PRODUCTIVENESS VS PRODUCTIVITY

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ABSTRACT

Productivity and productiveness are different; Productivity refers to person's capacity to effectively and efficiently achieve goals without wasting time, effort and resources. Productiveness being acceptance of morality and choosing to live the productive work and creating the image of one's own values – that all work is creative work if done by a thinking mind. It is when the person thinks that nothing more is possible to you and nothing less is human.

Despite being an effective measure of Performance, Productivity may not provide a complete picture of things, especially when it comes to human beings as a resource factor. Amongst the four different factors of production,(man, machine, material, method) human resource is the only active resource whereas, the other three are passive resources, hence the contribution of Human Resource cannot be and should not be simply measured in terms of Productivity. Therefore, it is suggested, to use the parameter of "Productiveness" to measure human contribution. Productiveness is a factor of 'Ability to Perform' and 'Willingness to Perform'. Whereas the Ability to Perform can simply be improved through training, increasing Willingness to Perform, depends on increasing Welfare in the organization. Welfare as a concept is the combination of Wellness and Wellbeing, wherein Wellbeing is composed of employees' Safety and Health at work, the Wellness factor revolves around the Happiness and Satisfaction of the employees. This paper thus explains the inter relations of Productiveness with Welfare, Wellbeing and Wellness taking into account other factors of Safety and Health as well.

Keywords: *Productivity, Productiveness, Willingness to Perform (WP), Ability to Perform (AP).*

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1. BACKGROUND

The Safety, Health improvement and Wellness initiatives should not be seen merely as regulatory compliance or as a cost implication, as all these provide a competitive advantage to the companies that implement it. Establishments that have good human resource practices for Employees' Safety, Health and Wellness, lead to a continuous and sustainable improvement in organizational performance.

Health and safety at work is aimed at:

- The promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations;
- The prevention among workers of leaving work due to health problems caused by their working conditions;
- The protection of workers in their employment from risks resulting from factors adverse to health;
- The placing and maintenance of the worker in an occupational environment adapted to his or her physiological and psychological capabilities;
- To summarize, the adaptation of work to the person and of each person to their job.

There are certain links between the implementation of health and safety programs and their beneficial impact on a business's productivity and profits both directly (such as reduced compensation claims and sick pay) and indirectly (for example, reduced absenteeism and improved company reputation, etc).

This study reinforces belief that employees' perform better, when they are physically and emotionally able to work and want to work, which in turn leads to their higher productiveness mind-set, which can lead to higher productivity and profits for the organisations.

Whilst the positive impact of health, safety and wellness on productivity is known, identifying and quantifying that impact remains challenging, due to other initiatives being run concurrently as well as many productivity parameters acting together, complicating the link between specific results and specific actions.

There are some common elements in businesses that demonstrate the link between quality of work and productivity, such as:

- a good co-operation between the management and employees
- a good working environment
- employees given challenging assignments, responsibilities and job autonomy

As recognition grows that safer and healthier workplaces translate into increased productivity, more job satisfaction and stronger bottom-line results, the imperative to prove the linkages has grown stronger.

This paper focuses on **Workers' Productiveness**

The proving of improved" productivity" is complicated as it depends concurrently on many parameters having difficulty to link specific result to specific action; it is possible to find out the engagement level of workers, their feeling of positivity and other such parameters, which inculcate in workers' mind a desire for higher productiveness.

This paper therefore lays importance to the main theme pointers.

- A worker's mind free from hazard at working place due to organization having safe practices, safe processes and safety culture within plant premises.
- Safety concerns on employees commuting between work and home.
- A safe culture at home, where the family is alone whilst employee is at work, so that his mind is free.
- Good and caring health programs and policies, workers see that organisation is there to take care of their worries.
- Good HR practices and wellness programs, which care for employees' wellness at work place and his family.

This paper lays emphasis that organisation, which have above mentioned practices, will have workers who have much higher productiveness mind-set than those who do not have..

Higher productiveness mind-set allows workers to work on challenging assignments, in decision-making, teamwork, problem-resolving, suggestions, in nutshell high level of engagement.

2. WORKPLACE PRODUCTIVITY & LABOUR PRODUCTIVITY

2 (a) Workplace Productivity

The term productivity, which is very important measure to manufacturing organisations, reflects the following:

- The amount of output per unit of input (Input could be labor , machine- equipment , capital)
- Productivity is an efficiency measure as to how productive resources are used.
- It is the ratio of the output quantity produced (products that fulfill their specifications) divided by the input quantity. (Input includes all types of resources that are consumed in for the output).
- In a factory productivity may be measured on the basis of time taken to produce an item
- In the service sector productivity may be measured based on the generated revenue by an employee which is divided by his/ her cost to company.
- Productivity links together economic outcomes with the resources used.(such as value-added or physical output)
- Improvements in productivity means producing more output with the same input and through producing the same output with less input.
- The drivers of productivity improvements are product, process, service, innovations and by upgrading of human and physical capital.

According to Rogers (1998), the productivity can be measured as a ratio between single output of a firm (y) and single input of the firm (x) as (y/x).

As far as, measuring productivity for office workers is concerned, Haynes (2007) says that there is no single method of measuring office productivity, which is universally accepted, and most firms go for their own methodologies.

2(b) Labor Productivity:

There are various productivity measures and which one to choose from, depends mainly on availability of data .Three classification of productivity measures are;

- Single Factor productivity measure (single measure of input to measure of output)
- Multifactor productivity measure (Bundle of inputs to a measure of output0
- One or several inputs relating to measure of Gross output.
- Value added based labor productivity concept to capture movements of output.

The labor productivity partially reflects the personal capacity of the worker or the amount of effort the worker puts in. The labor productivity as measured by the ratio of output to the labor input depends on many different inputs, including intermediate inputs. Moreover, the manual infers that labor productivity measure has an influence of host of other factors and thus the labor productivity is a partial productivity measure only for the organization.

In general, labor productivity is the ratio between measures of output volume (grossdomestic product or gross value added) and a measure of input use (the total number of hours worked or total employment).

Labor productivity = output volume / labor input (Hours worked)

Total productivity = When all types of outputs and inputs are included in the

productivity measure

Samuelson & Nordhaus (1989) defined labour productivity as the ratio between total output and labour inputs. Similarly, Guthrie (2001) defines Labour Productivity as the efficiency with which human capital produces output.

2 (c) Linkage between Labour Productivity and Employee Health:

According to Loeppke et al. (2003), there is a direct correlation between productivity of employees and their health. And that employers suffer productivity losses and increased costs if the employees' health is neglected.

In other studies such as Stewart et al. (2007), it has been found that family and self-health issues have directly impacted productive time for labours in the US economy. However, the authors also state that there have not been many studies done to see, how much productive time is lost when employees are present at work but do not perform to their fullest due to health issues.

2 (d) Productivity and Safety:

In her study, Kaminski (2001) said, that a worker gets injured at work every 5 seconds. This data is startling, we can easily assume that in India, and in current times, the figures might be even more disturbing. To measure safety, Griffin & Neal (2000) proposed that safety performance should be seen as a composite of individual behaviour, safety compliance and safety participation or in other words, how much safety was a part of the everyday life for employees in an organization. Bunn et al. (2001), also studied the inter-relations between Productivity, Health and Safety very empirically. Since their study was conducted in a manufacturing corporation involved with production of Trucks and Engines, this study was found particularly relevant for our context.

DeJoy (2005) argues, that traditionally there have been two approaches to Safety at Workplace –

Behavioural Change and Cultural Change and that the two are naturally divergent approaches. However, if the two are combined and followed in tandem the organizations can move towards a safer working environment.

3. PRODUCTIVENESS MODELAND FRAMEWORK FOR PRODUCTIVENESS

3.1 Introduction:

This paper explains "Productiveness at Work" as explained below and it forms a key variable.

Labour productivity is influenced by personal capacity of labour or intensity of efforts they put (Labor Productiveness.).

Productivity has been one of the most commonly measured and most closely monitored parameters in industries. Irrespective of their nature of business, almost all industries measure their productivity in some form or the other. In simple terms, productivity is the ratio between Output and Input values, or so to say, "How much you get per how much you put in". With the help of Productivity Measurement, businesses can successfully keep a tab on their basic viability of business and can compare the relative rise and fall of Input costs and Output values over time.

However, despite being an effective measure of performance, productivity may not provide a complete picture of things, especially when it comes to humans as a resource factor. As per the basic tenets of economics, there are four major factors of production – Land, Machine, Capital and Labor.

When we talk of Land, we can accurately calculate how much area of land would be needed to set up a business, the same applies to Machine because, with very accurate measurements, we can forecast the production figures that are expected to be generated by a particular machine. Capital, too as a factor is similar in nature because it comes with its own numerical purchasing power which is a tangible asset for any organization. However, unlike any of these factors, the contribution of Human Resource is unpredictable, non-uniform and intangible. One may count the number of human resource available in the business, but how much will that human resource actually contribute, cannot be accurately predicted. This contribution can vary with people and with time. At the same point in time, two different human beings may contribute differently to a business and on the other hand, same human being may contribute differently to business at two different points of time. Because of this simple reason, it is suggested, that productivity as a measure alone, would not be enough for the fourth factor of production i.e. Labor or Human Resource. How much output does an organization drive out of a human resource is a highly subjective value and is dependent on two factors: His "Willingness to Perform" and his "Ability to Perform".

There may be varied combination of willingness and ability in various people working in an organization and this is why I believe that Human beings should always be looked at with a more holistic view taking into account their real capability of contribution that is, their individual & unique value of willingness + ability combination. This unique value of each individual is what I like to call worker's PRODUCTIVENESS.

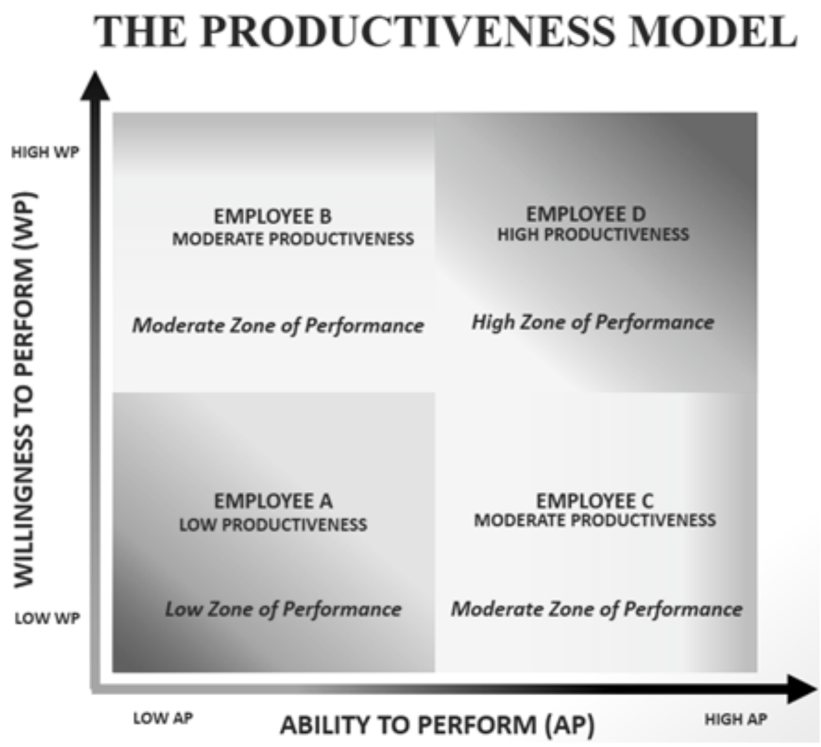
Human beings are the only resource, which can utilize the other resources of organizations, with their creativity and intellect. In other words, all other resources of organizations are PASSIVE RESOURCES and only the human resource is the ACTIVE RESOURCE, which when acts upon the passive resources makes them active. Measuring Human Resource with the same yardstick as other resources can be a blunder. While we measure other resources with the yardstick of PRODUCTIVITY, it is best to measure the effectiveness of Human Resource with the yardstick of PRODUCTIVENESS. A measure that takes into account the individual's ability to perform along with his willingness to

perform. Only when we start to look at Human Beings with the lens of PRODUCTIVENESS, can we start to see their real value in the organizations.

3.2 Productiveness of Human Resource

As mentioned above, PRODUCTIVENESS of human resource is a factor of Willingness to Perform (WP) and Ability to Perform (AP). To understand this better, we may use the graphical representation provided herewith.

Employee A is a person with Low Willingness to Perform (WP) and Low Ability to Perform (AP). His PRODUCTIVENESS (P) is very low and lies in the Low Zone of Performance. For Employee B, there his WP is high but his AP is low which makes his PRODUCTIVENESS (P) lies in Moderate Zone of Performance. Similarly for Employee C the WP is low but the AP his high, still he falls under the Moderate Zone of Performance.



Productiveness Model :Kumar Lalit

It is only Worker Z who has both High WP and High AP because of which his/her PRODUCTIVENESS (P) is high. The worker falls under the High Zone of Performance. Now the next question that arises is: What can we do to bring workers in A, B & C in the High Zone of Performance. It is evident that in case of Employee B, we need to work on his Ability to Perform (AP), while in case of Worker C, we need to improve his Willingness to Perform (WP) and in case of Worker, work is needed on both AP and WP.

Ability to Perform (AP)

Out of the 2 broad factors of Productiveness, AP is the more tangible one. You can measure an individual's ability to perform through assessment. If found lacking, the same can be enhanced through training. The training to improve an individual's Ability to Perform can be further classified in terms of: Knowledge Building and Skill Building. Let us suppose there is a motor vehicle technician who is highly skilled as far his abilities of assembling an engine is concerned. But worker does not know the theoretical interlinkages of various parts of the engine. Despite having skills, worker may not be able to solve a customer's problem due to lack of knowledge. On the other hand, there is another technician who knows the theory of an engine well but has never de-assembled an engine himself, he too despite having all the relevant knowledge may not be able to help his customer due to lack of skill. In either of the cases, the PRODUCTIVENESS is hampered due to Ability to Perform (AP). Therefore, organizations must continuously assess the Knowledge and Skills of their workers to test their AP and should provide for relevant training in order to maintain requisite levels of Productiveness.

3.3 Willingness to Perform (WP)

The real tricky thing as far as PRODUCTIVENESS is concerned, lies in the worker's Willingness to Perform (WP). However much training we may provide to an employee to build his Abilities (AP), unless and until he feels a drive to perform from within, we may never be able to extract the best out of him. Therefore, it all finally boils down to Willingness to Perform (WP). The answer to this puzzle lies in a simple concept, which we all know as Employee Engagement. Yes! Lack of WP, is nothing but a symptom of disengagement. Studies reveal that in any organization, as many as 65% to 85% people are disengaged at any point of time. Which leaves us with only a handful of people who are actively working for the organization. What can organizations do to help the disengaged workers feel connected with their work? How can engagement be driven in teams? Can't we simply pay those more to make them feel better and get more work out of them? Well, unfortunately that does not work. As theorized by Hertzberg, pay is merely a Hygiene Factor. Which means the lack of it may disengage an employee, but surplus of it would not translate into engagement. Increasing salaries can at max remove disengagement, yet it may not induce more engagement. So what is it that can help organizations drive more engagement in teams? The answer lies in WELFARE

3.4 Welfare at Work

So what exactly does WELFARE (WF) stand for? How can organizations create WELFARE (WF) for employees? Welfare as a phenomenon can be understood as a state of happy, safe & healthy life. If we try to look deeper into what all the industries are doing today in this regard, one would find that overall WELFARE (WF) is further divided into two parts – WELLBEING (WB) and WELLNESS (WS). Worker WELLBEING (WB) is the sum of his physiological & psychological health whereas WELLNESS is more about a worker's emotional health. Let us discuss each of them.

3.5 Wellbeing at Work

Wellbeing may be defined as the hardware part of the Welfare. It focuses on ensuring the fitness of physiological and psychological conditions of the employees. Now, when we further look into this we find ensuring employees' wellbeing may include many preventive measures as well as many curative

measures. Preventive measures include ensuring that there are no injuries or any other harm to the fitness of employees while they are working. This is what we call SAFETY (S) at Work. Safety at work is about creating environment or conditions, which are aimed at minimal loss to the fitness of employees during the course of work. This may include providing them Personal Protective Equipment (PPEs), or ensuring the installation of various safety infrastructures at work in order to prevent employees from getting harmed. Depending on the nature of business, the organization may decide what all needs to be done to ensure Safety (S) of Employees. For instance a heavy manufacturing industry may find that a lot of electrical maintenance work is happening on their machines, and they need to establish a fool proof system for cutting off the power supply before the maintenance work actually starts. For this industry a system of Lock Out, Tag Out (LOTO) may be a primary element of ensuring safety. Whereas for another company delivering Pizzas to customers' homes, safety while driving bikes may be the concern area.

The second aspect of Wellbeing is HEALTH (H). Every occupation has its own Health Hazards. For some it may be decibel levels of work area which are causing audiometric problems to employees, whereas for another it may be the high toxic content in air which are causing respiratory diseases. Ensuring that the employees continue to live a disease-free life is an important aspect of the Wellbeing which organizations intend to establish at work. However, HEALTH care is not and should not be restricted to only occupational hazards. Even other health issues encountered by employees outside work should form a part of the Health Care provided by companies. Again, depending on industry and the context, there may be various elements of Health, which an organization may like to consider or exclude in its Health Policy, but indeed, there cannot be a focus on Employees' Wellbeing without including Employee Health under the gamut.

Together Safety and Health comprise of the two branches of Wellbeing. The aim of this research work is to understand the Wellbeing factors in more detail. Therefore, as we proceed, we would discuss both – Health as well as Safety in more detail.

Gyekye (2015) has proven that an organization's commitment towards the wellbeing and satisfaction of workers not only adds to organizational efficiency, but also reduces the frequency of accidents at workplace thus saving immense human and social cost to the company.

3.6 Wellness

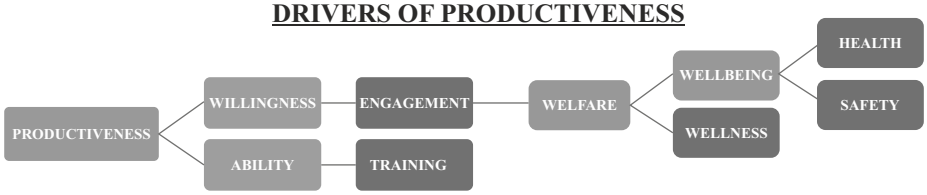
Wellness (WS) is the software part of Welfare (WF). It looks into the happiness and satisfaction, which an employee derives out of work. But unlike Wellbeing, where there was a clear boundary between Health and Safety, in Wellness the areas of Happiness and

Satisfaction are largely intermingled and unified with very little to differentiate between the two. Therefore it would be better to consider them together under the classification of Wellness. These concepts of Happiness at Work and Satisfaction are the relatively intangible parts of Welfare or in other words the Software of Welfare.

Wellness for employees may include any initiative, which may create more happiness and satisfaction for employees. And what is it that they are looking for, can always be tangibly assessed through Employee Satisfaction Surveys and Happiness Surveys. Satisfaction Surveys are questionnaires provided to all employees of an organization through which it is intended to find out what is missing at work, which is causing lack of satisfaction. It may be anything from quantum of authority at work to participation in decision-making. It maybe something as simple as the canteen facility to something as complicated as the promotion scheme. Satisfaction may be driven from proper work life balance or right job match as per person's talents or adequate opportunities of learning to frequent job rotations. The priorities of an organization related to Wellness may change from time to time. Today the employees may find there are insufficient job rotations, the company may establish a robust process to ensure there are sufficient numbers of job rotations, but tomorrow the issue may be lack of training and the company may have to shift its efforts towards creating a better training platform. There is no end to the list of things that may provide happiness & satisfaction to employees at work and create Wellness. These may include factors like right talent selection, training & development, career progression, providing a conducive work environment, taking care of their personal goals, giving them opportunities of growth, making their work more meaningful, adding resources to assist their work or anything under the sun. The companies should however keep a tab of the employees' pulse and must keep itself updated about the needs of employees in order to ensure their Wellness.

So, in the larger picture of things, it all starts at Productiveness (P). Productiveness is what we want to have in the organization, for which we realize we need to improve employees' Ability to Perform (AP) and their Willingness to Perform (WP). AP can be easily assessed and improved through training but what is more challenging to improve is WP.

DRIVERS OF PRODUCTIVENESS



Health, Safety & Wellness emerge as the final drivers of Productiveness

Framework: Drivers of Productiveness : Kumar Lalit

Lack of WP is a symptom of Low Employee Engagement, and for improving Engagement at work, we need to work on Welfare (WF). WF in itself is a mammoth area which entails almost everything that an employer can provide to employees in order to engage them. WF can be further classified into Wellbeing (WB) and Wellness (WS) wherein, WB talks about the physiological &psychological health

of employees and WS stands for their happiness or the emotional health at work. To work on WB, organizations can systematically divide their efforts under Safety (S) and Heath (H), whereas to improve the Wellness, there are innumerable factors, which can be addressed, as the priorities of each organization are unique and change from time to time.

If organizations are able to work on Wellness, Safety and Health of their employees, they may be able to create an ecosystem of welfare, which creates employee engagement and improves people's Willingness to Perform leading to higher Productiveness.

The suggested "Productiveness model" and "the framework "The drivers of Productiveness" may lead organisations to higher levels of productivity.

4. CONCLUSION

Productivity is a significant parameter for organizations but it is actually Productiveness which influences the softer aspects of production. Productiveness is a factor of Wellness and Welfare, wherein Wellness is made up of Happiness & Satisfaction and Welfare comprises of Safety & Health.

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