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REWARDING FOR ACADEMIC PERFORMANCE IT-SYSTEMS IN THE SUPPORT OF ACADEMIC ASSESSMENT IN FINLAND

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Reward systems

- Almost all human communication is about persuading the other communication party to something – to do something or not to do something. This persuasion is supported by explicit or implicit positive or negative feedback, that could be called rewards too.
- The need to control someone's behaviour can also be bound to a **customer relationship**, or to an **employment relationship**, among others.



Need for reward systems

- There is no universal best reward system, but that different situations and different corporate cultures necessitate different reward systems.
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- Whole industries, such as health care, can suffer from the consequences of badly functioning reward systems



Computerized Reward Systems

- *A network-based system that keeps track of the actual behaviour of an identified object, monitoring its behaviour and registering it to quantitative information, that can be transferred to rewards granted to the one monitored.*
- Well known examples:
 - Credit card companies
 - Airline bonus programs
 - Banking bonus programs
 - Retail chain bonus programs



Scientist and rewards

- For scientists, the kernel of reward systems is not just in monetary items, but also in the respect they get. Here the publication system is the heart of reward system.
- However, even scientists do not live from respect, but need real money too.



Who should be rewarded?

- In work relationships, but too in customer relationships, both individuals as well as bigger (organizational) entities can be rewarded.
- The current trend seems to go towards rewarding groups



Motivation to this study

- The rewards systems based on customer relationship usually have very little effect on the total household of individuals.
- On the contrary, when we move on to an employment relationship, it emerges as a very critical area when the basis of individual's main income is being discussed.
- Reward systems based on performance in working relationship evaluation are a key area of academic research. The tendency seems to be, that different extras based on performance constitute an increasing share of the salary of most workers, however not so deeply that of academics.
- How different information systems support this situation is not a marginal issue.



Social Loafing

- Social loafing ..describes a person who provides less than maximum possible participation or effort due to motivation and circumstance
- Collaborative technologies (CTs) can mitigate the impact of social loafing in some ways
- Social loafing represents significant process losses for teams and reduced productivity gains for organizations

Chidambaran, L. & Tung, L. L. 2005. Is Out of Sight, Out of Mind? An Empirical Study of Social Loafing in Technology-Supported Groups. Information Systems Research, 16(2): 149-168.



Social loafing and reward systems

- Reward systems should identify and punish social loafing
- Many, especially best performing individuals, are not motivated to report their achievements, which forms a kind of social loafing

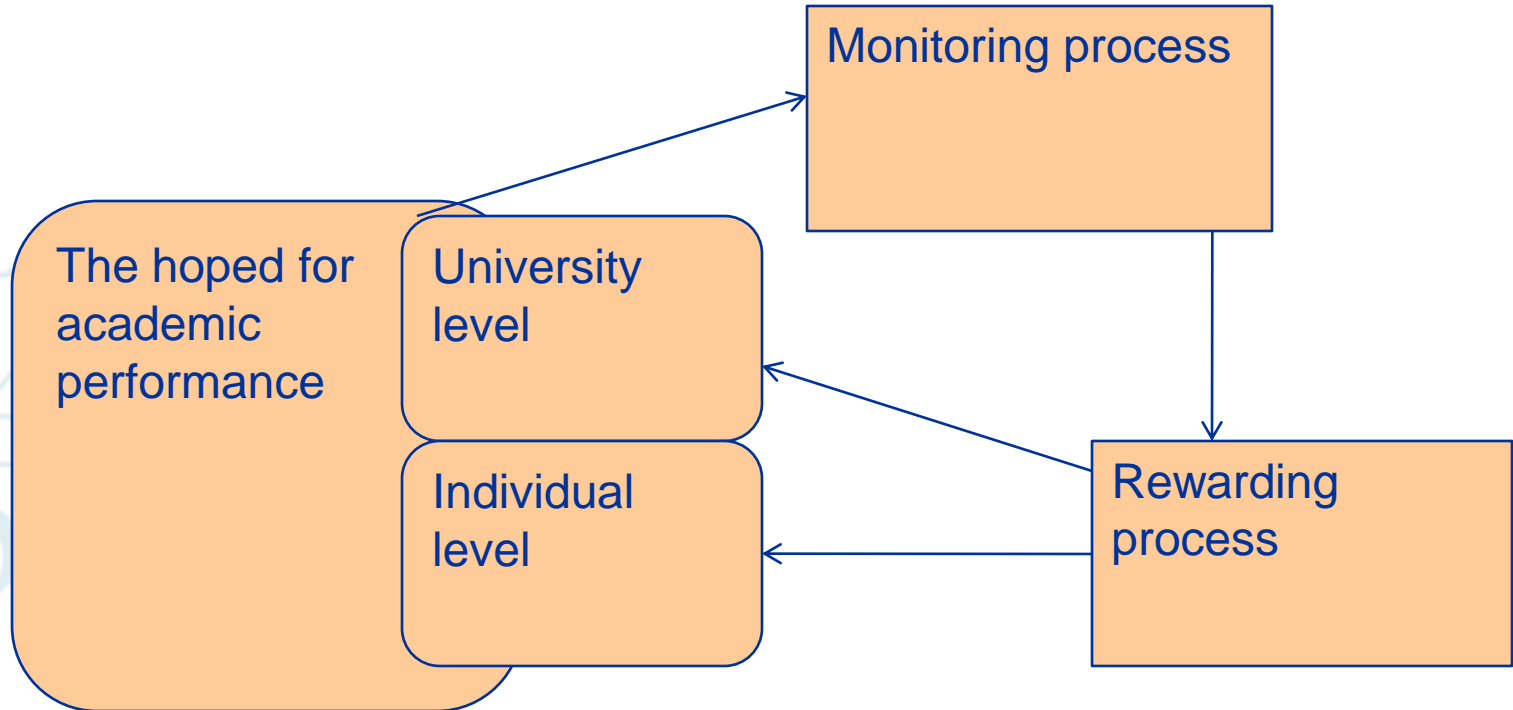


The reward system workbench – supporting the steps in the rewarding proces

- identifying and modeling the expected behavior
- designing a system for measuring behavior
- collecting data from independent sources
- motivating those to be rewarded to input data they personally have
- providing benchmarking data
- providing support for decision making about rewards
- providing tools for informing about the rewards



The Finnish case for rewarding academic performance



The ICT solutions:

- National and university level: the KOTA-database
- Individual level: university-specific solutions