

## Chapter 8

# Productivity

### ABSTRACT

*As we continue to examine and work to achieve trustworthiness and improved performance, our focus must remain on analyzing telework benefits gained and risks involved. The success factors involved in helping organizations are productivity, employee risk, achievement, and accountability. Combining productivity and improved performance in an analytical undertaking can lead to a complete picture of success or failure. Success relies on achieving the best possible outcome with a minimum of input, and productivity is related in that it is a concentration on the output, or what is produced. Productivity is often activity based to understand the value of inputs, outputs, and return on investments. The authors also examine factors that reduce the stress of performing every day: social distancing, flexibility, enhanced work-life balance, and worker independence. These factors can continue to be employed to lessen the impact of COVID-19-related challenges (or the next crisis) so people can focus on health and safety. Managing these stressors reduces the physical and mental input required to perform.*

### BACKGROUND

Analyzing telework benefits that are gained and the risks involved to achieve trustworthiness and performance is not actually complete at this point. As mentioned in the introduction, there is a need to compare success factors that work with these two constructs to help leaders and members. We must look at productivity in terms of employee risk, achievement, and accountability.

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The evaluation of performance in the last chapter must be compared with productivity to get a complete picture of success or failure. Productivity is a concentration on the output, or what is produced, and it is usually activity based. The key to success is achieving the best possible outcome with a minimum of input.

Productivity can be analyzed in terms of the output of an employee or group as a measure of efficiency. Why is productivity important if people are performing well? Productivity can take the organization to the next level. In *Good to Great*, Jim Collins says “Good is the enemy of great. ... Few people attain great lives, in large part because it is just so easy to settle for a good life. The vast majority of companies never become great, precisely because the vast majority become quite good... (Collins, 2009, p. 1).” His point is that organizations have no motivation to achieve great if they are content with being just good.

By promoting good work-life balance, an organization’s human resources stance improves when it can better utilize the contributions of happy and healthy employees. These benefits can translate into good customer service and great community relationships. The resulting increase in productivity can enrich organizational culture and improve morale leading to an improved work environment. The whole organization can feel an increase in productivity because it results in opportunities to grow personally and professionally.

Productivity is enhanced when there are defined roles that everyone understands. When COVID-19 forced almost everyone into telework or unemployment, it became important for leaders who were trying to keep their teams together as cohesive units to find the best solution for personal and family health while paying attention to the needs of the organization. This is a delicate balancing act and many organizations had to determine the best way to handle it.

Organizations have gone through a prolonged period of making decisions for effective telework. Hopefully, those decisions were based on a consideration of the work and personal needs of the workforce. Working to keep people safe, implementing telework plans, and addressing productivity should have included the full participation of the workforce.

Productivity can also be enhanced when leaders exhibit caring and collaborative behaviors. Empathetic behaviors and flexibility are keys to helping employees adjust to the telework plan and focus on personal productivity. This takes pressure off employees which enables them to better focus on the tasks they are assigned.

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