



Enhancing Employee Performance and Wellbeing through Leadership, Justice, Support, and Spirituality



Introduction (Programme)

A manager needs to make his work unit (department, branch, division, organization) more effective. This can be facilitated by enhancing employee performance and employee well-being.

According to research findings, certain conditions and features of an organization can facilitate employee performance and wellbeing. These organizational conditions and features include the presence of transformational leadership, organizational justice, organizational support, and workplace spirituality. These organizational features are associated with one or more of the positive outcomes for employees such as their satisfaction with the job, extra effort or performance at work, and performance of extra-role positive behaviors to benefit the organization (employees' organizational citizenship behaviors). This program focuses on these organizational conditions and features that can facilitate employee performance and wellbeing.

The program will provide inputs on these organizational conditions and features by drawing on the existing scientific body of knowledge and help managers to explore ways of applying these inputs in their workplaces for enhancing their subordinates' performance and wellbeing. Thus, the program will provide scientific inputs in an applied and managerially actionable manner. This program seeks to provide inputs on the topics of:

- Importance of Employee Performance and Well-being for Organizational Effectiveness
- Multiple Forms of Employee Performance
- Five Forms of Employee Well-being
- Some of the Traditional Approaches to Enhancing Employee Performance and Well-being
- Transformational Leadership for Enhancing Employee Performance and Well-being
- Organizational Justice for Enhancing Employee Performance and Well-being
- Organizational Support for Enhancing Employee Performance and Well-being
- Workplace Spirituality for Enhancing Employee Performance and Well-being

The contents of this Management Development Program (MDP) are linked to the MDP Director's book "Employee Performance and Well-being: Leadership, Justice, Support, and Workplace Spirituality".

Objectives

The program objectives are:

- To help managers develop a comprehensive understanding of employee performance as having multiple forms beyond task performance.
- To help managers develop a comprehensive understanding of five forms of employee wellbeing.
- To provide inputs to enable managers to adopt transformational leadership towards their subordinates.
- To help managers to explore ways of creating in their organizations the conditions of:
 - Organizational justice
 - Organizational support
 - Workplace spirituality
- To help managers understand how the program inputs will help them in enhancing their subordinates' multiple forms of performance and multiple forms of well-being.

- To facilitate managers' action plan preparation for enhancing employee performance and well-being by:
 - Practicing transformational leadership and
 - Creating in their organizations the conditions of:
 - Organizational justice
 - Organizational support
- Workplace spirituality

For Whom

The program is designed with a focus on middle and senior level managers who might be heading a group, department, work unit, or organization.

Pedagogy

The program pedagogy will include various methods of training such as lectures, discussions, exercises, assessment instruments, and role plays.

Programme Director



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Dr. Badrinayan Shankar Pawar, Program Director, received PhD from Oklahoma State University in 1996 (with the highest possible cumulative Grade Point Average [GPA] of 4 out of 4). He has over two decades of teaching and research experience in distinguished institutions including City University of Hong Kong, National Institute of Bank Management, Indian Institute of Management Ahmedabad, and Indian Institute of Management Kozhikode. Presently, he is Professor at Indian Institute of Management Raipur.