

**Performance And Reward Management**  
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**Lecture – 58**

**Understanding the implications of performance and reward management in present  
organizational dynamics through case studies**

Welcome to the course on the Performance and Reward Management. Now, we will be we are in the last module of the course. The last module deals with Understanding the implications of performance and reward management in the present organizational dynamics through case studies.

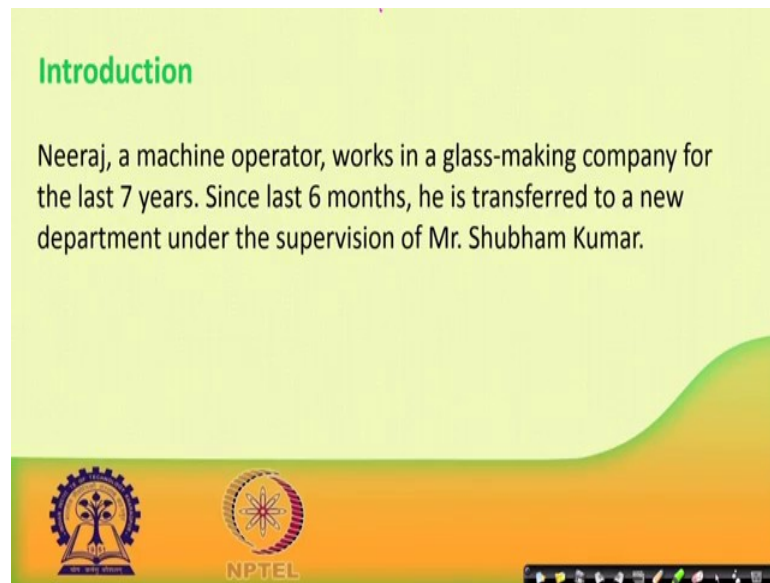
So, specifically in this module we are going to discuss more on cases in organizations and which revolves around issues of performance management and reward management, and we will try to work out on solutions like what is the best possible solution to the issues which are dealt in the case. So, let us see what are the situations that are discussed in this particular module now.

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The concepts that we will cover over here we will go for small situation based case 1, 2, 3 and 4. So, in this today's discussion we are going to cover four small cases.

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**Introduction**

Neeraj, a machine operator, works in a glass-making company for the last 7 years. Since last 6 months, he is transferred to a new department under the supervision of Mr. Shubham Kumar.

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So, let us see what case 1 is all about.

Neeraj, a machine operator who works in a glass-making company for last 7 years. So, Neeraj is a machine operator who works in a glass making company for the last 7 years. Since 6 months, last 6 months he is transferred to a new department under the supervision of Mr. Shubham Kumar.

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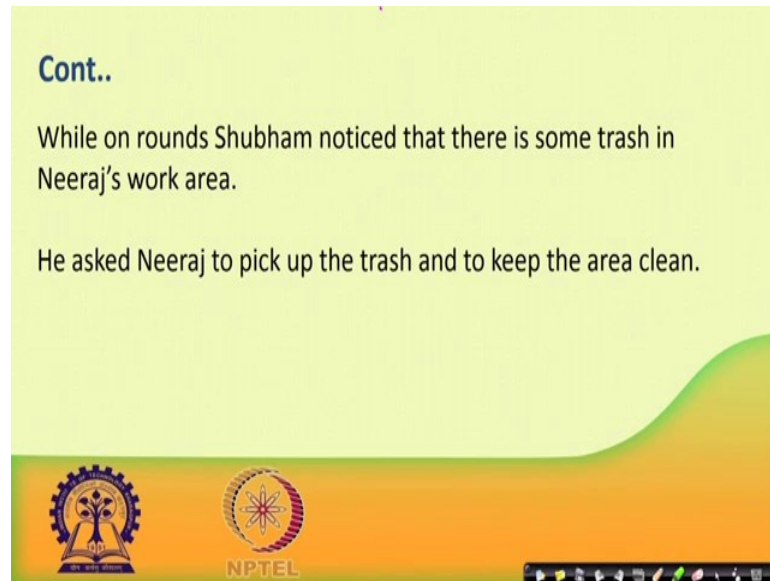
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Shubham is a management graduate, joined this company through campus recruitment for two years.

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Now, who is Shubham? Shubham is a management graduate who has joined this company through campus recruitment for like 2 years.

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While Shubham was when in round he noticed that there is some trash in the Neeraj's work area. He asked Neeraj to pick up the trash and to keep the area clean. So, while discussing cases you should like try to follow the flow of events and maybe there are certain hidden informations also where you need to make some assumptions and because if the full information is not given in the case, and we will see how we can discuss or the various possible scenarios for a particular case.

So, here till now what we found is like Neeraj is a person who is a machine operator, who has been working for past 7 years in a glass-making factory. The last 6 months he has been transferred to a new department which is led by Shubham. Now, Shubham is a new management graduate who has been recruited through campus recruitment. So, on making rounds Shubham finds out like there is some trash in, Neeraj's work area and he asked Neeraj to pick up the trash and keep the area clean.


So, now what is the issue in that, in this case is let us see and as we proceed forward.

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Neeraj replied 'Am I a janitor? This job is not my responsibility'.

Shubham replied 'when you drop it, it's your work area, you need to clean it'.

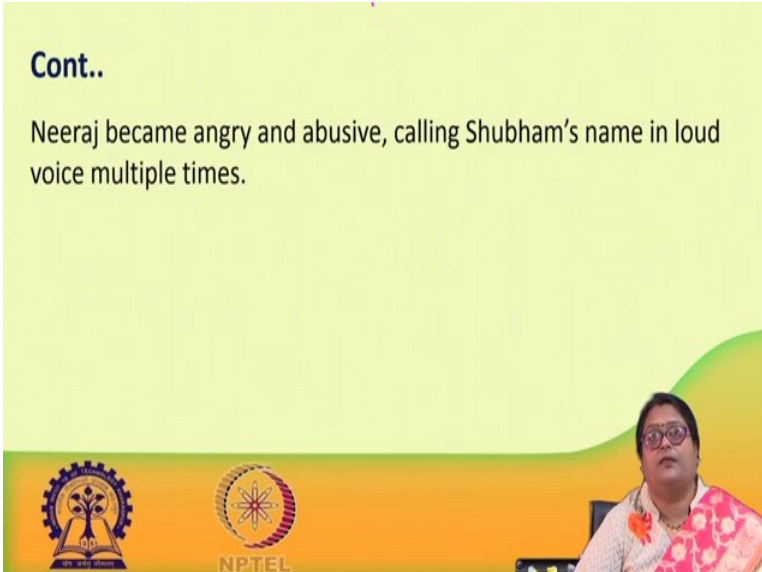


Now, Neeraj replied like am I a janitor? So, that job is not my responsibility. On it Shubham replied when you drop it, it is your work area you need to clean it. So, you please like you try to follow the conversation and the tone of the conversation that is over here. Neeraj replied like when asked to pick up the trash like whether I am like why should I do it. Whether I am a janitor or not like am I a janitor that is that this job is not my responsibility and Shubham replied when you drop it, it is your work area, you need to clean it.

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Neeraj became angry and abusive, calling Shubham's name in loud voice multiple times.




On hearing that Neeraj became angry and abusive calling Shubham's name in loud voice multiple times.

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Other machine operators in the nearby area witnessed the situation. Shubham has been trying for the last two weeks to get the employees to pick up trash in order to maintain cleanliness in the work areas and prevent accidents.




So, other machine operators in the area also witnessed the situations. So, Shubham has been trying for the last two weeks to get the employees to pick up the trash in order to maintain cleanliness in the work areas and prevent accidents.

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He conveyed the same point in the weekly departmental meeting and cautioned the individual employee when disorderliness came to his notice.

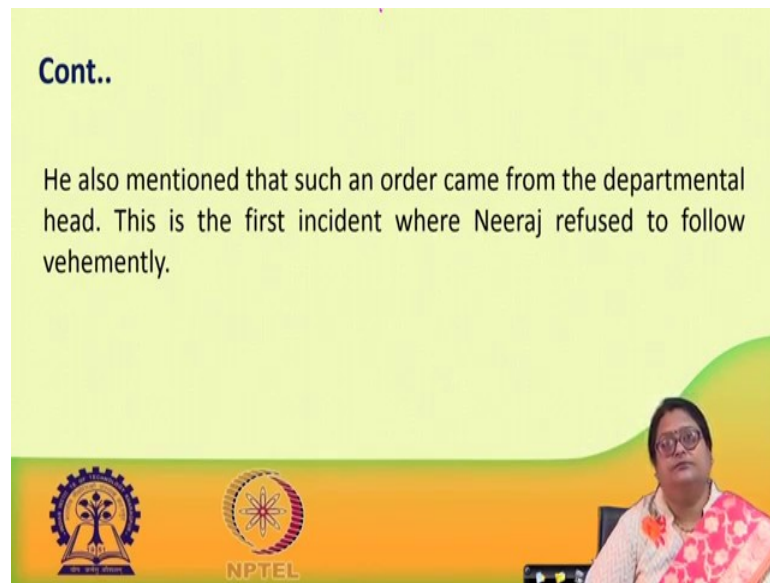


He conveyed the same point in the weekly departmental meeting and cautioned the individual employee when disorderliness came to his notice.

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He also mentioned that such an order came from the departmental head. This is the first incident where Neeraj refused to follow vehemently.

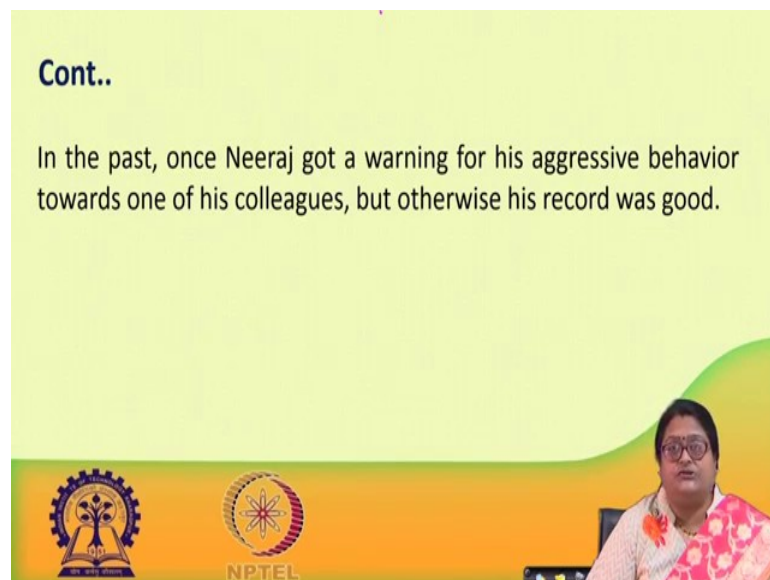


He also mentioned that such an order has come from the departmental head. So, and this is the first incident when Neeraj refused to follow vehemently.

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In the past, once Neeraj got a warning for his aggressive behavior towards one of his colleagues, but otherwise his record was good.

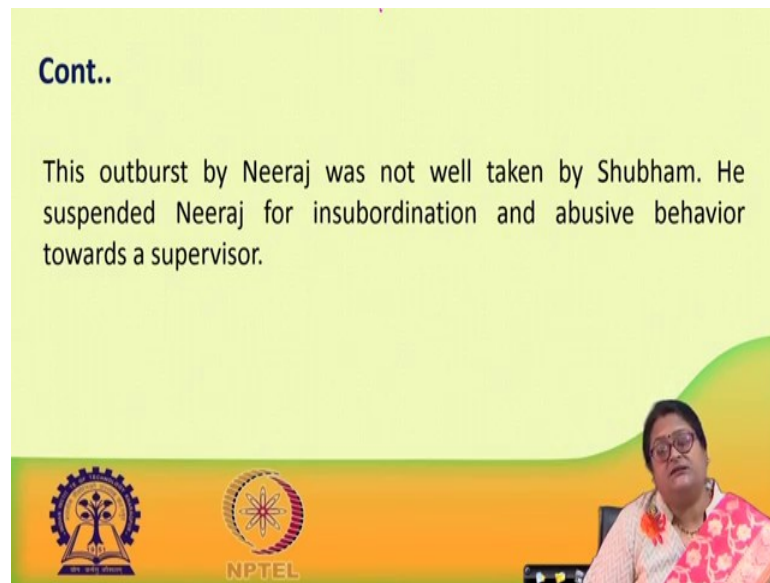


So, in the past if we follow Neeraj's record, it has been found like once Neeraj got a warning for his aggressive behavior towards one of his colleagues, but otherwise his record was good.

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This outburst by Neeraj was not well taken by Shubham. He suspended Neeraj for insubordination and abusive behavior towards a supervisor.

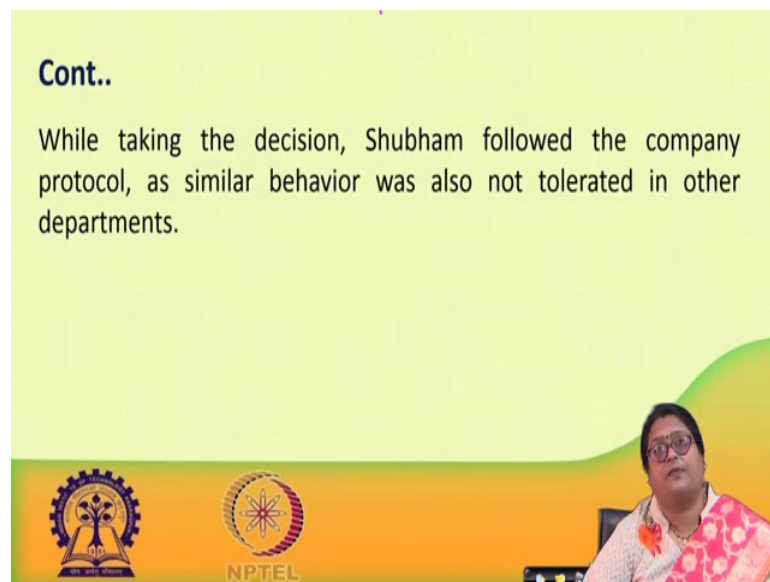


Now, this outburst by Neeraj was not taken well by Shubham. He suspended Neeraj for insubordination and abusive behavior towards a supervisor.

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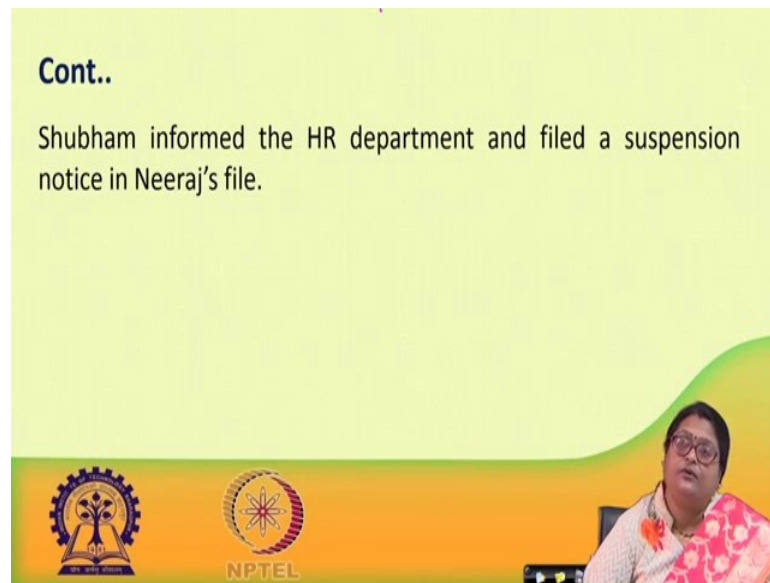
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While taking the decision, Shubham followed the company protocol, as similar behavior was also not tolerated in other departments.



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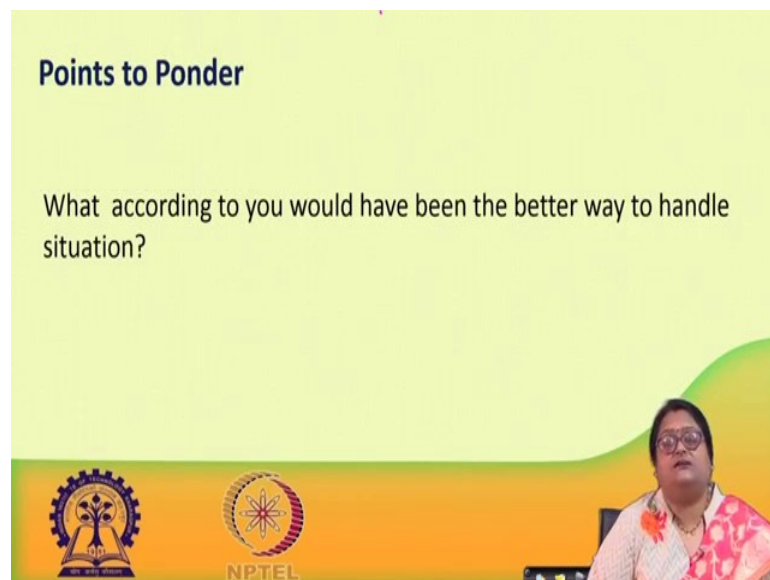


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Shubham informed the HR department and filed a suspension notice in Neeraj's file.

Shubham what he did; he informed the HR department and filed a suspension notice in Neeraj's file.

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**Points to Ponder**

What according to you would have been the better way to handle situation?

Now, the question is like what according to you would have been a better way to handle the situation? So, you have already discussed the case and we will find like there are certain issues in the case. So, we will again go back to it to show you the key points where maybe Neeraj specifically Shubham could have done things in a better way.



So, the case starts with the background of Neeraj. What we find over here Neeraj is working for more years; if you see Neeraj is working for the past 7 years in the company and only since last 6 months he is transferred to a new department under the supervision of Mr. Shubham Kumar. So, what we can see like for the past may be Neeraj is accustomed with working in a different department in which maybe here the set of friends working together.

And, then he has been shifted to a; then he has been shifted to another department and he is there for the last 6 months where he is working under the supervision of Mr. Shubham Kumar. And, he is also taking time to get adjusted to the maybe new supervisory style over there and the maybe new environment, new work that he has to do to the new set of colleagues that he has to work with.

Now, who is Shubham? Shubham is a management graduate. So, this also we need to understand Shubham is the management graduate, who has joined the company through campus recruitment for 2 years. So, here the case does not mention about whether Shubham has a previous work experience or he is a fresher who has got it working specifically in this industry, whether he has got any previous experience or not. So, that is not mentioned in the case per se.

So, the issue starts from over here if you see while on rounds Shubham noticed that there is some trash in Neeraj's work area. So, till here it is fine, but where the things have started getting disturbed, is he directly asked Neeraj to pick up the trash to keep the area clean. So, here is the gap of information and whether like we are not able to understand like whether Neeraj has told about the importance of cleanliness for the quality of the work, keeping the environment safe and clean to avoid accidents, explained it properly the connectivity of this work with the main objectives of the organization.

So, what is mentioned over here he has asked Neeraj to pick up the trash and keep the area clean. So, there that is the activity that is told that he has told to do the activity, but what is the importance of that activity and how it is linked with the purpose of the organization, purpose of the department. And, not only the purpose of the organization and the purpose of the department, how far important it is because that person is working in the shop floor how far important it is from the quality perspective to keep the area clean and safe.

So the, from trash so that it is safe for the employee Neeraj himself so that he does not face any accident. How to develop employees a sense of responsibility and engagement like a sense of ownership for the area that the person is working on and how to develop a sense of responsibility towards it. So, that it is a part of the responsibility to keep that area clean because it gives you a good not only a safe work environment a clean work environment.

But, because you are the owner of that area just like you are the owner of your home and you will not love that your home is all dirty around with all trash around and you would love to keep it clean and tidy. So, similar attachment is there to the workplace and it is for that reason for that purpose connecting with that purpose it is expected that the Neeraj picks up the trash and keeps the area clean.

But, the way that it is, the way that Shubham may have communicated to Neeraj it Neeraj about it maybe he has not connected the activity with the bigger purpose and the communicating the importance of that for the employees' own good feeling about the environment responsibilities of the work environment and for his safety purpose also.

Now, when we see over here on ask to pick up the trash because it was told directly to him without getting into the bigger purpose giving the bigger picture of the purpose. And the importance of it the contribution that the employee makes towards it the ownership that the employee has maybe towards the workplace Neeraj replied like am I a janitor because as per the so called job description given stated well stated job description given, maybe it was not written that it is the you know like his role also to keep the area clean.

So, and so, that is why he told like that is not a part of my responsibility, but that is what we have to understand over here like that is a part of the employment contract maybe, but bigger than that or something which we have to understand is a psychological contract that the employee must be developing with the organization and the employers also develop with the employees.

So, Neeraj has replied that am I a janitor? This is this job is not my responsibility also may hint towards the factor like cleanly if it is that it is not maybe directly measured quantified in their performance appraisal also or not mentioned in their job responsibilities like they have to do it as a part of their work that is and only when that work will get completed.

So, there are now here there are two ways when we talk of like Shubham's reply like when you drop it is your work area you need to clean it. So, when you talk of you need to clean it, this is a kind of instruction coming from the top management and he is also Shubham is also mentioned may be in the departmental meetings to the per last two weeks to tell like that it is the disorderliness will not be tolerated and it is also the instruction given from the top.

So, there are to this we have to understand. There are people who are take receive things in a different ways. So, either people there are two ways to it either you have to make people self motivated engaged enough with the organization so that they take the you know bigger picture understand the bigger purpose and get connected with the purpose of the organization, purpose of the departments towards the safe workplace safe environment less of accident and they voluntarily start doing things.

Everything cannot be mentioned in the job responsibility but, sometimes we need to develop the sense of responsiveness towards the environment towards or work towards maintain the quality and that is how we importantly contribute it towards a bigger purpose of the organization. And, in that way of motivation maybe we have to tell words the coin our terms in such a way like if you tell if not only in this way when you drop it is your work area you need to clean it, this is a sort of as if an instruction order coming.

But, if you can tell like you understand you are the owner of this place and this is just like your home maybe which you are there and would do you love would you like to keep your home untidy and, or you feel like it is a good place and where you also feel good when you see a clean place and of course, it is better for your safety. So, way we make people more develop this ownership engagement so, that is one way to deal with people.

But, when we see also like we have been trying this for either we get connected make people connected to this, but here in the case as it tells like so, he has been trying for the past a few last two weeks to make people pick up the trash. So, you know in order to maintain cleanliness in their work areas and prevent accidents, but if we see like these are the class a group of people that you are dealing with and what.

So, we have to see like first this case just not to mention about whether that effort has been taken by Shubham to or the top management to run a program of self awareness,

connectivity where people gets connected to the purpose and starts doing things voluntarily self motivated to keep the area clean, but this case does not tell us about those things. So, that is maybe the first attempt that we need to take.

But, if we see like that process is not working however told, however, tried people are maybe not listening or taking thing things seriously or are not understanding the importance of the things, then we have to connect that with the like them; with their appraisal processes and when we add with their job descriptions.

So, when we talk of like appraising who is a good worker and maybe we give recognitions for their better performances also. So, it is not only the product that they are producing, but how they are dealing with their particular environment whether they keeping their workspace clean or not. So, that whether there are less accidents in their department or not those could be embedded into their performance measures and for key performance indicators and later on could be connected to their rewards management in terms of recognition given or reward given to the employees.

So, here what happens like Shubham has taken a route of like disciplining people with threat of punishments and like he has told like in department and cautioned the this words like the cautioned the individual employee he cautioned the individual employee when disorderliness came to his notice. So, here the attitude it is a it appears like in this case the Shubham's way of dealing with the people is like there is a clear difference between me and they class of people we are the management class people and they are the working class people and whatever we tell whatever we ask them to do they have to follow it.

So, and this is this difference in attitude there is difference with what you speak as a part of your body language reflects in whether like you are trying to like bridge this gap and function as the total we for the whole development of the organization as a total team or you keep the gap between this me and they and you see liked it this class difference becomes very like evident from your attitude.

And, even and the workers they are going to not going to like accept their mindset is it does not become open to accept whatever suggestions is coming from you because they will take it to be an extra work that you are trying to make them do with the same

amount of money given and it is an order given to you which there to them which they are not supposed to follow because that is not there in their job description.

But, if you tell it you, if you take a right approach in the sense like you try to first give respect to the people the who are there, give them the ownership and responsibility of that area, recognize their effort and like connect it with their purpose in terms of the performance measures and also recognize them reward them for their efforts taken to keep the area clean then maybe this holistic concerted effort would give rise to a better result.

But, this negative approach towards like giving threats to people of disciplinary actions may not always aid results because if they feel like they will that may create further mental block like what if I do not do at the best you can punish me you cannot do anything more than that. So, that does not serve the purpose of this activity that does not serve the main purpose of like for what all these things that are like a safe work environment and quality work environment more towards quality control; so, these and environmental issues.

So, these does not ultimately serve the purpose like disorderliness will be punished in like when you have talked of like that suspension of Neeraj, so, we have to understand like this in order to tame his aggressive behavior maybe towards Shubham otherwise his you see where he as a performer his record was good.

So, when you are talking of suspension of that person due to insubordination and abusive behavior towards the supervisor, there is a shift in focus from the task to relationship. Though the conflict came into was about the task like Neeraj was asked to do something by Shubham which Neeraj did not do. So, the conflict was about the task, but when Neeraj gets punished over here when he gets suspended over here it is taken as the act of insubordination and abusive behavior towards the supervisor.

So, that originally which is a task conflict has become a relationship conflict and Neeraj gets punished for that. So, we do not know from this case here also, but we get a hint from here, that otherwise Neeraj is a good performer. So, whether we will follow this route or we take a different route where we communicate well with the person takes the person into confidence without dictating terms to him can we take that person has

confidence give him the respect as one of our colleagues as a team member in an effort to keep the environment clean.

Shubham could have approached in this way hey friends we let us think of an ear let us take a vow like let us start an effort we have to keep this area clean because it is like your home and this is done like we I need your help in this regard we have been given this response, even if it is given by the central department like we have been given this responsibility to keep our unit clean.

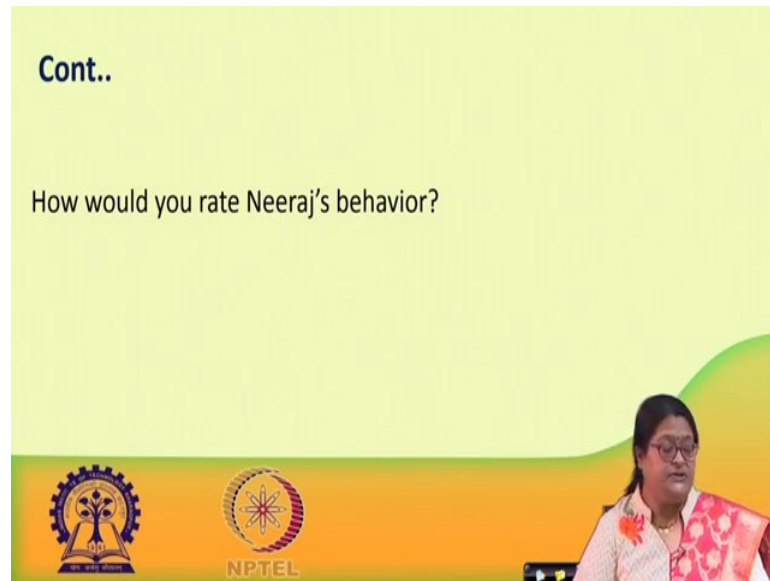
So, let us see how best we can do it and whether we can be the best unit which contributes to the goal of the organization for the safe work environment and for this we need for this I need your help and support. Without your help and support I am not able to reach this objective that is given to the to us and as a team we should try to find out how much how best we can put our effort in keeping this environment clean so that we become the best department for this safety and accident prevention issues.

So, he could have taken develop this team and we feeling with the person in where he is like any one other team member and together they work towards the purpose of keeping that environment clean maybe would have worked in a better way to deal with the situations. So, in a nutshell what we can see like it is like not there is a the approach taken over here is an IR approach, but when we take the HR approach and when we take the performance management approach in that soft HR approach and strategic HR approach performance management approach.

There in that case we have to connect it with the bigger purpose of the organization and see how we can lead to achieve that goal with all the employees getting connected towards each other, functioning as a team, putting their efforts all together and reaching that particular purpose. And, they are not differentiated based on the status of me and we, me and they and the difference is there and they will think like you are management people and we are the workers like why should we listen to whatever you are telling.

So, the management has to take the employees into the confidence, fit them into the bigger purpose of the organization, show like where their interests and aspirations are also served and connect the proper reward and recognition mechanism together, so that the bigger objectives can be reached.

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So, now, how would you rate Neeraj's behavior over here. So, in Neeraj's behavior what we.

How would you rate Neeraj's behavior? Neeraj's behavior over here is like first what we see over here as an instance like this is not the first case where he has landed into some trouble with his supervisor, but there is a case which is reported he has been in some he had some trouble with his colleagues also but, that is one case that has been reported. But, again when we see like when Neeraj tells about like this is not a part of my job responsibility, I cannot do it.

So, what we find over here like as an employee also we need to understand like if everything cannot be written in the job description and because and with his as per here Neeraj is more concerned with the employment contract. But, beyond that there is also a psychological contract where we start developing attachment with the work area, with the people that we are working with and we start loving the work and the people and the job that we are doing and sometimes we start doing voluntarily many things which are not mentioned in that.

So, what we find over here Neeraj has been transferred to this department to only for the past 6 months. So, maybe he is still in a phase where he is getting adjusted to the new people, new situations, trying to understand how to do things, maybe he is liking or not liking also the department that is been shifted to. And, why he has been transferred why

he has been shifted whether it is a routine transfer or not these things are not clear from the case.

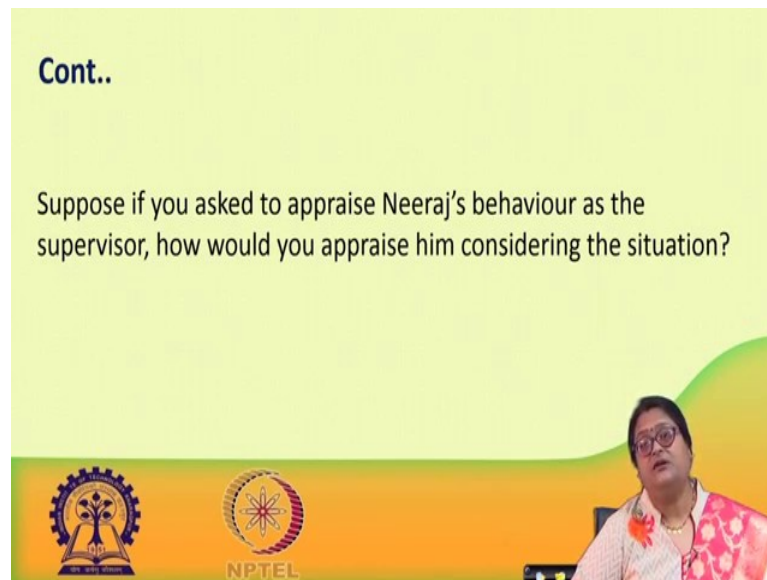
So, we just cannot without dealing into the depth of the case knowing the other factors connected to it, we just cannot make an assumption like Neeraj's behavior is very bad towards the supervisor, he needs to follow like whatever Shubham is telling and he cannot tell like I am not a janitor. His behavior as mentioned in the case appears to be somewhat arrogant.

But, as HR professionals, as supervisors, as team leaders we should not be judgmental about the other person's behavior, but we should try to find out the basic reason why this person is behaving in this way? Is there any background situations happened which is triggering his this part of behavior or because what, why he has developed it is more important to understand it is why this attitude has developed and what can we do to change the mindset of the people it is what we see may be a superficial behavior.

And, it will be wrong it to become judgmental about the person and like trying with just label him like he is a bad worker who like never listens to his, whatever the supervisor is telling. So, maybe he have had a history where he has been maybe exploited by the supervisors in different ways that has developed in him reservations about the supervisors may be some degree of anger towards these people and a stereotypical behavior. So, without knowing why that person is behaving in certain ways it will be wrong to make some permanent assumptions about a particular person.



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Suppose if you asked to appraise Neeraj's behaviour as the supervisor, how would you appraise him considering the situation?

Next is suppose, if you are asked to appraise Neeraj's behavior as the supervisor how would you appraise him considering the situation? So, as already discussed with you it will be very wrong to just point your fingers towards the employee as for performance appraisal and putting some stamp like this person's behavior is wrong or not as per the expected level of who like what that person is expected to do. We have to study the whole situations and then we have to place the person in the context of that situation.

Here what we see, the whole situation is like Neeraj has been transferred only 6 months. So, he is yet to understand the whole maybe the whole functioning of the department and also he is more years into this organization as compared to Shubham and Shubham also is a new management graduate. So, whether he has like a sense of whether he is polite in his behavior towards the employees or not. So, that is one aspect of the thing.

Also sometimes this is a part of organizational citizenship; problem for organizational citizenship behavior is that the employees who may not have like higher level of educations but, who have been in the organizations for a considerable period of years. Sometimes they develop a sense of like more about like I know better than you kind of attitude where we can understand maybe Shubham is very new into the system and maybe less in experiences compared to Neeraj. And, Neeraj may think like why I should listen to a person who is very new into the system and maybe knows less than me.

Here Shubham needs to be somewhat assertive to show like yes that is expected as a part of the behavior, but that assertiveness does not mean like it is an aggressive communication or I should punish a person for disorderliness. So, to make the people understand like yes this is something what is required. So, you can take that assertiveness route along with telling like and taking people into confidence. Getting people into confidence is very important and that can be done in an assertive way also.

So, when we talk of like appraising Neeraj's behavior as a supervisor putting him into the consideration so, if we take the past record also and we have to see like whether he has been behaving in the similar way with his other supervisors also, whether he is doing it in this first time here with Shubham and whether also the Shubham has also explained clearly the purpose of the whole activity to the person.

And, whether it is not only Neeraj others also other machine operators as present in the case and you have seen that mention over there other machine operators have also seen like the Shubham is taking an effort with the past last two weeks to make people pick up the trash and keep their area clean. So, whether they are doing it or not or whether they are also not doing it because they are not able to understand what the situation is, why they should pick up the trash.

So, we have to really follow attribution theory over here before we come to the conclusion like whether Neeraj is really not listening to the supervisors like order or the task given and he is doing and this is an act of insubordination.

So, when we talk of if you like our way of understanding like how do we appraise Neeraj's behavior as the supervisor and kept in that situation. So, definitely we will follow the attribution theory to find out like whether Neeraj does it in every case; whether he has done it with his earlier supervisors also; where whether everybody in this particular case is doing the same thing and it is not only Neeraj who is not listening but others are also not listening because they have not understood, whether Shubham has communicated the purpose clearly to the people and they have could connect themselves with the purpose, the activity with the purpose or not and whether like; this is the only happened one time and after that may be Neeraj has listen to what Shubham has told and have like kept area clean, maybe he has thrown all the trashes in a waste dustbin and there was no trash left.

So, we have to appraise all these factors and other connected factors also before we tell like Neeraj is a good or bad worker or he has really done insubordination or not. So, it is not like just one time observation, but it has every many other factors, connected factors need to be evaluated before we come to a very strong opinion about a particular person's behavior.

So, now, we will move on to the case 2 in the next module.

Thank you.