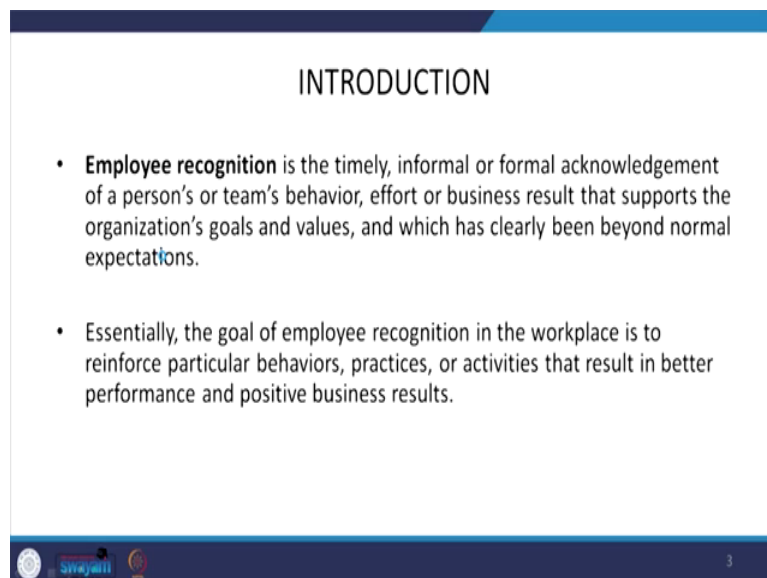
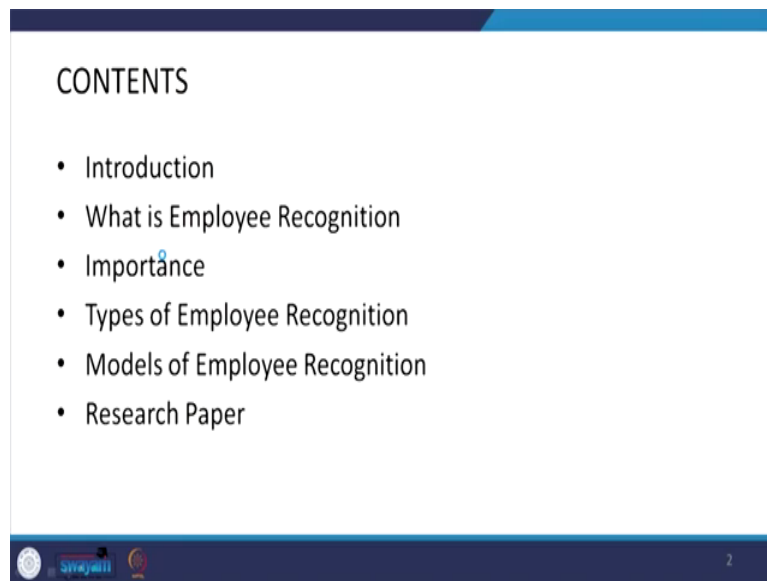


Managerial Skills for Interpersonal Dynamics
Professor Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee
Lecture - 13
Employee Recognition - I

In this session I will discuss with you the parameters related the employee recognition, in employee recognition.

(Refer Slide Time: 0:40)



First we will have the introduction, what is employee recognition, importance, types of employee recognition, models of employee recognition and the research paper on the basis of this. Employee recognition is a timely, informal a formal acknowledgement of a person's or team's behavior. This is very very important. Whenever we are talking about the recognition

of an employee, it should be done timely. Here we will find, if the person's importance is not done with the timely then in that case, it will be very very difficult for the person to then get the recognition.

Because, if it has been seen that individual is not able to get the timely, whether it is informal or formal whatever it might be, but it has to be there. Because if there is no recognition done timely, then it is the justice delayed is justice denied. So, therefore, in that case, we have to acknowledge maybe informally because not necessarily that you are giving him the certificate, you are giving in particular the gathering, inviting him and then appreciating him. So, it is not necessary, but what is important is?

That immediately, whatever has been job has been done and you we should appreciate to our employees, so therefore, a person's team behavior the timely we have to appreciate. Efforts or business result that supports the organization's goals and values and therefore, there has to be the efforts or business that will support the organization's goals and value systems are there. Every organization is having its value system and accordingly they will be giving the particular output where employees.

And which has clearly been beyond normal expectations. One thing is it is employee is coming, what is expected, he is doing his job and then he is going back. Then definitely it is it is there is no need of the employee recognition as such, because employee recognition the concept comes when the person is performing beyond normal expectations, then only the recognition will be there. If the person is doing his job regularly, so it will not be a sort of a reward because the reward is surplus or the other than whatever the regular income is there.

Essentially the goal of employee recognition in the workplace is to reinforce particular behaviors, practices or activities. If at the workplace, if you are making the recognition for keeping the cleanliness at the workplace, then definitely that particular recognition will force an individual and not only an individual in that section, department or the organizational level also, that is the if you give the proper cleanliness, there is a recognition is there.

And therefore, in that case, it becomes very very important that is the at the workplace there should be a particular behavior and that behavior that will be communicating the repeating of that particular practice or activities that which will result in the better performance and the positive business results for the organization.

(Refer Slide Time: 4:08)

- Recognizing or honoring employees for this level of service is meant to encourage repeat actions, through reinforcing the behavior one would like to see repeated.
- When well designed, Employee Recognition programs will have a positive effect on employee's rationale and 'emotional engagement'.
- That is, connecting both the head and the heart to the objectives of your business.

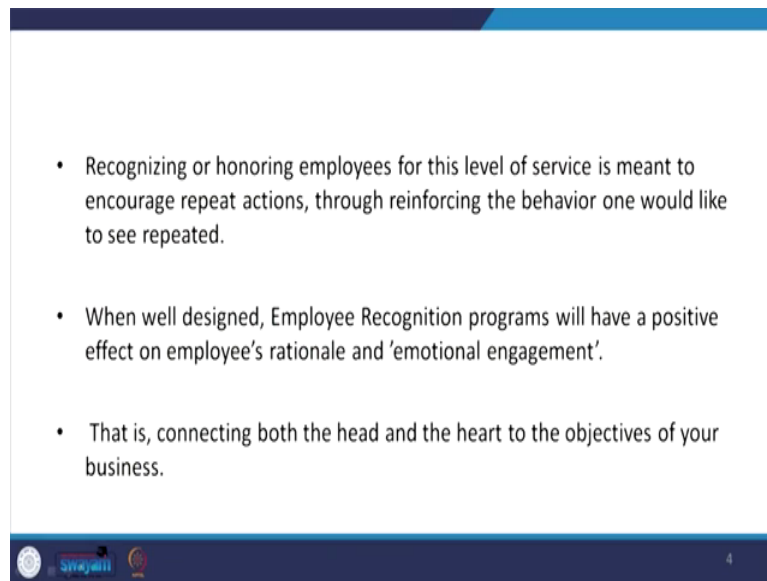
Handwritten note: *Regular. Fixed Interval. Variable Interval.*

Fixed	Variable
Interval	Interval

Recognizing or honoring employees for this level of service is meant to encourage the protections through reinforcing the behavior one would like to see repeated. As I mentioned, there is a whenever there is a reinforcement of behavior, in reinforcement of behavior, you will find that every individual he has to perform in a such a way that is the he will be always keen to repeat his behavior. For example, if we talk about that, he a person who is having the high productivity, a person who is checking of the resources of the organization, then it will be always better.

That is the he has that type of reinforcement of behavior. In the reinforcement of behavior, it can be regular or it can be with the intervals. And regular can be fixed and it can be variable. Similarly, when this type of rewards are given in the interval, it can be fixed or it can be variable. So, therefore, in that case it becomes very very important that is the how you are giving those particular rewards or recognition. If you are having that particular recognition with the either timely, with the face timely, with the regular with or when you are going with that particular intervals, but again those intervals are the fixed intervals then definitely people will be expecting a behavior from the employees to do this particular task.

(Refer Slide Time: 6:14)



When it is well designed, the employee recognition is well designed, employee recognition programs have a positive effect on employees rational and emotional engagement. Here it is very much important concept is there which I would like to share with you that is the whenever we are talking about the emotional engagement, then we have to be very very clear, that is the how the persons at workplace they are engaged with their emotions and not only engaged as a result of which of the emotional engagement, they are also having these high productivity and high involvement at the workplace.

And therefore, many times employee recognition and employee involvement that has been well connected and studied in the research also because it has been seen in the research that is the those who are having the high emotional engagement with the organization, then those high emotional engagement employees they also have the high involvement at their workplace. So, this is connecting both the head and the heart to the objectives of your business. And therefore, in that case, it is not only that is the it is the connector of the head and hand only that is the only the hands are used, but rather than it is the head plus hands plus a heart that has been used to the objectives of the business. So, if you want to make the best use of the employee recognition system, then kindly always try to keep the emotionally

engaged your employees.

(Refer Slide Time: 7:57)

Author	
Brun & Dugas, 2008	Employee recognition has received increased focus from scholars and organizations as a non-monetary managerial strategy to incentivize effective behaviour at work
Long & Shields, 2010	Recognition is generally defined as the assignment of personal non-monetary rewards (i.e. interest, approval and appreciation) for individual efforts and work accomplishment to recognize and reinforce the desired behaviours displayed by an employee
Feys, Anseel, & Wille, 2013	Developing promising findings on the benefits of recognition to work-related results, managers have consistently invested in recognition programmes as motivational instruments in the workplace

Now, I would like to share and the certain academic input, here the Brun and Dugas in 2008, he is talked about in a paper, employee recognition has received increased focus from scholars and organization as a non-monetary. Because it is employee recognition is not normally appreciation, appreciation or maybe a certificate will be given as an appreciation or it will be mentioned amongst the group. And therefore, in that case, it will be the non-monetary managerial strategy to incentivize effective behavior at work. So, reinforcement or behavior non-monetary then definitely the employee recognition is the best practice.

Second is long and shields, 2010. Recognition is generally defined as the assignment of personal non-monetary rewards that is interest, approval and appreciation for individual efforts and work accomplishment to recognize and reinforce the desired behaviors displayed by an employee. And therefore, in that case the this non-monetary behavior that is becoming more and more important were at the workplace.

Feys, Anseel and Wille in 2013, they have mentioned developing, promising, finding on the benefits of recognition to work related results. Managers have consistently invested in recognition programs as motivational instrument in the workplace is there. This is becoming a very popular practice employee recognition, very popular practice and very effective practice because developing the promising findings, there is yes that is if you are doing this particular task and you are getting the results, so your findings are very promising and on the benefit of the recognition of work is there.

So, it naturally the manager is motivated consistently to invest in recognition programs. And therefore, once he has been recognized, he will try that he should not lose the opportunity in the another program. And like this you are keeping the involved, engaged, committed and motivated employee towards the employee cognition.

(Refer Slide Time: 10:16)

- Behavioural involvement has been empirically conceptualized as a multidimensional construct that encompasses five in-role and extra-role behavioural dimensions (Boudrias and Savoie, 2006) :
 - Conscientiousness in performing job tasks,
 - Amelioration efforts to improve job tasks,
 - Collaboration to maximize group efficiency,
 - Personal initiative to improve group efficiency,
 - Involvement at the organizational level, which

Behavioural environment has been empirically conceptualized as a multi-dimensional construct that it encompasses five enroll an extra-role behavior dimensions is there. So, what are those external- role behavior dimensions? Conscientiousness in performing job tasks, whenever you are making the employee recognition, that employee will be very much conscientiousness in performing job tasks and will ensure that is he is doing the right way and right task.

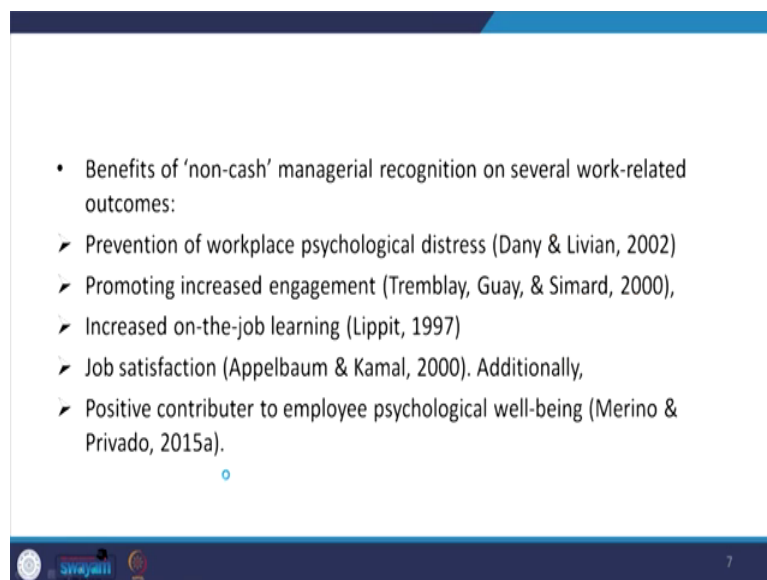
Amelioration efforts to improve the job task and because he is highly motivated, willingness is there, because we know that is whenever there is a willingness, then these ability into motivation into opportunity. So, this motivation that is that will improve the task because ability is already there which you have recognized. So, recognized ability with the higher motivation, definitely create more opportunities. So, in that case it becomes very important that is the how to improve the job task and by the employee cognition, collaboration to maximize group efficiency.

Naturally when the people those who are working together, they are the recognized employees they feel the sense of responsibility. And if there is a sense of responsibility, they will like to deliver more and as a result of it, it will be maximizing the group efficiency. If

your employees are very sincere, committed and hardworking then definitely they will always collaborate to maximize the group efficiency. And not only on the behavioral aspects, but they are also good on the task aspects and delivery of the results aspects. And therefore, the group efficiency has to increase.

Personal initiatives to improve group efficiency and every individual who has been recognized because every individual is having the high motivation, high willingness to perform and therefore, this type of the personal initiatives that will lead to improve the group efficiencies. The environment at the organizational level, so naturally when we are having the committed employees, recognized employees, you will like to get them into the environment into organizational responsibilities and therefore, they will be involved into organizational responsibilities.

(Refer Slide Time: 12:39)

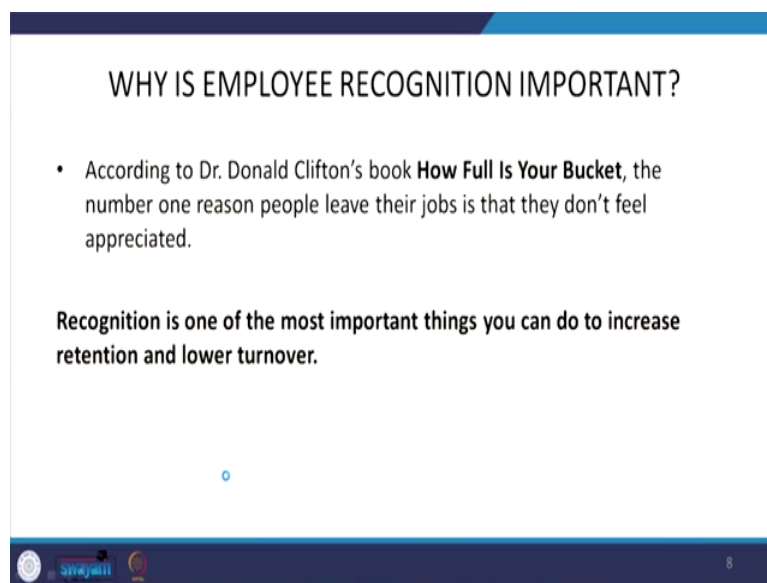


As I mentioned, that is employee recognition is a non-monetary efforts. So, benefits of non-cash managerial recognition on several work related outcomes will be there. What are those non-cash managerial recognitions? Prevention of workplace psychological distress, this is very, very important. I feel however, this study is done in 2002, I feel in 2019 also this is becoming a very, very important that is your workplace is the distressful because the people are leaving their bosses and not their organizations. So, if the job place is the having the less stress then the employees will be will be able to deliver in a better way and there will be prevention of these particular psychological distress.

Second is promoting increased engagement of the employees. If employees are recognized, then definitely that will be a making them more and more engagement at the workplace because they are taking the ownership on the organization's. Increase on the job learning, they are more devoted towards the work and therefore, the work only there will be start learning more and more. There will be the high job satisfaction and as a result of which you will find that is the employees they are having the more satisfied employees in this job.

Next is positive contributor to employee psychological well-being, any employee who is has been recognized, he will be converting into the positive contributor because he is having the as I mentioned happiness, a psychological well-being. And therefore, when there is happiness is there amongst the employees, definitely they will like to contribute more and more towards the organization. Now, question arises, is it necessary that we should have the recognized we should recognize the employees.

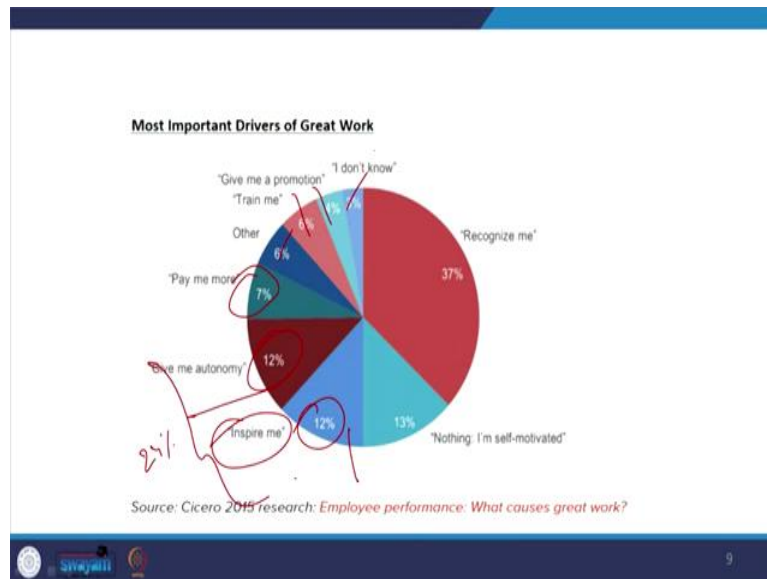
(Refer Slide Time: 14:41)



According to Dr. Donald Clifton's book, how full is your bucket. The number one reason people leave their jobs is that, they do not feel appreciated. And as I mentioned, that is a people they leave in the case of non-recognition of their performance and they feel that is it is better to leave the organization. Recognition is one of the most important thing you can do to increase retention and lower turnover, this is a very great finding. And therefore, in that case, if any organization if they do not have the proper support to their employees by their recognition, definitely they will lose the employees because the employees will not be able to perform in the given situation.

So, it becomes important that is the you have to go by the more and more employee recognition in your organization.

(Refer Slide Time: 15:43)



Here an interesting pie chart you will see and then this pie chart is from this the study of the Cicero 2015 research employee performance what causes the great work. Now here, you first see the parameters. First and foremost is recognized me, so for the great work the 37 percent a particular dimension has shown and it talks about that is the recognize me. Second is the 13 percent, if there is a 13 percent and showing is nothing, I am self-motivated. So, most important drivers of the great work is that is the if they are self-motivated employees are there. So that they that will create the 13 percent.

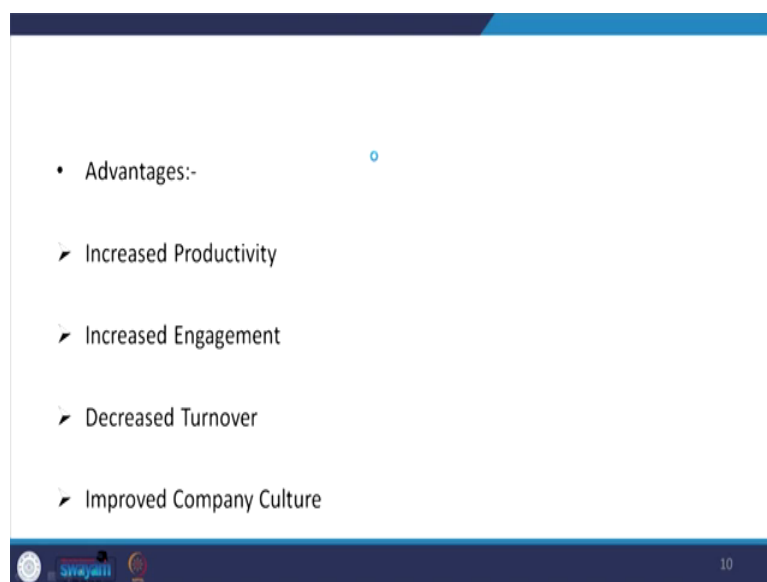
But interestingly you will find here, the next is that is it 12 percent, 12 percent is talking about inspire me. If 12 percent talking about the inspire me, it means that these are the number of employees, those who are looking for the employee cognition. Same is with the give me autonomy. And therefore, in that case, autonomy to whom you will give the autonomy? You will give the autonomy to those employees, those to whom you trust because for the trust, it becomes an important that is you are giving that particular autonomy.

So, here the employee recognition is also a parameter for the trust. If you trust your employees you will give more autonomy, if you will give more autonomy, more retention will be there. But the second part that is the inspire me that is becoming very very important, because that is also non-monetary benefit is there. In this the inspire me and in give me autonomy, total percentage is 24 percent.

Any organization which can talk about their performance in a better way by either inspiring their employees or by giving them autonomy and for both the purposes they do not require any financial investments. So, therefore, it is always important that we are giving the more and more employees recognition at workplace. There will be certain employees those who will be considered about the more great work, if there is a great work there the more pay is to be there, others are 6 percent and they give me, train me is a 6 percent and give me promotion 4 percent and I do not know 3 percent is there.

So, therefore, in that case, the rest of the parameters are hardly matters, but the recognition me 37 percent nothing I am self-motivated this 13 percent, inspire me is a 12 percent and give me autonomy is also a 12 percent. So, therefore, in that case, submission is that is if you give the employee recognition, you will find that is people who are doing a great work.

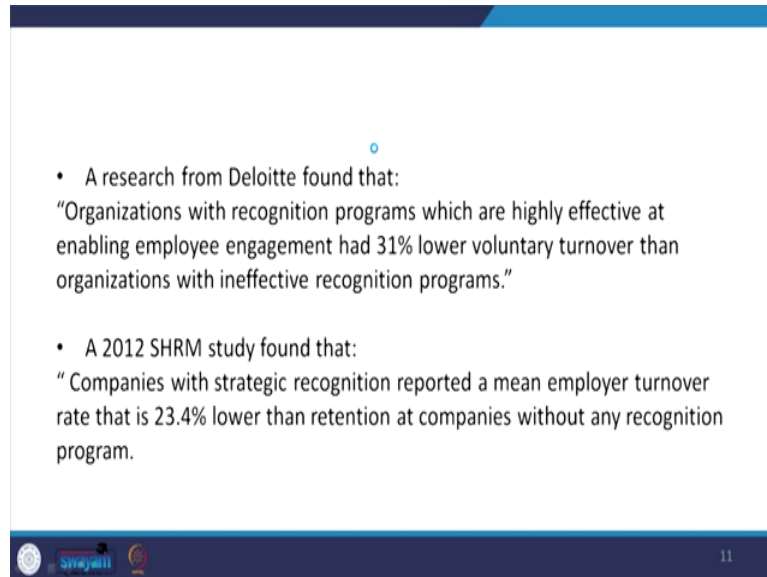
(Refer Slide Time: 18:49)



By employee recognition, you are increasing the productivity you are increasing the engagement, employee engagement. For employee engagement, this becomes very very important. That is the you are making the recognition of your employees, if you recognize your employees then of course, you are making them more and more effective at their workplace. Now, as I mentioned earlier, that is this is also decreasing the turnover. So, increasing the retention and decreasing the turnover will be advantage of these particular aspect of the employee recognition.

Improved company culture and naturally if there is more retention, more trust building more inspiration, more involvement of the people, then they will help the improve the company culture will be improved.

(Refer Slide Time: 19:40)



The slide features a white background with a blue header and footer. A small blue circle is positioned above the first bullet point. The footer contains logos for 'swayam' and '11'.

- A research from Deloitte found that:
"Organizations with recognition programs which are highly effective at enabling employee engagement had 31% lower voluntary turnover than organizations with ineffective recognition programs."
- A 2012 SHRM study found that:
"Companies with strategic recognition reported a mean employer turnover rate that is 23.4% lower than retention at companies without any recognition program."

A research from Deloitte found that organizations with recognition programs which are highly effective at enabling employee engagement had 31 percent lower voluntary turnover than organizations with ineffective recognition program. The difference is huge. Difference is 31 percent. And therefore, in that case if employee engagement is a 31 percent, then definitely there is a need that is to start with the employee recognition.

At 2012 SHRM study found that companies with strategic recognition reported and mean employee turnover rate that is 23.4 lower than the retention at companies without any recognition program. So, here also we find that is they are having the more and more effective for the employee attention. And therefore, those who are having the employee recognition programs they are having the 23 percent for lower turnover as compared to those who do not have the Employee Recognition Program.

(Refer Slide Time: 20:41)

The slide is titled "TYPES OF RECOGNITION:" and lists "Top-Down Recognition" with three bullet points. A handwritten note in red ink says "Top middle" with a bracket. The slide footer includes a Swayam logo and the number 12.

TYPES OF RECOGNITION: *Top middle*

- **Top-Down Recognition**
 - an employee's supervisor, manager, or leadership team witnesses and appreciates their contributions.
 - Since these leaders are typically in decision-making roles, their recognition often has monetary results, like a raise or promotion.
 - In general, most leaders just don't have the bandwidth to keep track of everyone's hard work.

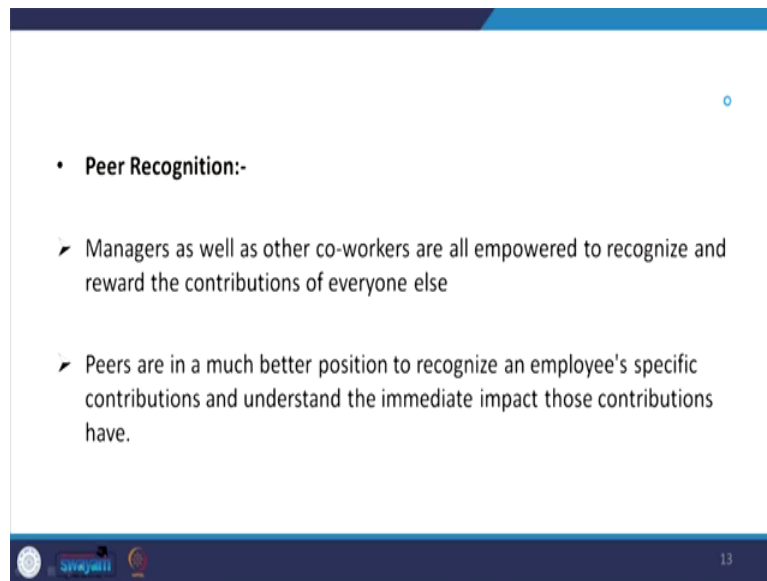
12

Question arises how to recognize? First is the top down recognition, an employee supervisor, manager, a leadership team witnesses and appreciates their contributions. Those who are in the middle and top level top and middle level management, they are having this special responsibilities for this particular employee recognition. And since these leaders are typically in decision making roles, their recognition often has monetary results like a raise or promotion. But many organizations believe that is the if you want to get the great work then you have to give them their monetary results like razor promotion.

However, it has been seen from the earlier literature, that is the organizations which are having the better appreciation and appreciation does not having the monetary effect, they are doing much better than those who are talking about only the monetary benefits to their employees. In general, most leaders just do not have the bandwidth to keep track of everyone's hard work and therefore, it is not the necessary to keep the everyone's on track rather than you are understand who are your efficient and effective employees.

You work, you focus on them and you will get the great work done from them. So, after the top down recognition, another important recognition is the peer recognition.

(Refer Slide Time: 22:15)

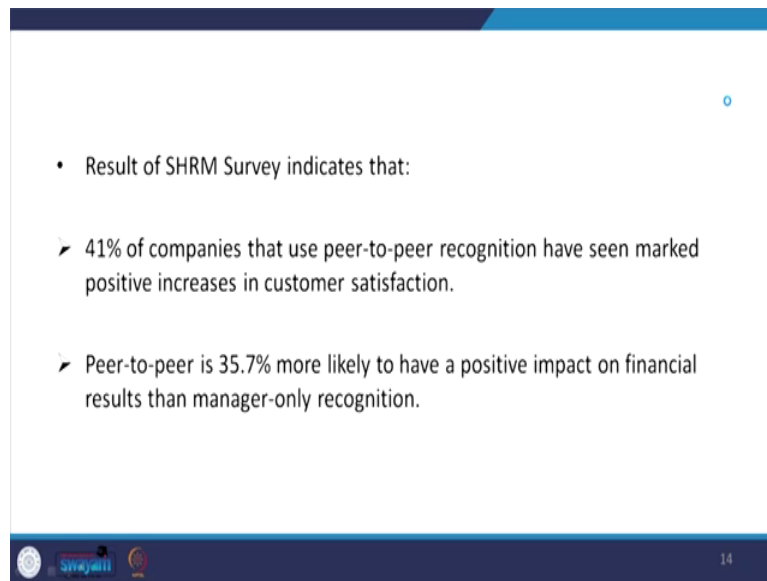
A presentation slide with a white background and a blue header and footer. The header has a small blue circle on the right. The footer contains a logo on the left and the number '13' on the right. The main content is a bulleted list under the heading 'Peer Recognition:-'.

- **Peer Recognition:-**
 - Managers as well as other co-workers are all empowered to recognize and reward the contributions of everyone else
 - Peers are in a much better position to recognize an employee's specific contributions and understand the immediate impact those contributions have.

Managers as well as other coworkers are all well empower to recognize and reward the contributions of everyone else. So, if it is better, that is the, if you are having the co recognition system by your co-workers, then definitely that will be given the better importance and weightage. So, therefore, empower your employees to recognize them their co-workers. Now, recognition may be may not involve the monetary impact, but in that case, peers are in a much better position to recognize an employee's specific contributions and understand the immediate impact those contributions have.

So, therefore, in that case, it is becoming very very important. That is the those who are the peers, those who are working together then they are having the they are been authorized, they are given the position to recognize and employees specific contributions and understand the immediate impact those contributions have. So, if those contributions are the better one, definitely the employee's recognition will give them the boost to do the greater work at the workplace.

(Refer Slide Time: 23:25)



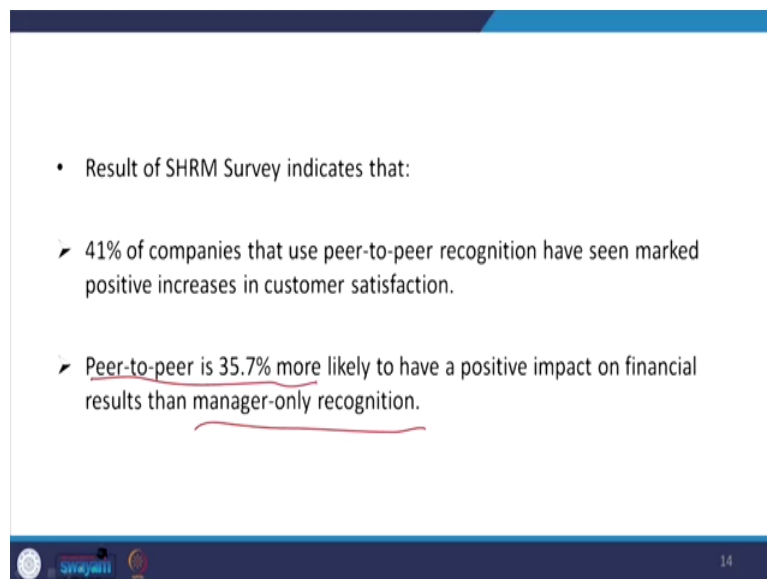
Slide 14 content:

- Result of SHRM Survey indicates that:
 - 41% of companies that use peer-to-peer recognition have seen marked positive increases in customer satisfaction.
 - Peer-to-peer is 35.7% more likely to have a positive impact on financial results than manager-only recognition.

Footer: Swayam 14

Here, the another survey, which I would like to share is a result of SHRM survey indicates that 41 percent of companies that you use peer to peer recognition have seen marked positive increases in customer satisfaction. So, more you are having the better recognition of your employees then definitely. Therefore, here you will find that is the there is a remarkable positive increase in the customer satisfaction is there. Peer to peer is 35.7 percent more likely to have a positive impact on financial results than manager-only recognition is there, so a wonderful.

(Refer Slide Time: 24:15)



Slide 14 content (repeated):

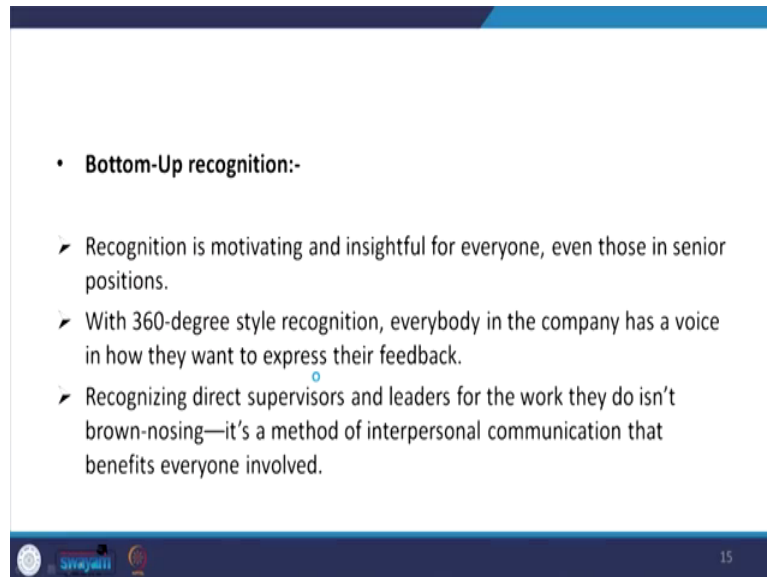
- Result of SHRM Survey indicates that:
 - 41% of companies that use peer-to-peer recognition have seen marked positive increases in customer satisfaction.
 - Peer-to-peer is 35.7% more likely to have a positive impact on financial results than manager-only recognition.

Footer: Swayam 14

So, therefore, if we are talking about the top down recognition and when we are talking about the peer recognition, in peer recognition, you have find that is the that managers only only

manager is giving the recognition while the positive impact on financial results is there, peer to peer 35 percent is more likely than the on financial results. So, of course, here you will find that the monetary benefits are also there when you are going for the employee recognition.

(Refer Slide Time: 24:45)




After a top down and peer to peer now, I will talk about the bottom up recognition and bottom of recognition is the motivating and insightful for everyone, even those in senior positions is there. And therefore, in that case, with 360 degrees style recognition everybody in the company has a voice in how they want to express their feedback. And that is allowed, the feedback is allowed in the organization and when then feedback is allowed in the organization, it is giving a very positive effect and as a result of which you will find with the 360 degrees style recognition, the company has a voice recognizing a direct supervisors and leaders for the work that they do is not brown nosing.

It is a method of interpersonal communication that it benefits everyone involved is there. So, therefore, in the case of the bottom up recognition, the supervisors those who are the supervisors position, they are giving the leaders to their work they want to do in a method of interpersonal communication in a better way. So, if you see that is a top down and peer to peer and bottom up recognition, the bottom up recognition is having a significant impact for those in the senior positions is there.

(Refer Slide Time: 25:54)

DIMENSIONS OF EMPLOYEE RECOGNITION (Cannon et al, 2015)

- Personal
- Achievement
- Job Performance
- Job Dedication



16

Employee Recognition Models

EMPLOYEE RECOGNITION

Employee Recognition Maturity Model



Strategic & Pervasive

- Senior leader model desired behaviors
- Enterprise wide approach to recognition goals & behaviors
- Technology strategically deployed & integrated with varied offline recognition
- Periodic recognition

Inconsistent

- Uneven senior leader support of recognition
- Most recognition practices & criteria varied across the business
- Some token recognition given
- Most recognition top-down

Standardized

- Senior leaders publicly support recognition
- Many Programs standardized
- Varied type of recognition
- Technology introduced
- Increased recognition transparency & visibility
- Some peer to peer recognition

Aligned & reinforced

- Senior leader communicate & recognition. Desired behavior & goals
- Achievements recognized at most levels of the org.
- Mix of everyday & Tie-driven recognition



17

So, I will finally come towards the dimensions of employee recognition. The dimensions are personal, achievement, job performance and the job dedications. Employee recognition models they talk about whenever we are talking about the personal, then it becomes the strategic level one, level two, level three and level four is there. In employee recognition, employee recognition maturity model talks about strategic and pervasive. In the case of the pervasives, the strategies senior leaders' model desired behavior.

So, therefore, in empirical recognition, the senior leaders they should initiate, enterprise wide approach to recognition goals and behaviors is there. So, if you are having the enterprise wide approach to recognition goals, then definitely the there will be more recognition of the employees. Technology surgically deployed and integrated with the varied offline

recognition. Many times it happens, it is not possible to get hand to hand the information and therefore the role of technology that becomes very very important. Technology provides a information and person gets the periodic recognition.

In case of the inconsistent is there, uneven senior leaders support of the recognition, those who are not very regularly meeting they are making their recognition, more recognitions, practices and criteria varied across the business. And therefore in that case you will find that there are the different criteria's are there for the making the business in a different ways, some token recognition is given and mostly recognition is a top down is there. So, therefore, it becomes important that is the we are having the most recognition is from the top down approach and standardized approaches are senior leaders publicly supported recognition.

And therefore, in that case in the top down, there is a standardized practice, there is the seniors, they recognize the genius. Many programs are standardized and very type of the recognition are introduced by the organization. Technology is introduced so that there cannot be biasness and proper, the any right person, whatever level he may be, there should be the communication of the employee recognition, in case recognition transparency and visibility. And therefore, with the help of these employee recognition model, there is an increase recognition and the transparency is there and some peer to peer learning or recognition is also there.

Finally, it has to be aligned and reinforced, senior leader communicate and recognize the desired behavior and goals, they talk about it what is expected from the employees, achievements are done to the recognized at the most level of the organization and therefore, a mix of everyday entire driven recognition is always to be done at the workplace, if you are encouraging more and more, the employee recognition, maybe it depends on your organization. Sometimes it is top down, sometimes is peer to peer, sometimes is the bottom up if you making the proper recognition models exist in your organization, definitely you will have the better attentions, low turnover, high great way delivery at the workplace. Thank you.