

Chapter 5

Performance

ABSTRACT

The current examination of Covid-related issues is important because the pandemic grew so fast that it outpaced current research and literature. To date, according to the literature examined herein, there is a shortage of studies about telework. Also, existing studies have not yet gone far enough to consider the enormous contribution and involvement of supervisors and leaders as they relate to telework. Contemporary literature has primarily compared and contrasted teleworking and non-teleworking employees. As we focus on supervisors and leaders, we must evaluate key requirements of the value of performance in the conversation. This will lead to mitigation strategies and shared understanding that are vital to improving performance. As the authors conduct this evaluation, there will be lots of information about how leaders can help members. They will also understand how to take advantage of the benefits of teleworking. They will also highlight situations where leaders may be reluctant to use telework, understand the reasons for reluctance, and begin the discussion to improve acceptance of telework.

BACKGROUND

The previous chapter examined trustworthiness and the interactions that build, and sometimes degrade, trustworthiness. As we start to look at performance and how it factors into our examination, we should keep in mind that by performing well, workers provide value to the organization. Much of the discussion here will address how that value could be rewarded with the use of some level

DOI: 10.4018/978-1-7998-8950-2.ch005

of telework. We will call the dyadic relationship either supervisor-employee or leader-member. For our discussion, these are interchangeable terms, but some of the referenced literature does not refer to leader-member or LMX.

Key requirements in reaping the benefits available from the value of telework are assessments of employee performance. Performance is the act of accomplishing or carrying out a function, action, or task.

According to Contingency Theory, organizations must respond to new and changing environmental conditions by redesigning their internal processing capabilities through structures and technology (Rice, 1992). The theory concedes that there is not one organizational design that ensures performance over another design. Performance is contingent on an appropriate match between contextual variables, such as task demands, and organizational arrangements, such as communication structures and media. In other words, the kind and availability of resources is crucial to achieving success in your organization.

Leaders who can master the challenges of goal alignment, providing oversight, avoidance of communications meltdown, coordinating multiple players, managing the tension between competition and collaboration, and overcoming data deficits and capacity shortages will be most successful in managing the challenges of telework. Issues of mission and strategy take on extra importance in the teleworking world. Leaders must determine what individual performance goals they hope to accomplish and then socialize how these goals address what members should be doing to accomplish mission objectives.

These intentions must be effectively communicated at all levels of the organization when telework is involved. This is because you cannot grab everyone for a quick meeting to adjust course like you would in the office. In this way, telework focuses organizations on starting with mission and then determining the process. This allows the necessary change from the tradition of deciding on a process and then trying to fit it to a mission.

A good organizational climate is helpful to this undertaking. Organizational climate focuses on current perceptions of people in a work environment and their observable personal relationships that affect their performance (Hatala & Fleming, 2007). Understanding organizational climate sheds light on an individual's perceptions of leader support, opportunity to use new training, level of peer support, supervisor sanctions, and positive or negative personal outcomes resulting from application of training on the job (Hatala & Fleming, 2007). Leaders must pay attention to these variables when pursuing performance that makes teleworking effective.

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