment by providing trendy beliefs to match with the perceptions and expectations of the employees matching with the changing trends (Hitt, Arregle and Holmes Jr, 2020). Lookers implement the beliefs that can support the employees to perform their duties within the organisation, which improves the workplace behaviour of the employees

and improves the Connections and relationships among top management, authority and employees. Positive beliefs help to improve a positive working environment and behaviour within Lookers which helps improve productivity and profitability.

Effects of organisational attitudes

In every organisation, there consist a particular attitude of the organisation towards the employees and other stakeholders. The organisational environment and behaviour are improved with the help of the positive attitude of the organisation towards the employees. The employees of an organisation always seek attention and priority which helps them to be motivated and boost their performance and productivity within the organisation. In this way, the attitude of a particular organisation towards the employees can help to upgrade the performance level and the workplace behaviour which is the greatest motivator of higher productivity and performance within the organisation (Helmreich and Merritt, 2017). Lookers has taken place in the list of Most effective organisational culture and attitude in the world ranking. This is because the organisation contains a positive attitude towards the employees and other stakeholders like suppliers, competitors, distributors and others. And the business always prioritises the employees to provide the proper motivation to improve the performance within the organisation. This is the most positive attitude of the organisation to enhance the productivity of each employee and the overall organisation (Shah, Irani and Sharif, 2017). Lookers does not suspend any employee because of their single mistakes or errors moreover the organisation evaluates the reasons for the errors and trains them according to the requirement of the organisations to upgrade the skills and capabilities of the employees. With this positive attitude, the organisation has gathered effective attention and satisfaction of the employees which has improved the bonding and communication between the employees and the employers (Kalina, 2020). This has developed an effective and positive working environment and behaviour within the organisation. On the other hand, when the employees are satisfied with their role and benefits, they continue working within the organisation happily and the communication and relationship among the employees within the organisation upgrades gradually. This assists the organisation to develop positive and effective workplace behaviour within the organisation.

Effects of organisational value system

The value system of an organisation is the particular beliefs and choices of old organisations that are required to be accomplished by the employees and other management. The employees are

bound to maintain and follow the value system of the organisation to work according to the rules and regulations of the organisation. The value system of the organisation determines the standard of the organisation within the industry (Skipper et al., 2016). In terms of improving the value system of the organisation, its research evaluates the aims and objectives to develop an effective value system that can support the operations of the organisation to achieve the goals. Lookers has got the position of organisation having good working behaviour within the organisation due to an effective organisational value system that supports the employees perform their job and duties effectively without conflicting morals of individual employees (Ertosun and Adiguzel, 2018). The basic value system of Lookers focuses on prioritising the demands of customers and identifying the requirements of the employees from the organisation to motivate them effectively for ensuring higher performance (Hitt, Arregle and Holmes Jr, 2020). The value system of Lookers always helps the business to attain the attention and satisfaction of both employees and customers, which helps the organisation to improve and sustain effective and positive workplace behaviour within the company. In terms of developing the value system, Lookers always identifies the requirements of the employees and customers to provide the required benefits and services to both employees and customers. The value system of an organisation is the blueprint of operations of the business so for Lookers. The business can operate the functions through the help of effective delivery of the value system developed by the organisation (Herrington et al., 2016). In terms of improving the value system of the organisation, the standard of the organisation needs to be developed before developing teams and starting functions of the organisation. In terms of improving the business, proper development and implementation of the right value system can help the organisation to upgrade the bonding and workplace behaviour effectively.

The workplace behaviour within the organisation depends on the perception and values of the organisation and also the values of the individual employees within the organisation. When diversified employees have different types of beliefs and attitudes work together, their perceptions and attitudes are changed which is important for the development of working relationships and behaviour (Gaitas and Alves Martins, 2015). Lookers can develop workplace behaviour within the organisation through developing teams through the help of the Tuckman Theory of Team Development. The theory is discussed below:

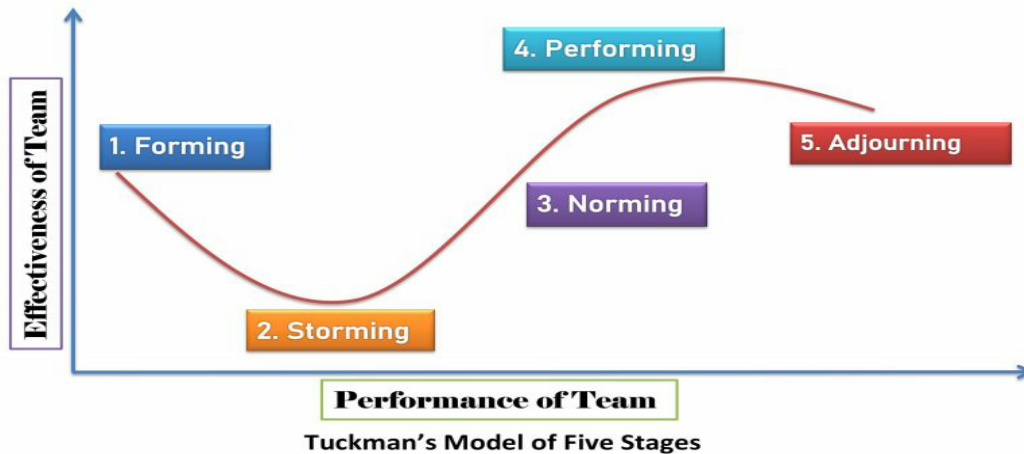


Figure: Tuckman's model of five stages

Source: (Kawiana et al.,2018)

Forming: Leaders must develop a team to improve workplace behaviour through searching and arranging employees with similar interests within the organisation. In terms of developing a team, the organisation must identify the requirements of the team and search for effective and proper team members for the teams to get the maximum outcome from the team (Sánchez-Báez et al., 2018).

Storming: In this stage of team development, different types of conflict arise within the team regarding the interest, skills and capabilities of the team members. In this stage, the threat of hampering workplace behaviour is high.

Norming: The team members of Leaders will adapt with the team and team members in this stage to cope with the teamwork effectively. In terms of developing effective workplace behaviour, the proper norming process of the team is important in different aspects (Markic and Eilks, 2012).

Performing: In this stage, the teams of Leaders will perform their duties within the organisation to achieve a similar goal. This is the stage when the employees can enhance the bonding and communication within the team to improve the workplace behaviour effectively.

Adjourning: The teams improve different issues and problems that arise within the team while performing their duties. The organisation can hope to improve the workplace behaviour through the evaluation process and correct the errors effectively through maintaining the team activities and behaviour (Helmreich and Merritt, 2017).

The development of a team can impact the overall organisation to improve workplace behaviour.

Workplace changes for coping with post lockdown business environment

Covid-19 has brought several changes in the business operation as this crisis has affected both the economic and social life of the people of the world. For this particular reason, a business organisation will have to renovate their business operate more effectively to coping the post Covid situation to gain sustainable competitive advantage in their business. As Lookers is operating its business for selling a car and car-related machinery and equipment, the business was hit greatly in the pandemic situation (Herrington et al., 2016). The organisation will have to make several changes for renovating its business operation. In this regard, appropriate change management will be implemented within the organisation that can be helpful for the organisation to deal with the same type of situation in the future effectively and efficiently. Lookers can also focus on different areas of their business operation for bringing changes which can help the organisation to cope with this type of situation in the future perfectly. In this regard, Lewin's change management model will be effective for managing change within the organisation.

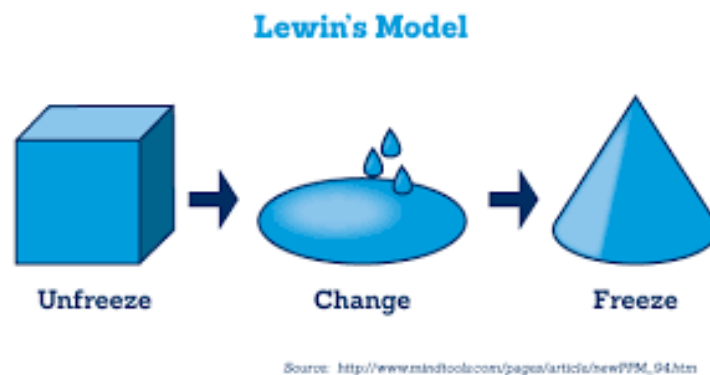


Figure: Lewin's change management model

Source: (Hitt, Arregle and Holmes Jr, 2020)

Unfreeze: This is the first step of bringing any change within an organisation. In this regard, different areas of bringing changes will be identified. From the perspective of Lookers, different areas will be identified for coping with the post-Covid situation. For example, Lookers can focus on massive technological adoption in the business organisation. Besides, this company can focus on developing a proper crisis management plan that can help the organisation in the crisis moment to fight (Gaitas and Alves Martins, 2015). Minimising the cost of the organisation can be adopted as another approach to implement in the organisation to bring significant change. In this regard, the management of the organisation will have to focus on reducing unnecessary costs

of the organisation for increasing the profitability of the organisation. Lookers will have to bring changes in the organisation regarding workplace management. In this regard, the organisation will have to focus on ensuring workplace safety for the employees of the organisation. At this stage, Lookers will also have to communicate with its employees to accept the changes in the organisation for implementing the change properly within the organisation (Tannenbaum, Weschler and Massarik, 2013).

Change: This is the second step of implementing change within an organisation. The organisation will have to plan how to bring changes in the organisation appropriately. So, defining the process of bringing change in the organisation will also be defined by the organisation for implementing change properly within the organisation (Ertosun and Adiguzel, 2018). For example, regarding technological adoption, the organisation can focus on identifying which technologies will be used in the organisation for continuing performance in a situation like Covid-19. Regarding workplace safety, the company can focus on maintaining distance between the employees while they work within the organisation (Kalina, 2020). At this stage, these plans should need to be made properly for facilitating changes within the organisation. Besides, the organisation will have to inform the employees of the organisation about the change management. At first, they might show their loathes to accept the changes. However, they will be informed about the effectiveness of these changes within the organisations.

Freeze: At this freezing stage, a business organisation will have to take initiatives to make the changes sustainable within the organisation. At this stage, the management of the organisation will have to inform all the employees about the change and how they can perform within this situation for gaining success (Helmreich and Merritt, 2017). This is a very crucial step to make change sustainable in the business organisation. So, the management of Lookers should provide higher emphasis on bringing sustainable changes in the business organisation for coping with the crisis in the future.

Part 2

Reflective journal

In this part of journal I would like to consider Lookers, which is a car dealership organisation in the UK having the position as one of the greatest organisations with good working culture in the world. While working in the organisation, I have observed the beliefs, attitudes and value systems of the business that vary from each other. In this reflective journal, I will discuss about the discrimination of beliefs, attitudes and value system of Lookers. The reflective journal will also discuss the impacts of the beliefs, attitudes and value system on the workplace behaviour of Lookers with the help of different theories.

Discrimination and analysis among organisational beliefs, attitudes and value system of Lookers

As an employee of Lookers, I observed different values and attitudes of the organisation that they impose on the employees while functioning within the organisation. In this way, I have improved my knowledge and perceptions regarding the particular attitudes and value systems of the organisations and the impacts of those on developing the positive workplace behaviour that I have experienced within Lookers while working within the company and I have discussed it on my first week of learning with class and Tutor (Solomon, 2020). Beliefs, attitudes and values system of a particular organisation are changing issues within the business those determine operations of the business and the employees the specific goals and objectives of the business (Kawiana et al.,2018). As I found out from my second studying week ,the belief of all organisations is not the same according to which the organisation runs the business. On the other hand, the attitude of Organisations is different from each other based on the standard and perception of the organisation towards the employees and other stakeholders. Lastly, the value system of the organisation is diverse one from another as different organisations have different goals and values to be achieved through different operations of the organisation. Through working within Lookers, I have closely monitored the beliefs, attitudes and value systems of the organisation that are different from each other.

The beliefs, attitudes and value systems of lookers are differing from each other. Beliefs of Lookers are the particular thoughts of the organisation regarding the operation and planning of the business (Odor, 2018). Lookers believe in prioritising the trends and demands of employees from the organisation to satisfy both employees and customers to upgrade the performance and

productivity of the business, regarding this points we have been talking on week four how critical thinking and creativities could improve business decision, also was considered R.E.D. model. On the other hand, the attitude of the business towards the employees of Lookers is effective as they think their Manpower is the main resource of the organisation to perform the operations of the organisation. Moreover, the value system of the organisation is the basic thinking and standard of the organisation that Lookers has developed to run the business and ensure the performance of the employees (Tufail et al., 2017).

Beliefs of Lookers differ from Attitude of the business as beliefs is the thought and perception of the business and attitude of the business is the particular functions are behaviour that the organisation conducts towards the employees of the organisation. Belief is the moral issue of the business when the attitude is the practical implication of the organisation towards the employees (Hitt, Arregle and Holmes Jr, 2020). On the other hand, a value system is the particular perception of the organisation how it thinks about the resources of the business and how the organisation uses the resources to bring out maximum outcome from the business which is the same for lookers. So, there are differences in beliefs, attitudes and value systems of Lookers in different ways (Gaitas and Alves Martins, 2015). The employees of the organisation need to follow the beliefs of the organisation while their operating their job role and aiming to achieve the objectives of the business, which differs from the attitude of the business. Attitude is the function of the organisation which motivates our direct impacts on the employees and their performances. When I was passing through week five and learned Bono's thinking 6 hats it gave me clarity where there are gaps of my knowledge, analyze critically how to make solutions to the problem etc. The management help me a lot to perform my job and operations to achieve my goal of the job role which assisted me to group up with the workplace environment that created an inflexible workplace environment and behaviour for me. I trusted the beliefs of the organisation that helped me to perform within the business effectively as the maximum beliefs of the organisation was positive and in the favour of the employees and customers (Herrington et al., 2016). The value system of Lookers is also effective as the business has a positive value system to prioritise all the manpower and provide the basic requirements of the stakeholders from the business at the right portion at the right time.

Critically assessing the impacts of beliefs, attitudes and value systems of Lookers on the workplace behaviour

As an employee of Lookers, I have experienced the positive attitudes and value system of the organisation. The organisation uses the behavioural theory of management to improve the culture and beliefs of the organisation effectively. I used the behavioural theory and human relationship approach related with week three learning in my performance as well to derive the attention of the employers. The organisation provided positive attitudes towards me to participate in different activities of the organisation and the improvement of the business policy (Helmreich and Merritt, 2017). The positive value system that integrated us with the activities and developed communications with the employees and the management helped me to develop positive connections with others. This helped me to improve my behaviour towards others. All other employees of the organisation also felt the same and improved their behaviour towards other employees, top management and customers as well. This ideas have brought me my week seven lecture, where we talking about System Theory and this helped the organisation to improve the overall working environment, elements that cooperate to get major goals and behaviour, relationship within the organisation (Kawiana et al.,2018).

The beliefs of Lookers are positive towards the operational activities, employees and other stakeholders of the organisation. In terms of serving the organisation, the employees of Lookers are satisfied as the business provides effective attitudes towards the employees. The employees of Lookers are provided with required facilities and the demands of the employees are prioritised by the organisation to improve the operational effectiveness of the business (Ertosun and Adiguzel, 2018). In this way, the attitude of the business to the employees satisfies them which improves the workplace behaviour within the organisation. All decision making process we have taught in week six, what the keys decision criteria and how to improve the business goal and achieving the objectives, and what kind of satisfaction of the employees is important. The positive satisfaction of the employees is required to develop a positive working environment and working behaviour within the organisation (Markic and Eilks, 2012). In terms of improving the positive behaviour within the organisation, the communication and The relationship among the employees and the relationship with the top management must .

A critical assessment on appropriate management theory to evaluate how individual belief, attitude and value interpret with the theory

In our personal relationship beliefs, attitude, values put a major impact on developing relationships with others. For example, a person can make good relationship with another person who shows the same type of belief, attitude and values like the person. This is very common to all the people of the world. People don't want to make a relationships or work with other who don't share same type of belief, attitude and value. From the perspective of the organisation, this is also the same (Kalina, 2020). Employees don't want to work with other employees who demonstrate different types of values and attitudes.

From the perspective of a business organisation, there are different management theories which will be helpful to understand the behaviour and attitude of the employees and thinking critically in an organisation. Proper application of this theory can help the management of an organisation to understand the belief and attitudes the employees of that particular organisation. In this regard, behavioural management theory can be applied from perspective of organisational management. Proper understanding of this theory can help the manager of an organisation to understand the behaviour of the employees at the workplace. This theory depicts that proper understanding of the behaviour and attitudes of the employees in the workplace can help to boost up the productivity of that particular organisation (Hitt, Arregle and Holmes Jr, 2020). For example, understanding behaviour and attitude of the employees can help a business organisation provide effective motivation and guidelines that can help the organisation to obtain appropriate performance from the employees.

In this sort of situation, behavioural relation theory can also be applied that can help the organisation to create better working environment for the employees of an organisation. This environment will ensure that the ideas and opinions of the employees of an organisation are highly valued. In this sort of situation, I will focus on allow the employees to reflect on their performance that can help the organisation to get more productive ideas from the employees and even put innovation in the system and we found out about it in week eight our learning (Gaitas and Alves Martins, 2015). Hierarchy theory of Maslow can also help in this sort of situation to understand the motivation of the employees. This theory defines different needs of the employees at different stages of their lives. Proper understanding of this theory can help to understand belief and attitude of the employees properly in a particular situation.

Every manager of an organisation should have good critical thinking capability that can help to understand any particular situation differently than others. For understanding the belief, attitude and values of the employees of an organisation, good critical thinking capability can help greatly (Helmreich and Merritt, 2017). In this regard, I will focus on developing proper critical thinking capability to understand the behaviour, attitudes and values of the employees of my organisation. This understanding can help me to create appropriate working environment for the employees where they can show their capability to ensure higher productivity for the organisation. Developing positive attitude among the employees is very essential. Developing positive attitude among the employees can help a business organisation to ensure positive working environment for them. In this regard, I can use these management theories for developing positive attitude among the employees of an organisation (Ertosun and Adiguzel, 2018). Giving proper motivation and development opportunity to the employees can help to develop positive attitude and behaviour among the employees of an organisation. In this regard, the application of these theories can help to build a positive attitude among the employees.

Conclusion

Lookers is a car dealer organisation that serves within the UK and Ireland. In terms of developing the business process, different beliefs, attitudes and value system of the business help to enhance the productivity and performance of the business effectively. Lookers has effective and positive beliefs, attitude and value system that helped the organisation to improve the working environment within the business. The development of effective teams can help the business to upgrade the workplace behaviour and working environment of Lookers. The organisation can have effective outcome through the development of teams as all the employees do not have the same qualifications and capabilities. In this regard, the development of a team can help to cope with diversified employees and support the beliefs, value system and attitudes.

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