



# Managing Today's Employees for Business Success

---

Melody Avery Cazort

*Regent University*

*Roundtable: Global Consulting*

---

It is common knowledge that our social, economic, wellness, cultural, and especially sense of security are in an unprecedented era. Fear thrives in the environment as people suffer losses from COVID, mass shootings, housing, inflation, and a pending war. Thus, people changed; they have merged from working at a brick and mortar location or they are new members of "The Great Resignation". The purpose of this article is to explore the current situation, meet the emerging values, and provide recommendations from a consulting perspective for success. To recruit and retain employees, mid-level and senior managers must offer more for a successful enterprise. Motivating employees, whether in the workplace or remotely, increase productivity for success. To assure the latest information for the paper, research only derives from December 2021 (revised in 2022) and 2022. The paper concludes with recommendations to leaders on how to encourage productivity by adapting to employees. A goal is a positive organizational culture fulfilling employees' current needs, thus creating more success for business today.

---

Our turbulent environment has changed our society and values. Many people do not want to take jobs on-site but insist on working remotely. This atmosphere is across the board, from lower to higher ranks and income levels, including employees at all kinds of positions in organizations. Managers learning about the environment surrounding employees, gaining understanding and recognizing living in this particular time can help identify what is missing or gain empathy for them. Acknowledging new priorities leads managers to help workers and make them become the best productive employees. When the crew is happy and can become motivated, they can become more effective.

This paper intends to communicate more than that and include God's values. It starts with doing unto others as you would have done to yourself and your family, too. Good managers not only want their employees to work well and produce to their maximum ability, but they also desire workers to be happy and feel fulfilled in their work. People spend a great majority of their hours each week working. A person's job can give them a sense of identity, a feeling of belonging and satisfaction. This writing discovers the environment in which workers live and contemplates the changes that workers

encounter. The findings about jobs today in research can help management identify necessary adaptations to meet human needs for a happy workplace. To discover the best recommendations, look at the current situation and ask what you, as a manager, have done to lead them to commit to you.

### **60 Minutes: "The Great Resignation"**

Through research and interviews, the huge hiring system of LinkedIn reveals what the U.S. workforce will look like in the near future (Whitaker, O'Donnell & Wertheim. p. 2, Transcript. 2022). LinkedIn's chief economist, Karen Kimbrough, offers answers with experience and knowledge. Kimbrough believes that organizations have recognized a crucial fact; in order to attract potential employees, employers need to adapt and move to the candidate's requirements. Kimbrough advises leaders to "... meet them where they are now." (Whitaker et al. Transcript, p. 5, 2022).

Employers had the power; nevertheless, employees are writing their own script today (Whitaker, B., O'Donnell, N., & Wertheim, 2022). In the past, remote job openings were one in sixty-seven; now they are one in seven. The Big Quit shows that people stopped working or sought out other careers that fit their lifestyle. Interviews discovered people who are much happier working from home. Forcing work at home even more are families moving to affordable housing, which is not in the cities but in other states. Interviews with managers found that flexibility with employees is crucial, from the hours they work to offering educational tuition. Employers must meet the necessary script of the best workforce to operate the most successful business.

Evolving to work at home has increased success for new entrepreneurs (Whitaker, B., O'Donnell, N., & Wertheim, 2022). Worxbee has met the demand for leaders; it provides remote assistants for busy executives. Innovative entrepreneurs such as the owner of Worxbee succeeded in connecting potential employees with the high demand for companies that will allow remote work. Examples include personnel who quit the office job and now work a few part-time positions. These people working remotely are happy and productive; the organization is more productive and successful. New businesses responding and recruiting the remote workers are thriving and their future looks bright.

Thus, managers must find out exactly where to "bridge" over to potential workers. As the research discovery shows, this includes working remotely.

### **Where They Are Now**

Today, lockdown is history and the government intervention and protest rallies became more rampant our lives changed overnight. Everything in our day-to-day life is different. We had to adjust to staying indoors, without being able to see friends or family in person. Nobody was prepared for this, and we all had to alter our lives

drastically. People hoped this place would become like it used to be. Instead, more problems emerged. Now variants of Covid or Monkey Pox barricades happiness and a sense of well-being for some people. This situation answers where they are now. Managers must plan a pathway to connect to these people. It may not apply to you or yours today, but it applies to someone.

An article, *Covid crushed company culture – but something better will take its place* explains where workers are now (Todd, 2022). The article acknowledges that employees moving to work remotely decreases the likelihood of developing relationships and employees lack a feeling of connection. Culture and relationships at work promote people to commit, work longer, and avoid letting down their team. Todd promotes that these are signals for company managers to reassess their perceptions and views of what makes company culture. These conventional models are outdated and old-fashioned (2022). This leads business managers to look at culture through another lens.

*Covid crushed company culture* poses a critical question focusing on coworkers creating connections, and relationships that are more than company acquaintances (Todd, 2022). Why is this important? Employees' motivation has evolved, and the next paragraphs explain more.

### **The Office as We know it is Over**

After reviewing some studies, management experts conclude workers have a different sense of detachment now, contributing to the Great Resignation (Todd, 2022). Executive leaders worry that culture is lost and want people back at the office. The research leads Todd to advise revisiting the concept of company culture and see if it is outdated. Todd includes information from Amir Goldberg, an associate professor at Stanford University.

The article, *What is Company Culture if you don't have an Office?*, proves and explains that worker performance at home instead of the office increases production (Greenfield, 2021). One example is a CEO who was shocked at the productivity, resulting in success as their firm grew. The article also expands upon the findings of Goldberg's research on organizational behavior at Stanford Graduate School University (2021). Goldberg reports that culture controls and patrols organizational members. It is a way that organizations monitor and limit behavior.

The traditional relationships at the workplace do not work for everyone (Greenfield, 2021). For example, leaders should consider:

- Those who cannot stay after hours for drinks have to be at home
- "older workers at companies" where most of the employees are in their 20's (p. 2, 2022)

- “People of color who work with a majority-white company” (p. 2, 2022)
- Workers who prefer to get their work done and socialize outside of the office
- Employees who just do not fit in and do not care to do so

A survey reveals additional benefits to working remotely (Greenfield, 2021). Slack's Future Forum found, with multiple variables in the survey, that black workers at home feel more support from managers, greater equality, and more appreciation from their coworkers. The black employees have a sense of relief. Another positive result of working remotely emerges; it benefits workers and provides a sense of equality to all. Greenfield's article concludes that employees working from home are creating new cultures (2021).

Therefore, working remotely can accommodate a diverse group of people. Employees realize that working online may give a perception of belonging that the office did not offer. Coworkers do not seem to perceive differences as they did at the organization. This is an advantage to decreasing the feeling of diversity. Previously, these workers were the “odd ones out” but they do not feel this any longer. They are happy with getting their work done. Employees are now free to dine with others; however, they do not feel obliged to do so.

Corporate culture does not seem popular in today's environment. Rebecca Greenfield states in a Bloomberg article that “The latest panic about remote work isn't about lack of productivity but the loss of the ever-elusive workplace culture” (Greenfield, 2021, p. 1). Leaders want workers back at the office, in the way it used to be.

Executives perceive that a sense of normalcy will return. Nevertheless, if productivity increases to make the business succeed, justification for coming back to the worksite could discourage employees, causing productivity to decline. The next section supports the increase in job performance, again questioning the importance of conventional organizational culture back at the office.

### **Promote Something Better to Take its Place**

Leaders of organizations, surveys, and other research found that productivity improves when working remotely, and helps businesses succeed. Results show an answer for what will replace traditional culture, with better outcomes. Surveys prove that “people were wildly productive during Covid lockdowns.” (Greenfield, 2021, p. 1) In a series of “The New Rules of Work”, this writing backs up positive findings about working at home. A chief executive officer of one large company, “. . . was shocked at how well things went when her staff of 80 pivoted to remote work; the firm actually grew.” (Greenfield, 2021, p. 1)

Another example from the founder of WordPress and CEO of Automaticc, Matt Mullenweg, explains business success by working remotely (Greenfield, 2021). This

entrepreneur loves thinking about culture and believes working alongside others in an office is not beneficial. Mullenweg encourages other CEOs to accept remote working and polish their writing skills for communication. Recommendations for managing workers at home include pairing and teaming with those who work in the same city, creating a platform for communicating informally and networking. Mullenweg advises everyone to improve their writing skills for clarity, such as for email and chat.

A real estate financing firm reports workers saying they felt as if they could “bring their own selves” while working at home during the Covid lockdown (Walker of Walker & Dunlop, p. 2, 2022). This is a major indicator of worker engagement, coinciding with keeping employees happy, with productivity. This decreases the probability of people looking for another job.

Thus, employees are performing their tasks at home; managers should support them. Managers have worked for equality and diversity; this is an opportunity to improve it. The next section explores how to accommodate and provide guidelines to help employees excel. Accommodations include revising policy and procedures as they are necessary standards for the firm and the employees.

### **Adapting to Remote Employees**

For our new world of work, managers must develop new policies, which clarifies the agreement for both parties. Mike Elgin of Computerworld in Framingham, Massachusetts advises starting from scratch (2022). Various work agreements from hybrid, onsite workers who work at home on the weekends, workcations, and other situations exist in firms now. To cover all the endless circumstances, an overall hybrid policy is essential. Unfortunately, many organizations do not have a policy in place. If they do, it is likely the procedures are obsolete. Elgin recommends current policies. Elgin explains, “Policies protect the company, improve morale, foster better culture, help employee retention, improve cybersecurity, and provide other benefits.” (p. 1)

Policies need to address:

1. Security with a zero-trust model
2. Safety with clarifying the boundaries
3. Productivity
4. Allocation of resources
5. Availability
6. Equipment
7. Termination

Elgin adds that “State law covering workplace safety, for example, means that injuries sustained by remote employees at home could qualify as ‘workplace’ injuries.” (p. 1).

Leaders should become familiar with employment law and adhere to policies, and revise them appropriately.

## Recommendations

We looked at where employees were and examined how something better could take its place by progressing to working at home. Proof of productive remote performance and increasing profit in a business should satisfy management. Leaders must provide the tools to workers for completing their tasks. Recommendations to managers are to:

1. Accept the situation and accommodate all employees. Managers encourage employees to embrace and accept change. This is management's opportunity to "practice what we preach" and provide a good example.
2. Provide incentives and flexibility in work arrangements, such as benefits, bonuses, more time off, educational tuition assistance, and flexible schedules.
3. Create Remote Employees Manual with Policy and Procedures
4. Provide training to develop better communication and writing skills for remote employees. Instruction could include technical training on communication platforms and improving presentations.
5. Make meetings and relating with others optional, not mandatory. This business practice accommodates those who need this without interfering those who do not want it. Perhaps some employee problems are not the work at all, but the sadness and frustration that they are feeling from something else entirely. A workplace where friends can talk and support each other is healthy. Managers must reach out, show empathy, offer a connection for those who want it, and listen, more than ever. Offer a better place, a place where people could talk and release, and offer a productive, fulfilling connection. Zoom and other technology communication platforms provide this.

## Conclusion

The current atmosphere is not limited to lower ranks or even income levels. It includes the small business, the corporation, and employees in different ranks. Managers who gain understanding can help them adapt toward a happy, productive workforce. This can show how managers can help workers become the best productive employees.

In closing, managers must consider workers as human beings. People spend a great majority of their life working. With God's values as the foundation, leaders must treat employees as they would have them care for them and their families.

"So whatever you wish that others would do to you, do also to them, for this is the Law and the Prophets" (CBN ESV Bible Online, Matthew 7:12)

The resources prove that leaders can accommodate for their human resources and productivity increases, for a more successful business. Good managers not only want their employees to work well and produce to their maximum ability, but they also wish for workers to feel fulfilled in their work. A person's job can give them a sense of identity, a feeling of belonging and satisfaction. Analysis enlightens us on how to help employees be the best that they can be at work, innovate new ideas to accommodate them, and increase business productivity for success.

---

### About the Author

Dr. Melody Cazort has over a decade of experience as a college professor. She earned a bachelor's degree in organizational management from John Brown University. She completed her Master's degrees in Business Administration and in Management with an Emphasis in International Business at Webster University. She is a doctoral graduate from Regent University's Global Leadership and Entrepreneurship Strategic Leadership Program. Her ambition is to serve God and others, building relationships and being productive.

Dr. Cazort relishes life in central Florida with her husband, Ben. In her leisure time, she enjoys riding her horse, Shiloh, with her horse club friends. She volunteers as a business consultant, assists in horse therapy, and gives horse rides to anyone who wants to ride Shiloh.

Correspondence concerning this article should be addressed to Dr. Melody Cazort at: [meloave@regent.edu](mailto:meloave@regent.edu).

---

### References

- Bible, English Standard Version. (2022) Christian Broadcasting Network. Online Bible. <http://bible.cbn.com/#!/bible/esv/40/7?p=search&q=do%2520unto%2520others%2520as%2520you%2520would%2520have>
- Elgan, M. (2022). Tear up your remote work policy (if you have one) and start over. Foundry.
- Greenfield, R. (December 20, 2021; Corrected January 14, 2022) What is Company Culture if you don't have an Office? Bloomberg: US Edition, Businessweek: New Rules of Work. <https://www.bloomberg.com/news/articles/2021-12-20/employers-want-workers-in-the-office-for-the-company-culture-not-productivity?sref=P6xXtEaF>
- Todd, Sarah. (2022). Covid crushed company culture – but something better will take its place. Onward and Upward: Discover: Quartz at Work. <https://qz.com/work/2115861/what-is-company-culture-in-the-remote-work-era/>

Whitaker, B., O'Donnell, N., & Wertheim, J. (2022). 60 Minutes for January 9, 2022, CBS. CQ Roll Call.

Whitaker, B., O'Donnell, N., & Wertheim, J. (2022). Why are Americans choosing to quit their jobs in record numbers? 60 Minutes. CBS.  
<https://www.youtube.com/watch?v=brw-jN9b-Sg>