



# Personality Traits, Positive Emotions and Psychological Well-Being of Telecommunications Distribution Employees

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## Abstract

**Purpose:** Personality qualities are essential to the prosperity of any contemporary company because they foster the growth of pleasant emotions in telecommunications distribution employees. **Research design, data and methodology:** Thus improving their overall psychological well-being and productivity. Talent retention is facilitated by mutual respect between management and staff. The success of the company as a whole, including the development and maintenance of emotions with customers, also depends on the psychological well-being of employees. The aim is to demonstrate how a positive and satisfied emotional workforce contributes to psychological well-being in the 21st century. **Result:** The research aims to better understand the personality traits that influence the psychological well-being of employees. In addition, between January and March 2023, a total of 179 employees in the telecommunications distribution industry in the Peruvian city of Chiclayo were surveyed using structural modelling methods to measure employee satisfaction. It also shows how various ideas, approaches and models can be used in the real world. **Conclusion:** The significance of the model on the perception of telecommunications workers in Peru is demonstrated by the results, which indicate an  $R^2$  value of 0.681 for positive emotions and an  $R^2$  value of 0.792 for employees' psychological well-being.

**Keywords:** Extraversion, Distribution, Neuroticism, Personality, Psychological Well-Being, Positive Emotions, Rewards.

**JEL Classification Code:** D91, D78, D91.

## 1. Introduction

For companies to be competitive, they must constantly adapt to new ways of doing business. A telecommunications

distribution employees are a key component in its overall success and performance. The positive psychological well-being of employees and their dedication to work are essential to retaining them, which in turn helps companies

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to maintain their existing clientele (Alshurideh et al., 2019). As a result, it is crucial that all companies make an effort to promote and protect the psychological well-being of their workers (Durán-Seguel et al., 2020). To ensure the psychological well-being of telecommunications distribution employees, companies must take into account a wide range of factors, including personality types and working conditions. Corporate cultures, performance appraisals, social and emotional supports, career progression opportunities and the nature of the telecommunications sector in which they work all influence the psychological well-being of today's workers (Ramírez-Gañan et al., 2020). In today's selective, competitive and cohesive business sectors, a high level of employee happiness is required in all work contexts. This study provides new insights into several aspects of workers' psychological well-being, which may have simultaneous causes and effects.

One's personality consists of their typical ways of thinking, feeling, and acting. Personality characteristics, as opposed to taught behaviors, are general inclinations that manifest themselves in many different domains of a person's life. The Big Five model is the structure of personality characteristics. It has received the greatest consideration from academics and researchers because of its ability to simplify a large number of qualities, its universal application across cultures, and its usefulness in predicting health and other important outcomes (Abu-Zayyad et al., 2020). According to this theory, personality can be broken down into five distinct dimensions: neuroticism, which pits well-adjusted individuals against those who are emotionally unstable; extroversion, which denotes sociability and a preference for bonding with people and groups, and introversion, which denotes reticence and a preference for solitude; and responsibility, exemplified by a willing, orderly and reliable disposition versus a less strict willingness to apply principles. Working for one of the many telecommunications service providers, areas in the fields of fixed and cellular telephony, computer networks, high-capacity transmission systems, via microwave, fiber optics, telecommunications networks, services and applications is the main field of occupation in telecommunications distribution. Radio communication systems (broadcasting, wireless networks, satellite systems, mobile systems and radar) and transmission systems (cable and optical fiber) (Kim, 2019).

Numerous researches have compared personality profiles across nations to investigate the cultural influences on the manifestation of these features. However, the follow-up study by Ayala et al. (2017) likewise reports unique groups by country or culture, providing further evidence that average personality scores by country/culture are reproducible and can give meaningful information on

personality dispositions. One possible explanation for these contrasting findings comes from a meta-analysis of the correlations between the five-factor model of personality and values conducted by Párraga and Sabando (2021). The collected results show that there are constant and theoretically meaningful links between both variables, but that these associations are not large. This supports the conclusion that characteristics and values are separate entities. However, it may be prudent to account for the fact that more cognitive character characteristics are associated to values and less emotional qualities are related to values.

The concept of well-being has been explored and characterized from two key perspectives, culminating in the categorization of subjective and psychological well-being (Alshurideh et al., 2020). The subjective well-being approach considers the positive and negative aspects of a person's life, and distinguishes between a mental aspect based on worldviews and worldview-defining convictions, it holds up better over time and is shorthand for the evaluation that the individual's developmental trajectory merits, and a subjective emotional element, connected to satisfaction or annoyance, experienced by the person, which is more variable. Alternatively, psychological well-being is an accurate reflection of a healthy lifestyle since it places more attention on traits associated with the subject's growth and optimum and good long-term functioning. Asís et al. (2022) suggested a multidimensional model of BP that included six themes that have been extensively investigated in the field of psychology: autonomy, personal growth, self-concept, purpose in life, environmental mastery, and positive interactions with others. Midlife onwards, people tend to keep the same level of pleasant relationships with others, self-acceptance, environmental mastery, and autonomy they had when they were younger.

Workers who have managed to overcome work-related problems often have particular personality traits, which can be considered unique aspects of an individual that shape their actions and are influenced by their upbringing and the environment around them. Personality, according to Pedraza-Melo's research, (2020) is a "complex pattern of psychological qualities" rooted in the unconscious and resistant to change, which automatically manifests itself in all facets of an individual's functioning.

## **2. Literature Review**

### **2.1. Extraversion-type Personality Traits and Positive Emotions**

The dominance-submissiveness theory, which predicts some social behaviors, goes by several names. They tracked individuals' social contacts and found that those with a high

degree of extroversion reported feeling more in charge of and closer to the people they interacted with than those with a low degree of extroversion (Crespo et al., 2022). In a university context, extraversion is a measure of the development of interpersonal connections among students. People with a high degree of extraversion find it easier to make friends and maintain those relationships than those with a low degree of extraversion. Happiness is a hallmark of extraversion, and an extrovert's tendency to exude it is strong evidence that he or she has a higher pain threshold than the average person (Lee et al., 2018; Yating et al., 2022). In addition, more extroverted people tend to be happier when they are actively engaged in something they enjoy.

To maintain employees' interest in their work, companies and their managers must take many factors into account in ongoing operations. Employees with these traits show interest and passion for their work, their roles and their duties, which is good for business. A strong method of employee engagement would actively encourage individual and organizational motivations. One of the possible outcomes of employee extroversion is as follows:

**H1:** Extraversion personality directly affects employees' positive emotions.

## **2.2. Kindness-type Personality Traits and Positive Emotions**

A likeable person has a pleasant demeanor, is adept at getting along with others and is willing to establish positive bonds with those around them. As a result, their friends characterize them as nice and pleasant, while those who are not are seen as distrustful, insensitive and uncooperative (Thommandru et al., 2021).

Workers' feelings are valid and should be taken into account. The ability to measure and manage employees' feelings has become a valuable asset for companies (De Waal, 2022). Employees' behavior, communication, stress, psychological well-being, melancholy and attitude are generally driven by emotional activities. Emotional changes in the workplace are often linked to various occurrences or events, as indicated by (Nierenberg et al., 2017; Diamantidis & Chatzoglou, 2019) state that workers' good and negative emotions in the workplace could help or harm their productivity. Employees who are able to maintain a positive emotional state throughout their working day are more likely to experience job satisfaction, higher levels of performance and more achievement-oriented personality traits. It is possible to extrapolate the impact of workers' emotions through:

**H2:** Kindness personality directly affects employees' positive emotions.

## **2.3. Responsibility-type Personality Traits and Positive Emotions**

Individual variations in neatness and self-discipline can be summarized by the term "responsibility", which encompasses terms such as "conscientiousness", "impulse control" and "desire to deliver" (Pedraza-Melo, 2020). Peers often describe those in positions of authority as extremely orderly, ambitious and punctual (Covas et al., 2022). The responsible worker is the one who keeps a tidy notebook, reads often, does his or her homework and other schoolwork on time and makes a to-do list. Workers who take on more responsibility tend to be more motivated to succeed; as a result, they tend to maintain higher performance averages and get more recognition for their efforts (Harris et al., 2022).

The common purpose of an organization When employees have common values, it shows that they have a similar perspective on how the workplace should be managed (Ayala et al., 2017). Organizational leadership is the main aspect that can help an individual to understand the concept of shared value, as (Font et al., 2016) state. Therefore, the shared value of staff could be implemented through the core values of the organization, which determine the right or wrong way of doing things. Consequently, it is imperative that companies invest in the shared value of their employees to foster a work environment in which everyone can develop professionally and achieve their personal goals. The effect of the responsibility-type personality of employees can be proposed as follows:

**H3:** Responsibility personality directly affects employees' positive emotions.

## **2.4. Neurotic Personality Traits and Positive Emotions**

Those who are prone to unpleasant feelings such as anxiety and insecurity are said to be neurotic (Lee et al., 2018). They lack emotional stability, control and strength of character, unlike those with low scores on neuroticism (Crespo et al., 2022). Satisfaction levels are also higher among those who have low levels of trait neuroticism and positive emotions with their lives than those who score high (Varela et al., 2022). Higher levels of neuroticism are associated with a greater propensity for unhappiness and marital dissatisfaction (De la Iglesia & Solano, 2018). They have low self-esteem, which contributes to their relationship and commitment problems.

The success of each company would depend on the level of knowledge of its employees (Diaz-Dumont et al., 2021; Shaikh et al., 2022). Often, companies have to foot the bill for seminars that staff must attend in order to acquire new

skills. A company's management is responsible for providing the necessary training to its employees so that they can keep up with the constantly evolving nature of business technology (Salas-Vallina et al., 2018; Shelke & Shaikh, 2023) and achieve optimal results. Hamstra et al. (2019) argue that an individual with a high level of neuroticism is not the best candidate to lead a company to the top in their field. Managers have a responsibility to provide their teams with access to excellent training and direction so that they can thrive in any endeavor. The effect of the neuroticism personality type of employees can be stated as follows.

**H4:** Neuroticism personality directly affects the positive emotions of employees.

## 2.5. Personality Traits such as Openness to Experience and Positive Emotions

Compared to the other criteria, receptivity to new information is the most difficult to define, as the language used to describe it is infrequent (Pallathadka et al., 2023). Culture, intelligence, intellectual interests, intelligence and creativity are just some of the title's experts have given to this elusive quality (Ramirez-Asis et al., 2020). Most people use words such as "artistic", "curious", "imaginative", "intuitive", "original" and "very interesting" to describe it. Some people also associate liberal beliefs with this issue (Thommandru et al., 2021). People who are receptive, inquisitive and imaginative to new information have a greater chance of developing creative and effective solutions to problems.

The reward system has evolved to become the most important factor in influencing and inspiring workers to give their best to their employers. According to (Maleka et al., 2019), both extrinsic and intrinsic rewards can be effective in showing appreciation for employees' efforts (Sales-Vallina et al., 2019). Optimism among workers is another factor that could help firms succeed in a tight labor market. To keep workers enthusiastic and authentically engaged in their work, it is important to tap into their positive emotions frequently.

**H5:** The personality of openness to experience directly affects employees' positive emotions.

## 2.6. Positive Emotions and Psychological Well-being of Employees

All the above-mentioned characteristics of each party are the ones that shape their work dynamics. Every company expects to have a productive work channel and annual growth at the end of the year, both of which require excellent relationships. When problems are brought to management's attention, they must be addressed

immediately (Wu et al., 2017). Employees' psychological well-being depends on their ability to experience good feelings. Employees' loyalty, divisions and dedication are under the direct or indirect direction of the aforementioned personality attributes. All human resource managers face the daunting task of keeping up with a constantly changing business climate. Numerous scholars (Cham et al., 2021; Asis et al., 2022) explain how happiness at work can have a good effect on workers' mental health.

Positive emotions stemming from an employee's personality qualities have a direct impact on his or her psychological well-being. Telecommunications distribution employees who like their work are more invested in its success (Wu et al., 2017; Rajagopal et al., 2022). Moreover, when workers are happy enough to bring their skills to each project, there will be enough time for creativity and new tactics to flourish. Therefore, it is essential to increase positive emotions and ensure their psychological well-being in order to achieve a profitable business in the long run.

**H6:** Positive emotions positively affect psychological well-being at work.

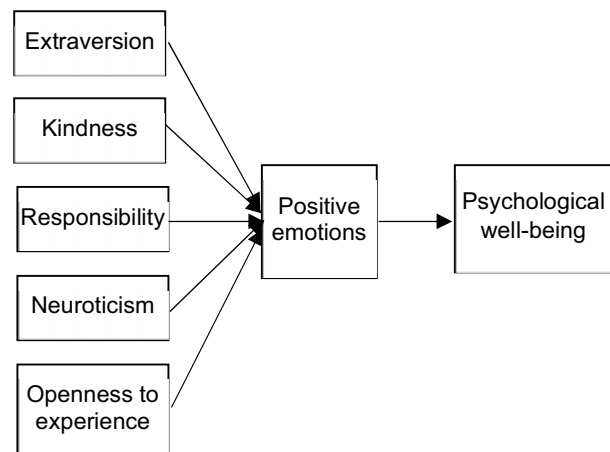


Figure 1: Theoretical model

## 3. Methodology

This was an explanatory cross-sectional study. Between January and March 2023, the population consisted of 334 employees of telecommunications distribution companies (Claro, Movistar, Bitel and Entel) in the city of Chiclayo, Peru. The sample consisted of 179 usable survey responses. The sampling technique was stratified random. In addition, the researchers used AMOS SPSS version 26 to build a measurement model that takes into account a variety of methods (Hair et al., 2021). In the present research, we tested the validity of our hypotheses and the degree to which

other researchers agreed with them using the measurement model before moving to the structural model.

## 4. Results

### 4.1. Convergent Validity

Composite reliability, Cronbach's alpha and individual factor reliability are useful indicators to gauge convergent validity in comparisons. This is according to the work of (Hair et al., 2021; Sarstedt et al., 2019) the composite reliability (CF) and reliability coefficient (RC) estimates for the constructs are both above 0.7. This implies that the results obtained from several measurements of a given construct are quite close to each other (Holgado et al., 2019). The  $\alpha$  and FC of the constructs must be above 0.7 for validity. Both criteria were met and showed values above 0.7. Table 1 shows these results. The mean variance extracted (AVE) values (0.504 to 0.792) also met the requirement, as they had to explain at least 50% of the variance extracted from the essential personality characteristics of the latent construct. Thus, the construct assessment scales have convergent validity.

**Table 1:** Convergent validity results

Construct	Item	CF	$\alpha$	FC	AVE
Extraversion	EXTRA1	0.831	0.816	0.775	0.504
	EXTRA2	0.804			
	EXTRA3	0.792			
Agreeableness	AMAB1	0.812	0.759	0.780	0.669
	AMAB2	0.799			
	AMAB3	0.809			
	AMAB4	0.810			
Responsibility	CONOC1	0.869	0.817	0.733	0.787
	CONOC2	0.791			
	CONOC3	0.784			
Neuroticism	NEURO1	0.819	0.819	0.711	0.638
	NEURO2	0.732			
	NEURO3	0.744			
Openness to experience	APERT1	0.785	0.786	0.792	0.615
	APERT2	0.862			
	APERT3	7.992			
	APERT4	0.814			
Positive emotions	EMOC1	0.868	0.812	0.883	0.681
	EMOC2	0.854			
	EMOC3	0.828			
Psychological well-being	BIENE1	0.785	0.797	0.877	0.792
	BIENE2	0.798			
	BIENE3	0.786			
	BIENE4	0.833			

Source: Prepared by the author, (2023).

CF: Factor loading, Cronbach's  $\alpha$ , AVE > 0.5 and FC  $\geq$  0.70

### 4.2. Discriminant Validity

The measurement model can be considered discriminant valid (Hair et al., 2021). Tables 2 show that the requirement of discriminant validity is being met.

**Table 2:** Fornell Larcker parameters

	EXTRA	AMAB	CONOC	NEURO	APERT	EMOC	BIENE
EXTRA	<b>0.880</b>						
AMAB	0.219	<b>0.844</b>					
CONOC	0.676	0.470	<b>0.930</b>				
NEURO	0.262	0.307	0.269	<b>0.755</b>			
APERT	0.427	0.439	0.120	0.510	<b>0.893</b>		
EMOC	0.449	0.401	0.436	0.220	0.449	<b>0.834</b>	
BIENE	0.553	0.569	0.489	0.289	0.261	0.362	<b>0.737</b>

Source: Own elaboration

### 4.2. Goodness of fit of the model

Numbered as the (AVE) and the average R2 determined for the endogenous personality characteristics, Gof is used as a measure of overall fit, as stated by (Sarstedt et al., 2019). Using both the measurement and structural models, GoF evaluates the research model. But the GoF-based effectiveness of the model as a whole is questionable. (Gasperoni et al., 2020) suggested classifying PLS model performance by GoF size (small, medium, and big). The criteria are summarized in Table 3.

**Table 3:** Model measures (GoF)

Constructs	AVE
Extraversion-type personality	0.504
Agreeableness personality type	0.669
Personality type Responsibility	0.797
Neuroticism personality type	0.638
Openness to experience type personality	0.615
Mean	<b>0.637</b>
Constructs	R <sup>2</sup>
Positive emotions	0.681
Psychological well-being	0.792
Mean	<b>0.737</b>
Coherence and suitability Combining GoF and Predictive	<b>0.705</b>

Source: Own elaboration

As shown in table 3, the Goff was calculated to be 0.705. Consequently, the PLS model has a high Goff and, if all criteria are taken into account, a high level of validity.



### 4.3. Analysis of the Structural Model

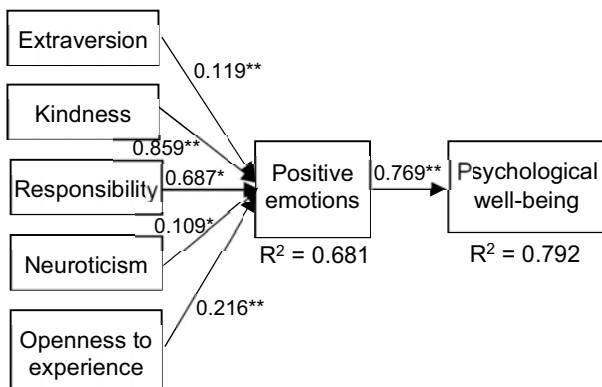
**Table 4:** Modelling assumptions

Nº	Causal relationship	Path	t-value	p-value	Trajectory	Disposition
Hp1	Extraversion => Positive emotions	0.119	7.666	0.005	Positive	Supported*
Hp2	Kindness => Positive emotions	0.859	29.664	0.000	Positive	Supported**
Hp3	Responsibility => Positive emotions	0.687	5.836	0.003	Positive	Supported*
Hp4	Neuroticism => Positive emotions	0.109	2.369	0.002	Positive	Supported*
Hp5	Openness to experience => Positive emotions	0.216	6.120	0.000	Positive	Supported**
Hp6	Positive emotions => Psychological well-being	0.769	12.817	0.000	Positive	Supported**

Source: Prepared by the author, (2023).

Significant a  $p^{**} < 0.005$ ,  $p^* < 0.05$

The presented hypotheses were tested using structural equation modelling and PLS, which assessed the relationship between the theoretical components of the structural model (Richter et al., 2020). Table 4 and Figure 2 demonstrate the excellent predictive ability of the model (Cabero-Almenara et al., 2022). The psychological well-being of employees and the degree of variation of workers' positive emotions 68% and 79%, separately. Each and every hypothesis was verified. In other words, the empirical results supported all six hypotheses. Employees' extraversion personality significantly influenced employees' positive emotions ( $\beta=0.119$ ;  $P<0.05$ ), Employees' agreeableness personality ( $\beta=0.589$ ;  $P<0.005$ ), Employees' extraversion personality ( $\beta=0.687$ ;  $P<0.05$ ), Employees' neuroticism personality ( $\beta=0.109$ ;  $P<0.005$ ), Employees' openness to experience personality ( $\beta=0.216$ ;  $P<0.005$ ) and the correlation between positive emotions and psychological well-being was found to be statistically significant ( $\beta=0.769$ ,  $P<0.005$ ), which supported hypothesis H6. Table 4 summarizes the results of these analyses.



**Figure 2:** Validation of the research model

### 5. Discussion

The FC and Cronbach's  $\alpha$  obtained from the indicators of convergent validity loadings of the personality characteristics were useful for assessing the comparative convergent validity of the indicators. Since the reliability coefficient and the composite reliability assessment yielded a value above 0.7, we can assume that other components that are developed in relation to the given construct will also provide values close to or equal to 0.7. The Cronbach's and composite reliabilities of the constructs have to be above 0.7 for the study to proceed. Therefore, the research successfully met the requirement of characteristic and proxy values above 0.7 (Alvarez-Jirón & Dicoovski-Riobóo, 2022).

Convergent validity was established, the research obtained variance extraction averages between 0.6123 and 0.837, meeting the threshold of being semi-equivalent or more than semi-equivalent with the critical features of the underlying concept. In addition, the mean AVE value had to be greater than 0.5 for the measure to pass discriminant validity (Richter et al., 2020), and it also passed with flying colors in terms of Cronbach's test. For the employee engagement component of the model, the AVE was 0.566 and the CR was 0.720. With an AVE of 0.504, the model's employee emotion construct achieved a CR of 0.23; with an AVE of 0.669, the model's employee shared value construct achieved a CR of 0.785; with an AVE of 0.792, the model's employee knowledge construct acquired a CR of 0.914; and with an AVE of 0.638, the model's employee reward construct achieved a CR of 0.847.

The examples of Brazil and Denmark, where similar legislation has been successfully implemented, are instructive. The former developed antenna legislation that organizes municipalities without infrastructure redundancy and mandates sharing, taking into account the preservation of elements of urban, historical, cultural, touristic and landscape heritage. Meanwhile, Danish legislators are studying a bill to regulate the construction and sharing of cell phone towers, in an effort to reduce the environmental impact that these installations have on nearby communities (Sarstedt et al., 2019; Gabini, 2020). Conflicts between telecommunications companies and sectors of the population over local regulations have slowed the deployment of antennas for fifth-generation (5G) cell phone coverage and fiber-optic residential connectivity. Consequently, we are curious to know what the balance of power is between the municipality and the large telecommunications companies, what is the logic of the interventions of these actors in the process of territorial redevelopment and to what extent the rest of the civil society is involved.

Convergent validity showed that several aspects of workers' personality, such as reliability and variance extracted, played an important role in ensuring their psychological well-being (Richter et al., 2020). According to the CR, a score equal to or higher than 0.7 indicated that psychological well-being existed among workers. The researchers were able to conclude that the psychological health of their employees had improved as a result of the assessment results. Researchers use convergent validity to gain insight into the reality of workers' psychological well-being and how it influences their interactions with their employers. The growth and functioning of an organization can be more effectively channeled when its staff enjoy their psychological well-being.

Discriminant validity offers a variety of factors that contribute to both employee happiness and satisfaction (Hair et al., 2021). Telecommunications distribution employees' mental health and job satisfaction are affected by a number of factors, such as their commitment to the company, how they feel about working for the company, the values they share, the depth and breadth of their knowledge, the generosity and effectiveness of the company's reward and training programmes, the quality of their work, and how they feel about the company. These character traits are important for workers' happiness and success (Soto et al., 2022). These characteristics help employees to be committed to their work and to perform it well. The psychological well-being of employees is an important aspect for the success and growth of any organization.

Telecommunications companies around the world have created this problem as a result of prioritizing the profitability of obsolete infrastructure investments and delaying the widespread adoption of new high-speed Internet access technologies. However, due to the conflicts of interest discussed here, the administration lags even further behind other communities. In addition, municipal regulations governing antenna deployment take into account a wide range of concerns, including safety, urban planning, environment and aesthetics (Aburayya et al., 2020). Similarly, it claims to respond to requests from neighbors to regulate the placement of antennas, antenna support structures and related infrastructures within the public domain space, thus avoiding disputes between neighbors over the placement of antennas in private spaces that only obey economic interests.

The goodness-of-fit model describes global fitness indicators for workers' psychological safety. The positive emotions of employees benefit greatly from their high levels of devotion, common beliefs, incentives, knowledge, training and quality of Work output. These traits are also essential for building employee loyalty and creating an environment in which organizational goals can be effectively achieved. When a company invests in the mental

health of its employees, employees are more likely to use their talents to help the company expand (Párraga & Sabando, 2021; Mosquera et al., 2021).

The structural model gives considerably more consideration to the emotional relationships between firms and the mental health of their employees. Alshurideh et al. (2019) found that employees' commitment, feelings, shared values, knowledge, incentives, job performance and mental health were strongly affected by the strength of their connections with their employers. Companies can do a better job of retaining their best telecommunications distribution employees if they take steps to improve communication between management and workers (Prakash, 2022). By sharing their knowledge and skills with the organization, workers can demonstrate their worth and earn the respect of management. Employee happiness contributes to the success and expansion of a company, as well as to the excellence of its products and services (Pallathadka et al., 2023).

## **6. Conclusions**

When management has data on the mental health of telecommunications distribution employees, it can create and implement policies to improve the performance of the company as a whole. However, in a real-world context, doing so provides management with the opportunity to assess the dimensions of employee engagement with the organization's goals and objectives. An engaged workforce has been shown to increase productivity, morale and overall organizational growth. In real-life situations, the same measures are taken. The psychological health of an organization's staff is crucial to maintaining its momentum in the competitive modern business world.

In addition, work engagement and office environment are two components of the employee motivation formula for psychological well-being. The mental health of employees depends largely on their level of positive emotions and their working conditions. However, in reality, participation in the workplace does affect the psychological well-being of employees, as it provides them with a place to showcase their talents and skills. Workers' psychological well-being is also affected by their working conditions. When workers enjoy going to work, they are better able to give their full attention to the tasks at hand, which translates into higher productivity for the company as a whole.

The emotional health of an organization's employees is a powerful engine that can be used to keep the wheels turning. When employees are happy and mentally healthy, it is easier for your company to continue to expand and develop. The degree to which telecommunications distribution employees are involved in helping your

company succeed is another indicator of their mental health. Sustaining long-term economic possibilities and growth depends, in part, on the mental health of the company's employees. When telecommunications distribution employees are mentally healthy, their organizations are more likely to devise novel approaches and cutting-edge methods to improve their competitive position in the marketplace. Ultimately, a company's success depends on its ability to foster the emotional health of its staff. Moreover, it has been found that when workers are mentally well, they are more likely to be enthusiastic about their work, leading to increased productivity and better-quality products or services.

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