Chapter 1

Introduction

*The beginning of knowledge is the discovery of something we do not understand* - Frank Herbert (1920 -1986)

Introducing the subject of human work motivation is both effortless and demanding an act; it is simple for its ubiquity and worldwide acceptance and rather demanding for perhaps the same reason too. The ease with which human work motivation affects humanity is possibly the reason for its complexity as a subject. The present work focuses on the phenomenon of recognition and its possible impact on human motivation to work. The chapter thus begins with a dialog on the evolution of recognition as a phenomenon which warrants a discussion on the relationship between man and work. The first section of the chapter traces this association between work and human beings from the dawn of civilization to the contemporary times. Thereafter the chapter highlights the philosophical relevance of the concept and leads to a discussion on the erosion and eventually the transition of the concept. Outlining the phenomenon of recognition is integral to the study as such a section is devoted to it which presents the ontology and epistemology, the varied modes and sources of recognition. Thereafter the scope of the study and the raison d'etre of the study are laid out focusing on the relevance of the research with respect to the pressing economic times as now, the status of research in the country, the impact on individual, organization and society and the expected research outcomes. The chapter is thus divided into four sections: Evolution of the phenomenon;
Outlining the phenomenon; Scope of the study; and finally the Raison d'etre for the study.

1.1. Evolution of the phenomenon

1.1.1 Man and Work

Man and his association with work is not recent; since the beginning of human civilization, the idea of work has been a central aspect of our life. Homo Faber, 'Man the Worker', made tools to appropriate nature for his basic needs and for his fellow humans as well. It is said that humans realize their potential by working upon nature or through 'fabrication' while nature gets its value when it is shaped by human effort. Moreover, Homo Sapien, 'Man the thinker' attains mental growth, 'consciousness and intelligence', by designing tools for humanizing nature and using it to his own advantage. (Lee, 1996)

Philosophers have advocated the need for work in human life. Adam Smith singled out human work as virtually the only source of economic wealth; work was not an expression of humanity but a means of satisfying man's needs for basics but also for his desire for frivolous objects. According to Karl Marx work was a sole activity that distinguished men from animals. He regarded work as a process between nature and human beings, through which human beings could subjugate nature. (Marx, 1963) Marx stressed the importance of work in life, in his 'Materialist interpretation of history' wherein, similar to Smith, he asserted that these material activities laid the foundation of society. Both Marx and Smith emphasized the importance of work in life, but they believed that work was
something to be endured. For Smith work was only a means to satisfy the desires, while for Marx it was both the means and the end in itself.

Work has also been given religious overtone in different traditions; it has been glorified in the Vedantic, Islamic and Buddhist views, which regarded work as the sole activity bringing peace to an individual. Judeo Christian tradition however had a negative attitude towards working. Old Testament describes working as the punishment for man's original sin. Working was man's duty to God and the only value of working was through sharing the fruits of working with people in poverty and distress. The Ancient Greek philosophers also considered work as unavoidable. "Productive work was incompatible with the concept of a free man, whose dignity required him to take part only in activities of a cultural kind". (Lucas 1978 p.27) "The goal of human being is to live like Gods, free from the evil of necessary work". (Volf 1991 p.126)

This outlook towards work as evil was however, transformed after the Reformation and establishment of 'Protestant work ethic' by Max Weber. Work became a central aspect of Christian life, was considered good for man, and was a way of serving God. "Calvin held that man exists only to glorify God and to help establish the Kingdom of God on earth. Thus, he should work to make a profit so that he could do more to help the poor, the richer man became, the more virtuous he was." (Nandy 1982 p.4) Thomas Carlyle made work "The latest gospel in this world". "Carlyle expressed his views of the deepest significance of the work most aptly when he altered the old monastic rule ora-et labora (pray and work) into laborare est orare (working is praying)". It is said, "All work is Noble...a life of ease is not for any man, nor for any God". (Volf 1991 p.126)
Work is thus fundamental to human life and has been a topic of ceaseless debate ever since. To consider Work as employment alone provoked criticisms from Feminists. It was during 1970s that Marxist feminists and radical feminists argued over "whether women's unpaid work at home was beneficial to capitalism and /or men". (Encyclopedia of Social Sciences, 2001) This debate led to the recognition that work could no longer simply be viewed as employment.

Work is now defined as the use of bodily or mental power in order to do or make something (Oxford Dictionary, 1999), as the application of mental or physical effort to a purpose (Oxford Dictionary for the Business World, 1993), as paid employment, including self employment (MOW International Research Team, 1987), as a set of functions to be performed by a role occupant, the performance of which contributes to the production of goods and services (Vroom, 1978).

'Work' is said to be more than employment. It is not just constituted by a set of tasks or activities. All tasks or activities defined as work by the participant, can be undertaken under the social relations of either employment, paid informal work, unpaid community exchange, or on a self-provisioning basis by household members (Encyclopedia of Social Sciences, 2001) While differentiating between Work and Play, Michael Drafke and Stan Kossen (2002), assert that work is a purposeful activity which is viewed by individual as work and not play and always has an internal or external reward associated with it.

Further elaborating the association between man and work the economic, sociological and psychological views of work are discussed. The economist sees work as labor, as one cost among others which arises because it is necessary, unavoidable in the production and distribution of goods and services (Gross,
Sociologists view work in terms of the social relationships that it involves. A work relationship is one in which persons perform activities which are designed to achieve objectives usually defined by others. The activities that they perform are called work. (Gross, 1964) For a sociologist the concern is whether "work" strengthens the bond between the members or is it detrimental to the solidarity of the work group. While for management the issue is whether the relations at the workplace lead to better productivity. Industrial psychologists view work as a task or a set of tasks that need to be done and they thus explore the relationship between the individual and the task. Humanistic psychologists on the contrary, study as to how individual choices affect work and vice-versa. It is also analyzed how employee attitudes determine work behavior.

The significance of work in human life is thus apparent, it is in the work context that we achieve our sense of self and determine our identity. However it is not the work per se that gives us our individuality, it is the recognition associated with work that makes us unique. The following section gives an overview of the dominant philosophies associated with recognition and discusses its relevance in human life.

1.1.2. Recognition and Philosophy

Most of the dominant philosophers of their time have emphasized the significance of recognition in life of human beings. Adam Smith gave importance to 'others' in a way that an individual visualizes himself or herself. That is through recognition from others we get to know of ourselves. Karl Marx asserted the significance of recognition in the labor process by naming the disrespect
experienced at work as 'alienation from work'. Emilie Durkhiem claimed mutual recognition as a basic medium of social integration. According to Hegel, recognition as an ontological concept distinguishes 'persons in their life world' from 'mere animals in their environment'. It is the spirit or the *Geist* that differentiates humans from animals. (Ikaheimo 2009) Hegel also believes that a human being can only emerge "through its differentiation of itself from the world which is other than itself, outside". (Yar 2001 p.58)

"The achievement of self-consciousness, the capacity to have a reflexive self-relation in which I become the object of my own intending activity, is dependent upon an 'alienation' (*Entfremdung*) wherein I come to see myself as others see me, as the object of their intending activity. In other words, the achievement of self-consciousness requires a mediation via the consciousness of another subject (or subjects). I am dependent upon the recognition of myself by another conscious being in order to constitute myself as a self-conscious being, to become aware of myself in terms of my specificity, objective characteristics, and so on. It is only by seeing how others see me that I can come to apprehend and 'take possession' of myself." (Cited in Yar 2001 p.58-59)

Axel Honneth took forward the thoughts of Hegel on recognition and claimed that recognition or *Anerkennung* was a group of three interpersonal attitudes of love, respect and esteem (*Liebe, Achtung, Wertschätzung*) respectively. Without recognition one cannot develop these positive attitudes about self and without these attitudes one cannot achieve self-realization and will be unable to 'flourish as a human being'. (Ikaheimo 2009) Honneth divided the concept of recognition in to three spheres: 1) private sphere of family and friends; 2) sphere of rights
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and legal entitlements; and 3) sphere of cultural and political solidarity. Each of these spheres propose some relations to the self. From sphere one, individual gets emotional support which is required for individual's basic self-confidence; second sphere which gives an individual universal respect from rights leads to his/her self-respect as a citizen and finally the third sphere which gives self-esteem that is redeemed through social-solidarity. These spheres of recognition are critical for people as an absence of these lead to a 'struggle for recognition'. (Petersen and Willig 2004) Thus recognition as a phenomenon has great significance in human life. Family gives oneself love and emotional support, social groups give respect and acceptance in the world and finally it is through one's work that an individual achieves self-esteem. (See Figure #1.1)

Figure 1.1
Spheres of Recognition
Phil Leather (1983) points to a lack' that is placed at the centre of human beings to fill which one continuously strives the attention of others. "We are, as it were, never fully in possession of our "selves". Rather, we are always seeking the Self from the Other, since it is the Other who gives it to us." (Leather 1983 p. 112) It is said that people are motivated to locate themselves within the world of the other. Motivation as an ontological concept is concerned with man's existential attempt to locate himself within the structure of the Other. It is said that the concept of desire is the desire of 'mutually defining relationship between one individual and another'. "The individual desires the recognition of another individual in order to know himself. It is argued that what we call human needs are not just demands for food, sex, love, etc., but become through the medium of language, calls to other individuals for their recognition or valuing." (Leather 1983 p. 109)

1.1.3. Erosion of the Concept

The concept of recognition in the domain of work gained impetus post Taylorism. Other than Smith who viewed work as a means to an end, most of the other dominant philosophers had emphasized on the liberating nature of work. This nature however got eroded on account of the strategies of management used by Taylor. Carl-Goran Heidegren (2004) asserts that in a Tayloristic organization the worker had to leave his ideas and capacities at home as human 'subjectivity' was considered a disturbing factor in the process of production and had to be either reduced or completely eliminated. This led to the disrespect for the worker as his or her feelings, thinking and social capacities were marginalized. Marx referred to this disrespect from work as 'alienation from work' since the
individual could not associate self with the product made by machines and consequently one's life expression was mutilated. Heidegren (2004) claims that post-Taylorism there has been great change in the realm of work which has made work more 'flexible'. Furthermore there is increased 'subjectivation' of work, that is, the individual now has 'possibility to mobilize, invest and express his/her subjectivity in the labor process'. Workers now participate in decision making and share responsibility and as such their feeling, thinking and social capacities are utilized in the labor process. Author asserts that "With the increasing subjectivation of work the subjectivity of the worker is turned into a potentially productive factor. What is asked for is a worker with the competence and motivation to take part in the planning of work, to make decisions and share responsibility, and with the ability and willingness to relate to and communicate with others in the labour process. Various forms of self-organization and teamwork are expressions of this participatory turn. At least on the level of subjective experience, the change to post-Taylorism seems to imply a change from disrespect in the direction of recognition in work." (Heidegren 2004 p.368) This subjectivation has led to the use of individual's both physical and mental potential and as such involves the whole person not just his/her body which was processed during Taylorism. Author claims that the inner world of the individual which was 'left on its own' during Taylorism is now involved and the whole person works. This led the management to strategically instrumentalize human capacities or the 'strategic instrumentalization of the individual'.


Heidegren (2004) also discusses the changing mode of recognition. Quoting Stephan Voswinkel's idea on recognition, author questions the relationship between recognition and the idea of achievement. One mode of recognition as put forward by Voswinkel is 'appreciation' which is given for doing one's job and is characterized by 'gratitude' from one side and 'sense of belonging' from the other. Another mode is referred as 'admiration' which is gained through extraordinary achievement, with or without effort and is characterized by 'prestige' that is earned from one side and a feeling of 'being successful' from another. It is asserted that for those seeking self-realization through work, mere appreciation is not enough, they want to be admired for their work. Due to increased subjectivation of work, 'result' is admired and not the effort, leading to an erosion of respect from simple achievements. It is said that decentralization of work and changing expectations from work have led to an increase in lack of respect for 'normal' achievements at work. As a consequence what is achievement and what is to be recognized has become a matter of debate. "Then work and achievement, till now two connected pillars of the bourgeois world, have finally drifted apart." (Heidegren 2004 p.369)

Other authors have also pointed to the evolution of recognition as a phenomenon with respect to the transformation of work life of people. Petersen and Willig (2004) give an account of changes in the association between work and recognition by analyzing the theories proposed by Honneth, LeGoff, Dejours and Renault. Quoting Honneth authors claims that there is an erosion of accomplishment as regards work and consequently individuals are in a constant struggle for recognition. It is said that the introduction of the service sector anj
the loss of collective status for industrial work has led to the wearing down of one's recognition through accomplishments at work. LeGoff claims that the introduction of autonomy and increased responsibility in work post Taylorism has brought a new form of dehumanization to it since they strain the individual who is constantly trying to change self as per the normative demands of organization. According to Dejours, the individual's free orientation towards joy, happiness and recognition is eliminated due to the division of labor and the 'neo-liberal' focus on competition. It is through one's skills and talents utilized in work that one seeks joy and happiness; competition takes away this happiness and leads to suffering which is the antithesis of Dejours's concept of freedom. Dejours also claims that people are working under two fears: one that of being fired and the other of being redundant or not being profitable to the organization and consequently the individual is constantly under external evaluation. For Renault, the modern framework of work has led to increased scrutiny of an individual's accomplishments and as such the concept of recognition from work has eroded. Concluding from the work of the four philosophers, Petersen and Willig assert that the growth of autonomy, flexibility and mobility has destabilized individual and collective identity formation and has led to an increase in social pathological illnesses such as stress and depression. They assert that the contemporary logic of work has led to 'individual individuation' and is unable to provide adequate forms of recognition. "Individuals are seemingly caught up in a continual battle for recognition without ever having the possibility of receiving proper respect." (Petersen and Willig 2004 p.338)
1.1.4. Transition of the Concept: From 'alienation' to 'identification'

The advancement in technology and the transformation of work has led to evolution of management as a field. Organizations have learnt to cope with the varied demands of employees and the changing needs of the customers. The invention of PC and its usage in the business world heralded the progression of mankind into a new age. The creation of the World Wide Web accelerated this growth and faded the compartmentalization of work and leisure. People can now work from home and the bare essentials of office are marginalized; the concept of going to work has also moved forward from going to dingy factory premises.

The growth of virtual workspace has although unbolted various opportunities, it has also created various challenges on part of the organization and the employee. One of the most significant tests is in the form of motivation to work for employees. From being one's life expression to the source of alienation, the concept of work has experienced great transition and so has the management strategy to recognize employees and influence performance. Taylor focused on the number of pieces produced, thereafter Human relations school focused on the energy developed in social relations at work; the present day management style focuses on recognition of the whole individual at work and emphasizes one's identification not just with work but with the organization.

In a scenario where people are loyal only towards their career and neither to the organization nor the job, organizations face the tough challenge of retaining motivated and productive employees. Blake E Hashforth et al (2008) however assert that as societies and organizations become more unstable and the individual-organization relationship more tenuous, the individual's desire for
work based identification is also likely to increase. That is to say in turbulent
times, both the organization and the individual have the mutual need for each
other and as Pfeffer (1994) claims identification acts as a source of resilience for
both the organization and the firm in times of change (Cited in Rousseau 1998).
Identification as claimed by Rousseau (1998) is a psychological state and is
referred as a 'sense of linkgae' wherein people perceive themselves as a part of the
larger whole. It is a cognitive state which is neither behavior nor emotion but
affects both. The elemental level of identification referred as situational
identification is a state when employees identify themselves as a part of the
organization and are united on account of situational factors like an approaching
deadline or a difficult task. This type of identification is temporary in nature and
may not be sustained overtime. Deep structure identification is a higher level of
identification which impacts an individual's conceptualization of oneself. This
level of identification is an indicator of 'introjecting the organization into one's
self-concept'. This type of identification does not change with changes in
situations or work settings; once created, it is sustained across situations and
roles.
It is in context of deep structure identification that the concept of non-monetary
recognition gains considerable relevance. Rousseau (1998) asserts that when an
organization acts to benefit its employees by providing not just the monetary part
of the transaction but also other resources like status, concern for family,
personal support etc., the employment tends to become a personal relationship.
This relationship blurs the differences between the interests of self and others
and initiates a deeper structural identification. This relationship is however
sustained only through the exchange of particularistic rewards like love, status and information and not just the universalistic rewards like money or goods that can be exchanged in any type of interaction. "A positive feedback loop exists: once particularistic rewards are exchanged and identification begins, individuals are likely to become concerned with the broader interests of the organization, including its reputation, survival, and continued success, which generates activities and resource exchanges (reflecting enhanced concern between firm and employee) that foster further identification." (Rousseau 1998 p.222)

Recognition of employees is thus an important element of seeking deep structure identification. It is through genuine appreciation of one's efforts and or achievements that a healthy relationship can be cultivated between the employees and the organization. Acknowledgement of the hard work put in by employees is the least that employers can do to sustain the well-being of their employees and the organization. At any point in history of organization growth, the success of organization depended primarily on the success of its employees and as such practitioners and researchers have time and again sought to strengthen this relationship. The use of competent traditional rewards is essential for maintaining stability in this relationship, while it is the use of particularistic or non-traditional rewards that strengthen the bonds between the employer and the employees. The concept of recognition at work has thus evolved from being a source of alienation or satisfaction at work to an important lever of organizational identification in contemporary times.
1.2. Outlining the phenomenon

1.2.1. Ontology and Epistemology of Recognition

Neuroscience indicates human brain as divided into several distinct regions that are each responsible for performing different functions. In the center of the brain sits the reward pathway, which is responsible for driving our feelings of motivation, reward and behavior. It is through this region of brain that we get an idea of rewards and reinforcements that are part of the environment we live in. Recognition as a neural phenomenon is captured by human beings through this reward pathway which basically works through the five senses. As a psychological concept it is said to impact an individual's cognition of self and the environment. It gives an individual his/her sense of self and identity. Politically recognition serves as a source of integrating society and acts as 'social glue' for the organizations. Thus recognition as gathered from the various philosophies and theories, is an important psycho-social phenomenon that is integral to human life.

Within organizational psychology, recognition overlaps with rewards and is found to have the common characteristic of reinforcement. As per the intrinsic-extrinsic classification of rewards suggested by Herzberg et al (1957), recognition falls in the intrinsic category of job related factors. A look at the definitions of extrinsic and intrinsic rewards is imperative at this stage to comprehend the nature of recognition. Extrinsic Reward is defined as a reward, which is external to the behavior being rewarded, or which is perceived by the subject as not being logically or intrinsically connected to the thing being rewarded. (Dictionary of Behavioral Science, 1973) It also refers to the combination of basic pay,
incentives, fringe benefits, security, promotion, recognition, status symbols and good working conditions. (Encyclopedia of Management, 1999) Intrinsic Reward on the contrary is defined as a reward, which is closely connected to or part, of the behavior or task being rewarded and cannot be separated from it. (Dictionary of Behavioral Science, 1973) It also refers to elements of job satisfaction inherent in a job, such as sense of accomplishment and opportunity to realize potential and exercise decision-making powers. It may be achieved through job design, job enrichment and organizational development. (Encyclopedia of Management 1999)

Another perspective on rewards focuses on the person who administers or mediates it. Thus, rewards that are self-administered are considered intrinsic while rewards that are given by others are said to be extrinsic. (Lawler, 1971)

From the above mentioned classifications it is inferred that recognition has twofold dimensions; as a concept integral to the task being performed and the sense of achievement gained, recognition has an intrinsic quality while as something administered by an entity outside the self, it is extrinsic in nature. Within the domain of this research, recognition is considered as essentially extrinsic in nature (as being given by an external entity) with an impact on intrinsic satisfaction and motivation of the individual receiving it.

The extrinsic character of recognition allows it the manipulation by the external environment. Since recognition as a process is outside the individual and is independent of self, it can be studied objectively and consequently the strengths and weaknesses can be identified. The objective of the study is to identify the factors that make the recognition process valuable for employees; it is assumed
that extrinsic organizational factors can be discovered which make recognition valuable for employees such that it constructively impacts the intrinsic satisfaction and motivation of employees.

1.2.2. Modes of Recognition at Work

As indicated in the earlier section on 'spheres of recognition', work was identified as one of the chief sources of recognition for human beings. It is now imperative to delineate the different modes of recognition at work, that is, what are the sources at work through which one can receive recognition. The employment relationship which was primarily determined by the transaction contract outlined the returns that an individual would receive in exchange of one's services to the organization. This could take up the form of monetary gains and other non-monetary privileges that one receives as being a part of the organization. As suggested by Katz (1964), rewards could be system-wide or individual. System rewards are allocated on the basis of the membership in the organization; everyone receives these rewards simply by being an employee of the organization. These rewards are conferred on the basis of the length of service or seniority in the system. It is said that these rewards are more effective in holding members within the organization rather than initiating favorable behaviors from them. Individual rewards however are administered in relation to the individual effort and performance. These are different for different individuals as they are based upon the quality and quantity of individual effort and contribution. Recognition also falls in the two categories of system and individual; although employees are recognized monetarily also (through performance bonuses, perks etc), these are
not under the purview of the study. See Figure#i.2, it depicts the various ways in which an individual can be recognized at work either through as a part of the organization or as an individual working in the organization.

The system based non-monetary recognition includes various functions that are celebrated at the organization level and wherein everybody participates irrespective of their contribution to the performance goals of the company. It may take the form of seasonal festivities like Diwali, Christmas, New Year etc. Also included within this category could be the organizational meetings which act as a platform for individual managers to motivate and recognize their team members. Other significant system-wide forums may be in the form of employee engagement techniques like Sports events, parties, birthday celebrations etc.

The individual based recognition could take the form of either public (in front of peers, subordinates and other members) or private (one on one with the manager). Private recognition may be in the form of either a positive feedback during performance reviews or simple thank you for one's efforts. Genuine acknowledgement of efforts leads to a feeling of achievement and self-determination for employees and has the greatest potential for motivating performance. Publicly employees can be recognized through various events or felicitation ceremonies. Recognition could also take the form of success stories being published in the in-house journal or being posted at the organization's intranet or in the form of a congratulatory email being sent across all employees. Tangible forms of non-monetary recognition could be the varied titles like employee of the month, best manager of the year etc. These may include a nominal tangible token conferred to the employee in a felicitation ceremony.
Intangible forms of individual recognition could be in the form of an interesting assignment or selection in an important training session. Thus there can be various other ways of non-monetary recognition; however they fall in the category of either system-side or individual within the public or private forum.

1.2.3. Source of Recognition

As an extrinsic phenomenon, recognition derives its value from the external environment or the system in which it operates. The source of recognition is thus an important condition for employees in valuing the recognition that is received. Foa and Foa's (1974) resource theory suggests that the value of a resource is
influenced by the people involved in the exchange of that resource. This is basically true for the particularistic rewards like love, status and information. That is to say the person involved in delivering recognition plays an important role in determining employee's perception of recognition. Different sources of recognition in a work setting could be the top managers, the senior, subordinates, the peers and other stakeholders like the customers, clients, shareholders etc. Figure 1.3 depicts the sources of recognition at work.

In an earlier study (Mphil) by the researcher, some relationships were identified between the role of top managers and seniors and employees' perception of recognition. The present study has the objective of testing the earlier established propositions and identifying the role of seniors and top level managers in influencing the value of non-monetary recognition for employees.

![Diagram of Sources of Recognition at Work](image-url)
1.3. Scope of the Study

Motivation to work is an all-encompassing issue; it "is highly valued because of its consequences." (Ryan and Deci, 2000, p.69) Motivation helps in production and as such is said to be crucial to areas which involve mobilizing others to act. It is although dealt as a 'singular construct' but involves various factors like motivation due to interest in the activity or motivation due to external reward associated with that activity. The present work is placed within the periphery of employee motivation and finds its context within the ambit of compensation management. It is to be noted that monetary recognition like performance bonuses, or incentives transcend the scope of this research. The study focuses purely on non-monetary aspects of recognition which may be defined as any form (tangible or symbolic) of appreciation that is no cost or of nominal monetary value provided to an individual or group, ideally for demonstrating, improving or achieving desired behavior or performance. Examples include (interpersonal) a personal or written thanks from one's manager or peers, public praise or granted elite status; (tangible) a certificate, plaque, trophy, paperweight, coffee mug, or memento; (intangible) involvement in decision making, autonomy, flexibility, choice of working assignment etc. (Nelson 2001) The research intends to study the perception of managers and as such motivation of non-managerial class of employees is also outside its compass of understanding.
1.4. Raison d'etre for the study

As elaborated in the previous sections recognition as a concept has unconceivable implications for human life and society. The rationale for taking up the study can however be understood in context of the state of economy and industrial growth; the relevance of the study and its possible impact on individuals, organization and society; the status of research in India and also with respect to the expected research outcomes.
1.4.1. Present Economic scenario

The state of world economy has undergone major upheaval in a period of past eighteen months. The repercussions of the turmoil in the US financial system has been experienced the world over and Indian economy is no exception. Although the state of affairs appears much stable now, the aftermath of earlier commotion still needs to settle. In times of bleak economic sentiment, the changes happening at the level of organization are evident through cut in pay checks, reduction of the organizational flab as regards the number of employees, limited investment in training and individual growth etc. The impact of these changes on employees is evident in the employee's willingness to cope with stringent targets and increased efforts to sustain their job. The impact of the organizational changes on the psychological well being of employees is however not as apparent. The latent feelings of disengagement and disidentification with the organization may have a much adverse impact than anticipated by many employers. It is thus imperative in such a scenario for employers to think and go beyond the regular efforts in retaining a healthy and productive workforce. Non-monetary recognition plays an important role in making the work setting a better place and also helps the employees in relieving off the unnecessary stress and anxiety caused by the environmental changes.

Furthermore, researchers have found inter-linkages between employees' attitude and the economic scenario of a country. Relevance of non-monetary recognition in difficult economic times is illustrated through the research cited below.
1.4.2. Economic scenario and attitude towards money

Lee Soo Hoon and Vivien K.G. Lim (2001) examined the extent to which an individual's attitude towards money is determined by her or his country's economic performance. The study was placed in Asia and it was found that Thais and Singaporeans became more appreciative of their financial achievements in case of bleak economic growth. "One possible explanation may be that individuals lowered their cognitive expectations of money because of greater financial uncertainties and a reduction in the number of opportunities to make money. By putting less emphasis in obtaining money, they may experience lower levels of stress, and hence were more appreciative of life and any accomplishments they made (Tang, 1992; 1993; 1995). Also, because there are fewer opportunities to make money, both Thais and Singaporeans were more prudent in their use of money since they have less money to use frivolously. They were more careful in using it only for meaningful purposes." (Hoon and Lim 2001 pp.167-168)

Authors assert from the findings that in case of reduced opportunities to make money, organizations must focus on work aspects that are non-monetary in nature so as to maintain confidence amongst its employees. "One implication of the findings of this study is that as a result of negative events happening in people's lives, management can channel away the unproductive activities of the employees, such as the obsession for money, towards more productive activities in achieving results. Management can focus employees' attention on the positives in life by celebrating their victories and accomplishments as well as praising the efforts they put into their work in order to build their self-esteem. Management
can create excitement in the workplace for employees who are otherwise pre-occupied with their difficult financial circumstances, by praising them when they perform diligently and conscientiously on the job. By highlighting simple accomplishments and making work meaningful to employees, eventually employees will put their focus on the job and translate work into real value for the customer and/or for the company. Management who make their employees feel that they have made a valuable contribution, or achieved a worthwhile goal, or have pride in their accomplishments will have more committed employees."

(Hoon and Lim 2001 p.168)

It is also reported that people's attitude towards working hard is also adversely affected during turbulent economic time as their reward expectancy is considerably reduced and hence is their motivation to put in more efforts. To this authors respond saying that managers can avoid such a situation by introducing non-monetary rewards such that lesser money is compensated and employees can feel motivated.

"One way management can prevent such a situation from occurring in future would be to provide and emphasize other forms of non-financial rewards, such as recognition and empowerment for work to be done, in addition to the monetary compensation of employees. The benefits of such non-financial rewards are immense, especially when there is a break in the link between work and financial rewards, which typifies the work situation in the context of an economic recession. For example, being recognized for a job well done can still reinforce and enhance the pride and satisfaction people take in their accomplishments."

(Hoon and Lim 2001 pp.170-171)
This research is indicative of the futility of monetary rewards beyond a certain point. Whatever amount of money that an individual had invested or saved in good economic time did not serve a purpose in satisfying people in difficult times. Money is satisfying only as long as it is available; it is other non-monetary factors that play a deeper and a sustainable role in motivating and satisfying employees.

1.4.3. Relevance: Impact on individuals, organizations and society

It will not be an overstatement to say that in such times of bleak economic sentiment as now, the growth plans of many an organization and its employees is in doldrums. As pointed earlier, the impact of world economy in recession on different organizations and individual employee is just partially evident; it is the covert effect that is a major cause of concern. Such situation warrants immediate arrest as these organizations, with the best resources of all kind, determine the foundation of the society. Such situation if prolonged may result in serious psychological problems (low self-esteem and morale, anxiety, depression) for the people comprising the workforce.

The control of environmental factors, as economy under recession, transcends the scope of this research and hence its application is limited in that sense. However its impact in influencing the lives of those joining the workforce is huge, since the study addresses the employee sentiment within their work organization. The present study is about making life stress free. It explores how the countless people joining the workforce can feel motivated to work even in a scenario where their transaction contract is not being realized. Non-monetary recognition helps build a psychological contract with employees and as such is of paramount
importance to the psychological well being of any individual and the sustenance of the organization. From Melaine Klin to Marlyn Brewer, almost all of the psychologists have asserted the individual's need for relatedness, and it is in turbulent times when this need merits specific attention. Employee recognition is one of the most inexpensive ways of satisfying this basic need. Acknowledgement of efforts is by far the most economical way of dealing with stress, in engaging employees at work and also in enhancing productivity.

Thus the study also becomes relevant from the organization's point of view. In a country dominated by a majority of enterprising youngsters, ensuring loyalty for an organization has to outdo the mere payment of high remuneration. In the financial year 2006-2007, the sectors that witnessed the highest pay raises (Financial sector) in India, and the one that gave the lowest pay hikes (Business Process Outsourcing), were the sectors that also witnessed the highest attrition rate in the country. (Anand 2007 Businessworld p.30) This report yet again implied that monetary rewards hardly play any role in keeping employees loyal to an organization. In the words of K. Srinivas, GM-HR BajajAuto, India, "Compensation is only a hygiene factor. Bad compensation will lead to higher attrition, but good compensation will not necessarily lead to higher retention." (Anand 2007 Businessworld pp. 30-31) Organizations are thus seeking newer avenues to reward; are striving hard for making themselves a better place to work and as such are adapting to the changing needs of the workforce. With the traditional rewards losing their sheen, a focus on newer ways to reward has become mandatory. Furthermore since recognition leads to employee
engagement which in return enhances productivity, employee recognition is one of the critical processes at work for any organization.

A study of non-monetary recognition is hence significant from the standpoint of both the employees and the employers. From the organization's point of view, it helps in retention of employees and motivates them for better performance. For employees these rewards act as stress-coping mechanisms and make working pleasurable for them.

The implications of the study for the society can be comprehended from the impact on individual and organizations as the two form the basic fabric of the society. Happier and productive employees can contribute to the success of the organization they are a part of, which in turn can give back to the society in the form of various projects related to corporate social responsibility. In the words of Jack Welch, "social responsibility begins with a strong competitive company. Only a healthy enterprise can improve and enrich the lives of people and their communities." (Welch 2001 p.381) The role of non-monetary recognition is not just to reinforce the desired behaviors but also to reduce stress and make working enjoyable. Small celebrations at work place uplift the spirit of employees and contribute to the overall well being of individuals and the organization. In the long run, happier workplace can have a significantly favorable impact on the society.

1.4.4. Status of research in India

The rationale for taking up a study on non-monetary recognition is further buttressed with the status of related researches in India. It is to be noted that
other than a qualitative-exploratory study by the researcher (Sonawane 2008), which discusses the role of non-monetary recognition explicitly, hardly any such research has been undertaken in the sub-continent. Most of the other studies deal with umbrella terms like organizational commitment and organizational climate that are remotely linked to non-monetary rewards (See Sharma 1989, Sharma and Joshi, 2001). The reason for the dearth of such researches in India could be owed to the mindset of top level Indian managers who still are governed by dogmatic thinking and are prejudiced with monetary rewards. It has been found by the researcher in an earlier work (Mphil study) that Indian organizations advocated limited structure of non-monetary rewards and were also reactive in recognizing and appreciating their employees. However, with the opening up of the economy, competition in the form of better places to work for employees emerged as one of the threats to Indian organizations. As such there is a new found inclination towards the non-traditional rewards and recognition. The organic and inorganic growth of the Indian businesses has also led to an upsurge in acceptance of contemporary trends in employee motivation and retention. Non-monetary aspects of recognition gain further relevance in the Indian context as with the youngest and the most economic workforce across the globe and as the outsourcing capital of the world, the country is poised for greater achievements in times to come.

1.4.5. Expected Research Outcomes

The study intends to plug the research gap, in the field of non-monetary recognition, which is extremely conspicuous with its absence. Although the
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matter of employee motivation has caught the attention of countless researchers in past and continues to baffle many more, limited work is done in the field specific to non-monetary aspects of employee recognition. Researches related to job factors and their relative importance to employees have been conducted. These researches have strongly indicated the growing significance of non-monetary recognition; research specific to non-monetary recognition however remains a concern in the field. The present study intends to complete the picture with a view on employee and organization characteristics that impact such forms of recognition. The research’s contribution to the knowledge domain will be in the identification of significant factors that help augment the value of recognition for employees.

The study also expects to generate a set of guidelines for employee recognition. It is intended that the findings will illustrate the process of imparting recognition which is valued by employees. Based on employee characteristics the study can generate ideas into recognizing individuals as per their needs and as such assist in customization of rewards to a conceivable extent. This will save on the resources expended by the organization in designing of fruitless processes. As a more profitable organization, corporate can serve and impact the world in ways that can have far reaching consequences. For the employees, relevant recognition process will bring cheer and enthusiasm and will reinforce belongingness. A motivated productive workforce will not only serve the organization but also be the pillar of strength for the society in general.

The following chapter reviews theories and literature in the realm of non-monetary recognition which lead to generation of hypothesis for the study.