



Performance and Engagement 2

SOC 121D: People Analytics

Austin van Loon

Discussion papers (musts)

- Should be at least one page (ideally less than three)
- Font should be 12-point Times New Roman
- You should mention/discuss at least each of the required readings
- You should not plagiarize the required articles
 - If you are pulling directly from the article, quote it
 - Do not change one or two words or add one or two words to try to hide that you are directly pulling from an article
- I want to see that you thought about the readings (i.e., summaries are okay, but try to give more of your own thoughts)

Discussion papers (mays)

- If you want detailed feedback, just make a note at the top of the page (e.g., “I’d like in-depth feedback on this discussion paper”)
- You can answer the discussion questions (drawing from the readings but feel free to disagree with them)
- You can offer your thoughts on the readings and not draw on the discussion questions at all (but be sure to consider each reading)
- You can relate the readings to stuff you’ve seen in the news or elsewhere
- You can apply ideas from the readings to something that interests you (e.g., how would we apply these ideas to picking Stanford admits?)
- Your discussion paper doesn’t need to be one coherent thesis—it could, for instance, be made up of three largely un-related sections that address each required reading in turn)

Final Paper Information

This week

- Tuesday's lecture
 - Why do we measure performance?
 - The ways we measure performance
 - Sources of error when measuring performance
- Today's lecture
 - A review of methods of and reasons for measuring performance
 - The limits of performance
 - Engagement and why it matters
 - Avoiding burnout

Review of Methods for Measuring Performance



Alter ratings: subjective assessment of someone else about you



Goal completion: goals are set for you ahead of time for you to complete by a specified deadline



Group performance: how well your team/group/department/company performs



Metrics: automatically derived measures of your behavior that can be valued as positive (e.g., answering emails quickly) or negative (e.g., needing to move a deadline)

Review of What to Do With Performance Measures



Accountability: tie rewards (e.g., bonuses) and punishments (e.g., getting fired) to performance. The logic is that this provides external motivation.



Development: use performance to identify who you need to invest in (e.g., enroll in trainings) and where you might need to make changes (e.g., in department cultures) to improve performance



Feedback: “empower employees with their data”. Let employees know how they are doing so they can adjust behavior. Works off the assumption that employees have internal motivation.



Evaluation: know whether interventions (e.g., changes to hiring practices) and practices (e.g., casual Fridays) do what they are supposed to.

	Accountability	Development	Feedback	Evaluation
Alter Ratings				
Goal Completion				
Group Performance				
Metrics				

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Alter Ratings	X		X	
Goal Completion				
Group Performance				
Metrics				



The limitations of individual performance

- Performance depends a lot on factors outside each individual employee's control (this interdependence is arguably why we have organizations in the first place!)
- If we're myopically focused on *individual* performance, we might never solve the fundamental issues holding the organization back (which might be, for instance, at the group level)
- Diagnosing these multi-layered issues can be complex and isn't easily reduced to a series of quantitative scores (though we'll explore this during the teams/groups lecture!)
- Rewarding/punishing folks on their individual performance when that performance depends on things outside of their control is morally questionable

People hate performance reviews



People hate performance reviews



EFFECTS OF PROCEDURAL AND DISTRIBUTIVE JUSTICE ON REACTIONS TO PAY RAISE DECISIONS

ROBERT FOLGER
MARY A. KONOVSKY
Tulane University

People care about both **distributive justice** (how fair the ultimate outcome is) and **procedural justice** (how fair the process of deciding the outcome is) (Folgers and Kanovsky 1989)

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Procedural Justice, Distributive Justice: How Experiences With Downsizing Condition Their Impact On Organizational Commitment*

JODY CLAY-WARNER
University of Georgia

KAREN A. HEGTVEDT
Emory University

PAUL ROMAN
University of Georgia

Even for those with beneficial outcomes, perceptions of procedural justice shape their organizational commitment

Engagement and Burnout

Engagement

- “The term employee engagement relates to the level of an employee's commitment and connection to an organization” (SHRM, 2017)
- Associated with increased performance

Burnout (WHO, 2019)

- “feelings of energy depletion or exhaustion”
- “increased mental distance from one’s job, or feeling of negativism or cynicism to one’s job...”
- “reduced professional efficacy”
- “...resulting from chronic workplace stress that has not been successfully managed”
- Associated with employee turnover

Ways to Measure Engagement

- **Annual engagement survey:** employees are asked to report self-assessed engagement
- **Pulse surveys:** Quick (short) versions of the annual engagement survey done at more regular intervals (e.g., quarter, month)
- **Metrics**
 - Measure things that tend to cause burnout (e.g., workload, travel schedule)
 - Measure things that tend to be the outcome of (dis)engagement (e.g., changes in email response times/length, changes in performance metrics, interaction with coworkers outside of one's team)

01. I know what is expected of me at work.
02. I have the materials and equipment I need to do my work right.
03. At work, I have the opportunity to do what I do best every day.
04. In the last seven days, I have received recognition or praise for doing good work.
05. My supervisor, or someone at work, seems to care about me as a person.
06. There is someone at work who encourages my development.
07. At work, my opinions seem to count.
08. The mission or purpose of my company makes me feel my job is important.
09. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

[Gallup, 2022]

Some (suggestive) Ways to Reduce Burnout

1

Make sure workers find meaning in their work

- Foster feelings autonomy, relatedness, and competence
- Embed work in a meaningful narrative

2

Support breaks from work

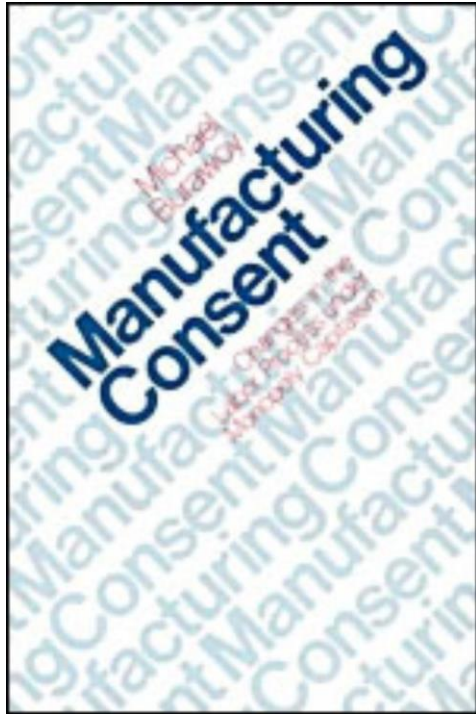
- In the U.S., skipping lunch is not uncommon in certain sectors (though some evidence suggests this is negatively affects productivity) and employees tend to not use their vacation (52%)
- Even small breaks throughout the day supposedly help reduce burnout
- CELEBRATE MILESTONES

3

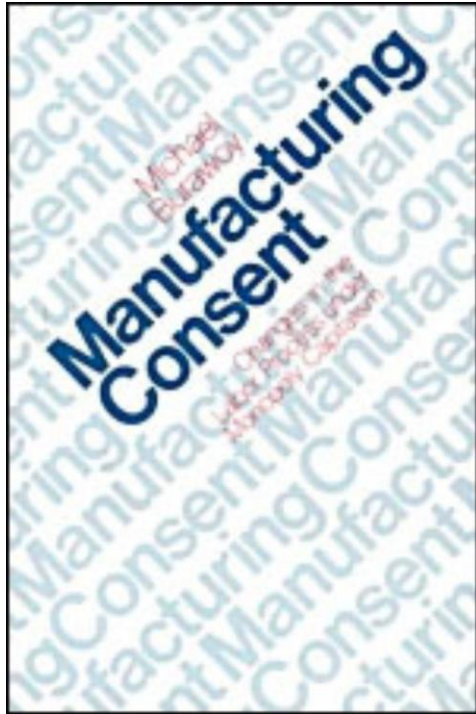
Minimize meetings

- What is being accomplished at this meeting?
- Who *needs* to be here?
- Could we accomplish these goals asynchronously?

A critical take on engagement



A critical take on engagement



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Please complete the survey at:
tinyurl.com/paweeek4

When you're done, you're free to go!

Have a great weekend!