

Analysis of Labor Productivity in the Telecom sector during the COVID-19 crisis: Qualitative Study in a Public Company of the Telecom Sector in Algeria

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Abstract

The object of our research is to propose an improvement plan for the public company in the Telecom sector in Algeria, through a qualitative study of labor productivity. To do this, we started with observations in the field targeting the commercial telecommunications agencies, from which we started a qualitative study where we interviewed 30 agents who work as managers of the commercial telecommunications agencies selected in around 30 commercial agencies in the departement of Algiers in Algeria. Indeed, these surveys were carried out at different times during the COVID-19 health crisis in order to collect the information necessary for our research.

The results obtained using the interview guide, showed us that the labor productivity at the level of these commercial agencies is better during COVID-19 from an economic, social, societal and environmental standpoint.

Keywords: Public company of the Telecom sector in Algeria, qualitative study, Interview guide, Labor productivity.

JEL Classification: D73, J24, J81, L96, P35

1. Introduction

Let us assume that labor productivity considered as a process, which consists of a set of sub-processes. In this sense, this paper relates to a study carried out using a quality approach to the productivity of labor within public company in the Telecom sector in Algeria.

In addition, we see on a global scale that human play an important role in companies, they manage to leave their mark in their work whatever the function they occupy. In order to try to

provide an answer to our problem, we based ourselves on theoretical notions and qualitative studies such as Lean Six Sigma and YIN (2003, 2009). To do this, the tools of management by quality and statistics, such as the theory of simple sampling, data analysis are mainly used.

We based ourselves on the results of our research which was presented in June 2022 relating to “The impact of Stress, Need, Motivation and Performance on Work Productivity: Case of a State Enterprise in the Telecom Sector” but also observations and a diagnosis made on the premises of the research

Given the urgency felt by the telecommunications company on labor productivity, we will try to answer the following problem:

"What is the impact of the COVID-19 health crisis on labor productivity in the public telecom sector in Algeria?"

In order to answer our problem, we propose the following hypothesis:

The Covid-19 health crisis has had negative effects on the behavior of employees of public companies in the telecom sector in Algeria and hence low labor productivity in the sector.

2. Methodology:

The Covid-19 health crisis has caused unexpected damage; even the most enlightened specialists in the world have not predicted the extent of this crisis on all countries in the world and in all sectors of the economy. Algeria was not the exception, having suffered a very serious economic recession with negative and multidimensional consequences: social, economic, environmental. Ets.

In order to try to provide an answer to our research problem, we started with a theoretical grounding, which is essentially inspired by the school of human and socioeconomic relations. This school emerged in interaction with the excesses of Taylors which gives rise to the search for the productivity of work and which engendered behaviors contrary to its initial objectives. It should be to take note that the strategic vision of the school of human and socioeconomic relations are conventional but also an intellectual movement, which remains identical to that of the classical school by endeavoring to offer a unique and universal framework of analysis. However, the organization's approach is evolving by integrating a new dimension: Man as a member and individual

In a fact, we have assumed that quality can be to measure by labor productivity. To this end, a qualitative study by adopting a socio-economic approach of Henri SAVALL of labor productivity within the company Telecom of Algeria carried out and more particularly at the level of these commercial agencies using an interview guide. .

In this perspective, we proceeded with the help of a semi-directive interview guide intended for managers of commercial agencies (agency directors) with a frequency of forty-five (45) minutes on average per person interviewed. . In this context, we interviewed ten (10) directors of sales agencies from this company whose objective is to identify dysfunctions, classify them into sub-themes through key ideas, and finally propose solutions to them.

3. The Results:

Henri SAVALL (1989) developed socioeconomic theory by integrating several disciplines in his approach to organization; it inspired by Germàn Bernacer, Spanish economist, who is interested in the major imbalances between the economy and the social and importance of time. The work of François Perroux is also present through concepts of the theory of active units, the effects of domination and the allocentrism. Finally, the integration of French sociology, which studies the power relations between men and groups within organizations. In addition, the sociotechnical school which neglects the economic aspect, the school of the scientific organization of work (Taylor, Fayol and Weber) also neglect the behavioral aspects and the Human Resources school which is interested in the phenomena psychological, have influenced socio-economic theory insofar as a critical of its approaches. This theory inscribes the human factor in the core of its approach as a central factor of performance, in order to measure it, on the one hand, economic and on the other hand social which gives a result of the interaction between structures and behaviors by a level of socio-economic performance of the company through the management of these interactions. This method created and perfected by Henri SAVALL (1989), with the participation of the ISEOR team. This method characterized by a degree of depth and rigor based on the notes taken during the interviews. Indeed, it is a question of selecting and then classifying witness sentences illustrating dysfunctions. The process includes :

- Themes: the families of themes are the six areas of dysfunction of the socio-economic analysis model: working conditions, work organization, time management (communication, coordination, consultation), integrated training, strategic implementation
- Subthemes, key ideas,
- Control sentences: sentences taken from interviews, without modification of the wording, subject to expression errors or, sometimes words that are too slang or offensive which are then translated to limit cultural shock.

The witness sentences collected grouped into themes, sub-themes, key ideas, by applying. The interview guide of SAVALL (1989), and which are in the following table

Table 1: Table of witness sentences of the commercial agencies manager

The themes and sub-themes / Witness sentences		
	Women	Man
1- Terms of work: Schedule work:	“..... Moderately satisfied because I was forced to stay in the agency for unpaid overtime to satisfy customers”	“.....except for the afternoon I go out at 7:00 p.m. for me it's a lot”

<p>1.2.Atmosphere work:</p>	<p>"...Its very important specially the agreement</p> <p>"managing staff and creating a good atmosphere in the work-place"</p>	<p>".....but sometimes tense"</p>
<p>1.3.Security:</p>	<p>"..... but concerning security there is no alarm, there is a problem in the electric door when there are power cuts"</p> <p>".....but for the sake of security there are too many thugs here"</p>	<p>"..... I am not safe because there are customers who are very difficult"</p> <p>".....; but on the security side quite well for lack of amenities"</p>
<p>2- Work organization: Charge working:</p>	<p>"No, several stains"</p> <p>"...it's a charge and a position of responsibility... »"</p>	<p>"I'm under pressure..."</p> <p>"A load of my work not to let our customers see my manager"</p> <p>"No ,too much pressure "</p> <p>"Yes by customer complaints"</p>
<p>2.2.Rules and procedures:</p>	<p>".... but not in all areas especially I hate them interventions (MAARIFA),for security is average because there are too many fights between agents and customers"</p>	<p>".....for the procedures more or less by adapting according to the situation, by making exceptions"</p>

<p>2.3.Organization chart:</p>	<p>"The agency is unstable, the same thing for the company, there are regular changes also in the information systems and organizational charts"</p> <p>"No, not at all for the agency and the company because there are unnecessarily created positions"</p> <p>"Not only for the agency but also for the company there are changes almost in</p>	<p>"...the reputation of this agency because it is a badly seen agency..."</p> <p>".....(there are useless posts)"</p> <p>"...poor company organization (creation of jobs). »</p> <p>"..... a medium-sized business organization"</p> <p>"Since it is imposed by the DG, we can say that</p>
	<p>permanence»</p> <p>"Too much change in the organization of agencies and the company"</p>	<p>the agency and the company have a good organization"</p>
<p>2.4.Regulation of absenteeism:</p>		<p>"..... at the exception diseases "</p>
<p>3. Management of time: Respect delays :</p>		<p>".....The most of the time »</p>
<p>3.2. Disturbing factors of the management of time:</p>		<p>".....sticks in the wheels, officials remoteness (compared to place of residence)"</p> <p>"..... Details that do not let me do my tasks regularly. »</p>
<p>4- Communication– coordination – consultation (3 C):</p> <p>3C Horizontal:</p>		<p>"...details that don't let me do my stains regularly"</p> <p>"Yes, sometimes the information is a bit late"</p>
<p>5- Integrated training: Training/employment match:</p>	<p>" No "</p> <p>"No, very rarely"</p>	<p>" Rarely "</p> <p>"some training courses that are related to my work"</p>

5.2. Skills available:	"apply several times without follow-up"	<p>"... to be able to fit in, to be able to demonstrate my skills"</p> <p>".... become a commercial manager despite my training as a lawyer because I started my job in commercial"</p>
5.3. Needs of training:		<p>"Not every year"</p> <p>" Nope, rarely but long term "</p>
		<p>".....I do training but not every year"</p>
6- bet in strategic work: Multiplication and organization of strategic implementation:	<p>"A little, not really, I deserve more"</p> <p>"No, I have a Masters"</p> <p>" Nope, the pay must be better»"</p> <p>"A little, I deserve more"</p>	<p>".... For me it's crumbs compared to my level but thanks god"</p> <p>"No pay, I can give more in this position"</p>
6.2. System of information:	" Nope "	<p>"manage multiple systems at once in a time minimum»"</p> <p>"modernization of systems (new system currently very difficult to manage"</p>
6.3. Fashion of management:	"I couldn't do anything, I was still waiting for the yes or the no from my superiors"	<p>".....(I replace the heads of departments)"</p>

Source: Elaboration our selves

Really, the benefit of the work is essentially in the classification by imputing the control sentences. This approach has enabled us to obtain results that we have transformed into solutions (improvement plan). In our case, the mirror effect of the employees responsible for the company Telecom obtained as follows:

1. Presence of a load and a certain pressure in the work environment from the managers ;
2. Presence of permanent monitoring of the staff atmosphere;
3. Lack of security, which can destabilize staff to accomplish tasks. ;
4. Presence of stress in the workplace;
5. Lack of confidence by those in charge, especially of the female sex;
6. Structures not adapted to the policy and the strategy of the company to put the personnel in good conditions ;
7. A certain deficiency in the regulation of absenteeism;

8. Failure to meet the deadline for completing tasks and achieving objectives ;
9. Presence of disturbances which force managers to perform tasks regularly;
10. Presence of obstacles and demotivation on the part of those in charge
11. Lack of communication from the hierarchy for the male sex;
12. Lack of training adapted to company policy;
13. Presence of some discrimination in judging the merit of positions of responsibility;
14. Lack of continuous improvement in the area of training ;
15. Lack of pace in the implementation of company Policy;
16. Difficulties in setting up performance indicators;
17. Presence of authority by the hierarchy but also a certain flexibility by the heads of agencies;
18. Difficulties in setting up performance indicators

3.1 Additional results:

The improvement plan proposed for the telecoms company in Algeria covers four main areas; there are economic, social, societal and environmental.

○ **ECONOMIC** :

Qualitative review: motivation and satisfaction of staff in working conditions, by implementing better relations between colleagues and the hierarchy.

○ **SOCIAL** :

- **The development of communication and expression of speech**: It should be to note that in a company, no one is been spared from stress, even managers regardless of their status or the staff to which they belong. Therefore, communication between employees is essential in order to create a friendly working environment.
- **Clarify expectations at work**: with the sharing of tasks and responsibilities as well as the involvement of all stakeholders, efficiency established in the relationships between employees and further improves performance, by expressing clearly on expectations in order to create a good understanding and better collaboration.
- **Setting priorities and opening up to opportunities**:

It is very important to define priorities and establish a schedule of tasks carried out on a daily or weekly basis. The objective of the latter is to reduce the workload and the sources of stress. It should be to note that the agent could take advantage of his stress, by taking a step back to analyze uncomfortable situations at work and this, to detect disruptive factors causing stress and try to neutralize them one by one

○ **SOCIETAL** :

- **Give a good image of the company**: it should be kept in mind that the image that the worker gives to the customer service has repercussions on the image of the company, as any negative behavior of an employee is systematically associated with the brand image by customers. Also, talk about the good for the company outside of work to maintain its brand image by citing successes, promotions, investments and in addition to its civic and societal values

- **Setting the objectives (achieved):** the setting of objectives must be clear and realistic at work, because the latter helps to strengthen self-discipline and provide the means to achieve them. In addition, visualizing the expected positive results achieved through the efforts provided is a key motivating factor.
- **Improved time management:** to manage your time, you have to organize and prioritize the tasks from the most difficult to the easiest or from the most important to the least important. There are one of the strategies, which allows staff to be more productive and move faster on their projects.
- **ENVIRONMENTAL:**
 - **Maintain engagement through information and demonstrate integrity:** regular feedback pushes an employee to commit to putting in more effort, taking initiatives and therefore being effective in achieving goals, if and only if they are well informed. In addition, the staff must create a relationship and working harmony between collaborators by forming a solid and united team with honest and sincere communication.
 - **Integration into the collective spirit of the company:** a good integration in the company hardly depends on the attitude of each worker, it is necessary to speak about the experiences and share the ideas of each one to create bonds between colleagues to enrich oneself and to create a good collaboration.
 - **Staff involvement:** staff must be encouraged by treating them as collaborators and not subordinate, to become stakeholders in the solutions implemented to maintain their commitment and enhance their contribution within the organization. In addition, when all members act together to achieve a common goal, the latter is more efficient and productive than if the work had done individually.
 - **Take breaks to take care of the hygiene of life:** restorative breaks are very important for workers as they allow staff to revitalize themselves and get off on the right foot to achieve these goals successfully.
 - **Delegation of tasks and responsibilities:** delegation allows you to move forward in the work, reduce the load but also to obtain relationships that are more productive by reaching the objectives.
 - **The creation of collective intelligence:** by interconnecting existing talents in the company and combining intelligence to generate enthusiasm and lead to innovative and efficient results.

4. Conclusion

The results of our research, using a semi-directive interview guide intended for a dozen sales agency executives of the company Telecom of Algeria, show that most of the managers have some knowledge of the organization. Of the company, because they consider that the latter comes within the framework of the performance, the evolution and especially the change. They are moving towards a new world which is the world of revolution and modernization for a better quality of life not only for a simple employee but also for these managers, despite the fears weighing on the smooth running of activities, such as that, the lack of security and maintenance. Our improvement plan focused on four areas: social, economic, societal and environmental, the objective of which is to remedy the constraints encountered by employees

of this public campaign to improve labor productivity. As for the limits of our research, it should be to take note that this study is limited only to a region of the country, which is the capital, and it is therefore desirable to broaden our investigations on a national scale.

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