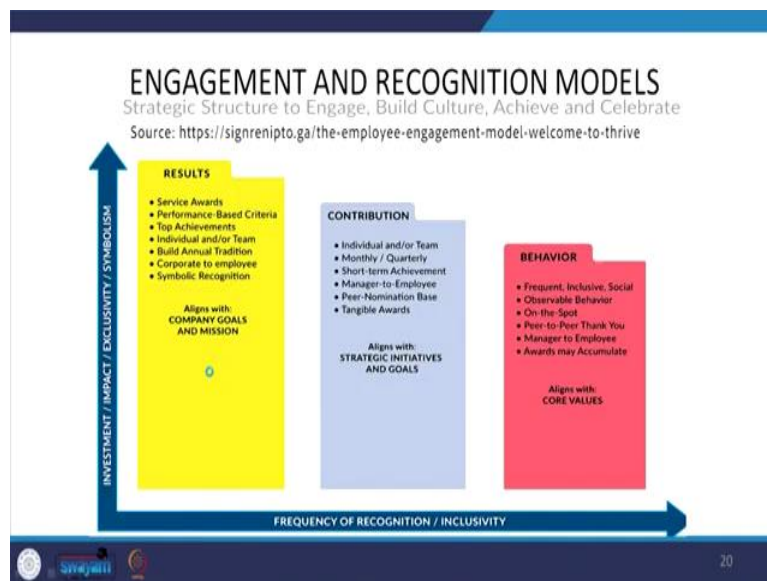


Managerial Skills for Interpersonal Dynamics
Professor Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology, Roorkee
Lecture - 14
Employee Recognition - II

So, here now, we will continue with our the next session on the employee recognition and in the last employee recognition session, we have discussed about that is how these non-monetary reward is important, how an organization can make the best the practice of the employee recognition for the motivating the employees getting the great work from them at their workplaces.

Now, in further these employee recognition, it is the four levels are employee recognition maturity model is there, that is the inconsistent standardized, align, reinforced and strategic and pervasive, which I have discussed in the first brief session one.

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From there now, we will continue the engagement and recognition model. Here the strategic structure to engage build a culture achieve and celebrate that we will see. On the y axis you will find investment, impact, exclusivity and symbolism, while on the x axis you will find frequency of recognition or the impulsivity now the results, the strategic structure to engage, build culture achieve and celebrate this is becoming very very important. That is the service awards. Whatever the service awards are there, they are supposed to be recognizing align with the company goals and missions are there. If the Service Awards are not with the

aligned with the company goals and mission, then in that case then it will not be possible to grow for an organization.

Second is performance based criteria always, it has been always in question a long time back the there was a discussion of the criteria should be married based or that should be on seniority based. And now, it has been recognized that it should be the mix. However, in this model, it has become the performance based criteria, but in India with most of the organizations you will find that is if you want to make the recognition of the employees that it has to be the mix that is the combination of the seniority of the employees and then performance of the implies.

So, therefore, there will be a group of seniors and in that particular group of seniors whoever is into the married that will be that person particular employee will be recognized. You may can make also criteria individual based or team based, so individual based criteria is there. So, if any task which is to be done by the individual, then definitely are for those tasks there can be the employee recognitions. But certain many tasks are to be done into the team. And therefore, in that case, the team recognition is also should be there.

Build annual tradition, many organizations in India also now, in spite of the annual they are going by the quarterly and six monthly recognition awards, so, that the motivation will be the continuous process, it should not be the one time in a year rather than it is a continuous process and therefore, they will have the will the annual tradition is there. Corporate to employee and therefore in that case this awards will be from the corporate to the employees will be there. And there will be a symbolic recognition in the case of the achievement of the company goals and missions are there. The contributions that can be a has to be aligned with the strategic initiatives and goals of the organizations.

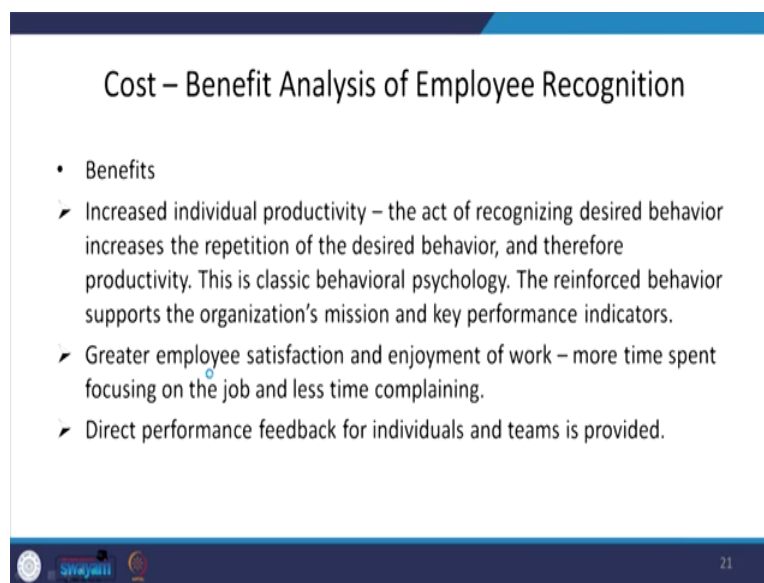
What are the strategic initiative goals of the organization? This strategic initiatives and goals of the organizations are individual and a team and therefore, in that case, if there is an individual and a team is there then that particular contribution will be made. It can be monthly or quarterly, it can be short term achievements and manager to employee they will be the approach. So, it will be the top down approach that it will be from the manager to employee approach will be there for the recognition of the employees.

Then the peer nominate base will be also, nowadays this is become also very very popular. That is the you have to nominate your peer for this particular Recognition Award and in that

case, if there is a proper recognition by the peers, then the person will be nominated for the employee recognition. Then tangible awards are there, so tangible awards that can be converted into the either monetary or non-monetary awards are there. So, these all awards for the contribution, so these are the results oriented, these are the contributions oriented and now, we will talk about it is a (())(5:33) oriented.

The result oriented employee recognition is associated with the company goals and missions. When we talk about their contribution, their contribution will be non-align with their strategic initiatives and goals and we now we will talk about their behavior. So, here the behavior is the frequent inclusive social behavior, observable behavior, on the spot behavior that is a how what was their behavior on the spot in a given crisis situation. Peer to peer, thank you services, there can be seen , manager to employees top to bottom and awards may accumulate and therefore, in that case you will find that has to be aligned with the core values.

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The slide is titled "Cost – Benefit Analysis of Employee Recognition". It features a bulleted list of benefits under the heading "Benefits". The list includes three points: increased individual productivity, greater employee satisfaction, and direct performance feedback. The slide also has a footer with logos and the number 21.

Cost – Benefit Analysis of Employee Recognition

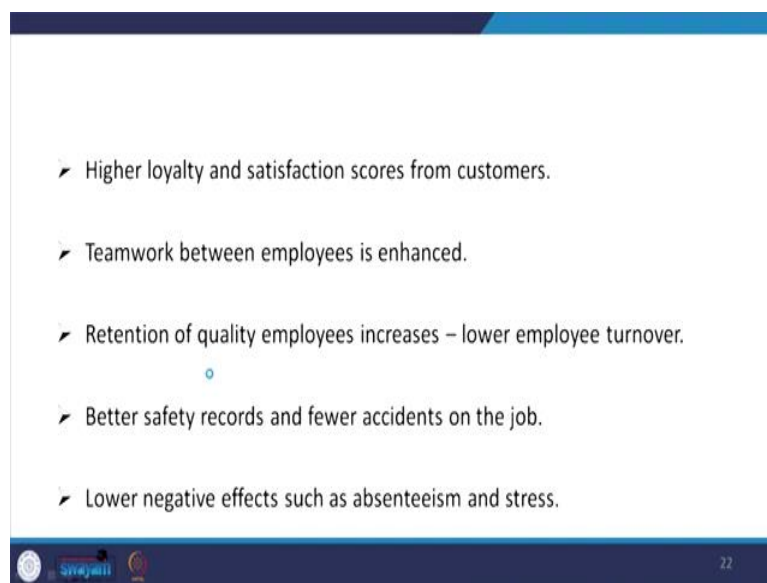
- Benefits
 - Increased individual productivity – the act of recognizing desired behavior increases the repetition of the desired behavior, and therefore productivity. This is classic behavioral psychology. The reinforced behavior supports the organization’s mission and key performance indicators.
 - Greater employee satisfaction and enjoyment of work – more time spent focusing on the job and less time complaining.
 - Direct performance feedback for individuals and teams is provided.

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Now, we will also find out the cost benefit analysis of employee recognition. Increase individual productivity, the act of recognizing desire behavior increases repetition of the desired behavior and therefore, productivity is also increasing. This is classic behavioral psychology. The reinforced behavior supports the organization's mission and keep performance indicators and as a result of which, when we talk about the reinforcement of behavior and it is a repetition of the behavior we will find that there is a increase in the productivity. Get your employee satisfaction and enjoyment of work.

So, therefore, if there is any proper employee recognition, the people employees will be having the greatest satisfaction at their workplace and they will enjoy their work. More time spent focusing on the job and less time on the complaining and therefore, in that case, they will enjoy their job. So, therefore, in spite of focusing on the others, they will focus on their jobs and therefore, more time they will spend focusing on the job. Direct performance feedback for individuals and teams is provided. And for these knowing that is the how is the impact of this particular decision, a direct performance feedback for individuals and team that can be taken care of.

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Higher loyalty and satisfaction scores from customers, so in that case, you will find that is the the employees those who are having these type of the recognition they are having the higher loyalty and there satisfaction score with the organization, job satisfaction is also higher from the customer. So, therefore, it is not having the intrinsic customer that is the internal customers of employees, but this is also focusing on the outside of the stakeholders that is the customers.

So, internal and external stakeholders both are considered in case of these employee recognition. Because employee recognition is having peer to peer also, employee recognition is also have nothing to do with the conflicting situations and therefore, in that case there will be team work between the employee is enhanced. Peer to peer learning is there, peer to peer support is there. So, employee to employee, there will be better team building. Retention of quality employee increases as we are focused on those implies those who have perform.

If we are talking about the performance of the employees and then the we are making the recognition, naturally we are targeting on the stars, star employees. If we are focusing star employees, so definitely in that case, the retention of the quality employees will be more and the lower quality for employee's lower employee's turnover will be there. So, therefore, those who are not performing lower quality means that those who are not performing then in that case you will find there is a lower employee turnover is there.

Because there is a higher retention, we have recognize employees, those who are performing, they would like to continue for a long period of time because they are having a satisfaction and as a result of which it will reduce the employee turnover. Better safety records and fewer accidents on the job. So, therefore, in that case you will find that is there will be the better safety records and whenever we find this type of the organizations that number of accidents are less and the fewer accidents on the job is a result of which the more association with the in the main machine relationship is positive.

Lower negative effects such as absenteeism and stress, when we talk about the employee recognition, then the behavioral aspects for example, absenteeism from the work. Because the employees are recognized, so then they know that if they will remain absent everybody will ask about them. And therefore, in that case, it is becoming the minimizing the absenteeism and also minimizing the stress where the employees that it will have to work on more and more while coming on the job.

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- Costs:
 - Time spent in designing and implementing the program.
 - Time taken to give recognition.
 - Time and cost of teaching people how to give recognition.
 - Costs of introducing a new process.

As far as the costs is concerned time spent in designing and implementing the program. So, therefore, they are naturally when you are now making a particular program, a reward system that then you have to give the time. You have to do the brainstorming sessions and then you have to come out with the solutions. So, therefore, in that case that is a time is there. Time taken to give the recognition, now there will be the committees.

Committees will see the parameters, they will compare the employees. And finally, they will use the recognition to the employees. Time and cost of teaching people how to give recognition and therefore, in that case it becomes very, very important that is the how the time and cost of teaching those who people that is involved, that is also to be taken into consideration in the cost and cost of introducing a new process. Naturally, when you do whole exercise, then you come out with the new model and when you come out with the new model, so you want to introduce a new process and then there will be cost of the new process is there. So, definitely cost will be there for introducing a new process.

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7 KEYS TO SUCCESSFUL EMPLOYEE RECOGNITION PROGRAM

- Recognize Frequently
- Be Specific ————— *Suggestion Scheme - Creativity or*
- Align With Your Core Values *work management - Problem Solving.*
- Encourage Participation
- Seek Continuous Feedback
- Use Technology To Help You
- Communicate A Lot

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Now, I will talk about the seven keys to successful employee recognition program. So, as I mentioned, that is the recognize frequently now here what we can see? That is how that can be the weekly or monthly or yearly then that can be the recognition can be there for reinforcement of behavior. We are making certain benchmarking practices and example is nowadays there is the cleanliness, if cleanliness is there and then this we can check weekly and this check will be for the individuals. However, we can go for checking of these all these parameters like the cleanliness, productivity, absenteeism, that is the monthly also and quarterly also.

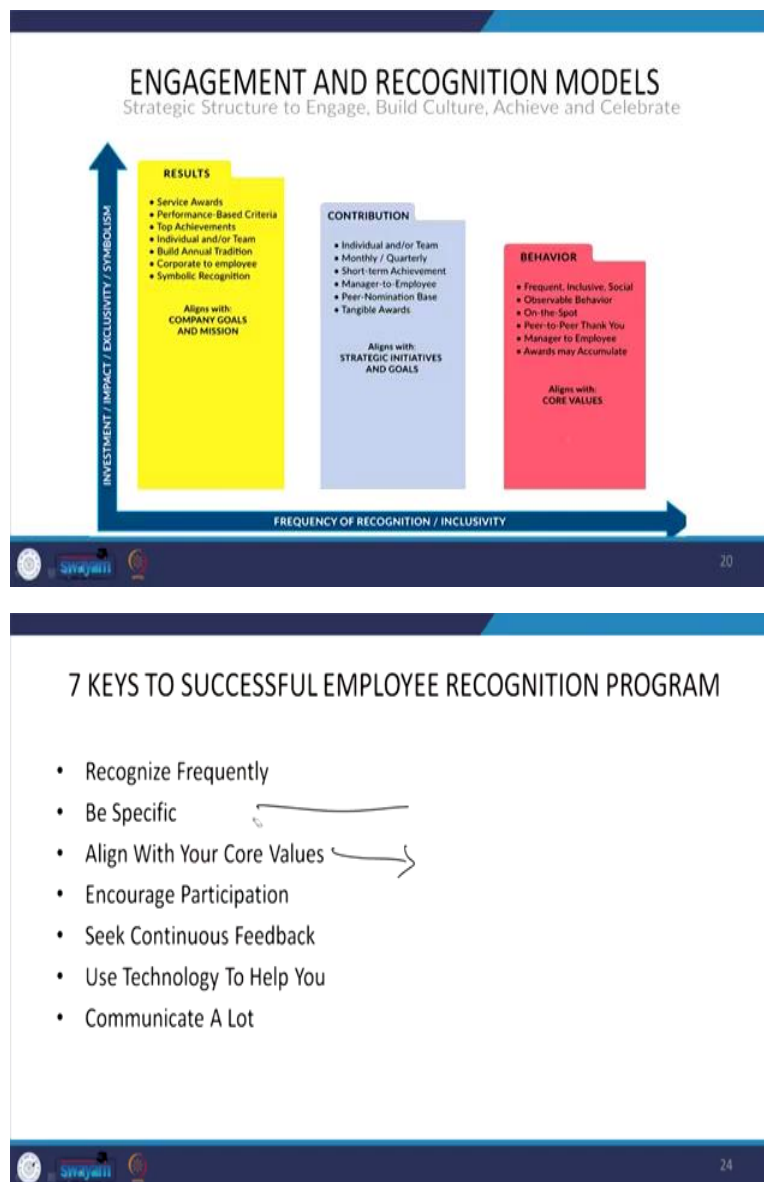
So, therefore, in that case, if we go by the recognizing these frequently, then we have to understand some parameters that those parameters that can be weekly, monthly, quarterly and yearly and then you can we can make them ensure that is the they are able to come for this particular reward and then employee recognition can be done on the basis of the frequency of these particular parameters. Now, we can be the and now, another recognition program that has to be specific, specific in the sense for example, in BHEL we find that easy suggestions schemes.

So, if there is a suggestion scheme is there, then how in this specific what will be the suggestion and how it will be suggestion scheme and suggestion scheme which will involving more creativity or problem solving. So, if we talk about these particular suggestions, then then we have to see that is the how there can be these schemes which will be very specific with the creativity or the problems for solving. Maybe a particular problem can be of the waste management.

And if this problem is there, then how to solve this particular waste management problem and are they are reducing the waste. So, therefore, in the case we can find out that is the how these all aspects that everyone can discuss and find out that is the easy possible to make a specific scheme. So, specific scheme can be for a particular section or department, specific scheme can be for the cost reductions, specific scheme can be for the production, specific scheme can be for the absenteeism, specific scheme can be one for the better practices, quality control better practices. So, therefore, in that case that can be a very specific schemes can be there.

Now, we can also align with our core values, here we have seen in the core values that is the how the core values are there in the cost benefit analysis of employee recognition and align with the core values.

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These core values in this diagram, which we have discussed, are the frequent and inclusive social values observed behavior, on the spot, peer to peer, thank you, manager to employees, awards may accumulate. So, therefore, in that case these core values that have to be aligned. So, the employee recognition that has to be related to the core values and core values should deliver towards the performance of the organization and if the performance of the organization is related with the core values then of course, there will be increase in productivity.

Normally in the large enterprises, the employees participation may not be very high. In small and medium enterprises we will find there will be a lot of participation. But in case of the large enterprises, it becomes difficult to have more participation because people

are busy in their work and therefore, they find that is the other people are there. So, why should I and like this there will be less participation in the Employee Recognition Program.

Now, here we are to also communicate we means organization, organization has to communicate, that is the, if there is employee recognition is there that employee recognition with the part of their growth strategies. So, more is recognition better will be the (())(17:35) prospects in that organization. And therefore, in that case, the recognition of the recognition, the recognition of the employee recognition that value a value addition is to be done. So, if we encourage that type of participation, then definitely in that case we will find that is the yes employees are becoming more and more whether it is peer to peer or top down at the bottom of employee recognition is there that practice that culture that has been developed into organization. Seek continuous feedback.

Now, you see we have talked about much about the importance and practices of the employee recognition, but the point is whether we are having the appropriate because it will vary from organization to organization. Because when I say be specific, now in the be specific the manufacturing organizations may be more about towards the cleanliness, maybe towards the new product development. While if the service industry is there they will be more specific about the customer relationship, they may be more specific about the product delivery, they may like the drone, drone concept of the drone to deliver the products.

So, then definitely in that case it will be very specific. So service industry will be having a very specific type of practices which will be come under the employee recognition. While in manufacturing, there will be the different type of practices that will come under the employee recognition. And therefore, in that case it will be very very important that is we are having the alignment with the core values and therefore, we always keep on asking the continuous feedback.

If we find that the particular scheme of employee recognition is not getting the fort full results, then we have to replace that and we can and to replace that, but we have the another scheme and therefore involve your more employees to give you the suggestions that what will make them the more happy by employee recognition. Use technology to help you, nowadays we are living in the era of AI, Artificial Intelligence and therefore in that case, it becomes very very important that is the we make the digital evolution system and therefore, in that case it will be better that is the we are using the technology to find out the employees to recognize an implementation of the employee recognition system.

It is also very important that is the communicate a lot, a lot of communication is required from the bottom up to the top down and a peer to peer that is the they are into the all, all are having a lot of communication. There are a number of platforms they were there are talking, there are the number of events, activities, where they are meeting and communicating. As a result of which you will find that is the it becomes important. That is the how these seven keys successful employee recognition program that will give the results for the employer attentions and better practices.

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RESEARCH PAPER


- Paper: Employee recognition, meaningfulness and behavioural involvement: test of a moderated mediation model
- Authors: Francesco Montani, Jean-Sébastien Boudrias & Marilynne Pigeon
- Journal: The International Journal of Human Resource Management
- Published: 2017
- DOI: 10.1080/09585192.2017.1288153

Now here I would like to share some research papers. So research papers are the employee recognition. Meaningfulness and behavior involvement, taste of a moderated mediation model. Authors are the Francesco Montany, Jean Sebastien Boudrias and the Merilyne Pigeon. The journal is the International Journal of human resource management published this paper is published in the 2017.

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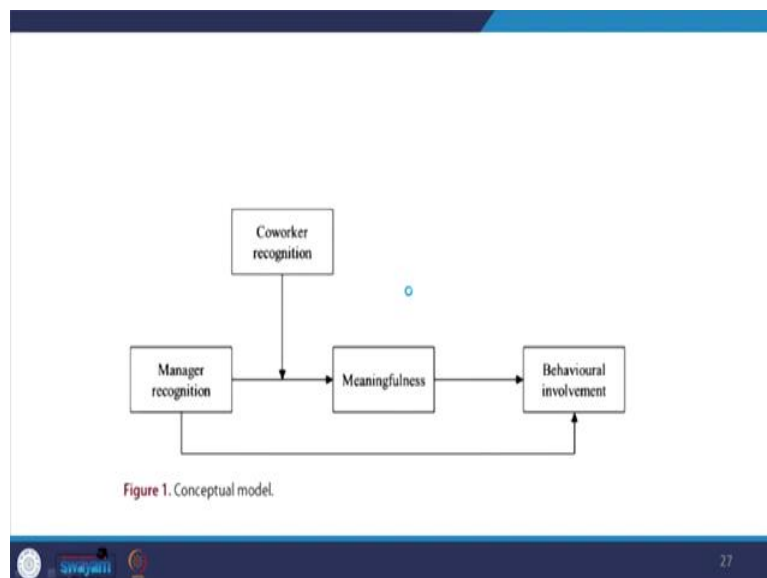
- Purpose

This study examines how and under what conditions recognition practices are related to employee behavioural involvement at work. It emphasizes on how different sources of recognition can shape the effective behavioural involvement in the workplace; it also sheds light on the role of meaningfulness as an important psychological mechanism that explains the recognition-behaviour relation.



This study examines, the purpose of this study is to examine how and under what conditions recognition practices are related to the employee behavior environment at work. It emphasizes on how different sources of recognition can shape the effective burial environment in the workplace. It also sheds lights on the role of meaningfulness as an important psychological mechanism that explains the recognition behavior relations.

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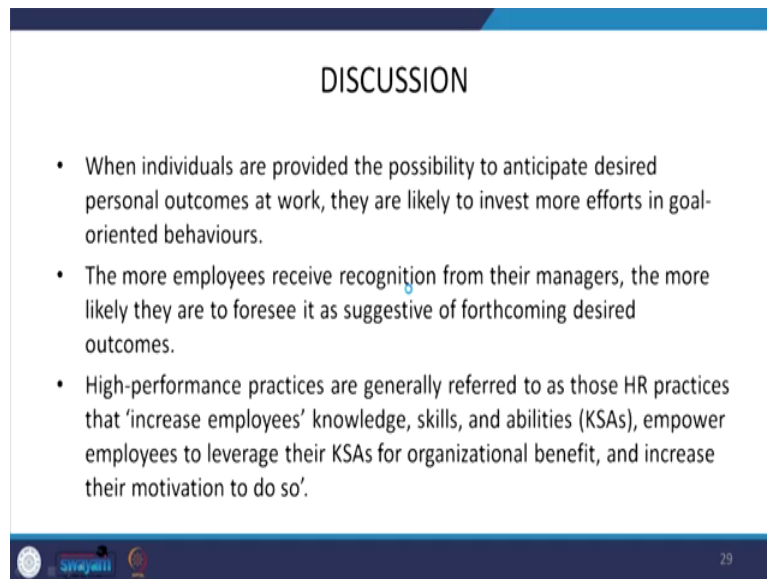


The conceptual model, which has been used in this particular research, that is the manager's recognition and the behavioral involvement through the meaningful meaningfulness, however, that mediating and moderating of the co-worker recognition that has been checked. So, low manager recognition and high manager recognition, meaningfulness is a function of

the role ambiguity at the standard deviation of the co-worker recognition at local recognition below the mean is there,

At a high co-worker recognition one standard deviation above the mean is there. So, therefore, in that case, it becomes a very, very important, that is the meaningfulness that is playing the role.

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DISCUSSION

- When individuals are provided the possibility to anticipate desired personal outcomes at work, they are likely to invest more efforts in goal-oriented behaviours.
- The more employees receive recognition from their managers, the more likely they are to foresee it as suggestive of forthcoming desired outcomes.
- High-performance practices are generally referred to as those HR practices that 'increase employees' knowledge, skills, and abilities (KSAs), empower employees to leverage their KSAs for organizational benefit, and increase their motivation to do so'.

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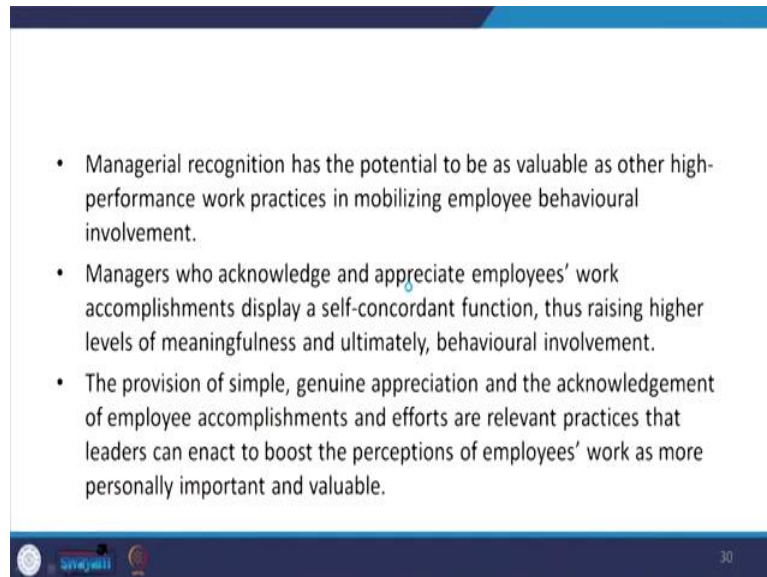
So, when individuals are provided the possibility to anticipate desired personal outcomes at work, they are likely to invest more efforts in the goal oriented behaviors. So, when individuals are having these having the possibility. Basically to decide that personal outcomes at work, they are likely to invest more efforts in goal oriented behaviors are there because they are looking forward for their anticipated desired personal results. The more employees receive recognition from their managers, the more likely they are to foresee it is suggestive of forthcoming desired outcomes.

So it is a very good a push technique, positive push technique, so there more employees that they are getting the recognition so more are directed towards they are suggesting them that is the come with this desired behavior. And if there is a desired behavior, they will be able to get the employee recognition. High Performance participants are generally referred to as those HR practices that increase employee's knowledge, skill and abilities cases.

Empower employees to leverage their case and knowledge, skill and ability organizational benefits and increase their motivation to do so and if that increase the motivation, I would like to add one more that is a H and that is the knowledge skill, attitude and habit. So, in case

of when you are making the employees to leverage their case for organisation benefit, they will be having the more practices. And if they are having the more practices definitely they are having the they will develop it as a habit and therefore, they will increase their motivation also.

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Managerial recognition has the potential to be as valuable as other high performance work practices in mobilizing employee behavior involvement is there. High the motivation is there, there is a high involvement is there. Managers who acknowledge and appreciate employees work encouragement display a self-coordinate function thus raising higher level of meaningfulness and ultimately, behavioral involvement is there. But there is a behavioral involvement better is the deep results is there. The provision of simple, genuine appreciation and the acknowledgement of employee accomplishments and efforts and relevant practices that leaders can enact to boost the perceptions of employees work is more personally important and valuable is there.

And therefore, in that case, it becomes very important, there is the how they are going to involve. Finally, I would like to say that is the if you are going by the employee recognition practices, then it will be developed not only the knowledge, skill and attitude in the desired behavior, but also it will develop a habit to perform and when there is in habit to perform for the getting the better recognition, the growth, this is a satisfaction, the internal satisfaction, external satisfaction that all will be there will be in aligned with the goal and core values of the organization. Therefore, employee recognition plays a very important non-monetary reward to motivate the employees. Thank you.