Chapter 8

Summary

No matter how much we learn, there is always more knowledge to be gained. In this connection I am reminded of a short poem that has been in my mind over the years. It reads as follow: I used to think I knew I knew. But now I must confess. The more I know I know I know I know I know I know I know I know I know the less. -Ray Olpin

This work was placed within the domain of employee motivation and dealt specifically with the non-monetary aspects of employee recognition. The study made the ontological assumption of recognition as motivating in nature; the underpinning of the study was the supposition that enhancing the value of recognition for employees will have positive consequences for employees. The study had the objective to assess the significance of individual and organizational factors in enhancing the value of non-monetary recognition for employees; it proposed to delineate the ways in which non-monetary recognition could be made more meaningful for employees. As an explanatory study, the purpose of the research was to identify the patterns and relationships between the factors and discover the significant ones which make non-monetary recognition valuable to employees. As a cross-sector study, the research also intended to present a comparative picture of non-monetary recognition practices and employee perception across varied Indian milieu.

8.1. Research questions

1. What are the individual factors which impact the perceived value of non-monetary recognition for employees? What is their significance?
How do employee demographic (age, sex), psychological (WLOC) and functional characteristics (career stage, years of experience, functional area), impact the value that the individual attaches on non-monetary recognition?

2. What are the organizational factors which impact the perceived value of non-monetary recognition for employees? What is their significance?

- How does top management's and the superior's belief on non-monetary recognition impact the value that the employee attaches to non-monetary recognition?

- How do the relations with superior impact the perceived value of non-monetary recognition for employee?

- What is the significance of organization's non-monetary recognition practices in impacting the perceived value of these practices for employees?

- What factors in the delivery of non-monetary recognition make it valuable for employees?

3. What are the differences in individual and organizational factors across different sectors?

- What is the difference in employee perception of non-monetary recognition across public and private sectors?

- What is the difference across varied sectors in the private domain?

- What are the possible reasons for these differences?
8.2. List of Hypothesis

1. Older managers tend to value recognition more than younger (under 40) managers.

2. Women managers will value recognition more than men.

3. Managers with more years of experience will value recognition more than those with lesser experience.

4. Managers at higher career stage will value recognition more than those at lower stages.

5. Managers across different functions will perceive recognition differently.

6. Managers with an external WLOC will value recognition more than those with an internal WLOC.

7. Managers with a positive past experience of non-monetary recognition will value recognition more than those with a negative past experience.

8. Managers with a stronger self belief in recognition will value it more than those with a weaker belief.

9. Managers from an organization with a stronger top management belief in recognition will value recognition more than the managers from an organization with a weaker top management belief in recognition.

10. Managers with a superior who believes in recognition will value recognition received more than the managers whose superior does not believe in recognition.

11. Managers sharing good relations with a senior will value recognition more than the managers who do not share good relations with their senior.
12. Managers from an organization with a high recognition score will value recognition more than the managers from an organization with a lower recognition score.

8.3. Research Methodology

The study was placed in the quantitative paradigm with the ontological assumption of recognition as an objective process that could be studied independent of subjective responses. Following the positivist tradition, as suited to organizational research, the study sought a nomothetic explanation to identify the various factors which impact the value of recognition for employees. The study aimed at delineating the different individual and organizational factors which influenced the value of recognition for employees. This entailed objective understanding of the recognition process as operating in the organization and analysis of employees' viewpoint as regards various factors impacting recognition. The process of recognition as operating in the organization was understood through discussions with HR managers with the use of an interview schedule, while the employee's viewpoint was captured through a structured questionnaire. The individual and organizational variables were operationalized and measured through the questionnaire on a five point Likert scale. The questionnaire was initially pilot tested and the shortcomings were eliminated. Random sampling was done to select the employees (total number of 400 cases) from the seven participating organizations in the research.

SPSS 15.0 was used to assist in quantitative analysis which involved descriptive and inferential analysis of the data.
8.4. Findings of the Study

- The results of the study indicated insignificant role of individual demographic (age, sex) and functional factors (years of work experience, career stage and functional area) in determining the value of recognition for employees. That is, the value associated to recognition by employees is independent of their demographic or functional factors.

- The results however presented the important role of individual psychosocial variables (WLOC, Self-belief about non-monetary recognition and past experiences with non-monetary recognition) in determining the value of recognition for employees (effect size=18.4%). Although WLOC and Self-belief about non-monetary recognition were found to be important in determining employee recognition value score, partial regression analysis had suggested a larger role of individual's past experiences with non-monetary recognition. Past experiences with non-monetary recognition was found to control the effect made by WLOC and self belief on employee recognition value score.

- Organizational variables (top management's belief in non-monetary recognition, senior's belief in non-monetary recognition, relations shared with senior and the organization's recognition practices) were found to be statistically significant and explained nearly 34% of the variance in employee recognition value score.

- Organization recognition practices were found to be influenced mainly by the top management's and senior's belief about non-monetary recognition
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(effect size=57.8%). Relations with senior were the least significant in determining the organization practices.

- It was also noted that an individual's perception about others (top managers and senior) was independent of one's self-belief. That is to say that the correlation between top management's belief in non-monetary recognition and employee recognition value score when controlled for self-belief did not indicate any influence. An individual's perception of others was not determined by her or his convictions.

- The most significant organizational factors that impact an employee's recognition value score were top management's belief, relations with senior and the organization recognition practices. The variance contributed by these factors in employee's value for recognition was almost 34% ($R^2 = .339$).

- The total variance in employee recognition value score contributed by the individual and organizational factors was 40.3%.

- It was observed from the intra-organization analysis that as the organization recognition practices are increased, there is an increase in the value that employees associate with recognition. However, after reaching an optimum, the value of recognition for employees starts reducing with any further increase in the recognition practices.

- Organizations that had the highest values for top management belief and organization recognition score also had significantly higher employee recognition value score. This result also corresponds with the correlation findings of the study.
• Statistically significant differences were found between public sector and private sector organizations. Companies from the public sector had significantly lower values for top management's and senior's belief in non-monetary recognition, relations with senior and organization recognition score. Consequently the value of recognition for employees was also significantly lower as compared to the organizations from the private sector.

• The employee choices as regards the delivery of recognition involved a formal setting, public forum, written form, monetary token, conferred by the senior and delivered after achievement of target. These choices were independent of individual characteristics; no differences were found across sector and across organizations in case of employee choices as regards delivery of recognition.

To conclude few points were made as a guideline for the basic framework of an employee recognition program: rewards and recognition alignment with organization strategy, sensitivity from top managers demonstrated through active participation, improved relations with senior, more opportunities to witness recognition for employees, improved and balanced set of organization recognition practices, precise communication of recognition, celebration as a part of organization culture, and increased informal forums for recognizing and celebrating success.

The success of any process or practice depends upon the conviction with which it is designed and implemented. In case of recognition process to deliver it is
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imperative to have top management's focus and conviction from every manager. Challenge is to uproot the dogmatic thinking and the prejudice that has been a part of Indian mindset since ages; fierce competition in the form of better opportunities for employees and better places to work can perhaps help achieve that.