

MENADŽMENT I MARKETING

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ESTABLISHING REAL PRODUCTIVITY OF EMPLOYEES IN COMPANIES IN NON-STANDARD BUSINESS CONDITIONS SUCH AS COVID AND OTHERS

Summary: *Establishing real productivity of employees in companies in non-standard business conditions such as COVID-19, but also in other unplanned (extraordinary) conditions in which a large number of heterogeneous companies can be found, implies the application of active adaptation by leading management bodies in companies. For this reason, companies are devising numerous activities with which they will respond to newly created business conditions. The situation of adjustment came to the fore in the conditions of the crisis caused by COVID-19. This meant the creation of a special “business continuity plan” for a specific company, which included the implementation of ongoing and strategic decisions that were essentially the company’s response to the newly created situation. These activities made it possible to adopt the following measures in response to the situation: 1. Carrying out a realistic assessment of the level of risk and vulnerability of the company in the period of operation of one year. 2. Developing a realistically usable Risk Management System, based on top management’s assessment. 3. Developing a realistically usable System of reserve activities, which will be used to correct management in companies. For these activities, the need to engage middle management is essential in order to optimize the overall management of companies in conditions of non-standard business operations. 4. Developing a realistic view of the company’s vulnerability and its employees, the processes that are necessary to maintain a normal structure in the company in the conditions of non-standard operations, ensuring social protection for employees’ family members, realizing the company’s real income, the company’s response to reducing the availability of resources and others of a usable perceived risk management system, and according to top management’s assessment. One of the possible parameters that must be introduced into the regular operations of the company within non-standard operations is the analysis of the productivity of the employees’ work and finding a model of the achieved planned level of productivity that is acceptable for the company.*

Key words: *productivity, employees, companies, COVID-19.*

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1. INTRODUCTION AND PROBLEM STATEMENT

Establishing a real business and achieving some form of productivity that applies to all employees in companies in non-standard business conditions represents the great skill of the management function of the management body in companies.

Such observation of management decisions should be observed for a large number of heterogeneous companies, that is, it should be observed for a large number of companies that operate in business conditions that have a large number of factors (which are risky) for making valid management decisions by the company's top management.

It should be emphasized that the mentioned business conditions imply the application and active adaptation of everyone in the company, from top management to everyone in the hierarchy of employees in companies, and up to the management bodies in companies.

The mentioned activities in companies are a response to the newly created situation, which is characteristic of the economy in the conditions of the existence of a crisis like the one caused by COVID-19.

That is why it is necessary to adopt a high-quality special plan in the company, which can be called a "business continuity plan". Such a plan should be made for each specific company.

In such a planning approach, numerous business decisions are made that involve the application of heterogeneous measures that essentially represent possible responses to a newly created situation that can be seen as temporary, and essentially operates from the company's environment and from a macro-economic aspect.

These activities made it possible to adopt the following measures in response to the situation:

1. Making a realistic assessment of the level of risk.
2. Developing a realistically usable Management System.
3. Developing backup plans for the company's activities in newly created business conditions.
4. Developing a response to a realistically observed picture of the company.
5. Providing social and any other protection for all employees and their family members.
6. Realization of the company's real income.
7. Ensuring the company's response to the reduction of resource availability.
8. Make adjustments to the company's equipment.
9. Perform inventory adjustment in the company.
10. Make adjustments to the real market for the company's products.
11. Make adjustments to suppliers that supply the company itself.
12. Make adjustments to the media that act on the responses of the company itself.
13. Continuously analyze the economic environment of the company.
14. Continuously analyze the prices of public services.
15. Continuously analyze the influence of banks on the work and operations of companies.
16. Continuously analyze the current productivity achieved by employees in companies.

Therefore, one of the possible parameters that must be introduced into the regular business of the company within non-standard business is the analysis of the productivity of

the employees' work and finding a model of the achieved planned level of productivity that is acceptable for the company.

It is perhaps the most important factor on which top management can act, because it can operate in such a way that the internal organization of the business raises the overall business and raises the real economy of the business in the company, by raising the general level of work productivity that employees achieve in the business of the company, even in conditions of non-standard the business situation of the company.

2. LITERATURE REVIEW

Numerous scientific literature in a wider range of interests draws attention to the existence of specific business conditions, i.e. to business that in its reality has as a focus and productivity of work, i.e. measuring it by measuring the contribution of employees in the economy of the company (Greuning, 2006; Argilés & Slof, 2001; Arena et al., 2006; Kizilaslan & Adiguzel, 2009).

Such an observation and the views of the author can be seen in a wider context in relation to business operations in non-standard business conditions, but above all within business conditions that are often defined as corporate business, which we see in numerous works (Cantino, 2009; Damodaran, 2007; Guthrie and al., 2011; Levkiv, 2013; Lee, 2019).

The generally mentioned activities are related to the existence of the establishment of heterogeneous standardization processes in the company's operations by the top management, which represents new challenges and the great skill of the management function of the management body in companies, which was pointed out by numerous authors in their works (Barlev & Haddad, 2003; Cheng, 2016; Chen & Gavious, 2016; Liakopoulou, 2020).

Management decisions of top management and management bodies should be viewed in the context of a large number of heterogeneous companies, which are very different in terms of size, activity, number of employees and other characteristics, and which operate in standard but also extraordinary business conditions, i.e. in conditions that are specific to the adoption valid managerial decisions by the company's top management (Oliveras & Puig, 2005; Williams, 2010; Popović, 2014; Scalera, 2016).

Active adaptation of all types and sizes of companies requires from top management that all employees in companies, including management bodies in companies, make realistic responses based on newly created business conditions that are characteristic both in regular business and in conditions that were not possible to be predicted before the creation of realistic initial activity plans of the company itself (Popović et al., 2015; Pricope, 2016; Vitomir et al., 2020; Radović et al., 2021).

The mentioned activities in companies may represent a response to the newly created situation, which is characteristic of the economy in the conditions of the existence of a crisis such as the one caused by, for example, COVID-19. *These are all reasons to adopt a high-quality special plan in the company, which can be called a "business continuity plan". Such a plan should be made for each specific company.

In such a planning approach, numerous business decisions are made that imply the application of heterogeneous measures that essentially represent possible responses to a newly created situation that can be seen as temporary, and essentially act from the company's

environment and from a macro-economic aspect, which in a broader sense we see from different works of the author (Vitomir et al., 2021).

Fundamentally, it should be pointed out that in modern literature more and more attention is being paid to the realistic response of top management to new situations, because only with the help of well-designed planned activities can one successfully respond to the emerging business conditions.

2.1. Internal factors affecting the company

Processes of realistic planning and the functioning of internal factors in heterogeneous companies should be made with full respect for the principles of respect for the professional code and ethics for all holders and employees of the company who have responsibilities in connection with the control over the development of various processes in companies (Vitomir et al., 2022).

Top management undertakes activities in business activities in the conditions when the internal organization in the company is carried out in relation to the existence of a real and fair code of responsibility for all employees in the company both in regular business and in conditions of extraordinary circumstances that may occur in certain conditions (Viorel & Roman, 2007).

Such observation should take into account the following factors:

- Existence of operational planning both in regular and in conditions of extraordinary circumstances for the company's operations.
- The existence of a defined focus of activities in the performance of work of all employees in the company.
- The existence of strategic and operational planning, especially on the basis of defining the amount of costs, the reduction of which should be imperative in the business of all companies.
- Existence of strategic and operational planning of total and individual risks in performing the work of all parts of the company, all organizational structures, that is, all affiliated parts of the company, to the parent company.
- Existence of strategic and operational planning for determining the importance of risk for specific work performed in the company, which can be concluded to have been carried out in accordance with the order and order of the top management of the company.
- Existence of strategic and operational planning of all elements that are important for the implementation of the company's core business.
- Existence of strategic and operational planning of accounting and finance regarding the preparation of financial reports.
- Existence of strategic and operational planning of accounting and finance regarding the preparation of reports that are prepared by order of the company's top management.
- Existence of strategic and operational planning of accounting and finance in the matter of significant changes in the company.
- Existence of strategic and operational planning of accounting and finance regarding the adoption of recommendations received by internal and external auditors, which were delivered to the top management of the company.

Below is a general schematic representation of the possible observation of decision-making settings in companies under standard and extraordinary business conditions.

Such an observation can often be called an observation of the “decision-making process” in the company, and the presentation itself is given in the form of a schematic representation in Figure 1.

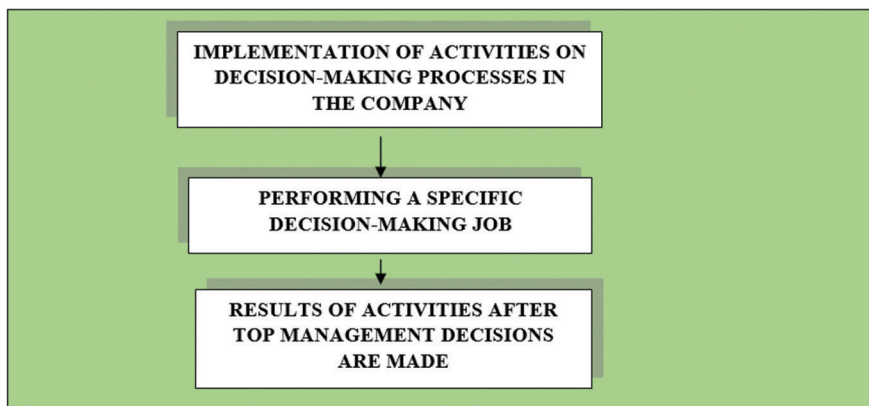


Figure 1: Presentation of the decision-making process in the company.

Source: Author (2022).

2.2. External factors affecting the company

External factors that arise as a result of the implementation of the activities of the external auditor and that relate to the work and operations of the company in the regular and non-regular business of the company can be grouped within the framework of the group of jobs that are the focus of the work of the external audit in order to:

- Determined the implementation and realization of a specific external audit, that is, an independent external auditor and the company itself, in which the external audit is performed.
- Made it possible to harmonize the work and planning of the external audit, which is in accordance with the signed contract for the performance of the external audit.
- Top management should take care to eliminate visible risks, which were presented in the external audit report from the previous business year, and which related to the work and operations of the company.
- Continuously work on monitoring important risks identified by the external auditor.
- Work continuously on monitoring the conclusions given by the external auditors in the reports on the external audits performed in the previous business years.
- Continuously work on acquiring general views that are important for the business of the company, and which follow on from the previous external audit.
- Influence the improvement of safety and quality of the acquired external audit certificate by submitting valid reports on the operations of all parts of the company.
- Analyze the observed potential problems that may affect the acquisition of an external audit certificate, all with the aim of raising the quality of reporting by both top management and governing bodies.

- Continually harmonize the scope of the external audit in the company, which results from the contract on the external audit with the company.

The safe conduct of external audit work includes taking actions such as:

- Activities to harmonize the goals of the external audit with the control system established in the company.
- Activities related to the duration of a specific external audit.
- Activities related to the harmonization of the framework plan, the date of completion of the specific external audit.
- Activities to report observed irregularities in the company's work that are visible in the company's external audit report.
- Activities on the typification of the structure of the external auditor's report.
- Activities on the typification of the structures of draft reports of individual external audits.
- Activities on the typification of the structure of the final report on the specific external audit performed in the company.
- Activities to adopt a general risk management strategy in the company's operations, where the adoption of the views of the top management on the basis of the external auditor's report on the audit performed in the company can play an increasingly important role.

The author presented the position of the establishment of control mechanisms and external audit in the company in the form of a schematic representation in Figure 2.

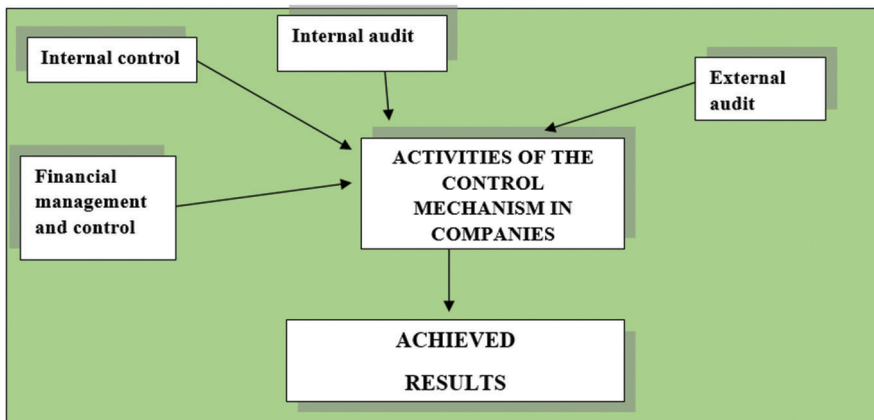


Figure 2: Presentation of the establishment of control and external audit in companies.

Source: Author (2022).

2.3. Business modeling of an enterprise in non-standard economic conditions

Practical business modeling of a company in non-standard business conditions can mean the adoption of a whole series of measures by the top management regarding real management in companies.

One of the key measures is the adoption of measures on where the work of employees in companies is performed, at what time and to what extent.

It is one of the important factors for regulating the overall economy in the company, i.e. within which the activities that can be measured by calculating the productivity factor essentially take place.

In this paper, an analysis of the model was made, which assumed two states, namely:

First, that employee could work 100% from home, the so-called Online work from home. Such an organization system could be organized mainly for administration workers and was practically applied during the so-called “Locking people” during the intensive duration of COVID-19.

The second model was based on the arrival of workers to the premises of the company every other working day, that is, when the number of workers at work was respected, when there was a substantially lower concentration of people in the premises of the company, or when one wanted to see if such a model had positive effects on the total business of the company.

3. WORK FROM HOME IN 100% OF THE NUMBER OF EMPLOYEES IN THE COMPANY

The work of employees in non-standard conditions tended to create a sustainable level of total reduction of workers in the company's premises. One of the possible models was that employees could work 100% from home, the so-called. Online work from home.

Such an organization system could be organized mainly for administration workers. Practical application on a larger scale was during the so-called “Locking people” during the intensive duration of COVID-19.

The effects of such activities could be seen at first sight in the following:

1. reduction of labor costs in the form of accommodation for workers at work,
2. changing the use of office expenses,
3. reducing the expenses of going to work, which required the transportation of workers to the place where the company's activity was carried out in the offices first of all,
4. reduction of expenses for workers' food costs at work,
5. reduction of other costs.

The big unknown of this model was the effective productivity that would be achieved by workers who could work 100% from home, the so-called. Online work from home.

A general starting point of productivity could be shown:

Labor productivity = Value of activity performed/time spent.

Accordingly, the model could be used only if the values of standard productivity are less than the value of labor productivity that would have the setting if workers worked 100% from home, the so-called Online work from home.

3.1. Going to work every other day at the premises of the company

Going to work every other day in the premises of the company was a representation of another model by means of which the presence of the worker in the premises of the company would be essentially reduced.

Such an organization system could be organized mostly also for administration workers. Practical application on a larger scale was during the so-called intensive duration of COVID-19.

The effects of such activities could be seen at first sight in the following:

1. benefits of social behavior of employees by occasional going to work,
2. better direct communication between permanent employees,
3. faster resolution of problems related to work in the company,
4. general reduction of unnecessary costs of workers' stay in the company.

A general starting point of productivity could be shown:

Labor productivity II = Value of the activity performed/time spent.

3.2. Comparison of the mentioned two models of workers going to work in companies

In order to be able to make a comparison between model I and model II, that is, to express general labor productivity, a general starting point regarding labor productivity should be determined.

For the first model:

Labor productivity = Value of activity performed/time spent.

For the second model:

Labor productivity I = Value of the activity performed/time spent.

Comparison of Model I vs. Model II would be

GENERAL LABOR PRODUCTIVITY = PRODUCTIVITY VALUES I/ PRODUCTIVITY VALUES II.

In order to show the impact of possible labor productivity in an exact way in terms of obtaining the most general conclusions based on the application of model I and model II, the author conducted a survey in the period June-November 2022 on how general productivity could be manifested in relation to the setting presented two models of employees going to work.

Top managers were asked to rate both models on a scale of 1-10, with the lowest score of 1 being the worst achieved results of employees compared to the analyzed two employee models during COVID-19, and a score of 10 being the best rated employee behavior that is, for the best achieved results of administrative workers in the given time of observation.

148 medium-sized companies in the Republic of Serbia were surveyed and the results are shown in table number 1.

Table 1: representation of the satisfaction of the top managers of the company in relation to the model used by the employees during the duration of COVID-19

Analyzed factors	Form of used model	Mean	Standard deviation	T-value	p
Achieved results (N=148)	Model I	7.50	0.30	45.600	<0.0005*
	Model II	8.88	0.12		

Source: Author (2022).

Based on the results of the survey, which included 148 surveyed top managers of medium-sized companies in the Republic of Serbia, it can be seen that there is an important difference in the use of the mentioned two models.

The significance is high, that is, the results are such that ($p < 0.0005^*$) is high, which indicates that there is a significant difference in the use of the analyzed two models of working time use by employees.

Better results are shown by model II, i.e. a model in which employees come to work every other working day at the premises of the company.

4. CONCLUSION

The importance of establishing and measuring the real productivity of employees in companies in non-standard business conditions such as COVIDA, but also in other unplanned (extraordinary) conditions in which a large number of heterogeneous companies can be found, implies the application of active adaptation by the leading management bodies in companies.

The author points out that there is no general model that would be acceptable for all companies and the application of which could achieve excellent business results in terms of non-standard employment and use of working time by company employees.

For this reason, companies devise numerous non-standard activities with which they will respond to newly created business conditions. The situation of adjustment came to the fore in the conditions of the crisis caused by COVID-19. In this paper, an example of observation of essentially two models of workers' arrival at work and the measurement of the satisfaction of top managers using those two models of workers' arrival at work is given. The first meant 100% online, work from home employees, and the second model meant workers coming to work every other day.

A comparison of the two models was made based on the surveyed 148 companies, that is, the author determined that there is a significant difference in the use of the mentioned two models. The significance is high, that is, the results are such that ($p < 0.0005^*$) is high, which indicates that there is a significant difference in the use of the analyzed two models of working time use by employees.

Better results are shown by model II, i.e. a model in which employees come to work every other working day at the premises of the company.

The result obtained for the purposes of this work can serve as a basis for some other more extensive research work, i.e. the research can be continued by comparing it with a different way of organizing employees going to work in non-standard business conditions.

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UTVRĐIVANJE REALNE PRODUKTIVNOSTI ZAPOSLENIH U KOMPANIJAMA U NESTANDARDNIM USLOVIMA POSLOVANJA KAO ŠTO SU KOVID I DRUGI

Sažetak: *Uspostavljanje realne produktivnosti zaposlenih u preduzećima u nestandardnim uslovima poslovanja kao što je COVID-19, ali i u drugim neplanskim (vanrednim) uslovima u kojima se nalazi veliki broj heterogenih preduzeća, podrazumeva primenu aktivnog prilagođavanja vodećih organa upravljanja. u kompanijama. Iz tog razloga kompanije osmišljavaju brojne aktivnosti kojima će odgovoriti na novonastale uslove poslovanja. Situacija prilagođavanja došla je do izražaja u uslovima krize izazvane COVID-19. To je podrazumevalo kreiranje posebnog „plana kontinuiteta poslovanja“ za konkretnu kompaniju, koji je podrazumevao sprovođenje tekućih i strateških odluka koje su u suštini predstavljale odgovor kompanije na novonastalu situaciju. Ove aktivnosti su omogućile da se kao odgovor na nastalu situaciju donesu sledeće mere: 1. Realizovana procena nivoa rizika i ranjivosti preduzeća u periodu od godinu dana. 2. Razvijanje realno upotrebljivog Sistema upravljanja rizicima, zasnovanog na proceni najvišeg menadžmenta. 3. Razvijanje realno upotrebljivog Sistema rezervnih aktivnosti, koji će se koristiti za korektno upravljanje u preduzećima. Za ove aktivnosti neophodna je potreba za angažovanjem srednjeg menadžmenta u cilju optimizacije ukupnog upravljanja kompanijama u uslovima nestandardnog poslovanja. 4. Razvijanje realnog pogleda na ugroženost preduzeća i zaposlenih, procese koji su neophodni za održavanje normalne strukture u preduzeću u uslovima nestandardnog poslovanja, obezbeđivanje socijalne zaštite članova porodice zaposlenih, ostvarivanje realnih prihoda kompanije. , odgovor kompanije na smanjenje dostupnosti resursa i drugih upotrebljivih percipiranih sistema upravljanja rizicima, a prema proceni najvišeg menadžmenta. Jedan od mogućih parametara koji se mora uvesti u redovno poslovanje preduzeća u okviru nestandardnog poslovanja je analiza produktivnosti rada zaposlenih i iznalaženje modela ostvarenog planiranog nivoa produktivnosti koji je prihvatljiv za preduzeće.*

Ključne reči: *produktivnost, zaposleni, kompanije, COVID-19.*