Abstract
The concept of motivation as captured in context of 'homo faber' and 'homo sapien' goes beyond the meagre instincts of survival and encompasses a myriad of human needs and desires. This character renders complexity to the study of human motivation to work which has baffled many researchers in past and continues to boggle many more minds. The present work relates to one of the dominant motivational concerns of contemporary times. The concept of recognition in context of work has gathered momentum due to hyper-competition and increased emphasis on performance. Employees are diligently working towards improving their employability with or without any allegiance to the employer. Organizations are on the contrary, coping hard to meet the challenge of retaining their resources as the conventional methods have lost their sheen and the market is subject to limitless exigencies. The present work deals with non-monetary aspects of employee recognition which play an important role in ensuring employee engagement and productivity.

Research Objective
The study has the objective of identifying the individual and organizational factors that enhance the value of non-monetary recognition for employees. As a cross-sector study, the research also intends to present a comparative picture of non-monetary recognition practices and employee perception across varied Indian milieu.

Research Methodology
The study was placed in the quantitative paradigm with the ontological assumption of recognition as an objective process that could be studied independent of subjective responses. Following the positivist tradition, as suited to organizational research, the study sought a nomothetic explanation to identify the various factors which impact the value of recognition for employees. Data pertaining to organization recognition practices was collected through an interview schedule while the employee's viewpoint was captured through a
structured questionnaire. Random sampling was done to select the employees (total number of 400 cases) from the seven participating organizations in the research. SPSS 15.0 was used to assist in quantitative analysis which involved descriptive and inferential analysis of the data.

**Research Findings**

The results of the study indicated insignificant role of individual demographic (age, sex) and functional factors (years of work experience, career stage and functional area) and an important role of individual psycho-social variables (WLOC, Self-belief about non-monetary recognition and past experiences with non-monetary recognition) in determining the value of recognition for employees (effect size=18.4%).

Organizational variables, that is, the top management's belief in non-monetary recognition, senior's belief in non-monetary recognition, relations shared with senior and the organization's recognition practices were found to be statistically significant and explained nearly 34% of the variance in employee recognition value score. The total variance in employee recognition value score contributed by the individual and organizational factors combined was 40.3%.

Intra-organization analysis indicated that organizations must not overdo recognition practices as the value attached to recognition by employees starts decreasing with excessive practices.

Statistically significant differences were found between public sector and private sector organizations. Companies from the public sector had significantly lower values for top management's and senior's belief in non-monetary recognition, relations with senior and organization recognition score. Consequently the value of recognition for employees was also significantly lower as compared to the organizations from the private sector.

The study finally made some suggestions for the basic framework of an employee recognition program and concluded with a few points for future research concerns in the field.