Chapter 4

Results-I

The quality of an organization can never exceed the quality of the minds that make it up- Harold R. McAlindon

The objective of this chapter is to present the findings of the study as regards the seven organizations under study. The chapter outlines the organization profile, the formal and informal recognition practices and the profile of the respondents from the organization.

1.0. Organization One: IT

1.1. Organization Profile

The organization is headquartered in Paris, France and operates in more than 30 countries. Four fundamental objectives that guide the operation of organization's business:

- To use expertise to the benefit of clients and partners through an open, collaborative approach.
- To ensure sustainable and profitable long-term growth.
- To provide a return on investment to shareholders.
- To promote employee development.

The organization's business objectives and shared standards are designed to benefit not only shareholders and employees, but also every other participant in the value chain. It is a firm belief that these objectives can only be achieved through mutual respect and cooperation.
Seven shared values have been at the heart of the organization since its formation. These values influence the way the organization meets client needs while respecting the regulatory requirements of each country in which it operates, and the way it promotes ethically sound practices within the organization and in its partnerships. They are:

Honesty, particularly the refusal of unfair business practices aimed at obtaining a particular contract or advantage. In line with this principle, the organization has established clear rules with respect to commissions and gifts of all kinds.

Boldness, in the sense of an entrepreneurship and desire to take considered risks balanced by prudence and clear-sightedness, without which a bold manager can become reckless.

Trust, which implies a willingness to empower employees and teams, and to allow managers to experience the effects of their initiatives and decisions. Trust also implies an open mind and genuine transparency in the flow of information, and is at the heart of our Collaborative Business Experience.

Freedom, which includes creativity, innovation, independence of mind and respect for others in their diverse cultures, habits, and customs, all of which are crucial for a company with a presence in more than 30 countries and that has over 100 nationalities among its employees.

Team spirit with clients, employees, and partners; the ability to share in both good and bad times.

Modesty in relations with others and in our approach to issues.

Fun, without which any corporate vision is extremely difficult, if not impossible, to implement.
1.1.1 *Mission: Enabling Transformation*

The organization enables its clients to transform and perform through technologies. Transformation - high impact change to fundamentally alter market position - is essential to meet the challenges of today's complex, rapidly evolving global economy.

The organization's mission is to empower its clients to respond faster and more intuitively to changing market dynamics. The company enables them to become more agile and competitive through leveraging new technologies.

The seamless collaboration of our consultants, IT specialists and outsourcing experts forms the backbone of our unique approach, creating truly integrated services.

1.1.2. *Vision: Enabling Freedom*

The organization leads the way by providing clients with insights and capabilities that boost their freedom to achieve superior results.

The organization's clients operate in a complex environment, often under huge constraints and pressures which limit their freedom. The company believes in sharing its own freedom - independence from software editors and hardware manufacturers, entrepreneurial spirit, values and creativity - with its clients.

The organization has the know-how, spirit and capabilities to give its clients the tools to steer their own course, and ultimately to achieve better, faster and more lasting transformation.
1.2. Recognition Practices- Organization One

1.2.1. Formal Recognition Platforms

'Project Star' is a coveted award meant for a project team with a minimum size of 40 members and that has been in existence for at least two to three months in the quarter. The award is institutionalized within individual projects; one star is chosen from each project that qualifies as the eligibility criteria. All nominations for the project star are made by the project manager in a specified format; the nominations are judged on the given assessment patterns by a selection committee. All contenders for the award are assessed on common parameters of the organization values in action, spirit of innovation and any other special contribution to the project or team. Nominees are required to quantify the contribution in the said areas in terms of benefits such as cost-savings, time saving, efficiency of project delivery etc. The winners are announced in the second month following the end of quarter. Every project star receives a gift voucher worth five thousand rupees and a certificate from the head of the function.

The 'Super star' award is chosen once every year and the title is given to one individual from the entire eligible population. All nominations are sent to the head of function after approval from the service line leader; the nominations are sent in a similar format like that of 'project star' and are also evaluated by a selection committee. The assessment criteria are also similar, however for this award more emphasis is given to special contribution(s) beyond the scope of the person's regular role. The winner is announced during the annual organization
Christmas party held at the year end; the super star is rewarded with a holiday package worth fifty thousand rupees.

A 'Super Team' is also chosen every year within the organization on the lines of the 'Super star'. All nominations and assessment criteria are similar and so is the reward associated with it.

'Longevity reward scheme' was set up with the objective of recognizing and rewarding employees who spend long duration offshore on a single project or engagement. Employees who are engaged on a single project for a period of minimum two years offshore (in India) are eligible. Although a purely monetary reward, it is given as an acknowledgement of individual employee's contribution to the organization and includes recognition and appreciation from the function leader.

The organization also provides for 'Employee long service award program', the objective of which is to recognize the contributions of long serving employees who provide their skills, knowledge, dedication and loyalty to the company. The award includes an appreciation letter, a trophy and a nominal cash award. The winners are felicitated at the year end organization's annual function.

1.2.2. Informal Recognition Platforms

The onus of informal recognition lies with the project or function heads, it is at their discretion as to how they can lift the morale of their team; the organization however does not provide any formalized platform for individual projects. It is up to the individual manager to motivate her or his team; ideas like the 'star of the month' may be brought forward for their respective project team.
The organization is active in engaging employees through various celebrations like birthday parties and festivals. The organization celebrates an annual function called 'Jashn', at the time of Christmas which is a grand event and a platform for recognizing the winners of different awards across the year.

Other platforms to recognize significant contributions are festivities like the 'Traditional day` that is celebrated on the 15th of August every year.

The intra-company communication forum called 'Talent' is another significant informal platform for employee recognition. Success stories and important events are highlighted for employees to share with their peers.

The organization also has a wedding gift policy which was proposed with the objective of retaining talent and maintaining a supportive work environment. The objective of the policy was to help an employee and his/her spouse to identify with the company and develop an emotional bonding. The reward is a gift voucher worth two thousand rupees sent to the employee along with a congratulatory note. The policy also conveys the significance and need to complete the formalities like group personal accident insurance, nomination of spouse for gratuity and provident fund and group mediclaim after marriage.

1.3. Employee Profile- Organization One

The mean age of employees was 33.82 years with minimum of 22 and maximum of 49 years. The employees were selected from across functions and career stages. Table4.1 presents the distribution of employees across different functions.
The maximum number of employees were from the middle stage of their career and most of them (55%) were found to be in the 'Somewhat Internal' category of the WLOC. The pie chart depicts the distribution of cases across career stage.

The minimum years of experience was two years while the maximum was 22 and the mean value for years of experience was reported as 10.18 years.
2.0. Organization Two- FMCGi

2.1. Organization Profile

The organization is a $15.3 billion global consumer products company based at United States. It serves people in more than 80 countries and territories with consumer products sales in over 200 countries that help make lives healthier and more enjoyable. The Indian operations are headquartered in Mumbai with management strength of 65 employees. The organization focuses on strong global brands in the core businesses — Oral Care, Personal Care, Home Care and Pet Nutrition.

2.1.1. Values

The three fundamental values — Caring, Global Teamwork and Continuous Improvement — are part of everything that the organization does. These are the foundation for organization's business strategy and are reflected in every aspect of work life.

Caring

The Company cares about people: Employees, customers, shareholders and business partners. Organization is committed to act with compassion, integrity and honesty in all situations, to listen with respect to others and to value differences. The Company is also committed to protect the global environment and to enhance the communities where employees live and work.

Global Teamwork

All employees are part of a global team, committed to working together across countries and throughout the world. Only by sharing ideas, technologies and talents can the Company achieve and sustain profitable growth.
Continuous Improvement

Organization is committed to getting better every day in all it does, as individuals and as teams. By better understanding consumers' and customers' expectations and continuously working to innovate and improve products, services and processes, Organization aims to "become the best."

2.2. Recognition Practices- Organization Two

2.2.1. Formal Recognition platforms

YCMAD 'You can make a difference' is an annual award across entire organization that acknowledges extra effort. It assesses the innovation made by the employee and also assesses the impact made by the innovation on the organizational processes and performance outcomes. YCMAD is given on a national level and also internationally. Nominations are collected centrally across the different units and the top three nominations receive letters from MD, medal from MD and the YCMAD certificate. The winner is felicitated at the New York office with a dinner hosted by the worldwide MD, enjoys a trip to US with family and is awarded US shares of the company.

INNOVATIA is an annual contest within the Asian region which awards innovation in process and product. Gold coins are awarded to winners who are nominated from their unit; the felicitation ceremony is done at the Asia head office which is Hong Kong.

Other than these two annual programs, there are quarterly forums for the sales function: 'Sales pitch' and 'Sales Applause' award over and above performance, the employee receives a letter from the branch manager. A competition takes
place at national level called the 'First among equals' which basically provides for incentives to drive sales growth and the winner is awarded monetarily.

Other forums for recognition involve the conferences and meetings that occur annually and quarterly. 'National Sales Conference' is a sought after event for managers who get to spend time at exotic locations while charting out the annual plans and strategies of the organization. The organization spends lavishly on these events so as to encourage managers for performance in the year ahead.

Besides the annual sales conference are the 'Quarter activation meets'; these meetings evaluate last quarter's performance and also act as a platform for interaction with seniors and receive positive feedback for their performance.

Another important platform for recognition was said to be the 'Goal alignment meetings'. These are small meetings at local level which are arranged mainly for objective setting or team building. Quality education is imparted through lectures and training exercises.

2.2.2. Informal Recognition platforms

The informal recognition platforms are under the discretion of the individual manager and depends on how she/he utilizes everyday opportunities to recognize her/his team. It was asserted that FMCGi does not endorse 'praising' its employees; it was claimed that 'praise' on its own tends to have a negative connotation as it refers to a general message and does not spell out the achievement. The organization thus uses positive and corrective feedback to motivate its employees. It provides training to its managers for providing positive
feedback and has a manager in charge of training and coaching for positive feedback.

The organization also has a quarterly in-house journal which acts as a platform for recognizing its employees and their achievements. Individual and team success stories are printed which get circulated across the country; employees cherish the stories as their memorable moment gets documented and is shared by others too.

Other informal platforms of recognition are the birthday celebrations, food festivals and the yearly party that marks the end of the year and heralds the beginning of another successful year.

In addition to the above mentioned platforms, the most significant method of informally recognizing the employees was said to be through e-mails. Emoticons are used extensively by managers in mails that acknowledge employee's achievements. It acts as an energizer to the employees and also helps showcase one's achievements on a regular basis to the senior authorities as the mail is also sent to the supervisor's senior.

The organization thus has a balanced mix of formal and informal forums for employee recognition.

### 2.3. Employee Profile- Organization Two

The mean age of respondents was 29.43 years with minimum of 23 and maximum of 38 years. The employees were selected from across functions and career stages. Table#4.2. presents the distribution of employees across different functions.
Results I

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Table# 4.2

Distribution of cases across Functions - Organization Two

Majority of respondents (45.2%) were from the middle stage of their career and equal number of respondents were found in highly internal and somewhat internal category of WLOC. The following pie-chart presents the distribution of cases across the different career stages.

Figure# 4.2 Distribution of cases across career stages - Organization Two
3.0. Organization Three-FMCG2

3.1. Organization Profile

The organization is the world's leading Nutrition, Health and Wellness company; it is committed to increasing the nutritional value of its products while improving the taste. The organization advocates the basic ideas of fairness, honesty, and a general concern for people across all its global operations. The Indian operations is a subsidiary of the parent organization based at Switzerland. With seven factories and a large number of co-packers, the organization is a vibrant Company that provides consumers in India with products of global standards and is committed to long-term sustainable growth and shareholder satisfaction. The Company insists on honesty, integrity and fairness in all aspects of its business and expects the same in its relationships. This has earned it the trust and respect of every strata of society that it comes in contact with and is acknowledged amongst India's 'Most Respected Companies' and amongst the 'Top Wealth Creators of India'.

3.1.1. Business Principles and Values

The organization is committed to the following Business Principles in all countries, taking into account local legislation, cultural and religious practices:

- Organization's business objective is to manufacture and market the Company's products in such a way as to create value that can be sustained over the long term for shareholders, employees, consumers, and business partners.
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- The organization does not favor short-term profit at the expense of successful long-term business development.
- The organization recognizes that its consumers have a sincere and legitimate interest in the behavior, beliefs and actions of the Company behind brands in which they place their trust, and that without its consumers the Company would not exist.
- The organization believes that, as a general rule, legislation is the most effective safeguard of responsible conduct, although in certain areas, additional guidance to staff in the form of voluntary business principles is beneficial in order to ensure that the highest standards are met throughout the organization.
- The organization is conscious of the fact that the success of a corporation is a reflection of the professionalism, conduct and the responsible attitude of its management and employees. Therefore recruitment of the right people and ongoing training and development are crucial.
- The organization continues to maintain its commitment to follow and respect all applicable local laws in each of its markets.

3.2. Recognition Practices- Organization Three

3.2.1. Formal Recognition Platforms

The most coveted recognition forum for managers is the 'Passion to Win' award which takes place once every quarter. Nominations are made by the respective branch and factory managers in a particular format and collected and compiled at the Indian head office in Delhi. The criterion for nomination is one's passion for
winning which must have resulted in exemplary performance. Two employees are awarded with the title which includes a monetary bonus of ten thousand rupees along with a certificate and memento from the MD in an event on the last day of the year followed by a party.

'Passion to Win' for teams happens once a year and rewards a team for their passion and outstanding performance. Nominations are send in a similar pattern as for 'Passion to Win' for individuals.

Another formal program is the IDEA reward which acknowledges an individual's contribution in implementation and innovation of an idea which brings growth to the organization either in terms of improving work process or profit maximization. The idea that is rewarded gets implemented across the country. IDEA is both a team based and individual reward category which is given once every year involves a memento and certificate conferred by the MD of the organization in the 'Key Manager Conference' across the country.

'Key Manager Conference' is another formal platform for recognizing individuals and teams for exemplary performance. This conference witnesses the key rewards in the sales category like the Best Regional Sales Manager, Best Assistant Sales Manager, Best Executive, Best Product Development Manager, Best Marketing Team etc. Certificate of achievement is handed over by the MD followed by a big event at an exotic locale. The conference also acts as a platform for discussion of organization's policy for the forthcoming year.

At the branch level a formal event that gets celebrated bi-annually is the 'Super Achiever's Day'. This event acknowledges good performance by employees over a period of six months; small gifts worth rupees fifteen hundred are given to
employees by the branch head followed by a party and dinner with branch employees. This event happens across all functions in the organization.

3.2.2. Informal Recognition Platforms

The organization issues a branch magazine on a monthly basis which publishes success stories, events and celebrations that happened in the previous month. This magazine gets circulated across all branches such that employees get to savor the success stories of their counterparts from other branches. This acts as an important informal forum for highlighting individual employee's success across organization.

The organization also has a recreation club which organizes a get-together for employees and their families once every two years. Both the organization and the employees contribute money for organizing this grand event which celebrates the togetherness of the employee's family and the organization.

The organization is also active in employee engagement and keeps organizing events like cricket matches across different functional teams, movies and picnics at outstation locale. It was asserted that these events were organized with the aim of engaging employees and reducing their stress levels and that these events were not initiated as a reward for great performance. These were a part of the organization culture which was to sustain performance through employee engagement.

Advocating employee health and wellness, the organization makes arrangement for health camps and organizes competitions in their in-house gymnasium to instill health sensitivity within employees. Subsidized food is also available for
employees in the cafeteria. These benefits are although not any kind of recognition for employees' efforts, they are organization's initiatives towards a better place to work and also lead to better employee engagement.

Other than the above mentioned informal recognition forums, every manager is endowed with a budget that is utilized towards recognizing her or his team as per her or his prudence. It is asserted that saying a 'Thank-You' cannot be formalized and the value of recognition is in its spontaneity. It is up to the individual manager how she or he encourages her or his team and recognizes their performance in everyday work life.

3.3. Employee Profile- Organization Three

The mean age of respondents was 35 years with minimum of 21 and maximum of 56 years. The employees were selected from across functions and career stages. Table 4.3. presents the distribution of employees across different functions.

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Table 4.3
Distribution of cases across functions- Organization Three

Maximum number of respondents were from the middle stage of their career and most of them (82.9%) were found to be somewhat internal on the WLOC scale.
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The following pie-chart presents the distribution of cases across the different career stages.

Figure# 4.3 Distributions of cases across career stage
4.0. Organization Four- FMCG3

4.1. Organization Profile

The organization entered Indian confectionary market in 1994 with a single brand and in the past 18 years has introduced 14 brands. The organization operates with the largest distribution network among any confectionary company in India. It has four branch offices in Mumbai, Delhi, Kolkata and Banagalore to manage sales and regions. The organization is the market leader in all the categories in which it exists and has innovated not only in the products but also in packaging, communication and distribution.

4.1.1. Vision

We will enhance our world leadership in confectionary by creating value through delightful and imaginative high-quality products.

4.1.2. Mission

Develop, manufacture and market high-quality and innovative products for our consumers through efficient use of our resources and in partnership with our customers. Creating a fulfilling environment at workplace for our employees built on trust, mutual respect and appreciation of their diversity. Value the role we play in our communities, as a socially and environmentally committed organization. Generate economic value through superior growth and profitability.

4.1.3. Values

Living the organization values requires courage, vision, trust, commitment and pragmatism. The following values guide the organization in realizing its mission:
Integrity without compromise: We conduct our business with honesty, integrity and respect for those with whom we have relationships.

Achieving Excellence: We pursue quality in everything we do. We strive for continuous improvement in the way we operate. Unremitting attention is given to details at every stage and resources are used in the most efficient way.

Dedication to the consumer: We will meet and surpass the differing needs and expectations of our consumers, delighting them with high quality, state-of-the-art and innovative products.

Care for our people: We are committed to creating a global workplace where teamwork, involvement, open communication, flexibility and fun exist. We treat our people fairly; we value different styles, skills, experiences and backgrounds and acknowledge that these differences result in greater creativity and better insights. We encourage them to take initiative and expect them to approach their jobs with passion and commitment. We offer our people training opportunities and ongoing development so that each individual can reach his or her full potential.

Social and environmental responsibility: We will conduct our business as responsible members of society, respecting the laws of the countries in which we operate, contributing to the progress of the local communities in line with the legitimate role of the business. We will operate safely, responsibly and with sound environmental practices, aimed at minimizing our impact on the environment and working toward long-term sustainability.

Independence: We are committed to achieve ambitious business goals while securing our company's profitability thus ensuring our independent growth.
4.2. Recognition Practices- Organization Four

4.2.1. Formal Recognition Platforms

The organization philosophy is to recognize individual achievements through monetary rewards and as such has a limited structure of non-monetary recognition platforms. The recognition forums in the organization are limited to the sales function which has various contests like the 'Best Branch manager', 'Best Area Sales Manager' and the 'Best Executive'. These are yearly awards that are conferred by the India MD in the year end celebration party.

As a sales driven organization, it involves recognizing sales numbers through incentives which are monetary in nature. Every branch manager has a budget which is utilized towards recognizing employees for their outstanding performance. However this recognition is monetary in nature.

Within the sales force there are monthly contests wherein the winner is awarded with a tangible award like a refrigerator, TV etc. This contest is at the junior level of sales force which comprises the Area Sales Managers and executives.

There are no formal setups of recognition for senior managers other than the privilege of going to an exotic destination for their yearly sales conference. The all India conference serves as a platform whereby objectives for the forthcoming year are decided and achievements of the previous year are applauded. Although there are no specific recognition awards, the individual and team efforts are publicly appreciated.
4.2.2. Informal Recognition Platforms

Informally appreciation of efforts is done at the branch level and is under the discretion of the branch manager. There is no formalized process hence the recognition is purely informal in nature.

Birthdays are celebrated, New Year parties are arranged, the manager also sends across mails for good job done and there are celebrations for any milestone successes.

One interesting aspect was sending mails to wives informing them of the ongoing contest that could win them some amount of gold. This was initiated with the intention of motivating sales executives to deliver above the job role as their families were also interested in their performance.

Informal recognition for senior managers is under the discretion of their superiors. It is during the monthly reviews that managers get to recognize the achievements of their team members and appreciate them publicly.

Another forum for informal recognition is through emails; congratulatory mails are sent across to employees and are also sent to the senior managers such that one's efforts are recognized.

It is thus obvious that the organization has a bare minimum of recognition platforms and the managers also accept the need of a formal setup of recognition.

It is believed that recognition remains on the Important job tray' of the HR managers who have more 'urgent issues' like recruitment and compensation to take care of. Recognition as a job never comes under the 'urgent' category.
4.3. Employee Profile - Organization Four

The mean age of respondents was 34.21 years with minimum of 24 and maximum of 56 years. The employees were selected from across functions and career stages.

Table# presents the distribution of employees across different functions.

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Table* 4.3

Distribution of Cases across Function - Organization Four

The majority of respondents (83.3%) were from the junior level of career and most of them (52.4%) reported somewhat internal on the WLOC scale. The following pie-chart presents the distribution of cases across the different career stages.

Figure 4.4 Distribution of cases across career stage - Organization Four
5.0. Organization Five- Engineering

5.1. Organization Profile

It's a UK based organization that has been synonymous with electricity since its inception. The organization's Indian operations were established in 1937, and since then the company has retained its leadership position in the management and application of electrical energy. Today, with a turnover over RS4200 crores, the organization is India's largest private sector enterprise in the business of electrical engineering.

It has diversified extensively and is engaged in designing, manufacturing and marketing technologically advanced electrical products and services related to power generation, transmission and distribution, besides executing turnkey projects. The company is customer-centric in its focus and is the single largest source for a wide variety of electrical equipments and products.

Company's business operations consist of 22 manufacturing divisions spread across in Gujarat, Maharashtra, Goa, Madhya Pradesh and Karnataka, supported by well knitted marketing and service network through 14 branches in various states under overall management of four regional sales offices located in Delhi, Kolkata, Mumbai and Chennai. The company has a large customer base, which includes State Electricity Boards, Government bodies and large companies in private and public sectors.

5-1.1. Values

Performance excellence, leading edge knowledge, customer orientation, nurturance and intellectual honesty.
5.1.2. Purpose
Transforming your needs into everyday solutions for enhanced quality of life.

5.1.3. Mission
To create value by providing integrated solutions and superior knowledge-based products and services in the domain of generation, transmission, distribution, and utilization of electrical energy.

To become the company of choice for utilities, industry, and households in the global market by leveraging technology and productivity through a highly empowered and engaged team.

The four pillars of organization culture are empowerment, flexibility, initiative/innovation, and cooperation/collaboration.

5.2. Recognition Practices- Organization Five

5.2.1. Formal Recognition Platforms
The organization has a limited structure of formal recognition forums; managers are entitled to the regular performance rewards on a yearly and quarterly basis. Focus is on both the individual efforts and group performance. ‘Best Sales Person of the year’, ‘Best Marketing and Sales team’, and ‘Best Production Team’ are awards that are given annually and across the various divisions or functions in the organization. Performance evaluated on quarterly basis is also recognized through similar titles along with a certificate of achievement and a token gift cheque.

‘Best Employee of the year’ award is a rolling trophy which is conferred by the MD and comprises a gift cheque and a certificate of achievement. Nominations
for the award are sent by division heads for evaluation by the selection committee on measurable business criteria. This reward is open for all employees and is not restricted to any particular cadre or function.

'Special Project Accomplishment' is a reward category conferred to employees who participated in the achievement of a project that was above the standard in terms of its complexity and was critical to the organization. The nominations are again sent in by the division head and selection is done under strict norms by a committee comprising top level subject experts. This could be either a team or an individual category award depending upon the project and its accomplishment.

Rewards for individual performance in specialized task groups like six sigma, marketing, and patents are also conferred.

'Marathon runner' award is a category recognizing an employee's long service in the organization. A gift cheque along with a trophy and certificate is conferred in a felicitation ceremony to recognize one's loyalty to the organization. The eligibility criterion is a minimum ten years of service to the organization.

Recognition for shop-floor workers include categories like 'Punctuality award', 'cleanliness award' and 'Sathi haath badhana' which recognizes individuals going out to help fellow workers over and above the job role. These awards are nominated by the line managers and are scrutinized by the HR manager in charge of the factory.

Another reward category for workmen is the 'Vidhya Puruskar' for the meritorious children of workmen. All these rewards are conferred on the foundation day of the organization which is celebrated with a lot of zeal by all
employees. This day is also special as it brings the managers and the workmen on the same platform thereby instilling the feeling of togetherness.

5.2.2. Informal Recognition Platforms

The organization provides an extensive employee assistance program and although it does not form a part of recognition for achievement, it does help build better bond between the employees and the organization. Club membership is provided to employees which has cultural and sports activities running across the year.

Efforts towards people well being and engagement also include safety committee, canteen committee and an employee welfare trust.

Informal recognition within various divisions are at the discretion of the division head; special budgets are made available for employees to celebrate their success. Praise and appreciation are said to be a part of everyday work life, however they are said to be dependent on individual manager's prudence of usage. Celebrations like birthdays are a ritual and take place across the divisions.

Notice board is another form of informal recognition as it draws attention to the achievements that have happened in the last month and refreshes the employees' memories. The in-house journal for workmen is another mode of recognition for employees as it publishes the stories and events that were a part of the quarterly highlights. For managers there is a circulation across the intra-net that posts the latest stories and achievements. All in all the organization has a balanced structure of formal and informal non-monetary recognition platforms.
5.3. **Employee Profile - Organization Five**

The mean age of employees was 33.58 years with 23 as minimum and 57 as the maximum. The employees were selected from across functions and career stages.

Table* 4.5 presents the distribution of employees across different functions.

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</table>

Table# 4.5

Distribution of cases across different functions- organization five Half of the respondents were from the junior level and 57.7% were somewhat internals. Following Pie chart presents the distribution of cases across career stage.

Figure 4.5. Distribution of cases across career stages- Organization Five
6.0 Organization Six- Publici

6.1. Organization Profile

The organization is a public sector undertaking established in 1978 and has presently a share capital of Rs. 800 Crores and paid up capital of Rs. 551.69 Crores. The organization aims to produce and market fertilizers and industrial chemicals efficiently and economically in an environmental friendly manner. It maintains optimum levels of efficiency and productivity in the use of resources and tries to secure optimal return on investment. Being an ISO 9002 and ISO 14000 certified organization, it cares for and protects the environment by minimizing the harmful effects of emissions, atmospheric discharges and effluents.

6.1.1. Vision Statement

The organization shall be a well respected world class corporate with progressive growth in core and non-core areas achieving highest standards in efficiency, profitability, environment protection and Corporate Social Responsibility through operational excellence and ethical business culture. It will strive to provide world class services to its customers and continually enhance shareholder values.

6.1.2. Mission Statement

Organization's mission is to achieve continuous improvement in existing operations and strive for all round growth through expansion, diversification, innovation and productive research and development. It shall imbibe exemplary work culture and shall have highest degree of commitment to customers and stakeholders.
The organization aims to achieve its vision and mission through the following objectives:

=> Strengthening a learning culture by effective training and development, total employee involvement, achieving high performance standards through performance management system and adherence to ethical values.

=> Providing avenues for growth and development by aptitude and need based cross functional mobility of employees to harness their full potential.

=> Ensuring growth of each employee in the organization through a carefully worked out career advancement scheme.

=> Implementing redeployment strategy for manpower optimization.

=> Developing and nurturing an organizational climate which encourages creativity and innovation.

=> Inducting appropriate quality of manpower and retaining them.

=> Making proactive efforts to maintain cordial industrial relations and discipline through a system of periodic interaction with employee collectives.

=> Laying down of all the employee related policies properly and following these transparently Abiding by all statutory obligations in letter and spirit.
6.2. Recognition Practices

6.2.1. Formal Recognition Platforms

The organization provides for a limited structure of non-monetary recognition platforms. 'Bets Employee of the Year' is a yearly contest that is the most coveted award in the organization. Nominations are made across various departments by the department heads highlighting the contender's achievements. The selection committee comprising higher level managers chooses the winner who is felicitated in an event on the Independence Day 15\textsuperscript{th} August. The reward includes a certificate, a rolling trophy and a nominal token cheque. The award is conferred to the employee by the MD of the organization.

'Marketing Performance of the Year' award is also given on similar lines as of 'best employee of the year' award and the winner is also felicitated accordingly. The organization also felicitates twenty-five years of stay of an employee with the organization on 15\textsuperscript{th} August. A silver coin is presented to the winner who is called along with the spouse for a lunch with MD.

Other formal forums of recognition are those for the shop-floor workers which include 'Best Quality Circle award', 'Best Suggestion scheme', 'Hindi Implementation scheme', 'Punctuality award' etc. These are under the discretion of the manager concerned of the factory.

6.2.2. Informal Recognition Platforms

Celebrations happen at different occasions like the 'HR Foundation Day' which is a departmental level event celebrating the establishment of the department; Vishwakarma Puja' which is celebrated with a lot of zeal from workmen and
managers; Republic Day and Independence Day are celebrated with either felicitation ceremony or cultural and sports program organized by the employees. Other informal recognition forums are the in-house magazines called 'Darpan' and 'Thal-Jyot' which publishes employees' success stories and recognizes the achievements of not only the employees but also their children and other family members. Notice and Bulletin board are used to highlight the events and the memories such that it acts as a feel good step for every employee. Other informal recognition forums are the different meetings and training sessions which encourage open house discussions and publicly applauding one's ideas or success in the initiative. A ritual of morning meeting starts with the acknowledgement of the good that happened the previous day. This is a custom that is prevalent at the factory level with the objective of kick-starting the day's proceedings. Birthdays and picnics are celebrated on a departmental level and there is no budget for such initiatives, it is up to the choice of department head to actively participate in such opportunities and get her or his team together. It is asserted that informal recognition occurs as per the intention of individual manager and that it is still not a part of the organization culture. The focus from top management in recognizing employees is weak and as such the organization continues functioning with the bare minimum recognition programs.

6.3. Employee Profile- Organization Six

The mean age of employees was 44.09 years with 23 as minimum and 58 as the maximum. The employees were selected from across functions and career stages. Table#4.6. presents the distribution of employees across different functions.
Results I

<table>
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<th>Marketing</th>
<th>Any Other</th>
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</tr>
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<td>4</td>
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</tr>
<tr>
<td>Total</td>
<td>13</td>
<td>7</td>
<td>4</td>
<td>40</td>
<td>64</td>
</tr>
</tbody>
</table>

Table# 4.6

Distribution of cases across functions- Organization Six

Maximum number of employees were found to be somewhat internal (65.6%) and from the middle stage of their career. Following Pie chart presents the distribution of cases across career stage.

Figure# 4.6 Distribution of cases across career stage- Organization Six
7.0. Organization Seven- Public 2

7.1. Organization Profile

One of the first few refineries of India, the organization produces a diverse range of products, from petrochemicals and solvents to aircraft fuel and speciality lubricants. The products are marketed through the organization's wide network of Petrol Stations, Kerosene Dealers, LPG Distributors, Lube Shoppes, besides supplying fuel directly to hundreds of industries, and several international and domestic airlines. Post the opening up of economy, the organization went through various strategic changes and today it is structured into a Corporate Centre, Strategic Business Units (SBUs) and Shared Services and Entities. The organizational design comprising of five customers facing SBUs, viz. Aviation, Industrial and Commercial, LPG, Lubricants and Retail and one asset based SBU, viz. Refinery, is based on the philosophy of greater customer focus.

The core strength of the organization has always been the ardent pursuit of qualitative excellence for maximization of customer satisfaction, as such it has today become one of the most formidable names in the Indian petroleum industry.

While continuing to meet the challenges of the rapidly changing environment, the organization has brought forward various changes in its products, technology and services. However it is said that one thing that has remained constant is the organization's people focus. The feeling of ownership has facilitated all employees to understand the complexity of the market and needs of the customers, and respond to these needs with innovative initiatives and offerings.
For the organization, commitment of its employees is a critical resource. Fully realizing that only a happy employee will put his best foot forward with the customers, the company has taken many steps to make the organization a great place to work. In a survey conducted by Hewitt Associates for the January 2001 issue of Business Today magazine to identify the best employers, the organization was ranked among the top ten employers in India.

The organization fosters effective value-based HR processes for development of people and their organizational capabilities with a view to provide them with a competitive edge and also to realize their personal vision in tandem with the corporate vision.

7.1.1. Corporate Vision

- Fulfill social responsibility.
- Make organization a great place to work.
- To be the Best.
- Have excellent customer caring and customer service.
- Be an ethical company.
- Strong and dynamic systems.
- Establish first class brand and corporate image.
- Develop a cohesive corporate strategy.
- Sound business performance and operational efficiency.
- Apply the best technology.
- Effective boundary management.
- Make people a source of our improvement.
7.1.2. **SBUVision**

Role model for environment,
Health and safety performance
Well accepted and respected by the community.
Market responsive
Flexible to changing customer requirement, market fluctuation.
Proactive in product quality and environment friendly products.
Greatest place to work
Providing continuous learning, performance improving and participatory environment.
Consistently the most profitable and reliable refinery
International competitive and continuously modernizing.
Technological expert in refining and petrochemicals.

7.2. **Recognition Practices**

7.2.1. **Formal Recognition Platforms**

The organization has a structured platform for employee recognition which encourages individual as well as group performance. At the highest level is the 'Chairman's award' which is given to the employee with an outstanding contribution to the organization in terms of business growth and profitability. Nominations are sent across all departments within the SBU on a prescribed format and contenders are judged by a committee external to the SBU. It is an annual award and involves one lakh rupees, a certificate and a trophy conferred by the chairman of the organization.
Another important reward is the rolling trophy for the 'Best Executive Director'; this is a contest across all SBUs and is judged on the efforts put in towards creativity and innovation based on an idea and its implementation. This is also an annual award and involves a token gift cheque, a trophy and a certificate of achievement.

It is asserted that affirmations in the form of recognition are an important way of developing and nurturing talents. Encouraging employees' creativity and developing an atmosphere that would foment ideas from one and all, the organization recognizes the generation of novel ideas and its implementation through the annual 'IDEA award'. The award has three levels; first which has a gift cheque worth fifty thousand rupees, second which has a gift cheque worth forty thousand rupees and third which has a gift cheque worth thirty thousand rupees. The winners are felicitated in a grand event, they are asked to make presentation about their award winning ideas and put forward the difficulties that that they came across in the implementation of the same to the gathered audience. The winners are presented with a certificate, some token like gift books and are made to cut the IDEA cake.

Other than the above mentioned organization initiatives in employee recognition, the organization also actively participates in industrial events like 'Smart Workplace award', 'Golden Peacock Environment Management Gold award', 'International Quality award' etc.
7.2.2. Informal Recognition Platforms

The organization has an extensive structure of informal recognition platforms for different levels of employees. The organization has a 'Cooperative credit society' for its employees which brings together employees and celebrates their achievements. It organizes sports and cultural contests which involve active participation by employees so as to develop a bond of togetherness.

It is asserted that nurturing and maintaining harmonious relationship with important stakeholders is key to the growth and progress of any business entity. Towards this endeavor, cricket matches are organized between the employees of the organization and its stakeholders.

The 'Sports Club' of the company organizes special contests across the year during the festive season; Special programs are organized during diwali, holi and Christmas. These events help the organization in better engagement with its employees.

Other events that keep happening are 'Haldi Kumkum' event that brings together the ladies working in the organization; 'World Environment day' which emphasizes the need to fight climate change by bringing up a painting contest among the children of employees; and the 'Health awareness program' which invites guest speakers to train employees towards better lifestyle and wellness.

Other informal forums of recognition are in the form of monthly meetings that review performance and set objectives for future. These are seen as a platform by managers to discuss and sort out issues with their section heads.

The intra-link is an important mode of publicizing events and individual or group success stories such that all employees can read and feel motivated for similar
achievements. Congratulatory emails are also sent across departments recognizing manager's efforts or and achievement and the mail is marked to the senior management as well such that one's efforts can be highlighted.

SBU newsletter called 'Atiti Bharti' is another relevant mode of employee recognition. Events and felicitations that made news in the previous month are published so as to refresh the memories. Achievements by children of employees are published to recognize and encourage them for future growth. Pictures and interviews of the star performers of different contests are published such that individual's self-esteem is enhanced. All in all the organization supports an extensive framework of informal recognition forums for employees.

7.3. Employee Profile- Organization Seven

The mean age of respondents was 40.23 years with the minimum age as 23 and maximum at 57 years. The employees were selected from across functions and career stages. Table#47. presents the distribution of employees across different functions.

<table>
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</tr>
</thead>
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</tr>
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<td>4</td>
</tr>
<tr>
<td>Total</td>
<td>13</td>
<td>4</td>
</tr>
</tbody>
</table>

Table#4.7-
Distribution of cases across functions- Organization Seven
Results I

Maximum number of respondents were from the middle stage of their career (52.1%) and majority of respondents were found to be somewhat internal as regards their WLOC (83.3%). The following pie-chart presents the distribution of cases across the career stage.

Figure 4.7. Distribution of cases across Career stage - Organization Seven