

Strategic Performance Management
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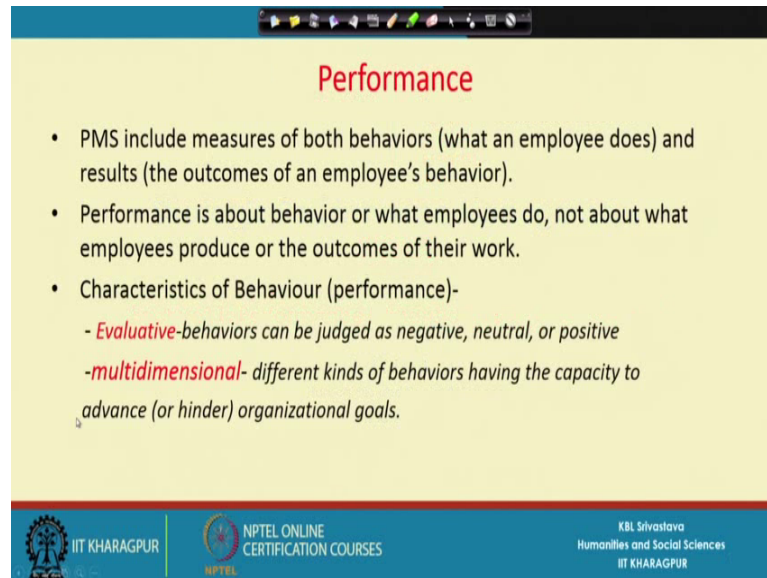
Lecture – 11
Performance Dimensions: Task and context

So, welcome to this third week course on strategic performance management and in this week we will be talking about that how we are going to measure performance right, you remember in the past week, we discussed about strategic alignment of performance management and see that how we need to go about aligning strategy with the performance management system and this alignment has to take place at different levels at the corporate level at the business unit level in the department level and also at the individual level.

So, that the goals of the performance is achieved and it is convert and consistent with each level right. Similarly, you also remember we talked about how we discuss about setting the mission, vision, goals and objectives of the organization. So, once that process is complete and we are able to align performance management system, within a strategy of the organization, then we move further to discuss about how we are going to measure performance and before that we talked about how we are going to measure performance. We have to discuss some of the issues related to performance, what are the various dimensions that we need to maintain measure, what are the various approaches that we have, we are going to use in measurement and finally, we have to see that how we are going to adopt a measurement system.

So, in this week probably we will be talking about all this. So, when we are going to discuss about performance dimensions. So, we have to start discussing about how we define performance again and then will see that, what are the various dimensions, which can be used for measuring performance.

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Performance

- PMS include measures of both behaviors (what an employee does) and results (the outcomes of an employee's behavior).
- Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work.
- Characteristics of Behaviour (performance)-
 - *Evaluative*-behaviors can be judged as negative, neutral, or positive
 - *multidimensional*- different kinds of behaviors having the capacity to advance (or hinder) organizational goals.

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Now, if you look at performance you know that when we are going to measure performance, we include two things, that is his behavior that how the person is doing a job and also the result, what is the outcome of the employees behavior. So, we are including mostly behavior and results which includes processes and also the outcome of the employees right.

So, when you are going to define performance you should keep in mind that probably, we are looking into these two things. When we are trying to measure the performance that is the behavior of the employees, what he does or he does not and then we are also equally concerned about the outcome, what he is going to produce out of his work? So, whatever he does is no right to the process and whatever he, that the come is or whatever he is producing is going to be the outcome of the work.

Now, if you look at the behavior which is also a part of the performance, because behavior, this is cannot be segregated, because without behavior you cannot expect results. So, if you look at behavior, we basically are going to evaluate the behavior of the employee using certain evaluative forms like with that the behavior is positive, if it is a positive behavior then it is going to contribute to the performance if it is a negative behavior, it might be counterproductive right, if it is neutral then it may not be related to the performance at all.

Now, we are going to measure behavior in evaluative terms. So, there it is behavior or result both right, including performance. Now, when we are talking about this behavior, this behavior could be multi dimensional, multiline dimensional, in the sense that you are not going to simply perform, just one kind of behavior, but you are going to perform N number of behaviors right and if you are going to perform different kind of behaviors, not only related to your job, but like helping others, having good relationship with people right, being multitasked.

So, whatever behavior we are using basically, it helps you to see that, you are able to achieve your own and also contribute to the organizational goal, but if you are not going to perform different kind of behavior, if the behavior is not multi dimensional in nature then probably it is not going to help you to perform well. So, the idea here is that you are going to evaluate the behavior, the extreme to which is able to give results in terms of performance right and if I am making positive behavior, then it is good otherwise not and then what are the different kind of behavior that you are making.

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Behaviour and Results

- Behaviors Are NOT always observable and measurable
- Set of behaviour include Works with others within and outside the unit to improves their effectiveness; sharing information and resources; develops effective working relationships; builds consensus; and constructively manages conflict.
- Results/Consequences May Be Used to infer behavior As proxy for behavioral measure

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Now, we have to come to this conclusion that there are two kind of things that need to be measured, that is behavior in results. Now, can we measure these behaviors and results what the percentage right. Results can be measured right, because that is more objective and you can see that how much he has produced or what is the sales figures right. What is it productivity in terms of units. So, the results can be measured right, but behaviors

are not all always measurable, you can observe them happening in the organization that is performing certain tasks right.

But if he does not perform those tasks probably you will not be able to produce the results. So, it is not necessary that all behaviors can be measured and observed. He is might be doing certain things, he might be thinking about it. So, thinking as a process cannot be measured. So, this is also part of the behavior, which cannot be measured by you right. So, that is one thing about the behavior that all behaviors are cannot be measured, because you cannot observe them like thinking processes, you are going to solve certain problems. So, I using certain processing. So, that cannot be measured.

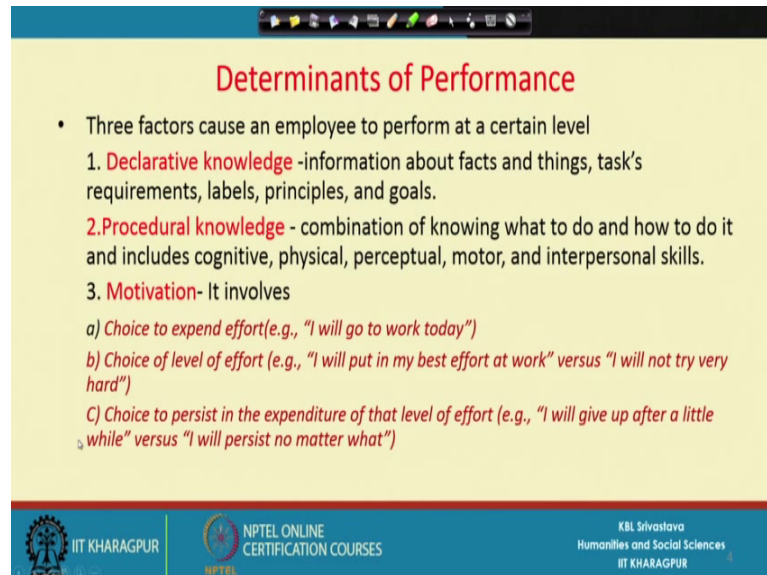
Then coming to the third part that what are the different kind of behaviors, those behaviors which helps you to achieve your goals and objectives not only goals, but also others like you are working with your colleagues. So, helping them you are moving and outside the unit to see that how it can be effective, you are sharing information, you are sharing resources, you are developing good relationship, you are trying to build consensus in a group to ensure that the productivity goes up right, and you also sometimes basically, a fight with their managers not in a negative way, but in a more constructive manner to ensure that the results is achieved.

So, when we are talking about behavior the two things that we need to look at that, you cannot measure all the behaviors and you also need to include different kind of behaviors like I am helping my colleagues, I am developing good relationship, I have a good team with which I am working right. So, all this is also a part of behavior that is to be looked into. Similarly, the results are the consequences that were assuming right. They are basically telling you that yes, you have achieved something. So, behavior could be used as a proxy measure of results, because unless you make those behaviors, it is not possible for you to get results right for example, if you do not engage in any activity, then you cannot produce anything right.

So, engaging in an activity since it is not measured and what you have produced is the results. So, the result is measured in terms of the number of units and whatever behaviors that you have made which cannot be observed, could be a proxy measure of that particular result. Now, moving further discussing about, how we are going to written my

performance what are the things that helps you to engage in those behaviors which produces results?

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Determinants of Performance

- Three factors cause an employee to perform at a certain level
 1. **Declarative knowledge** -information about facts and things, task's requirements, labels, principles, and goals.
 2. **Procedural knowledge** - combination of knowing what to do and how to do it and includes cognitive, physical, perceptual, motor, and interpersonal skills.
 3. **Motivation**- It involves
 - a) *Choice to expend effort*(e.g., "I will go to work today")
 - b) *Choice of level of effort* (e.g., "I will put in my best effort at work" versus "I will not try very hard")
 - c) *Choice to persist in the expenditure of that level of effort* (e.g., "I will give up after a little while" versus "I will persist no matter what")

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See, we are talking about behaviors in which you are engaging right. Say for example, you are going to produce a solution in a program right.

So, you are going to write a program as a software analyst as a software engineer. What is your job; that you are going to write the code to ensure that the code is going to be written in such a way. So, that it is correct, it is meaningful, it makes sense, it is able to solve the problem of the client right. So, you interact with the client, you get feedback from the client, you maintain good relationship with the client, but you also write the code properly right. So, two things you are doing here, you are engaging in certain behaviors and you also producing solutions to the client right.

So, the solution that you produced, these a result, but the other things would be will be a part of your behavior right. So, how this result is obtained, whatever you have done it is based on how here behave and it is dependent upon what you will know right. What is your knowledge and skill basis, whether you know about the goals and objective, you know that how we are going to use them right and similarly, using that knowledge to process, certain things for example, if you are a good coder. So, you are using the knowledge of coding right to right a program.

So, writing a program is a process right, knowledge of coding technology or language is basically then knowledge part right. So, what I am discussing here is declarative knowledge and procedural knowledge. So, the knowledge of coding system would be declarative knowledge for a software engineer right. So, it is related to facts figures principles and objectives that you need to achieve and procedural knowledge is that, how are going to achieve it right, that is more important.

So, it includes your cooperative physical perceptual, interpersonal every kind of skills. So, all the procedures that is involved interacting with the client finding out getting feedback from the client, working with the group right, all this and then using that knowledge, in the coding knowledge, to produce a program, all that become a part of traditional procedural knowledge and the next thing is motivation. Yes, you need to be motivated to do it right.

So, motivation is another important factor, because if you are not motivated, even if you are having the knowledge, you will not be able to do the job. So, motivation is very important. Now, when it comes to motivation we have to see that how much effort you make right. If you do not make an effort, if you are not motivated, I told anyone, not going to make an effect and what is the level of your effect for example, whether you going to put your best, I will just try to do it right.

So, simply being motivated is not enough, that is you say that you want to work hard, but are you really putting hard work or not really putting an effort to ensure that the job is done right and if the job is not done, do you really persist? How much you persist? So, it is very important that you persist to ensure that the job is done, if you do not process them, what will happen? You will not be able to complete the job. So, these three things are related to what a call the motivation factor.

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Determinants of Performance

- Determinants have a multiplicative relationship-

Performance = Declarative Knowledge X Procedural Knowledge X Motivation

If any of the determinants has a value of 0, then performance also has a value of 0.

Factors Determining Performance

Declarative Knowledge	Procedural Knowledge	Motivation
Facts	Cognitive skill	Choice to perform
Principles	Psychomotor skill	Level of effort
Goals	Physical skill	Persistence of effort
	Interpersonal skill	

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So, now if you look at it when you are going to see the performance, it has a multiplicative relationship. It means that performance is equal to your declarative knowledge that is the knowledge and skill base facts principles and goals right, then your procedural knowledge or a skill. How you are going to use that knowledge to perform the job, including your interpersonal relationship skills right and then your motivation. So, as to from how much effort you make and then whether really persisting on doing, keep on doing on to ensure that the job is done right.

So, this is defined as declarative into procedural into motivation. Now, if you look at it, if any of the determines and it had with 0 value then what will happen? Then the performance would be 0, because 0 is multiplied by anything, then it will become 0. So, ensure that all these three are present to certain extents, if it is not there; your performance is going to be effective. So, your performance basically depends upon these three factors.

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Deliberate practice and top performance

- Top performers in all fields engage in deliberate practice consistently
- Involves the following five steps:
 1. Approach performance with the goal of getting better and better.
 2. As you are performing, focus on what is happening and why you are doing things the way you do.
 3. Once your task is finished, seek performance feedback from expert sources, and the more sources the better.
 4. Build mental models of your job, your situation, and your organization.
 5. Repeat steps 1–4 continually and on an ongoing basis.

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Now, how you can get good performance, if you look at those, who have been performing very well whether in the field of technology, whether in field of sports, whether in field of music, whether in field of even in organizations also you will find that those who have been able to perform very well, they keep on practicing on a consistent basis, to ensure that their performance is very good right. See for example, with the those, who are getting gold medals in the field of a sports. So, their performance is excellent. How they achieve this performance, because of consistent practice deliberately doing practices consistently. So, that they are able to achieve it right.

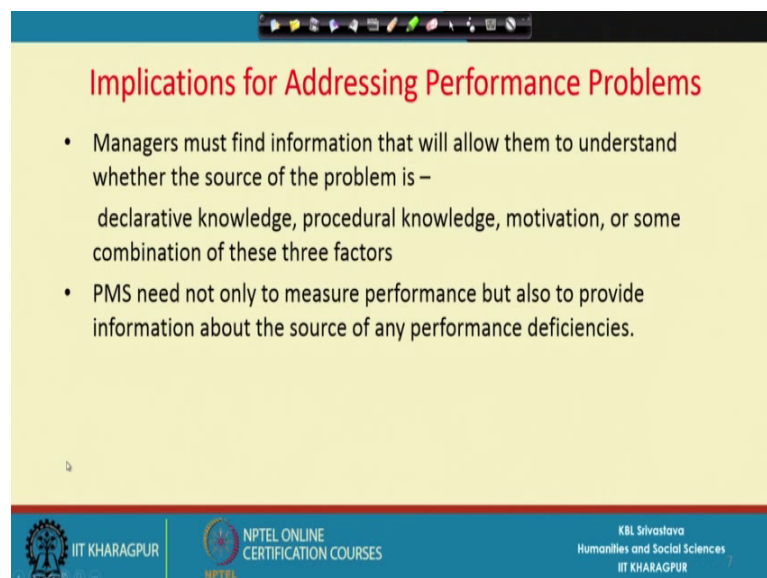
So, you try to improve yourself to the extent possible to try to make it better and better. So, when you are performing of looking at it that whether you are really performing well or not what is happening to you? Suppose, today you say that you have reached to a particular level say X, now next time, you make more effort to ensure that your level is X plus 1, then next time you make sure that it is X plus 2 right. So, you can consistently keep on performing well to ensure that you become a very good performer right.

So, once you have, we have achieved to that level right for example, if a sports man gets a silver medal in one game at the international level, then he will try to ensure that he is going to put in more performance, more effort to ensure that he gets a gold medal in the next time right. So, once you have reached to the particular goal, you get the feedback

from expert sources, then you try to do more and more better and better and that is how you are able to perform very well right.

So, you have a mental model, you have a framework about your job, you the context in which you are operating and the kind of formation due to, you are working in. So, they looking at these things, probably you are trying to perform very well and that depends upon a deliberate practice. It means intensely you keep on doing and improving your performs very well and this if you look at figure 1 sorry, this step 1 to 4, you keep on continuously repeating it to ensure that you achieve highest level of success.

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Implications for Addressing Performance Problems

- Managers must find information that will allow them to understand whether the source of the problem is –
declarative knowledge, procedural knowledge, motivation, or some combination of these three factors
- PMS need not only to measure performance but also to provide information about the source of any performance deficiencies.

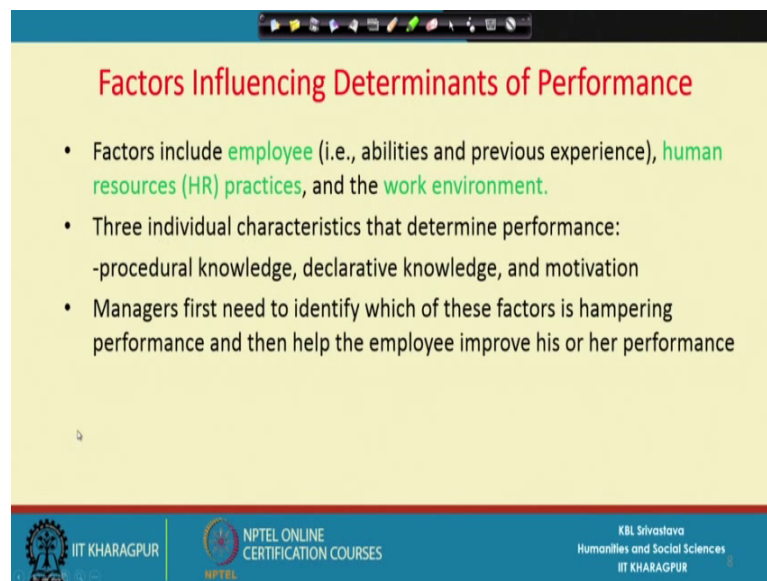
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Now, we talked about what determines performance in these kind of things and then we will also see to it and that what are the implications of addressing performance problems. Now, when we are going to see that people are not able to perform well, then it means that there is a problem. Now, once managers are giving feedback and try to see that this person is not able to perform well. So, it means that they are certain problems and these problems could be related to their knowledge and skill base, that is declarative procedural knowledge, it means they do not know, they do not know how to perform, write or the third issue is that they are not interested, a motivated enough to perform well as some combination of these factors may be presented right.

So, when your going to diagnose the regions are poor performance, you need to look at these three factors to start with right. So, you also need to see that we are going to have a

good performance management system, in order to measure performance you also ensure that there is a feedback system to find out what is the source of deficiency in the performance, because if you are not able to identify deficiency, you cannot think about improving the performance. So, you should be able to identify true feedback or other processes to find out what is missing from the people, whether it is knowledge skill knowledge or a skill are motivation.

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Factors Influencing Determinants of Performance

- Factors include **employee** (i.e., abilities and previous experience), **human resources (HR) practices**, and the **work environment**.
- Three individual characteristics that determine performance:
 - procedural knowledge, declarative knowledge, and motivation
- Managers first need to identify which of these factors is hampering performance and then help the employee improve his or her performance

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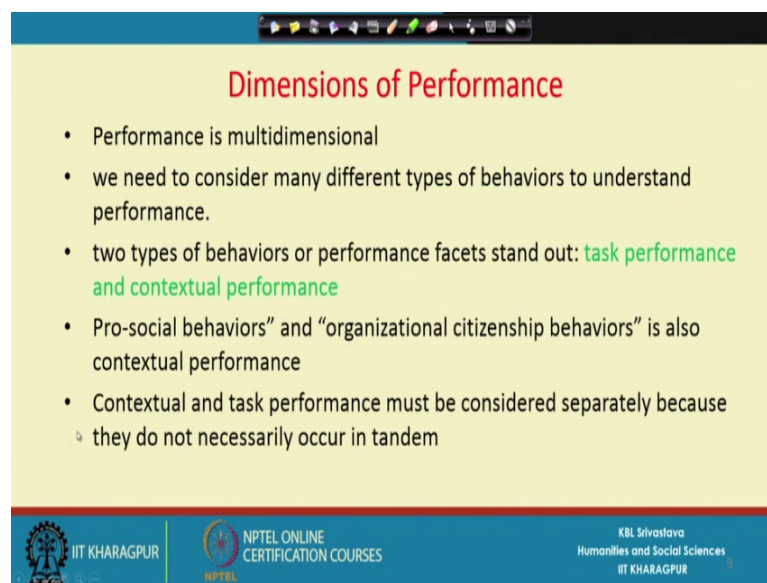
Now, see what are the things that are going to affect this. Now, when even if these three things are present, there are certain factors which is going to affect it like the knowledge and skill of the person for example, the people who are performing a job and this performance depends upon their knowledge and skill, their experience in this kind of things right, then the second factor that is important is that HR practices, what kind of HR systems are there, whether performance is linked with the reward or not whether the performance is linked with the carrier growth or not right and the kind of environment in which you are working.

What kind of cultural climate exists in the organization that is very important, if you find that S strap management. The supportive your line managers are supervisor are very good, they are providing all the help and they coordinate with you, have a good interpersonal relationship at a work right.

So, if this kind of environment exists, then your performance is going to be good otherwise not right. So, you need to ensure that not only people have, they knowledge and skill to perform well, but that is supported by the HR system like it, need to be linked with the reward and carrier growth of the individual and makes with sure that, they conducive work environment is their positive work climate is there. So, that people are able to perform well right.

So, these things are very important and these things are not there then the people will not be able to perform well, in addition to what we have discussed about knowledge skill and motivation, even of the knowledge as skill as motivation is their. HR systems does not support or there is not a supportive climate in the organization, probably the performance is going to affect it right. So, to start with, you have to identify to two sets of things; one is this procedure declarative and motivation and also, they also into identify whether the HR practices exist, would HR practices exists to support them and whether there climate is supporting them or not right.

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The slide is titled "Dimensions of Performance" in red text. It contains a bulleted list of five points. The second point highlights "task performance and contextual performance" in green text. The slide footer includes logos for IIT KHARAGPUR, NPTEL ONLINE CERTIFICATION COURSES, and KBL Srivastava Humanities and Social Sciences IIT KHARAGPUR.

- Performance is multidimensional
- we need to consider many different types of behaviors to understand performance.
- two types of behaviors or performance facets stand out: **task performance and contextual performance**
- Pro-social behaviors” and “organizational citizenship behaviors” is also contextual performance
- Contextual and task performance must be considered separately because
 - they do not necessarily occur in tandem

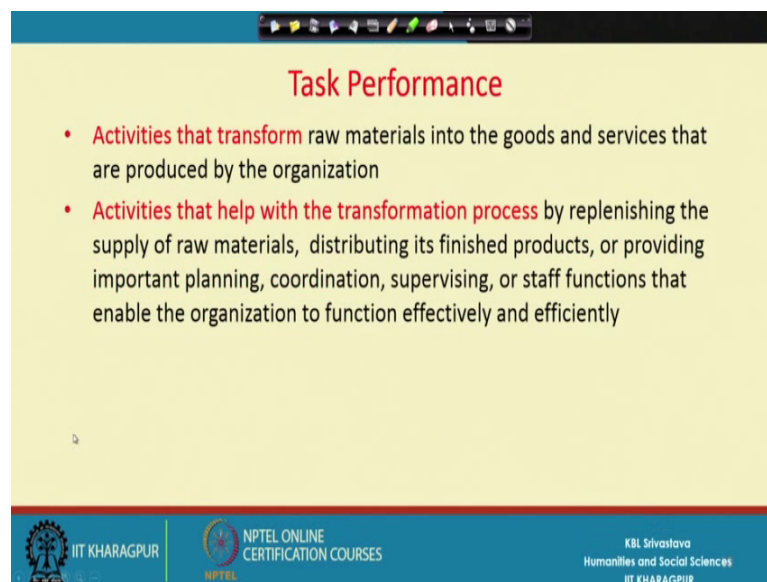
So, we have discussed about determinants and factors effecting the performance. Now, coming to the performance, you remember would talked about performance of behavior that is multi dimensional nature right. It means that performance depends upon a number of behaviors, not just one right. So, we have to see that what are the different kind of behaviors are important, especially related to performance right. So, in this lecture

probably, we are going to focus on these two things that is what are the different kind of behaviors right, which relate with performance.

Now, when we are talking about these two type of behaviors are the facets of performance. It include task performance and contextual performance. Now, when I am talking about task performance basically, it is related to what you are going to do and contextual performance talks about the context in which you are going to over form. So, what we are going to discuss here, is both the task performance and contextual performance. So, task performance may be producing a result though will discuss it in detail and contextual performance like helping others right, having a good relationship, supportive climate, all this is an example of what a call, a contextual performance.

So, where you going to consider performance, you need to consider both the task and the context with related to performance, because both of them are going to determine, how valuable are going to perform, even that your task or performance is supportive and contextual performance is not supportive, then you will not be able to perform, your job very well.

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Task Performance

- **Activities that transform** raw materials into the goods and services that are produced by the organization
- **Activities that help with the transformation process** by replenishing the supply of raw materials, distributing its finished products, or providing important planning, coordination, supervising, or staff functions that enable the organization to function effectively and efficiently

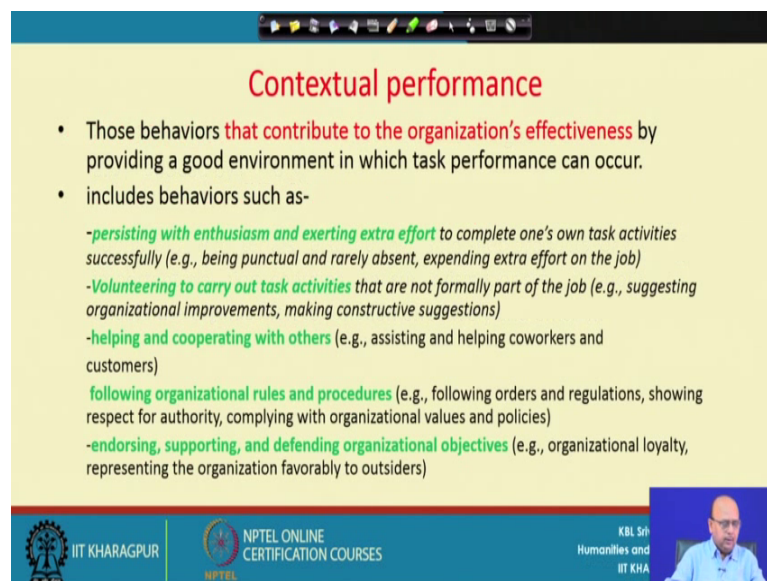
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So, we need to understand whether these two factors are present or not? Now, as it is clear to you that task performance depends upon what you produce as the individual or as a department or as a organization. So, if you look at task performance. What you do basically, you engaged in some kind of conversion process, where you try to transform

whereas, inputs into products or services right. So, you are engaging in that conversion process are what a call, that transformation process right. If you look at the systems approach of the organization what happens? You have a set of inputs like man, machine, raw material right, these kind of things.

Now, these inputs are going to be used in order to transform them into goods and services right. So, during this transformation process you are engaged in different kind of activities right like producing like sticking the quality at different kind of activities that is related to the production or providing the service through right. So, you are going to be a part of this process transformation process. So, any activity which is going to help you with this transformation process right is relative to your task performance for example, planning coordinating scheduling right all these activities that you do as a part of the transformation process would be known as the task performance right.

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Contextual performance

- Those behaviors **that contribute to the organization's effectiveness** by providing a good environment in which task performance can occur.
- includes behaviors such as-
 - persisting with enthusiasm and exerting extra effort to complete one's own task activities successfully (e.g., being punctual and rarely absent, expending extra effort on the job)*
 - Volunteering to carry out task activities that are not formally part of the job (e.g., suggesting organizational improvements, making constructive suggestions)*
 - helping and cooperating with others* (e.g., assisting and helping coworkers and customers)
 - following organizational rules and procedures* (e.g., following orders and regulations, showing respect for authority, complying with organizational values and policies)
 - endorsing, supporting, and defending organizational objectives* (e.g., organizational loyalty, representing the organization favorably to outsiders)

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Now, look at the contextual performance, what does it mean to say a contextual performance right. So, when I am going to talk about contextual part performance. It is equally important, because that is going to contribute to the performance of the individual and which makes organization effective right. It means, we are talking about those factors which are not related to task, but they support their performance of the task, but you remember about talked about good HR practices right.

So, how good hr practices is going to act as a context right, because if you are having good HR systems and practices people will be happy, satisfied with that and they will engage themselves more in activities. So, if they know that you are going, they are going to rewarded out of it, they will be happy right. They know that is a good supportive climate, there is a good relationship at the workplace, they have carrier opportunities. So, this kind of context is going to help you to produce better performance. So, your task performance depends upon the context right.

So, what actually happens, if the context is positive right, then you are really motivated, a exact texture for, like helping other people right, doing beyond the time hours record right. So, all this depends upon contextual performance. So, relate to the context, not only that, even try to help out, other people also in the process right, to make sure that the organization progress is well it performs well. You give feedback to other people, you give constructive suggestions right, to ensure that improvements happen right.

Similarly, you try to help out other people that is what we nice citizenship behavior of the implies right. So, you engaged in organizational citizenship behavior, you have pro social in your approach, you try to help other people and we also try to follow the norms and value system of the organization and ensure that you follow all the rules and regulations, which is meant for effective performance.

So, if you follow everything you try to help people, you motivated enough, you are not only carrying your activities, but also helping out others right and supporting other things. So, in that case what happens? This provides you a context to perform well and this contextual of performance is very important, because if this context is not available, it will not, we will, to contribute to performance.

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The slide is titled "Main Differences Between Task and Contextual Performance" in red text. It is divided into two columns by a vertical line. The left column is headed "Task Performance" and lists three bullet points: "Varies across jobs", "Likely to be role prescribed", and "Antecedents: abilities and skills". The right column is headed "Contextual Performance" and lists three points: "Fairly similar across jobs", "Not likely to be role prescribed", and "Antecedent: personality". At the bottom of the slide, there are logos for IIT KHARAGPUR, NPTEL ONLINE CERTIFICATION COURSES, and a small video inset of a man speaking. The text "KBL Sir Humanities and IT KHA" is also visible in the bottom right corner.

Task Performance	Contextual Performance
• Varies across jobs	Fairly similar across jobs
• Likely to be role prescribed	Not likely to be role prescribed
• Antecedents: abilities and skills	Antecedent: personality

So, if you look at the major difference between task performance and contextual performance. Task performance varies across job; it means that everywhere task is different in the organization right. It is role prescribed, means that everyone has a specific job description, that is the task duties or responsibilities, which is going to be perform right and what are the antecedents performing them, his knowledge in his skill base right.

So, task performance depends upon knowledge and skill. It depends upon the job that you are going to do right, based upon the job description, while contextual performance it does not vary across job, a job practices, good working environment, helping others. What we have been talking about as a contextual performance. So, it is going to similar across different kind of jobs and it is not a role prescribe means that it is not a part of the job description. So, what is the antecedent? What are the factors which influence? This is the personality, what kind of individual you are? Your personality, your skill, your relationship right, your motivation, all this is related to what we call contextual performance.

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Why Include Task and Contextual Performance Dimensions in PM System?

- Global competition
- Customer service
- Teamwork
- Employee perceptions of PM
- Supervisor views
- Cultural differences

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So, we are able to differentiate between the task performance and contextual performance. Now, why we are going to include both, task performance has contextual performance in a performance management system. It is very important, see when we are talking about tasks and contextual performance. A performance management system, the idea is that contextual performances dimension is going to contribute to task performance right.

So, if you are only doing your job probably will not be very successful. So, a performance management system has to include, not only the task performance are based on your duties responsibilities, but they also need to consider the context or the environment or the situation in which you are going to perform a job, because these a contextual performance is going to either facilitate or hinder effective performance. So, it is very important to look into these task factors as well as contextual factors are. In fact, contextual factors more important, because you know that you, before you prescribe a job to individual, you will look for a better job, which you wrote that the person higher based to skill to perform the job right, because if the person does not have the necessary skill will not be able to perform the job.

So, task performance is more or less, because you are selecting individual based upon his knowledge and skill and you know that this person is able to perform is now very well right, but now the question is that what about contextual performance. In what way

context is going to influence the performance. So, far as individual if I am really motivated, I have all the knowledge and skill to perform my job well, but I am not getting the necessary support, directional help from my supervisor, what will happen? It is not going to affect my performance. No, it is going to affect my performance, because this supporting relationship aid, the good culture and climate on the organization and a supportive, which are practice will make a lot of difference right and since you are aiming at high performance, it is very important to ensure that this kind of things are available, but because you are going to complete in a global market right.

So, simply doing your job is not enough, but you need to ensure that it is not only your performance which happens are, is well, but it is the performance of the organization which is going to be very good and in the process you are not going to look at your performance, but other performance. So, you have to support others, you are going to help others, you need to ensure that everybody performs well in the organization, because of the competitive environment and you also need to ensure that you are able to provide better quality services at a speed, that is desirable.

So, your this a response of this speed, you are delivery of the services, your quality of services customer must be good. It is possible only when you have a contextual performance are, you have context environment, which is supportive right and in the process, if you are moving away from working individually to work in unity. So, for team working also you know the context to your environment, if that environment of the team is not good which is not supportive, the people are not cooperating and helping and supporting and having trust on each other probably, it is not going to happen right.

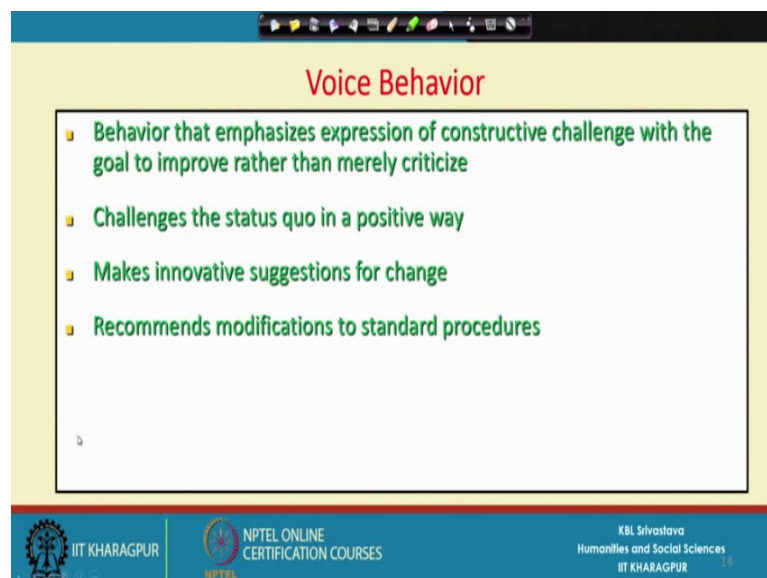
Another important thing is that how implies look at performance management system they think that it is effective, it is transparent, it is fair enough, it is linked with the reward right probably, then they would support this kind of things right and how support what is the view of the supervisor is also supporting, providing all kind of direction help and support. If it is there then we can say that yes, it is good otherwise not, because there could be cultural differences, how performance is viewed in different cultures.

So, you need to consider the culture of the nation where the organization is working because depending upon the culture of the organization is going to depend upon the broader national cultural context right for example, if you are going to work in UK and if

you are going to work in India that makes a difference right the culture of these two places are different how the work is perceived by the people of these two countries having to differ. So, the cultural context too much must be kept in mind. So, what when i am talking about contextual performance it talks about social cultural context he talks about the global context it talks about the customer context right.

So, all these context are very very important and that has to be kept in mind while you are thinking about looking it both text task performance as well as contextual performance.

(Refer Slide Time: 29:14)



The slide is titled "Voice Behavior" in red text. It contains a list of four bullet points in green text, each preceded by a small square icon. The slide is part of a presentation, as indicated by the navigation icons at the top and the footer information.

- Behavior that emphasizes expression of constructive challenge with the goal to improve rather than merely criticize
- Challenges the status quo in a positive way
- Makes innovative suggestions for change
- Recommends modifications to standard procedures

Footer information includes the IIT KHARAGPUR logo, NPTEL ONLINE CERTIFICATION COURSES logo, and the name KBI. Srivastava, Humanities and Social Sciences, IIT KHARAGPUR.

Now, coming to the voice behavior, that is very important voice behavior means that, do you really allow employees to express their concern right. What happens if you are having a good context, have good environment, a supportive climate that suggest, that you allow employees to express their concern, they are able to voice their concern, they are able to voice their grievances in a very constructive way to ensure that how the goals can be achieved and it all depends upon the kind of culture and climate.

You have, if you have a very good constructive climate right supportive culture, probably employees are able to express their concern, they would provide constructive feedback to improve rather than only criticizing and if you are not having probably implies, will either criticize I will the try to maintain status code, they will not say anything, they will

keep on doing their job and probably it is not going to help the organization to produce better results right.

So, ensure that implies are allowed to express their opinion are able to express their concerns related to performance. So, this kind of constructive feedback must be obtained from the employees and it is possible only when you have a good supportive climate right and based on these kinds of contextual performance probably you will be able to make a difference. So, what actually in this lecture i wanted to tell you that the task performance actually depends upon contextual performance.

So, if you are not able to take care of the contextual performance probably you cannot expect better task performance, because the performance of the organization as such, not only depends upon the task, but the environment in which it is working. So, the recommendations for the managers are that. Please, ensure that you have a good supportive climate, good HR systems, favorable conditions support from the top management right. Make sure that employees are able to express their concern. So, if these things are available probably the employees would be able to produce better results.

Thank you very much.