

Index

- 360-degree assessment, 103
- ability, AMO model, 153–4
- accountability, 200
- Adams, John Stacey, 54
- affordability, 18
- Agarwal, R., 174
- agency theory, 353–4
- Aguinis, H., 171, 280, 302
- Ahearne, M., 291
- Airtasker, 432
- Ajzen, Icek, 39
- Aldatmaz, S., 362
- Alexander, Graham, 173
- Alibaba, 428
- alignment approach, *see* strategic alignment
- alternation ranking, 115
- Altmansberger, H., 334
- AMO model, 153–4
- anchors, 123–6, 133
- annual leave, 236, 248
- annuities, 273
- ANZ Bank (Australia), 87
- Appelbaum, E., 153
- Appelbaum, S. H., 303
- apps, use of, 430–1
- Arnold, J., 367
- Arthurs, A., 205
- artificial intelligence, 427
- assessment
 - by customers, 101–2
 - multisource, 102–4
 - by peers, 99–100
 - by self, 100–1
 - by subordinates, 100
 - by supervisors, 98
 - see also* behavioural assessment; competency assessment
- assessment centres, 131–2
- attention, selective, 387
- attitudes, 36, 40
- attribution errors, 136–7
- Audia, P. G., 166
- Australian Bureau of Statistics, 352
- Australian Securities and Investment Commission, 293, 357
- autonomy, 45, 447
- awards, symbolic, 296
- Axis Bank, 372
- Baby Boomers, 435–7
- Bailey, C., 272, 448
- balanced contracts, 33
- balanced scorecard
 - described, 83–5, 384
 - example, 87
 - pros and cons, 85, 88–90
- Balkin, D. B., 447
- Bamberger, P., 449
- banded base pay systems, 219–22
- banks, 87, 291, 292, 295, 348–9, 356, 413–17
- Barksy, A., 82
- Baron, R. A., 165
- Bartol, K. M., 313
- base pay
 - aligning practices, 146
 - and capabilities, 186
 - case studies, 228–31
 - described, 16, 184–5, 404–5
 - design considerations, 187–8
 - developing banded systems, 219–22
 - developing graded structure, 208–12
 - and merit increments, 273
 - options, 188
 - and performance pay, 403–4
 - psychological implications, 185
 - strategic alignment, 194–5, 226–7
 - see also* person-based base pay; position-based base pay
- Batt, R., 174
- Bedaux, Charles, 288
- Bedaux Point system, 288
- behaviour, *see* employee behaviour
- behaviour event interviewing, 109–11
- behavioural assessment
 - assessing, 141–4

- behavioural assessment (cont.)
 - comparative methods, 113, 114–16, 141
 - described, 96
 - errors in, 133–8
 - methods described, 113–14
 - and performance management, 141–4
 - rating methods, 114, 120–30, 141–4
 - sources of information, 97–104
 - using, 146–7
- behavioural competencies, 393
- behavioural observation scales (BOS), 126–7, 133
- behaviourally anchored rating scales (BARS), 123–6, 133
- beliefs, 40
- Bellé, N., 449
- benefits
 - case studies, 261–3
 - categories, 234
 - challenges, 238–9
 - described, 16, 233, 405
 - drivers, 235–8
 - fixed, 255–6
 - flexible, 256–9
 - gig economy, 431–3
 - packages, 255
 - plan design, 259–60
 - purpose, 234
 - strategic alignment, 260
 - and tax, 236
 - voluntary, 250–5
 - see also* specific types e.g. superannuation
- bereavement leave, 236
- Berry, F., 282
- bias
 - gender, 157, 207
 - by supervisors, 9, 98, 165
- big data, 422
- Blair, M., 360
- Blasi, J. R., 360
- Blumberg, M., 153
- Bodie, Z., 359
- Bognanno, M., 446
- Bolino, M. C., 39
- bonuses
 - goal-based individual, 291–4
 - merit, 276–8
 - small, 446
- Borman, W. C., 38
- Bourguignon, A., 166
- Boxall, P., 153
- breadth skills, 216
- Bryson, A., 366
- budgets, 29
- Budworth, M.-H., 166, 395
- Buller, P., 30
- Bullock, R., 328
- Burch, G., 104
- Burgess, S., 446
- Burnett, D. D., 42
- Burns, T., 34
- business lifecycle stages, 26
- business strategy
 - and base pay, 146, 226
 - and benefits, 260
 - collective short-term incentives, 345
 - described, 30–1
 - and results-based performance management practices, 90
 - review meetings, 180
 - and rewards, 304
 - and share ownership, 369
- cafeteria plans, 256–9
- Callahan, W., 451
- Caltex, 433
- Campion, M. A., 133
- Campion, M. C., 133
- capabilities, 186, 215
- carer benefits, 248
- case studies
 - base pay, 228–31
 - benefits, 261–3
 - collective short-term incentives, 348–9
 - employee self-regulation of performance, 92–3, 150–1
 - managing underperformance, 182
 - Millennials, 455
 - non-cash recognition, 307
 - performance assessment, 21
 - rewards, 63–7
 - share ownership plans, 372
 - Wealth Bank Corporation (WBC), 413–17
- central tendency errors, 138
- Chandler, Alfred, 34
- Chang, X., 363

- change
 - communication, 411–12
 - implementing, 407–8
 - rehearsal, 408–10
 - roll-out, 410–11
- Chartered Institute of Personnel and Development, 103, 277
- chatbots, 421, 427
- checklists, weighted, 127–9
- Chiapello, E., 166
- childcare, 249–50
- Cho, S., 446
- Cleveland, J. N., 10
- cloud based computing, 422
- co-workers, assessment by, 99–100
- coaching
 - described, 171–2
 - GROW model, 173–4
 - outcomes, 174–5
 - strategic alignment, 180
- collective short-term incentives
 - case studies, 348–9
 - described, 309–10
 - gainsharing, 319–31
 - goal-sharing, 332–5
 - profit-sharing, 310–19
 - strategic alignment, 345–6
 - team incentives, 335–45
- Collins, D., 331
- combination plans, 311
- Commercial Law Partners, 228–31
- commission payments, 289–91
- communication, 8, 402, 411–12
- compa-ratios, 267–9
- comparative methods of behavioural assessment, 113, 114–16, 141
- compassionate care leave, 236
- compensation, 16
 - see also* pay
- compensation averaging, 195
- competencies
 - analysing, 131
 - behavioural, 393
 - common performance, 108
 - confused with performance, 139–40
 - iceberg model of levels, 107
 - pricing, 218–19
 - and skills, 186
 - types, 104–6, 130
 - using, 144–5
- competency assessment
 - described, 96
 - drawbacks, 138–40
 - methods, 130–3
 - methods of data collection, 108–13
 - and performance management, 144–5
 - sources of information, 104–13
 - using, 147
- competency bands, 221–2, 225
- competency menus, 112–13
- competency zones, 221–2
- configurational approach, 25
- Conroy, S., 275, 343
- conscientiousness, 42
- Constans, J. I., 125
- construct validity, 11
- content theories of motivation, 43–6, 49–50
- content validity, 11
- contingency model, 25
- contingent reward leadership, 313
- contractors, 430–1
- contracts, 32–3, 58, 59
- control, illusion of, 387
- core competencies, 105, 130, 218
- Corgnet, B., 276
- Corning Technologies, 334
- cost-effectiveness, 12, 18
- cost reduction, 30
- criterion-related validity, 11
- critical incident technique, 120–1
 - see also* behaviour event interviewing
- crowding out effect, 446
- crowding theory, 446
- cultural aspects, 452
- culture
 - and feedback, 452
 - organisational, 72, 99
- Culture Amp, 354
- customer feedback, 101–2
- Cyber Physical System, 422
- data
 - big, 422
 - diagnostic, 384–7
 - prescriptive, 388–90
- Davis, P. J., 451

- Deci, E. L., 445
 Deery, S., 59
 deferred payment plans, 311
 defined benefit plans, 244
 defined contribution plans, 243, 244
 Deliveroo, 432
 Deloitte
 Global Human Capital Trends Report, 63–7,
 225, 425, 426, 429, 441, 448
 Millennial Survey, 390, 438, 439, 455
 Deming, W. E., 6
 demographic aspects, 452
 DeNisi, A. S., 164, 452
 depth skills, 216, 217
 Derek, C. J., 354, 361, 363
 developmental rewards, 13, 398
 Dewe, P., 366, 367
 diagnostic data, 384–7
 Dirks, K. T., 367
 disability insurance, 247
 distribution schemes, 311
 distributive justice, 53–6
 diversity management, 218, 450–2
 see also workforce diversity
 Domino's Pizza, 280
 Drucker, Peter, 78
 drug and alcohol abuse, 254
 Dubois, D. D., 106
 due process, 53
 Duflo, E., 366
 Dunn, S., 366
 Dunning, D., 101
- Eastman Kodak, 89
 Eby, L. T., 179
 ecosystem model, 443
 elder care, 250
 Emerson, S. M., 206
 emotional intelligence (EI), 108
 empathy, 108
 employee assistance programs, 254–5
 employee attitude surveys, 385
 employee behaviour
 defined, 304
 factors influencing work, 44–5
 intra-personal influences on, 39–41
 and performance, 6
 work types, 36–9
- employee benefits, *see* benefits
 employee engagement
 described, 19
 and equity attitude, 365
 future, 444–8
 Generation Z, 51
 Lincoln Electric, 314
 and Millennials, 237, 439
 and paying well, 185
 and performance appraisals, 97, 99
 and performance management, 164
 and results, 72
 and social media, 297
 and wellness, 376
 see also psychological engagement
 employee performance
 and organisational justice, 76, 112
 self-regulation, 92–3, 150–1
 and supervisors, 154–5
 employee value proposition, 395, 398
 and base pay, 146, 226
 and benefits, 260
 collective short-term incentives, 345
 described, 32–3
 and results-based performance
 management practices, 90
 review meetings, 180
 and rewards, 304
 and share ownership, 369
 employees
 coaching, 171–5
 development, 9, 180–1
 and equity attitude, 365
 evaluation, 9–10
 and gig economy, 429–30
 and Industry 4.0, 427
 mentoring, 175–9
 and negative feedback, 165–7
 and person-based base pay, 223–5
 and profit-sharing, 315
 retention, 361–3
 and review meetings, 156–7, 159, 160–4
 self-evaluation, 156–7
 and share ownership, 354, 361–3–368
 and underperformance, 167–70
 employment, 425
 England, P., 207
 equity theory, 54–6

- errors in behavioural assessment, 133–8
- ethical conduct, 77
- executives
 - coaching, 171
 - performance pay, 280–1
 - and vertical pay dispersion, 449
- exit interviews, 385
- expectancy theory, 47–8, 354
- expert panels, 111
- external alignment, 26–30
- extrinsic rewards, 13, 233, 398, 445
- extrinsic satisfaction model, 364
- EY, 419

- Fair Work Act, 235
- Fair Work Australia, 167, 169, 170
- Fair Work Commission, 154
- fairness, 12, 18, 19
- Fang, M., 271, 279
- feedback
 - and culture, 452
 - defined, 45
 - from management, 147
 - performance, 394–5
 - providing negative, 164–7
 - sandwich technique, 169
 - see also* assessment; review meetings
- feedforward, 395
- Fein, Mitchell, 322
- felt-fairness, 12, 18, 19
- financial benefits, voluntary, 250–1
- financial results, 70, 71
- financial rewards, 14, 16, 398, 447
- financial services sector, 87, 291, 292, 295, 348–9, 356, 413–17
- Fine, Alan, 173
- firm performance, 360–1
- first impression errors, 135
- Fishbein, Martin, 39
- fitness programs, 253–4
- Fitz-enz, J., 70, 384
- five-factor model (personality), 41
- fixed benefits, 255–6
- flattery, 170
- Fletcher, C. A., 163
- flexible benefits, 256–9
- flexible work-time arrangements, 252–3, 297

- focus groups, 111, 384
- forced choice method, 129–30
- forced ranking/distribution, 116–20
- forecasting, 408
- Forkosch, M. D., 53
- franchising, 432–3, 442
- free riding, 317, 340
- freelancing, 429
- Freeman, R., 366
- fringe benefits, 250–1
- fringe benefits tax, 236
- Frolova, Y., 451
- Furukawa, M., 328
- futurology, 419–20

- gainsharing
 - described, 319–20
 - design and implementation, 329–31
 - gains from, 328–9
 - multifactor, 319, 325–8
 - pros and cons, 323–5, 327–8, 346
 - single-factor plans, 319, 320–5
 - types of plans, 319–23
- gaming, 387
- Gantt, H. L., 287
- Garbers, Y., 343
- Geddes, D., 165
- gender
 - pay disparities, 207
 - and performance assessment, 157, 165
 - and performance loadings, 272–3
 - and superannuation, 245–6
- General Electric, 118
- Generation X, 436, 437
- Generation Y, 237, 367, 436, 438, 455
- Generation Z, 51, 439–40, 455
- generational change, 434–41
- generational differences, 390
- Gerhart, B., 271, 279, 319, 328, 369, 445
- Giancola, F., 217
- gig economy
 - benefits, 431–3
 - described, 186, 427, 429–30
 - and performance management, 430–1
- gig workers, 430–1
- goal-based individual bonuses, 285, 291–4, 305

- goal-setting
 - described, 78
 - process, 75–6
 - promise and perils of, 81–3
 - steps, 79
 - theory, 48–9, 79–80
- goal-sharing
 - described, 332–4
 - for and against, 334–5
 - pros and cons, 346
- Goleman, D., 108
- Google, 261
- graded base pay structures, 208–12
- grades, pay, 189–90
- graphic rating scales, 121–3, 132
- Great Place to Work Australia, 262
- Green, H., 436, 437
- Gregory, J. B., 171, 172, 438
- Grint, Keith, 104
- Grote, R. C., 165
- groups, *see* teams
- GROW model of coaching, 173–4
- Grugulis, I., 29
- Guery, A., 362
- Guest, David, 448
- Gupta, N., 206, 275, 276, 278, 279, 343, 445

- Hackman, Richard, 45
- Haga, B. I., 282
- halo errors, 135
- Halsey, F. A., 287
- Hammer, Michael, 387, 392
- Han, F. H., 313
- Harari, Yuval Noah, 423
- hard skills, 105, 187
- Harris, M. M., 101
- Hatcher, L., 328
- health care insurance, 247
- health programs, 253–4
- Hendrickson, L., 352, 360, 362, 367
- Heneman, R. L., 206, 278, 280, 342
- Herzberg, Frederick, 47, 301
- Herzberg's two-factor theory, 44–5, 184, 301
- hierarchy of needs theory, 44, 184, 301
- high involvement management, 34
- Hofrichter, D., 140
- Hofstede, G., 61, 100
- Honoree, A. L., 276

- horizontal alignment, 25
- horns errors, 135
- Howe, Neil, 237
- Huawei, 312
- Huffman, D., 446
- human resource professionals, 28
- human resources
 - and organisational strategy, 24
 - policies, 368–9
 - potential problems, 387
 - practices, 375
- human resources management
 - and Industry 4.0, 424–7
 - intergenerational diversity, 440–1
 - open system model, 4
 - and organisational effectiveness, 31
- Hunt, D. M., 175
- Hutchison, A., 104
- hybrid plans, 245
- hygiene factors, 44–5

- iceberg model of competency levels, 107
- Improshare Plan, 322–3
- in-role work effort, 37
- incentives
 - defined, 17
 - and strategic alignment, 295
 - see also* collective short-term incentives; results-based individual incentives; team incentives
- Industry 4.0
 - described, 420–3
 - implications, 423–7
- information manipulation, 387
- innovation, 70, 71, 398
 - as competitive strategy, 30
 - and share ownership, 363
- instrumental satisfaction model, 364
- insurance
 - disability, 247
 - health care, 247
 - life, 247
- integrative model, 26
- intentional errors, 135, 137–8
- intergenerational diversity, 440–1
- internal alignment, 26–30
- internet of things, 422
- interpersonal facilitation, 38

- interviews
 - behaviour event, 109–11
 - data collection, 192
 - exit, 385
- intrinsic rewards, 13, 45, 399
- intrinsic satisfaction model, 363
- Iverson, R. D., 59

- Jackson, Susan, 25, 26, 30, 31
- Jenkins, G., 206, 276
- job characteristics model, 45–6
- job dedication, 38
- job design, 33
 - see also* work design
- job evaluation methods
 - described, 196
 - for and against, 205–7
 - Korn Ferry Hay Guide Chart Profile Method, 200–5
 - points-factor methods, 205–7
 - policy-capturing approach, 197–200
 - pros and cons, 212–14
 - qualitative methods, 197
 - quantitative methods, 197, 205
- job performance
 - person–situation interactionist model, 42
 - see also* position-based base pay
- job satisfaction
 - and motivation, 45
 - two-factor theory of, 44–5
- jobs
 - capabilities, 186
 - described, 186
- justice, *see* organisational justice

- Kahn, L. M., 280
- Kamal, R., 303
- Kaplan, Robert, 83, 85, 89, 359
- Ketcham, J., 328
- key performance indicators (KPIs), 72, 74–6, 79, 293
- key result areas (KRAs), 72–6, 79, 87
- Kilbourne, B., 207
- Kim, E. H., 361
- Kim, S., 313, 318
- Klein, K. J., 363, 365
- Kluger, A., 164
- know-how, 200, 201–3

- knowledge, skills and abilities (KSAs), 104, 187
- Koestner, R., 445
- Kohn, Alfie, 445
- Konradt, U., 343
- Korn Ferry Hay Guide Chart Profile Method, 200–5
- Kostova, T., 367
- Kram, K. E., 177
- Kruger, J., 101
- Kruse, D. L., 318, 360

- labour costs, 315
- labour markets, 191
- Latham, Gary, 48, 81, 83, 119, 166, 395
- Lawler, E. E., 119, 139, 186, 206, 213, 270, 326, 328, 329
- leave benefits, 236, 248–50
- LeBlanc, P., 206
- legal aspects, 18, 235, 409
- Lei, D., 30
- leniency errors, 137–8
- Levy, P., 171, 172
- Li, W., 363
- Liccione, W., 206
- life insurance, 247
- lifestyle packages, 253
- Lin, Y. P., 354, 361
- Lincoln Electric, 314
- Liu, J., 446
- Liu, X., 174
- Loan, P., 177
- Locke, Edwin, 48, 81, 83, 166
- London, M., 172
- Long, R. J., 305, 325, 369
- long-service leave, 248

- Mace, Janine, 57
- Maier, N. R. F., 160
- management
 - feedback from, 147
 - high involvement, 34
- management-espoused deals, 32–3
- managers
 - and gainsharing, 331
 - and negative feedback, 165
 - rationality, 29
 - see also* supervisors

- Manroop, L., 166, 395
 Marchington, M., 29
 market survey methods
 collecting data, 192
 described, 191
 for and against, 195–6
 statistical analysis, 192–4
 Marquardt, M. J., 177
 Marsden, D., 283
 Martin, J., 42
 Maslow, Abraham, 44
 Maslow's hierarchy of needs, 44, 184, 301
 maternity leave, 248
 McAdams, J. L., 296, 297, 300
 McClelland, D. C., 106
 McConville, D., 367
 McDonald's, 298
 McKinsey and Company, 451
 McManus, S. E., 179
 McNabb, B., 362
 McNamara, N., 436, 437, 438
 meaningfulness, 448
 measurement
 approach to, 72
 promise and perils of, 76–8
 of results, 72–6
 mechanistic structures, 34
 median, 192
 membership behaviour, 37
 mentoring
 evaluating, 178–9
 phases in, 177–8
 strategic alignment, 180
 mentors, 176–7, 178–9
 Mercer Human Resource Consulting, 298, 303
 merchandise, 296
 merit grid approach, 266–71
 merit payments
 bonuses, 276–8
 budgets, 274
 effectiveness, 278–80
 increments, 265
 merit grid approach, 266–71
 plans, 277
 pros and cons of increments, 271–6, 304
 public sector, 281–4
 straight increments, 265–6
 Merton, R. C., 359
 Michael, C., 175
 Michigan School, 25
 Miej, Don, 280
 Mikko, M., 354, 361, 363
 Miles, Raymond, 30
 Millennials, 237, 367, 436, 438, 455
 misalignment, *see* strategic alignment
 Mitra, A., 271, 276, 279
 mixed standard scales, 121–3
 Montag-Smit, T., 450
 Moon, S. H., 119
 Morgan Stanley, 159
 Morris, S. S., 442
 motivation
 AMO model, 153–4
 content theories, 43–6, 49–50
 defined, 108
 described, 42
 management, 50–1
 and non-cash recognition, 301
 process theories, 46–9, 50
 task, 445
 Motowidlo, S. J., 38
 multifactor gainsharing, 325–8
 multisource assessment, 102–4
 Murphy, K. R., 10, 125, 452
 mystery shopper technique, 102

 narratives, 159–60
 National Australia Bank (NAB), 356
 National Health Service (NHS), 294
 needs
 defined, 43
 fulfillment, 17
 salience, 49
 theories, 44–5, 49–50
 negative feedback, providing, 164–7
 Nelson, B., 300
 non-cash recognition
 case studies, 307
 described, 296–8
 for and against, 299–303, 305
 types, 299
 when offered, 299

- Norton, David, 83, 85, 89
 Nova Entertainment, 262
 Nyberg, A. J., 279, 280
- occupations, 425
 OECD, 424
 Oldham, Greg, 45
 open system model, 4
 opportunity, AMO model, 153–4
 Organ, Dennis, 38
 organic structures, 34
 organisational analysis, 28
 organisational citizenship behaviour, 38–9
 organisational culture
 and employee engagement, 72
 and performance appraisals, 99
 organisational effectiveness, 31
 organisational justice
 described, 19, 52
 dimensions, 52–60
 and employee performance, 76, 112
 and executives, 280–1
 and flattery, 170
 future, 449–50
 and gender-related pay disparities, 208
 and gender super gap, 245–6
 and gig economy, 433
 and low pay, 402
 pay transparency, 57
 and performance appraisals, 99
 and share ownership, 357
 social loafing, 340
 see also felt-fairness
 organisational strategy, 24, 148, 398
 organisational trust, 57–60
 organisations
 lifecycle stages, 26
 and performance, 5
 and share ownership, 354, 360–3
 strategic priorities, 379
 Ouimet, P., 361, 362
 Oyer, P., 354, 362
- paired comparison, 116
 Panu, K., 354, 361, 363
 parallel teams, 337, 338, 344
 parental leave, 248
- Park, S., 282
 Passmore, J., 172
 pay
 described, 15
 dispersion, 399
 dissatisfaction, 387
 gender-related disparities, 207
 as hygiene factor, 45
 low, 402
 market survey methods, 191–6
 paying well, 185
 and personality, 43
 severance, 246
 time-based, 184
 transparency, 57, 401–3, 449–50
 variability, 399
 vertical pay dispersion, 449
 see also base pay; merit payments;
 performance pay; results-based
 individual incentives
 pay bands, 214
 pay grades, 189–90
 pay levels, 400–1, 409
 pay mix, 403–4
 pay policy lines, 209–10
 pay practice lines, 209
 pay scales, 188–9
 payment for time not worked, 248
 payroll expenditure, 235
 peer assessment, 99–100
 Peluso, A. M., 303
 Pendleton, A., 361, 362, 368, 369
 pensions, 244
 performance
 AMO model, 153–4
 confused with competencies, 139–40
 criteria, 392–4
 described, 4–6
 feedback, 394–5
 predictors of superior, 106
 why manage?, 7
 see also underperformance
 performance appraisals
 abandoning, 147
 described, 95
 and employee engagement, 97, 99
 strategic considerations, 146–8

- performance assessment
 - assessing, 140
 - case studies, 21
 - composite approach, 149
 - employee evaluation, 9–10
 - and flattery, 170
 - flaws in, 133
 - and gender, 157, 165
 - and merit increments, 272, 275, 281
 - narratives, 159–60
 - overview of work, 95–6
 - summative ratings, 159
 - using adjectives, 156
 - see also* behavioural assessment; competency assessment; review meetings
- performance development practices, 9, 180–1
 - see also* coaching; mentoring
- performance index, 268–9
- performance loadings, 272–3
- performance management
 - aims, 6–10
 - articulating, 381–3
 - basics, 3–6
 - and behavioural assessment, 141–4
 - challenges of, 3
 - choosing approach, 392, 393
 - and competency assessment, 144–5
 - continuous, 64, 66–7
 - cycle approach, 6, 391
 - deadly sins of, 387
 - effective, 50
 - and engagement, 164
 - and gig economy, 430–1
 - and gig workers, 430–1
 - new approaches, 381
 - and organisational strategy, 148
 - purpose, 8–10
 - recommendations for improved, 391–5
 - requirements for effective, 10–13
 - results-based, 90–1
 - reviewing current practice, 383–90
 - traditional approach, 6, 10
- performance management systems
 - competency-based, 108
 - consequence of bad, 2
 - dysfunction, 387
 - framework for, 377–9
 - holistic approach, 375
 - implementing change, 407–12
 - improving, 391–2
- performance measurement
 - cost-effectiveness, 12
 - reliability, 11
 - results-based, 78–80
 - validity, 10
- performance pay
 - and base pay, 403–4
 - choosing type, 405–7
 - described, 17
 - executives, 280–1
 - and profit-sharing, 313–14
 - see also* merit payments
- performance review meetings, *see* review meetings
- person-based base pay
 - described, 16, 185–8
 - developing branded base pay system, 219–22
 - and diversity management, 218
 - pricing competencies, 218–19
 - pricing skills, 215–18
 - pros and cons, 223–5, 227
 - structures, 214
 - valuing personal capabilities, 215
- person–situation interactionist model of job performance, 42
- personality
 - five-factor model, 41
 - and performance, 41–2
- philosophy statements, 381
- piece rates
 - described, 284
 - scientific, 286–7
 - standard, 285–6
- Pieper, J. R., 279, 280
- Pierce, J. L., 367
- Pink, Daniel, 445
- planned behaviour approach, 40
- points-factor methods, 197, 205–7
- policy-capturing approach, 197–200
- Porter, Michael, 30
- position-based base pay
 - described, 16, 185–8

- developing graded base pay structure, 208–12
- job evaluation methods, 196–207
- market survey methods, 191–6
- pricing positions, 190–4
- pros and cons, 212–14
- structures, 188–90
- Posthuma, R. A., 133
- Pouliakas, K., 446
- power distance score, 100
- prescriptive data, 388–90
- PricewaterhouseCoopers (PwC), 420, 425
- pricing competencies, 218–19
- pricing positions, 190–4
- pricing skills, 215–18
- Pringle, C. D., 153
- privacy, 449–50
- problem-solving
 - defined, 200
 - Korn Ferry Hay Guide Chart Profile Method, 203–5
 - style, 162–4, 180
- procedural justice, 52–3, 56
- process teams, 336, 338, 343
- process theories of motivation, 46–9, 50
- product quality, 70
- product quantity, 70
- productivity improvements, 424
- profit-sharing
 - bonus pool, 312, 314
 - described, 310
 - eligibility, 312
 - payment options, 312
 - and performance pay, 313–14
 - plan designs, 311
 - pros and cons, 315–19, 346
 - types, 311
- project teams, 337, 338, 344
- psychological contracts
 - breach, 58, 59
 - described, 58
- psychological engagement
 - described, 23, 375, 380
 - dimensions, 36
 - importance, 445
 - integrated model, 60–1
- public sector
 - merit payments, 281–4
 - pay grades, 190
 - and team incentives, 345
- Purcell, J., 153
- Putra, E.D., 446
- quality enhancement, 30
- quality results, 70–1
- quantitative methods, 384
- Quarrey, M., 360
- quartiles, 192
- questionnaires, 192, 389
- range, 192
- ranking, *see* comparative methods of behavioural assessment
- ratings
 - competency instruments, 132–3
 - methods of behavioural assessment, 114, 120–30, 141–4
 - see also* performance assessment
- reality check themes, 18–20
- reasoned action approach, 40
- recency errors, 135
- recognition, non-cash, 296–303
- rehearsal of change, 408–10
- reinforcement theory, 46–7
- relational contracts, 33
- relationships
 - building, 8
 - transformation, 387
- reliability, 11
- remuneration, 15, 16–17, 398
- remuneration systems, 183
- results
 - described, 70–1
 - and employee engagement, 72
 - focus on, 393
 - measuring, 72–6
 - promise and perils of measuring, 76–8
- results-based individual incentives
 - described, 284–5
 - goal-based individual bonuses, 291–4
 - sales commissions, 289–91
 - scientific piece rates, 286–7
 - standard piece rates, 285–6
 - task-and-time bonus plan, 287–9

- results-based performance management
 - practices, 90–1
- results-based techniques
 - balanced scorecard, 83–90
 - goal-setting, 79–83
 - performance measurement, 78–80
- retirement, 244
- retirement saving schemes, 235
- review meetings
 - content, 158–60
 - and negative feedback, 164–7
 - preparation, 155–7
 - strategic alignment, 180–1
 - styles, 160–4
 - timing, 157–8
 - and underperformance, 167–70
- reward management
 - aims, 17–18
 - articulating, 381–3
 - basics, 13–17
 - challenges of, 3
 - effective, 51
 - and Industry 4.0, 426
 - new approaches, 381
 - recommendations for improved, 395–407
 - and reinforcement, 46
 - reviewing current practice, 383–90
 - see also* performance management
- reward systems
 - consequence of bad, 2
 - framework for, 377–9
 - holistic approach, 375
 - implementing change, 407–12
 - and organisational strategy, 398
- rewards
 - case studies, 63–7
 - and communication, 402
 - described, 13–15
 - extrinsic, 13, 233, 398, 445
 - intrinsic, 13, 45, 399
 - non-cash, 296–303
 - see also* merit payments; results-based
 - individual incentives
- Richardson, R., 283, 366
- Richter, A., 361
- Risher, Howard, 106, 145
- Robinson, A., 361, 369
- Robinson, S. L., 59
- role competencies, 104, 130, 218
- roll-out of change, 410–11
- Rose, M., 299
- Rosen, Corey, 360, 365
- Ross, T. L., 328
- Rothwell, W. J., 106
- Rousseau, D. M., 32, 33
- Roussel, P., 447
- Rucker, Alan, 321
- Rucker Plan, 321–2
- Rutkowski, K. A., 166
- Ryan, R. M., 445
- Rynes, S., 319, 328, 369
- Saez, E., 366
- salaries, 16, 192
- salary sacrifice, 236, 247
- sales commissions, 285, 289–91
- sandwich technique, 169
- scales, *see* comparative methods of
 - behavioural assessment
- Scanlon, Joseph, 320–5
- Scanlon Gainshare Plan, 320–5
- scattergrams, 209
- Schaefer, S., 354, 362
- Schaubroeck, J., 101
- Schrader, S., 361
- Schuler, Randall, 25, 26, 30, 31
- Schuster, M. H., 328
- scientific piece rates, 286–7
- Scullen, S. E., 119
- Sears Roebuck, 89
- secrecy, 449–50
- Sedgwick, Stephen, 291
- SEEK, 261
- self-assessment, 100–1
- self-awareness, 108
- self-determination theory, 446–7
- self-evaluation, 156–7
- self-optimisation, 424
- self-regulation, 92–3, 108, 150–1
- Sengupta, S., 362
- service quality, 70
- service quantity, 70
- Sesil, J. C., 354, 361
- severance pay, 246
- share grants/gifts, 355–6
- share option plans, 358–9
- share ownership plans
 - case studies, 372

- described, 351–2
- evaluating for employees, 363–8
- evaluating for organisations, 360–3
- and human resources policies, 368–9
- outcomes, 367–8
- rationale, 352–4
- reasons for joining, 365–6
- strategic alignment, 369–70
- types, 355–9
- share purchase plans, 356–7
- Shaw, J. D., 271, 275, 278, 279
- Shen, J., 452
- Sherer, P. D., 280
- Shields, J., 298, 305
- short-term incentives, *see* collective short-term incentives
- similarity errors, 136
- skill bands, 219–20, 227
- skill-based pay, *see* person-based base pay
- skill blocks, 219–20, 227
- skills
 - and competencies, 186
 - hard and soft, 105, 187
 - learnable, 216–17
 - variety, 45
- skills analysis, 215–18
- Slocum, J., 30
- smart manufacturing, 424
- Smit, B., 450
- Smith, A., 367
- Smither, J., 172
- Snell, S. A., 442
- Snow, Charles, 30
- social loafing, 317, 340
- social media, 297
- social reinforcers, 296
- social rewards, 14, 398
- social skills, 108
- soft skills, 105, 187
- Sparrow, P. R., 140
- Spencer, L. M., 107
- Spencer, S. M., 107
- Spillane, R., 42
- staff, *see* employees
- stakeholders
 - and performance, 4
 - reactions, 70, 71
 - relationship-building, 8
- Stalker, G. M., 34
- standard piece rates, 285–6
- Stanford, J., 429
- statistical analysis, 192–4
- Steelman, L. A., 166
- Steenburgh, T., 291
- Stewart, A., 429
- Stiles, P., 60
- straight merit increments, 265–6
- straight ranking, 114–15
- strategic alignment
 - achieving and maintaining, 26–30
 - Alibaba, 428
 - Asia Pacific Benefit Trends survey, 239
 - and balanced scorecard, 87
 - base pay, 194–5, 226–7
 - benefits, 260
 - collective short-term incentives, 345–6
 - described, 19, 23, 24, 375, 379–80
 - dimensions, 25–6
 - future, 441–4
 - Huawei, 312
 - and incentives, 295
 - and individual rewards and recognition, 304–5
 - managing, 34–6
 - misalignment, 23, 35–6, 380
 - and organisational strategy, 148
 - and performance assessment, 156
 - and performance and reward management, 381
 - and results-based performance management practices, 90–1
 - review meetings, 180–1
 - and reward systems, 18
 - and share ownership, 354
 - share ownership plans, 369–70
- strategy statements, 382–3
- subordinates, assessment by, 100
- Sujansky, J., 153
- summative ratings, 159
- superannuation
 - access to, 242
 - contributions, 235, 236, 243
 - defined benefit plans, 244
 - defined contribution plans, 244
 - and gender, 245–6
 - history of, 239–42
 - hybrid plans, 243, 245
 - plans, 239, 243–4

- supervisors
 - bias by, 9, 98, 165
 - as coach, 172
 - and employee performance, 154–5
 - providing negative feedback, 165
 - and review meetings, 155–6, 158, 160–4
 - and self-evaluation, 157
 - and underperformance, 167–70
- supervisory assessment, 98
- supply chains, 432–3
- surveys, 191–4, 195–6, 385
- systems thinking approach, 24, 374–6

- task behaviour, 37, 42, 393
- task identity, 45
- task motivation, 445
- task significance, 45
- task-and-time bonus plan, 284, 287–9
- tax rates, 236
- taxation, 236
- Taylor, Frederick Winslow, 286–7
- Taylor, J., 282, 283
- Teacher Incentive Fund (TIF), 281
- team incentives
 - described, 335
 - design and implementation, 340–2
 - pros and cons, 338–9
 - and team types, 343–5
- teams
 - and performance, 5
 - and results, 76
 - structures, 336
 - and team incentives, 343–5
 - types, 336–8
- tell and listen style, 161–2, 180
- tell and sell style, 160–1, 180
- Tenhiala, A., 276
- termination payments, 246
- Terpstra, D., 276
- Tett, R. P., 42
- Thibault Landry, A., 447
- Thompson, C., 438
- Thurston, P. W., 176
- time-based pay, 184
- time-based wages, 16
- time of, earned, 297
- timeliness, 70, 71
- Tirivayi, N., 328

- total rewards, 13–15, 398–9
- Towers Perrin, 301
- training programs, 223, 296
- traits, 36
- transactional contracts, 33
- transitional contracts, 32
- trauma counselling, 254
- travel, 296
- Trevor, C. O., 279, 280
- trust, 57–60
- Turnley, W. H., 39
- two-factor theory of job satisfaction, 44–5, 184, 301

- Uber, 430–1
- underperformance
 - case studies, 182
 - causes of, 153–4
 - managing, 153, 167–70
- unintentional errors, 134–7
- unions, 236, 316, 331
- United Kingdom, 252, 254, 258, 352
- United States
 - annual leave, 248
 - balanced scorecard, 88
 - benefits, 235, 240, 242, 243, 258
 - competency assessment, 111
 - gainsharing, 328
 - merit payments, 271, 275, 281
 - non-cash recognition, 297, 301
 - performance pay, 282
 - profit-sharing, 318
 - workers compensation, 247
- Usman, M., 363

- validity, 10–11
- value-adding processes, 70
- values, 36, 40
- Van Scotter, J. R., 38
- Van Wesep, E. D., 362
- vertical alignment, 25, 26–30
- vertical pay dispersion, 449
- vertical skills, 216, 217
- voluntary financial benefits, 250–1
- voluntary non-financial benefits, 252–5
- von Hippel, C., 342
- Vroom, Victor, 47
- Vroom's expectancy theory, 47–8

- wages, 16, 192
- Wallace, J. E., 440
- Wallace, M., 334
- Walsh, J., 59
- Wealth Bank Corporation (WBC), 413–17
- weighted checklists, 127–9
- Weitzman, M. L., 318
- Welch, Jack, 118
- wellness, 376
- wellness programs, 253–4
- Wenzel, A., 283
- Werner, S., 447
- Whipple, K., 155
- White, Abigail, 164
- Whitfield, K., 362, 369
- Whitmore, Sir John, 173
- Willis Towers Watson, 235, 238, 239, 259
- women, 237
 - see also* gender
- work behaviour, 36–9, 44–5
- work design
 - and base pay, 146, 226, 369
 - and benefits, 260
 - collective short-term incentives, 345
 - described, 33–4
 - and results-based performance
 - management practices, 90
 - review meetings, 180
 - and rewards, 304
- work performance, 5
- workers compensation, 247
- workforce diversity
 - described, 20
 - and employee performance, 76
 - and flexible benefits, 257
 - future, 450–2
 - and gender, 157, 272–3
 - and generational differences, 390
 - and Millennials, 367
 - multi-generational, 434–41
 - and performance appraisals, 99
 - and person-based base pay, 218
 - and personality, 43
 - and team incentives, 343
- workforce participation, 237
- workgroup norms, 316, 324
- working conditions, 200, 201
- Workplace Gender Equality Agency, 208
- Wright, P. M., 4
- Xiao, S., 363