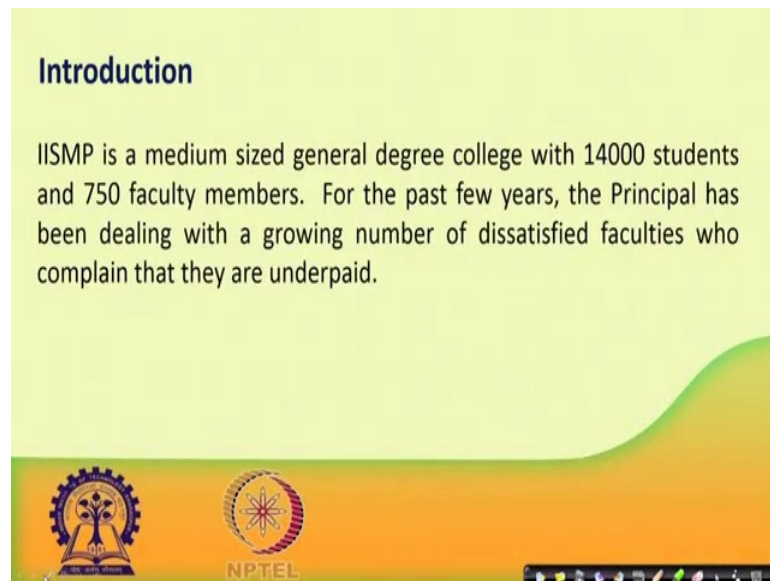


Performance And Reward Management
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Lecture - 60

Understanding the implications of performance and reward management in present organizational dynamics through case studies (Contd.)

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Introduction

IISMP is a medium sized general degree college with 14000 students and 750 faculty members. For the past few years, the Principal has been dealing with a growing number of dissatisfied faculties who complain that they are underpaid.

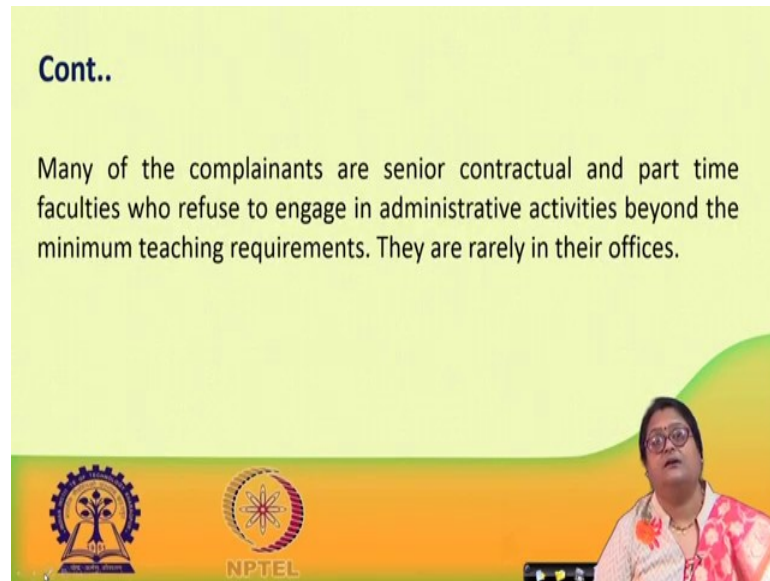
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Welcome to the case 4 of the module. So, what we find over here is IISMP is a medium sized general degree college with 14000 students and 750 faculty members. So, for the past few years, the principal has been dealing with a growing number of dissatisfied faculties who complain like they are underpaid. So, maybe this is a situation with many of the degree colleges and we have picked up one such issue to discuss over here.

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Many of the complainants are senior contractual and part time faculties who refuse to engage in administrative activities beyond the minimum teaching requirements. They are rarely in their offices.

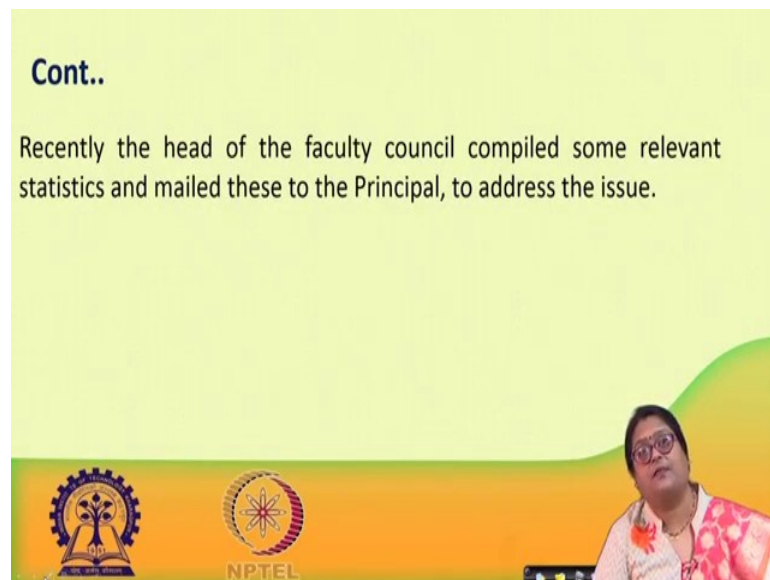


So, many of the complainants are senior contractual and part time faculties who refuse to engage in administrative activities beyond the minimum teaching requirements. So, they are rarely in their offices.

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Recently the head of the faculty council compiled some relevant statistics and mailed these to the Principal, to address the issue.




So, recently the head of the faculty council compiled some relevant statistics and mailed these to the Principal, to address the issue.

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The average salary statistics is shown in the table below:

2012		
Rank	Salary in Rupees pm	Work load
Full Professor	105000	14 hours
Associate Professor	85,500	14 hours
Assistant Professor	57,700	16 hours
Contractual whole-time teacher	21,400	15 hours
Part-time teacher	15,500	12 hours
Guest teachers	8000	10 hours



So, what we see over here is the rank and the salary in rupees per month and the workload. So, the full professor has got a salary of 1,05,000 and the workload of 14 hours, associate professor or 85,500 14 hours, assistant professor 57,700 16 hours, contractual whole time teacher 21,400 for 15 hours, part time teacher 15,500 for 12 hours and guest teachers 8000 for 10 hours these are the different workloads that they have. So, this was the situation in 2012.

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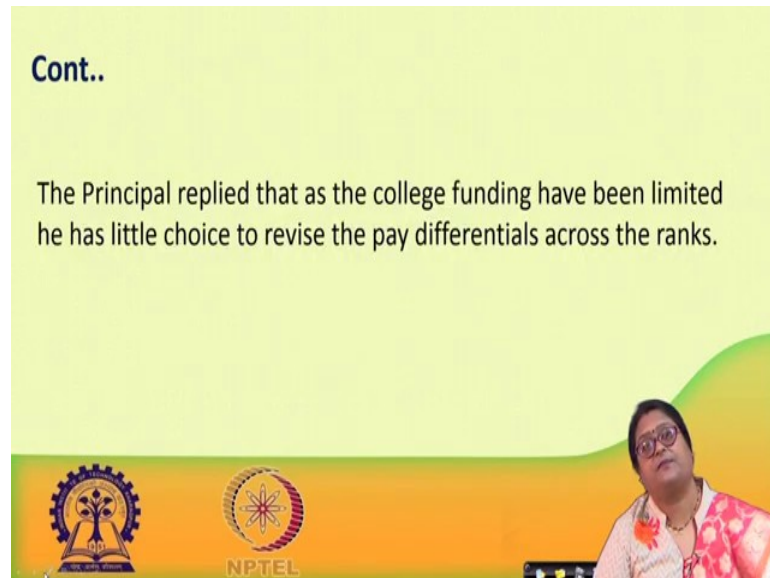
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2018		
Full Professor	1,20,000	15 hours
Associate Professor	1,05,000	15 hours
Assistant Professor	84,600	16 hours
Contractual whole-time teacher	28,600	15 hours
Part-time teacher	22,800	12 hours
Guest teachers	12000	10 hours



In 2018, the full professor salary is 1,20,000 15 hours, associate professor 1,05,000 15 hours, assistant professor 84,600 16 hours, contractual whole time teacher 28,600 for 15 hours, part time teacher 22,800 for 12 hours and guest teachers are 12,000 for 10 hours.

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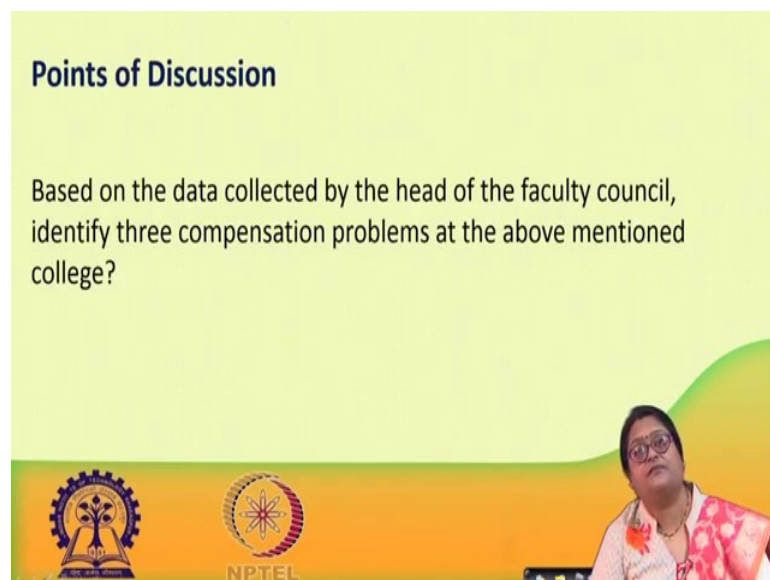


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The Principal replied that as the college funding have been limited he has little choice to revise the pay differentials across the ranks.

So, the principal replied that as the college funding have been limited, he has little choice to revise the pay differentials across the ranks.

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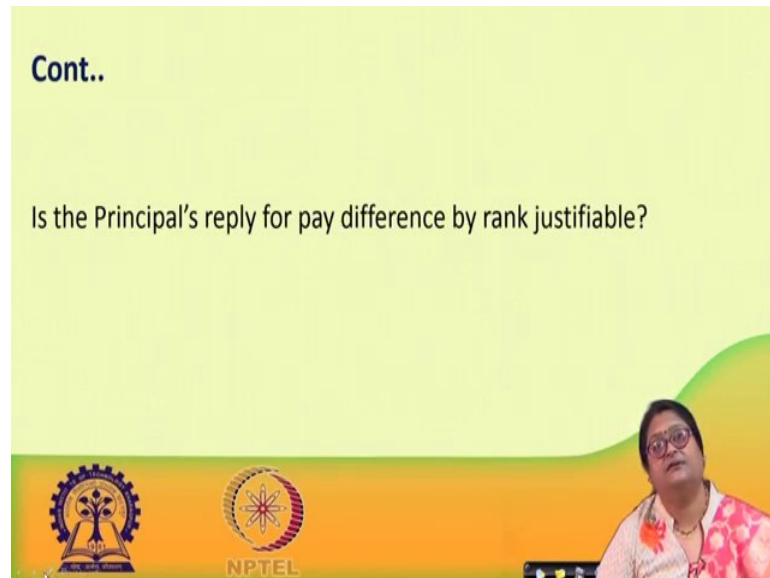


Points of Discussion

Based on the data collected by the head of the faculty council, identify three compensation problems at the above mentioned college?

So, based what we are supposed to do over here, based on the data collected by the head of the faculty council the three compensation problems at the above of the above mentioned colleges need to be identified.

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So, can you identify from here like the 3 issues of the differences in the compensation packages? So, you have to work out on the working hours like; one thing which has been pointed over here like the contractual and part time faculties they do not engage in any of the administrative activities and beyond the minimum teaching requirement. So, and also they are rarely found in their offices.

So, we have to understand teaching is a job where it is not only the teaching requirement, but there are many administrative responsibilities also and people need to be present in their office. So, that students may come and interact beyond the, to classroom teaching hours also and they may need your suggestions they will need to discuss with you.

So, these part time teachers as mentioned in this situation are generally not available, they are rarely in their offices beyond their minimum teaching requirement and they are not participating in any of the departmental activities. So, this is one of the major like ways, like they are compensating themselves for the less of salary that they are getting by not working or participating in the administrative processes or not getting engaged with the organization.

That they are working for and maybe not contributing beyond what is a minimum level of expected commitment like it is a normative commitment from their side and not an affective commitment. Why this is happened? As you see over here like there is lot of huge of pay differentia's like when you talk of, like a contractual whole time teacher by working for 15 hours yet like maybe less than half of a salary or for that of an assistant professor who is expected to work maybe 16 hours.

So, but here from what is not and like the clear over here is also the difference in job descriptions and responsibilities; like what is the difference in job descriptions and responsibilities between the contractual whole time teacher, part time teacher and guest teachers? These are not very clearly written over here. What is written over here is only the workloads and the corresponding pay.

So, and also, but what are the difference in the expectations from there? That is also not very clearly mentioned over here and sometimes what happens in organizations is mostly they are expected to perform more and because there are the organization in many situations, because they do not have them as the principal told you over here about the funding.

So, in many cases that happens over here like the it is many cases the full professors or the associate professors, assistant professors in permanent post people like organizations do not have these people in permanent post. And, the whole college runs through the on the shoulders of the contractual whole time teachers or the part time teachers. And they are expected to do all those job responsibilities at the permanent teacher is supposed to do permanent assistant professor, associate professor or full professor is supposed to do.

And, so there starts the sense of like the dissatisfaction, discontent like getting paid less, but working for more doing things which are not like we need their job purview to be done, because the organization does not have anybody in a, mostly in permanent positions. So, and most of the works gets done by the contractual like teachers and the part time teachers.

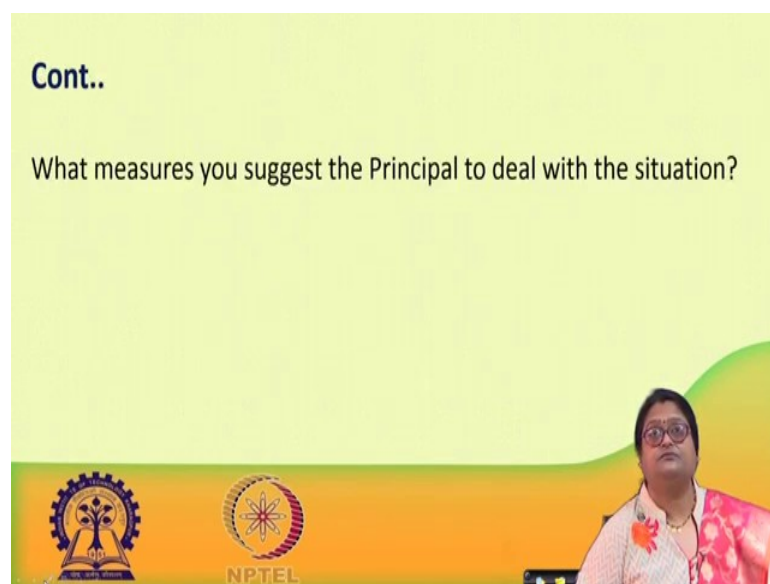
So, in and also if we find over here and then the company; one is the comparative matching of the like remuneration that you are getting from an hourly basis, compared to the hours of working and here also like what we find like the proportionate increase also may not have happened considerably. So, there is like when you compare the 2012 and

the 2018 scenario there are differentials with the grades are very high. So, whether these job evaluation has been done based on the point method or factored method is not very clear from the data that we are getting over here. And, how it is getting mapped with the hours of work, and what are the actually the job description that these people have to do is not very clear from this data that is given.

So, when we are we talking of there is a principals reply for the pay difference by rank is justifiable we would not see like it is too much of a justifiable, because see because there is because this also does not have any scientific basis to like; you do not have a fund is definitely one maybe the one issue which is equally applicable to all the grades. But, why there is a disparity between the grades and how why it is not well distributed properly? What are the factors based on which these grade differentials are done? That is not that answer we are not getting from the principal's justification like, because there is you know like less of funding and he has little choice to revise the pay differentials across the ranks.



And also like when we talk of contractual whole time teacher and part time teacher and guest teacher. So, what are these only differences in nomenclatures, names or there are different responsibilities also this needs to be taken care of; so, that the job descriptions that clearly given expectations that given, the factors are given and proper job evaluation can be done.

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What measures you suggest the Principal to deal with the situation?

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So, again what measures the Principal can deal to deal with the situations? Is as we are telling proper job evaluation to be done so, that we can go for a job banding kind of thing, where like which like based on whether what are the factors to be connected? What are the expectations to be done? Expectations to like, when we talking of working hours is 10 hours, working hours is 15 hours, working hours is 16 hours.

But nowhere it is mentioned like how many of that how many hours of that should be dedicated to teaching, how many hours of that is dedicated to research work, how many hours of that is dedicated to administrative work and how many hours is for like counselling and dealing with the students interacting with the students. So, 16 hours, 15 hours, 10 hours it is written. But how that is like differentiated between the different activities, that needs to be done, is not very clearly mentioned over here.

So, when if you have to justify the difference in pay between a guest teacher supposedly the or a part time teacher or a contractual whole time teacher and you find there is only 15 hours, 10 hours, 8 hours it these kinds of things are written.

Then we have to understand like out of those many hours, what all these people are supposed to do and what is the monetary worth for those things? Then only if we can add up we will be able to justify for the maybe compensation given for that. So, more scientific approach is required by the principal to do a rank differences between the job, do a paired comparative analysis follow a more analytical comparative method, do a job evaluation to find out the factors in the job, different factors in the job, competencies required in the job, the expectations of the job and how to like allocate a time for each of these activities.

So, that we can clearly state like maybe the full professor is doing these this kind of activities and is allocating more time in these pockets of activities. The monetary worth for which is this much that is why this is the salary in comparing to that; though, if what we find over here the working hours for full professor maybe is 14 hours, but for the assistant professor is for the 16 hours. But, here it is not clearly defined that 14 hours is paid towards; what activity maybe it is more crucial, critical organizational building strategic type of activities, which requires more of your taking risk for certain decisions that you are taking for the organizations.

So, risk sharing part is them as come back to in assistant professors job maybe it is 16 hours, which is more of teaching more of maybe establishing contacts with your like; students taking getting to it is knowing about the students that counselling them then maybe what they need and like what are the like, how to take care of them.

So, it is more of a student one to one with the interaction level with the students and advisory role to the students. So, and or teaching with more classes, subjects and all; the for which they these may not be more at the decision making level, which for which there are may be sharing of risk and in a like to risk components of the decision.

So, that those activities though we find like the 14 hours for full professors and 16 hours for assistant professors, then what is the nature of the work? What is the risk sharing involved in that different kinds of work, that it is doing. How, these active 14 hours or 16 hours are more connected to works, which are strategically more connected towards the institution building of the brand building of the organization, definitely are going to get like different shared values in terms of monetary worth and that is going to create a difference in their salary.

So, analytical comparative approach for job evaluation should be taken to answer this problem of the salary differentials, in the different grades of the like positions that we have in the organization.

So, thank you for now we will meet you in the next module with more cases and discussions on it.

Thank you.