

Report

TURCK
Your Global Automation Partner

Subject: How employees' attitudes, beliefs and values affect organizational workplace behavior



Module:Developing Workplace Critical Thinking

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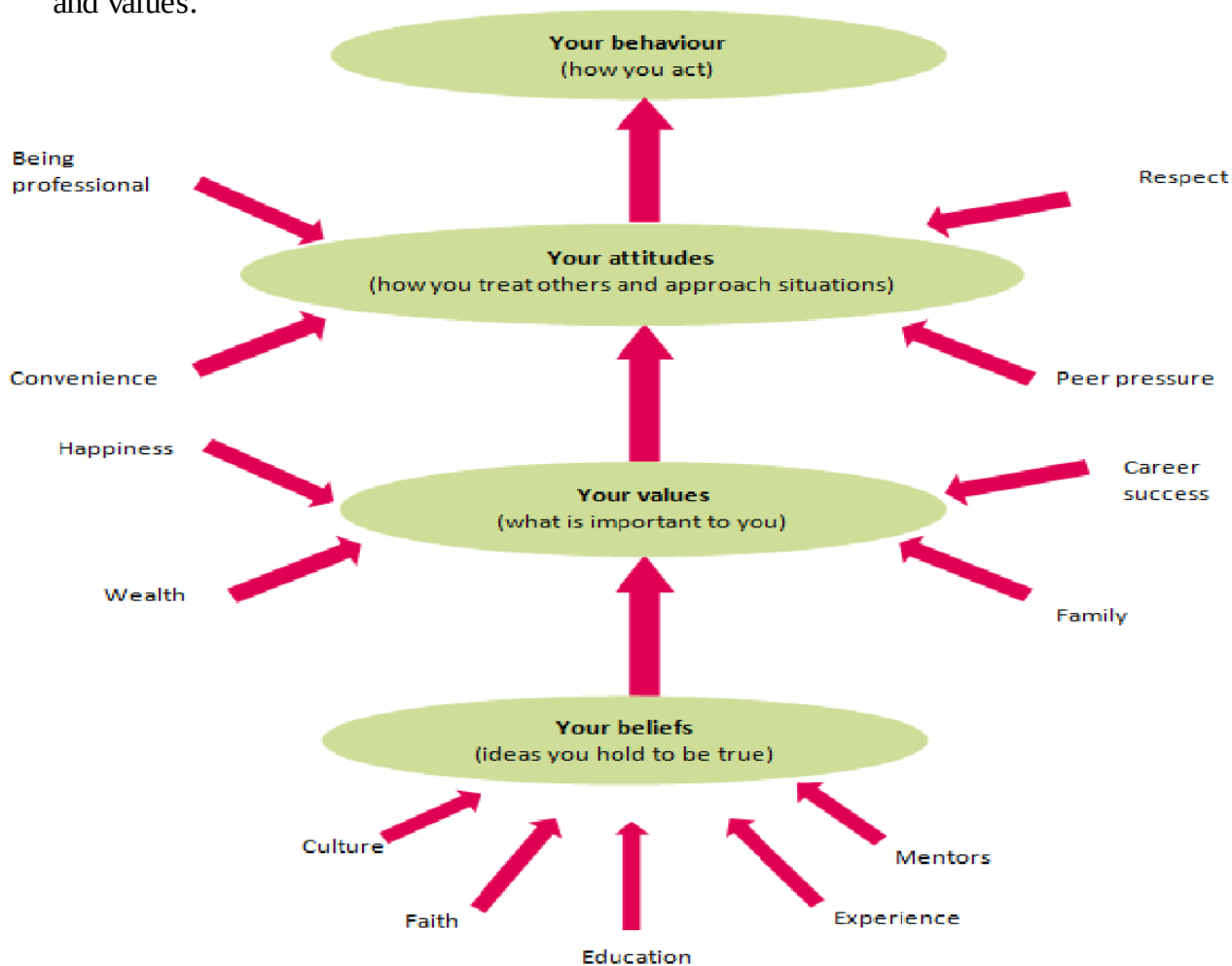
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1.Introduction

In this report I will analyze how it influences attitudes, beliefs and values at work, but also how the external factor such as the COVID-19 pandemic influences organizational behavior. Martin and Siehl (1983) define it as “what keeps the organization united by sharing models that provide meanings. Culture focuses on values, beliefs and expectations which the members of the organization end up sharing ”(p. 227).The organization's commitment to the employee. Employees expect to receive trust and respect and wants to feel worth going “to the white guards” for the company he works for. This subscale measures the fence in which individuals feel that the organization is attached to them. Employee commitment to the organization. Employers expect employees to give your best at work, be loyal and dedicated to the company. This subscale measures the degree to which this type of commitment is present. The diagram below shows how you (the employee) influence and act at work through attitudes, beliefs and values.



2. Company Background

Hans Turck GmbH & Co. KG

2.1 Company snapshot



Founded in 1965



4650 + employees



Germany



640 Million Euros



Source:(Turck,2020)

TURCK is your global, customer-oriented premium partner for reliable, industry-specific automation solutions. With leading-edge technologies, wide knowledge and direct proximity to our customers we optimize your long-term success. Providing more than 15.000 sensor, interface, connectivity and fieldbus technology products, as well as HMI/PLC solutions and RFID systems, TURCK offers highly efficient solutions for factory and process automation. Turck company deals with logistics processes and automation in many industries. Being a specialist in digitization according to the company website(2020).As a specialist in smart sensors and decentralized automation, we bring intelligence to the machine and not only ensure the reliable acquisition, processing and transmission of relevant production data with our robust I / O solutions in IP67, but also with user-friendly software and services - from sensors to into the cloud.

Technology and digitalisation are playing an increasingly important role in the process of transformation and innovation of the entire industrial sector.

Products:

- | | |
|-------------------------------------|--------------------------------|
| • Sensor | Identification system products |
| • Connection | Logistic |
| • Interface and fieldbus technology | Fieldbus technology |
| • Software | |
| • System solutions | |

3.Attitudes

The general attitude of the members of an organization towards work has a special importance on the way in which the work is carried out effectively within an organization, being a direct determinant of the individual performances and implicitly of the results of the respective organization. When we talk about the attitude towards work, it is necessary to consider two extremely important aspects: the individual aspect and the social aspect. If at the individual level we can talk about an attitude towards work, at the level of a society we can talk about the mentality towards work. The visible outcome of these practices is an even greater meshing of employees' personalities, attitudes (Raver et al., 2007)

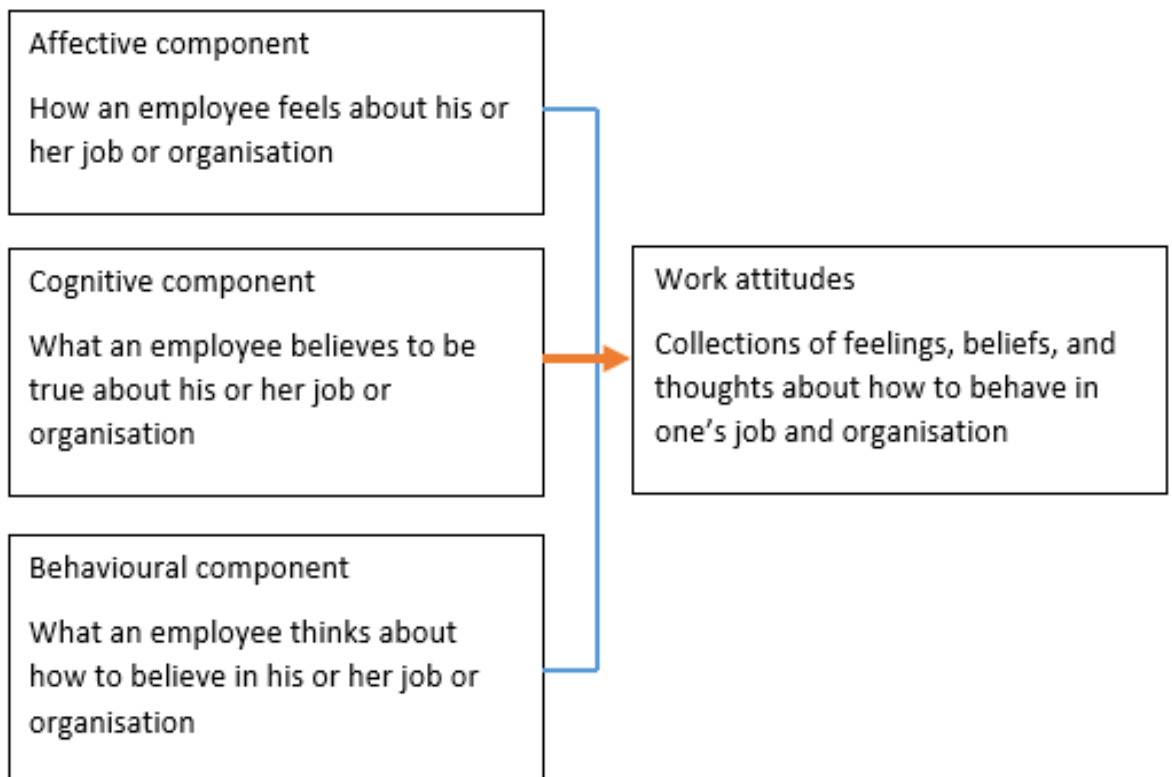
What does the term attitude actually refer to? In general, the notion of attitude is associated with the positive or negative feeling, favorable or unfavorable towards something or someone in particular. When we say we don't like a person's attitude, we don't really like the way they think or behave in a certain situation. Attitude is the stable feeling, impression, or belief that someone experiences about a person, group, idea, situation, or object. Attitude is based on three factors:

- cognitive factor (opinions, beliefs of a person towards minorities for example)
- the affective factor (emotions, feelings or other moods associated with the idea of accepting minorities)
- the behavioral factor (the intention or predisposition of that person to try to make an effort for the actual acceptance of minorities)

The system of attitudes and values, present at the individual level, can change over time and differ to a greater or lesser extent from one individual to another. At the community level, however, we are talking about the mentality, about the common aspects regarding the individual attitudes and values, which remain constant and are not transmitted many times over the generations. Therefore, attitudes and values correspond to the individual level, and the term mentality to the social levels.

Over time, job satisfaction has been the subject of research for a multitude of researchers. Job satisfaction reflects more the cognitive components of the attitude towards work, compared to the affective and emotional ones. When employees present their attitude towards the workplace, they refer more to the work she does and her characteristics and less to the satisfaction and happiness she gets offers work. In the same context, job satisfaction is considered as a collection of attitudes that employees have towards their work. According to the Turck website(2020) attitude applies not only to our in-depth collaborations with customers, but also to the way we interact each day across our various departments, including development, production, product management, sales and other areas. Our motto is always "professional meets fun!"

Attitude's Components at the workplace

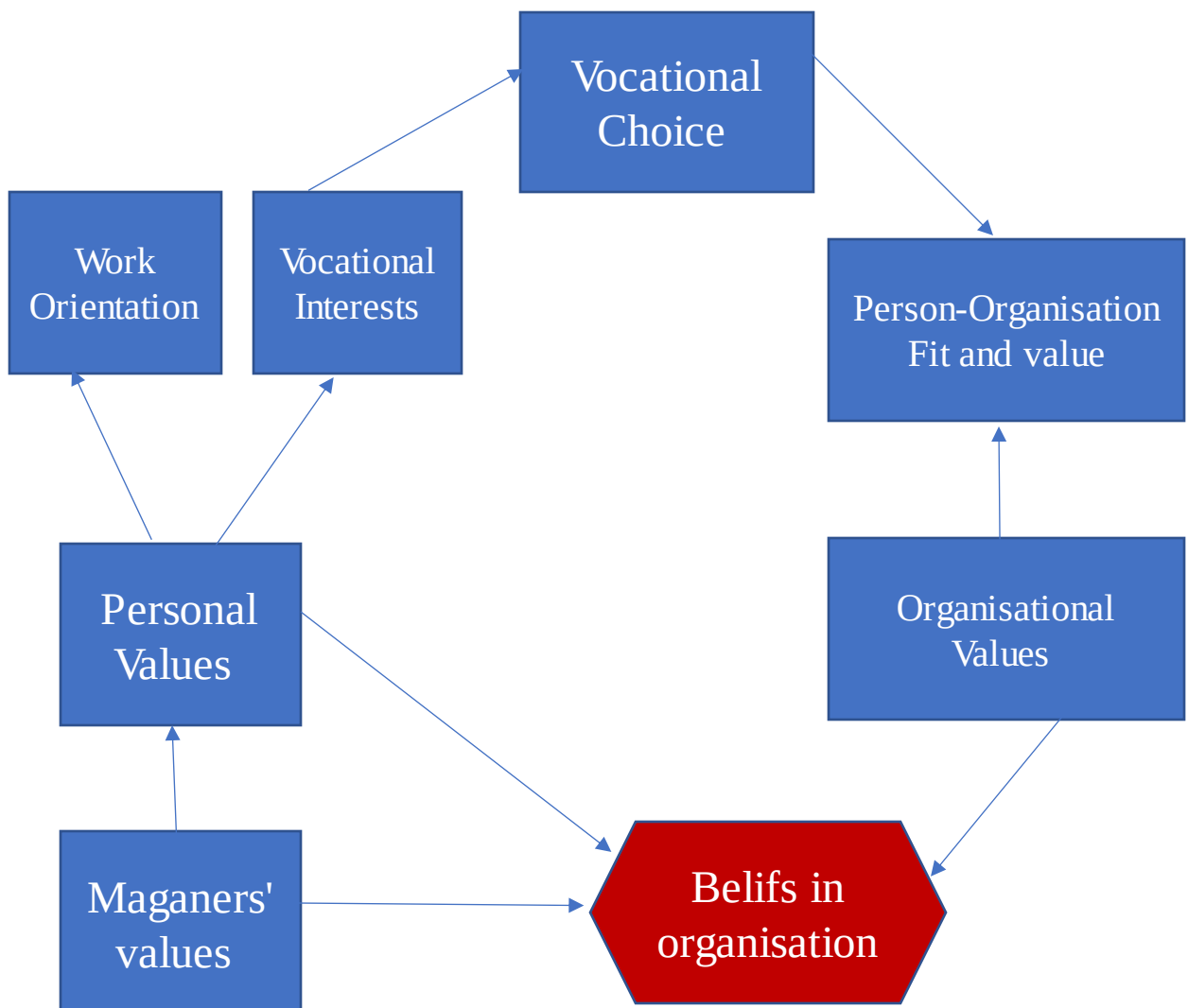


In the mid-1920s, Elton Mayo, an Australian psychologist, introduced the concept of emotions to American Industrial and Organizational Psychology. He argued that factory work can have as well consequences of various negative emotions such as anger, fear, suspicion, poor performance, and an increased rate of intolerance to various ailments (Mayo, 1923). This was a new suggestion, until then the interest in this issue was insignificant among managers and psychologists vis-à-vis the extent to which workers are satisfied, happy, at work. It assumed that workers are only interested in the income they earn in this context, and as long as they are properly paid, they should be happy. There was little and occasional research on job satisfaction, and they asked managers about the job satisfaction of their subordinates rather than asking them the latter (Houser, 1927). To see how satisfied and what attitude employees have organization like Gallup Inc. or the Society of Human Resource Management (SHRM) conducts studies on this fact. According to Robert(2006) a positive attitude held by the employee toward the organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.



4. Beliefs

According to Porter et al., (1974), organizational commitment involves three components: acceptance and belief in organizational values, desire to strive for the organization to help achieve its goals and a strong desire to stay in the organization. Organizational beliefs are a complex social phenomenon that is formed within an organization under the influence of a number of factors. By virtue of its social nature, the individual is strongly influenced by organizational beliefs. At the same time, personality has an impact on the formation and change of organizational culture. The following diagram (made by author) shows the beliefs that can affect at work



The culture of an organization is that unique combination of norms, values, beliefs and behaviors that characterizes the way groups and individuals interact in work. Beliefs Professional is what employees feel at work and in its various aspects. Moreover, it refers to the employee's feelings towards his occupation or professional requirements related to his previous experiences, current expectations or the alternatives he has at his disposal.

5. Values

Singh et al (2011) says that values are important to study in the context of workplace because they lay basic foundations for understanding the attitudes and motivation of human beings and, more precisely, they influence the way we perceive our workplace. The corporate world no longer can survive with the famous dictum that “the only responsibility of business is to make profits” as employees would like to see fairness, justice and ethical practices at workplace. Values are those concepts that you consider to be the most important in life. In terms of work, the values are those that motivate the employee. The effort, commitment and motivation that a person has at work are directly proportional to the value perceived by him. Most likely, values are the main theme of choosing a career in a specific field.

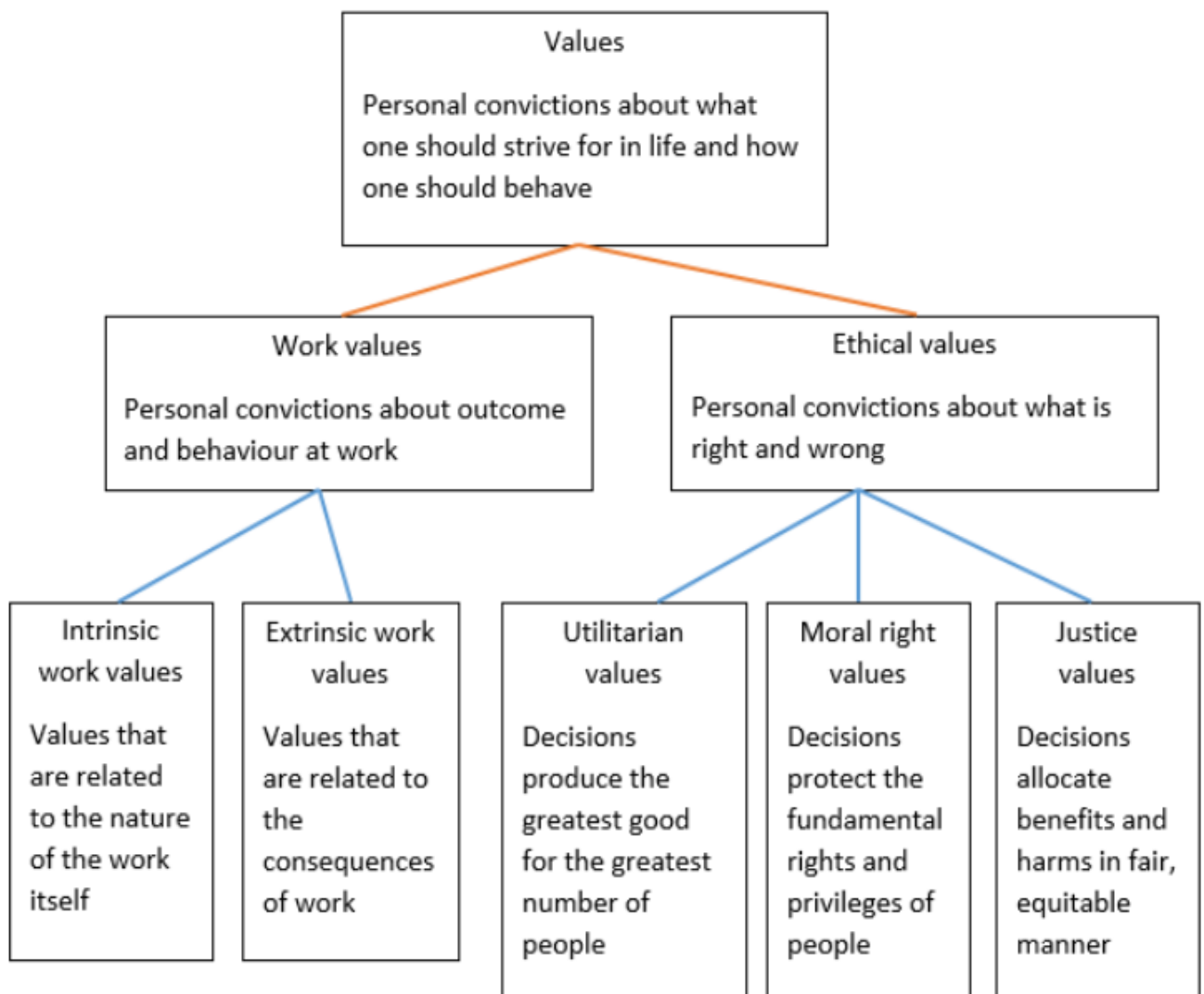
Employees who have value-based work recognition programs have a lower level of frustration and feel more fulfilled at work. The frequency and period of recognition also plays an important role and can lead employees to see the company's culture as a positive one.

Why should companies consider these two elements: recognition and core organizational values? First of all, because it would reduce staff turnover, increase productivity, which is a priority for any organization, and lead to greater employee involvement and effort to achieve the organization's goals.

Throughout our lives, depending on the experiences we have and the environments we interact with, we develop a set of values that have an impact, including in the professional field. One of the definitions of values says that these are standards that determine our behavior and according to which we set our goals. The set of values also influences our level of job satisfaction. If we work in an organization that does not promote values that are important to us or that, on the contrary, promote values that are opposite to those we have, the level of satisfaction will be affected. At the same time, it is quite likely that we will start to feel demotivated and the results at work will not be as expected. That's why it's important to identify organizational values and culture before you commit.

below is how the value system is organized

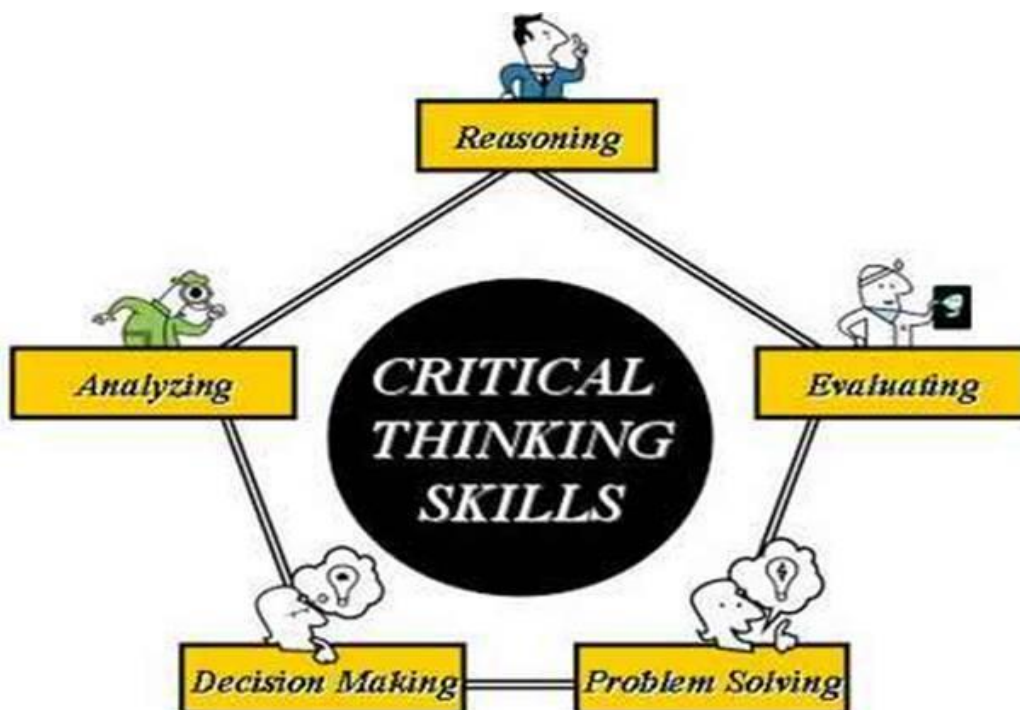
The value system to be promoted in companies



6.Critical Thinking

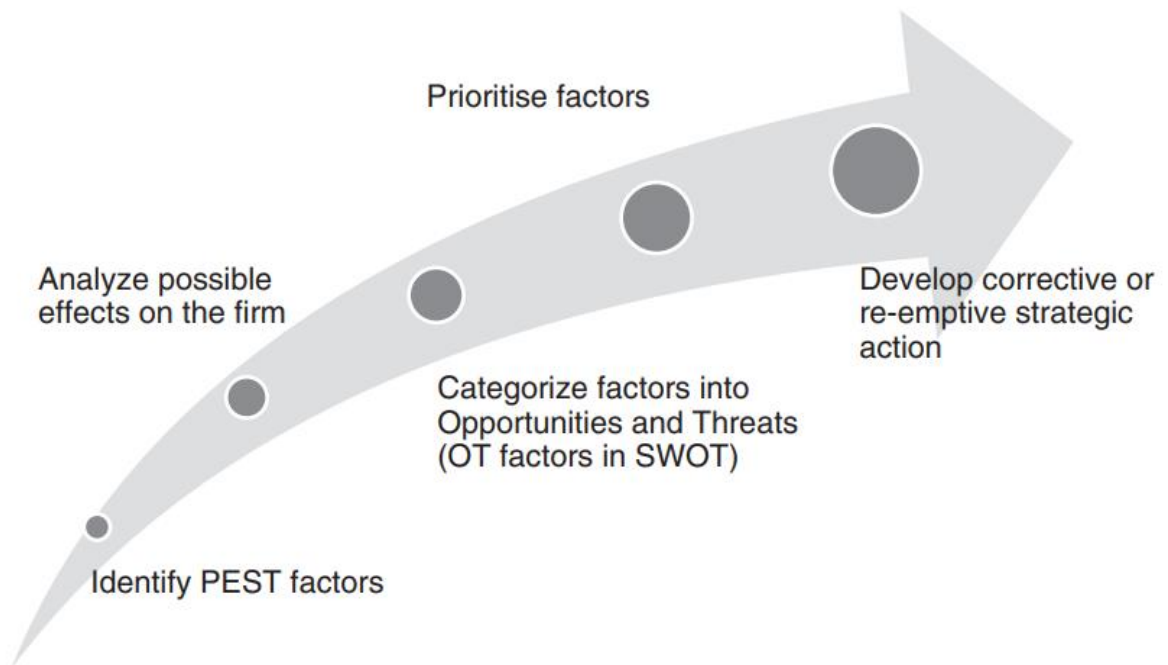
To implement and progress in the workplace we must use critical thinking that attitudes, beliefs and values improve the quality of time spent in the workplace, but also to increase productivity. Critical thinking is a popular "buzzword" on resumes and job descriptions. Managers want employees who can make their own decisions, gather information and process it strategically. Despite the growing demand for "critical thinking", many managers feel that it is missing from the current workforce. However, critical thinking is not necessarily a skill that modern employees lack, but rather an ability they rarely use. Critical thinking is primordial. Under the umbrella of critical thinking are the following capabilities:

1. To identify, understand and make logical connections between own ideas and arguments,
2. To detect errors of reasoning in arguments and presentations,
3. To solve problems with a high degree of difficulty,
4. To understand the relevance and importance of ideas,
5. To identify the context and implications of an argument or idea,
6. To identify, construct and understand the justifications behind opinions, arguments or beliefs
7. To build new arguments and ideas based on those accumulated so far
8. To distinguish between facts, opinions and value judgments.



7. PESTEL Analysis

The general environment or macro-environment of the enterprise considers a set of environmental factors likely to influence in the long run and in a variable manner almost all enterprises. However, it is important to assess the impact that changes in the evolution of the macro-environment can have on a particular company, especially since, in most cases, the evolution of macro-environmental factors cannot be controlled by organizations, and the influences that enterprises, in turn, can produce on them are insignificant. To this end, the PEST (PESTEL) analysis orders macro-environmental influences into six categories of factors: political, economic, sociocultural, technological, ecological and legal. It should be noted that most authors in the literature have been reduced to four categories of environmental factors in this analysis, namely political, economic, sociocultural and technological factors, which is why this macro-environmental research tool is called PEST analysis. PESTEL analysis is therefore a precondition analysis, which should be utilized in strategic management (Dinçer, 2004). It is also a proof of critical thinking, below is how this process takes place.



Factors that can influence the industrial sphere, where the Turck company has its activity

P	E	S	T	E	L
Political	Economic	Social	Technological	Environmental	Legal
• Government policy • Political stability or instability overseas • Foreign trade policy • Tax policy • Labor laws • Terrorism and military considerations • Environmental laws • Funding grants and initiatives • Trade restrictions • Fiscal policy	• Economic Growth • Interest Rates • Exchange rates • Inflation • Disposable income of consumers • Disposable income of businesses • Taxation • Interstate taxes • Wages rates • Financing capabilities	• Population growth • Age distribution • Health consciousness • Career attitudes • Customer buying trends • Cultural trends • Demographics • Industrial reviews and consumer confidence • Organizational image	• Producing goods and services • Emerging technologies • Technological maturity • Distributing goods and services • Target Market Communication • Potential Copyright infringements • Increased training to use innovation • Potential Return on Investment (ROI)	• The decline of raw materials • Pollution and green house gas emissions • Promoting positive business ethics and sustainability • Reduction of their carbon foot print. • Climate and weather • Environmental Legislation • Geographical location (and accessibility)	• Health & Safety • Equal Opportunities • Advertising Standards • Consumer Rights and laws • Product Labeling • Product Safety • Safety Standards • Labor Laws • Future Legislation • Competitive Legislation

Source:(Thiele,2018)

8. How Values, Attitudes and Beliefs was implemented at Turck

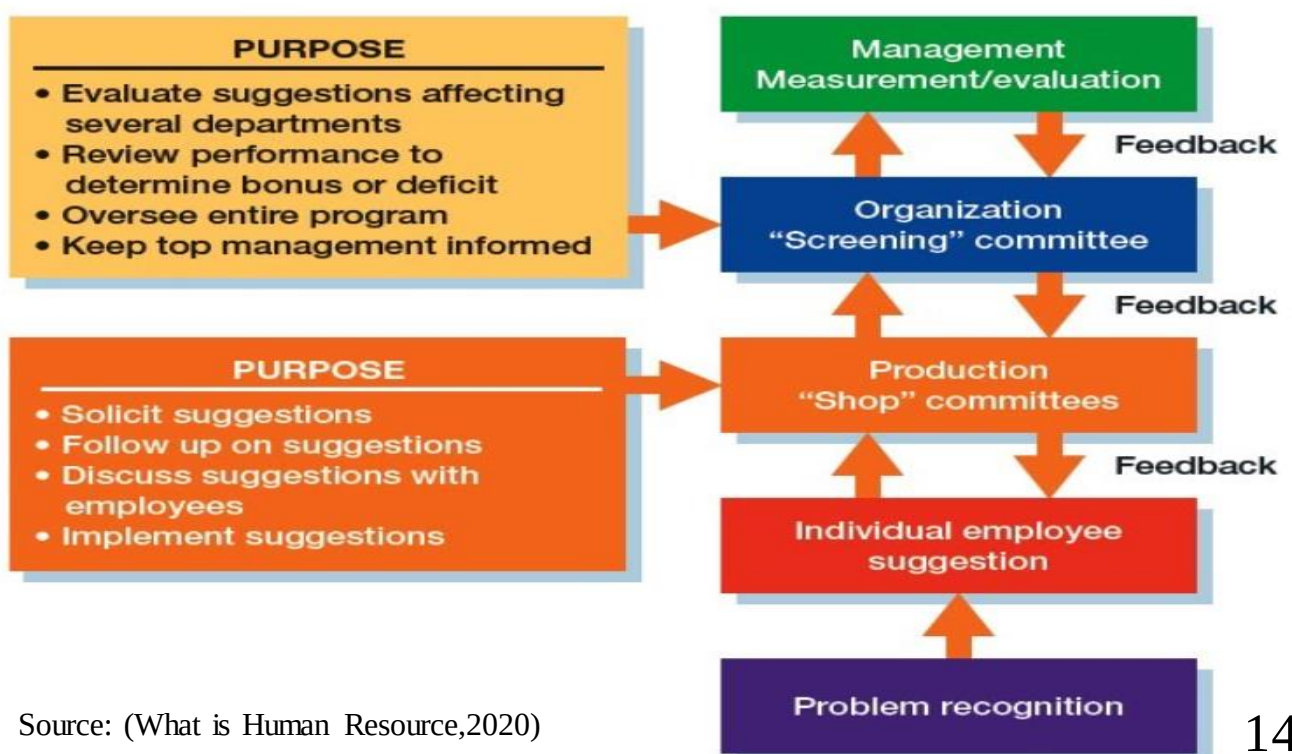
How Turck changed organizational behavior and introduced value to the employee, as well as how values and belifs changed after the implementation of new strategies.

Turck initiate a priority around worker safety, health, and well-beingne.They have worked with HealthPartners with an online health assessment.And to motivate employees to do the health assessment.They doing the health assessment for seven years.So every year, Turck strive to make some kind of a change in the program.There's no way that you get that engagement with the employees without those steps. It takes time for employees to understand that the company actually Cares.And the fact that the company does actually care is a key, that it's not just we're trying to reduce health care costs or we're trying to do anything else. If you go into a program like this simply to reduce costs, it's not going to work. David Lagerstrom in an interview said " One of the frustrating things for me is how do we help our employees with their financial well-being is a little bit difficult. Turck could just pay them all more, but then we would be out of business, and that wouldn't really work. It took about a year to find the right person. But they now have an actual certified financial planner in-house who can meet with employees to even just talk about how do you set up a budget. He's actually going through all sorts of lunch and learn programs. So, for example, toward the end of the year, what are the potential issues with taxes toward the end of the year?"

8.1 Scanlon Plan

Is a form used by the Turck to involve employees. It belongs to Joseph Scanlon and is part of the distribution plans of productivity gains along with the Rucker, Kaiser, Lincoln and Improshare. It has been applied in the U.S. since 1927. The plan is based on a ratio of labor costs to productivity. When labor costs fall relative to productivity, employees are entitled to receive bonuses. When the costs related to the force of work does not decrease, there are no possibilities to share savings. The Scanlon plan is distinguished by the fact that it emphasizes cooperation between trade union management and production committees made up of employees, at all levels. A production committee within each department, which includes those members elected by the union or by a majority vote of the employees of an organization meets regularly to discuss ways to increase production and to evaluate proposals from employees for improving the efficiency of the activity carried out. Identity engenders commitment to a cause on behalf of the organization as well as responsibility for individual employees (Frost et al., 1974).

Scanlon Plan Process



So the employees, the company, the community, the employees' families-- that's been a difficult thing, how do you really engage families, as well. That's an important part for company, it ends up becoming an engagement issue in the company. Employees are much more engaged with the company and what they're doing. They have employees saying that they would do whatever it takes to make things work. When we sort of look at the total experience that we've had with Turck, it gives us almost a platform to look at to see what's successful. Turck is really one of those examples where there's a lot happening, but there is an approach to it. It isn't like you have a lot of things going on without knowing how they fit together. There's actually a platform behind it that allows all the pieces to sort of work together in a synchronized way to get you to that outcome. The company have done a lot of work in the area of best practices. When you get to 40 or 50 best practices, you don't remember them all anymore, and it's very difficult to work that.

The leaders started thinking more around how do those best practices organize into design principles for programs. The solution was up with about nine ways that could really identify as being principles that we could bring into products and programs. Now the leaders sort of been able to sort of tease that down to about three, where we're basically saying you need a capability to lead and set up vision for your organization and your people that makes sense. And then you need to be able to activate your people to participate because at the end of the day, without participation, if people are not part of it, nothing happens.

In 2009, when the global financial crisis hit, first time in company history, they had layoffs. It was not a great environment. And the employees actually stopped going to the clinic. They were convinced that going to the clinic would put you on a list for the next round of layoffs, which was absolutely crazy, but it's amazing how people think. And that's what you really are trying to combat in getting this engagement. A part of that core value statement includes the well-being of employees, of the company, of the community, and our employees' families. It's in front of employees all the time. So the company needed to be involved with the United Way. The leadership part is critical to setting the environment. There's a social environment, there's an economic environment, there's a physical environment.

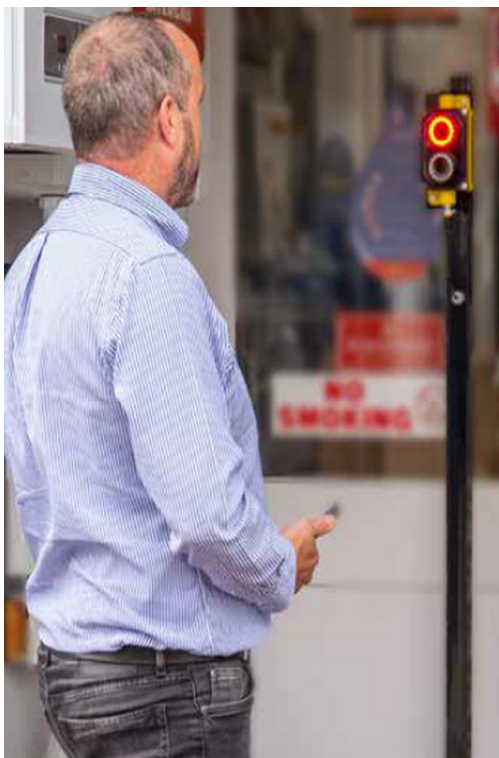
All those things need to be connected to resources in order to make these things happen. And the resources, at the end of the day, come in through leadership. So if that vision isn't there, if the vision is not aligned with what the program really is all about at the end of the day, then these things don't happen. So it's anything from setting a policy at the corporate level to showing up and listening to the workers about what they say and what their needs are and what their interests are, to be heard and be part of what's going on. So sometimes, it's also about this patience part about even though you make a change in the environment, it's not like people will immediately respond to that. It may take a little while customer demands. And frequently, that means acting very urgently. So some of the drivers in the warehouse were actually not taking the time to put seat belt on, their safety belt, because they were too worried about trying to solve the customer's issue and get something out to the customer. But at the same time, we need people to be safe. And so reiterating that made a big impact. One of the areas of interest is integration, if you will, of safety and health. So just recognizing and having workers recognize this idea that health and attitude is actually tied to how safe you are as a worker and the safer you work, the more you take care of value. That kind of idea. And so when company early on started to work on that, and Turck was already sort of ready to implement those ideas, they brought their safety and health and wellness committees together, but also added to that the continuous quality improvement section of the organization and used that continuous quality improvement model as a way to really bring those two areas together. And it brings in different ways of thinking, different perspectives of different groups of people that maybe come in with a mindset of safety, but then listen to the health side and sort of change the way that they think about the issues.

9.Values, Attitudes and Beliefs during COVID-19

At the beginning of the pandemic there were two theories, whether or not you are this virus, whether it is just a manipulation strategy and putting the world economy on the wall.As it progressed, so did people begin to become aware of the gravity of the situation. Thus, protective measures were taken, lockdown and social distancing, the use of protective masks.First of all, it is very important to give employees the opportunity to work from home, so as not to expose a certain number of people to public transport, infected surfaces, additional stress "This year the Corona crisis is the dominant topic for all of us. Turck was also faced with the task of continuing to serve customer requirements in the best possible way while protecting your health and that of our employees and partners. As a result, we have taken a number of measures, both for corona virus prophylaxis and to maintain the company's performance. We continuously evaluate the situation in all areas of the company. Even though numerous employees around the globe still work from their home offices, we are always available for you. Thanks to extensive investments in the global IT infrastructure over the past years, Turck is now extremely well equipped to work remotely – an important step on our way to becoming the Leading Digital Automation Company. Where home offices are not possible, for example in development, production or logistics, groups of employees are separated as much as possible and distributed over shifts in order to secure ongoing operations. All Turck production plants worldwide have taken comparable precautions to ensure the health of the employees and their families, while at the same time safeguarding customer wishes and being able to continue to operate the critical processes with the accustomed efficiency. In order to reliably deliver your orders, all plants are currently working at maximum capacity - depending on the locally varying Corona situation."(Turck,2020)

9.Values, Attitudes and Beliefs during COVID-19

Dave Lagerstrom the President & CEO of Turck says "In response to the coronavirus pandemic, Turck Inc. is committed to the health and safety of its employees and families, while also meeting the obligations to our customers and communities. To this end, we have implemented many changes to minimize the potential for infections in our employees while at the same time, limiting the disruption to our business." Turck has also built a device to direct the flow of customers, taking care of employees and customers to not exceed the limit and to be safe.



TURCK | **BANNER**

COVID-19 OCCUPANCY SOLUTIONS

Customer entry signals for Small-Medium Enterprises
Simple, understandable Traffic Light system
Plug-and-play solution with battery or mains power



PG
PARMLEY GRAHAM

Contact Parmley Graham for inquiries and orders
support@parmley-graham.co.uk 0191 478 0404

Source: (Turck,2020)

10. Conclusion

The conclusions of the paper emphasize the importance of organizational culture in a companies. It also presents how beliefs, values, behavior and ideology creates the "personality" of an organization. Organizational behaviour is represented by (attitude, value, beliefs) ways of interaction that contribute to the formation of the social and psychological environment of an organization. They can enhance or devalue a company, Turck is a clear example that if you value the employee and provide a good environment in which to develop the company will be a success. This company has no more than 4700 employees, but it makes millions. Examples are given to emphasize their importance in organizations, also to highlight what can happen when a change in this regard is not made. However, this paper provides a brief description of the concept, analyzing and expressing the most important aspects of organizational culture and the reasons why the change process should occur in a company.



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