

“A Case Study on Effect of Reward & Recognition on Job Satisfaction of IT Company Employees in Bhubaneswar City”

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Abstract:

Today an organizations result is highly dependent on the employees work satisfaction. It is therefore important for a company to find out what reward and recognition helps its employees so that it can gain better results. The right combination of immaterial and material rewards can boost up the employees' work motivation and enhance their commitment to the company. The aim of this study is to investigate and analyse how well the current reward system of helps generate employee satisfaction. More specifically it aims to find out which aspects of the reward system functions well, and which aspects could be further developed and improved in order to increase employee satisfaction.

Human resources are the asset of any organization. Satisfied employees work more efficiently thus help to provide more profit to the organization .The present study is an attempt to find out whether there is relationship between rewards and recognition on employees motivation and satisfaction. The statistical analysis showed that different dimensions of work motivation and satisfaction are significantly correlated and reward and recognition have great impact on motivation and satisfaction of the employees. Satisfaction is an accumulation of different processes which influence and direct our behaviour to achieve some specific goal. It is such a dynamic in today's environment that explicitly creates and encompasses a positive impact on job. Within an organization the best performance is feasible with most committed employees that can only be achieved through employee satisfaction. Human resources are now seen as the primary source of company's competitive advantage. Therefore the way people are treated increasingly determines whether an organization will prosper or even survive .To ensure that people are treated fairly, organizations are acknowledging that they need to establish an equitable balance between employee contribution to the organization and the organizations contribution to the employee. Establishing this balance and meeting this need is one of the first reasons, to reward and recognize employees.

The project is a comparative study of how reward and Reorganization leads to job satisfaction of an employee working in an IT company. The project was carried over for few weeks duration of 100 sample size by taking a structured questionnaire. After collecting the sample information, various statistical tools were used for analysing the information like descriptive statistics like average, percentage. During the study it was found that reward and recognition plays as a tool to influence the employee's efficiency at their work place, which further lead to job satisfaction. And most of the respondents were aware of the different reward and recognition polices.

Introduction

In order for an organization to meet its obligations to shareholders, employees and society, its top management must develop a relationship between the organization and employees that will fulfil the continually changing needs of both parties. At a

minimum the organization expects employees to perform reliably the tasks assigned to them and at the standards set for them, and to follow the rules that have been established to govern the workplace. Management often expects more: that employees take initiative, supervise themselves, continue to learn new skills, and be responsive to business needs. At a minimum, employees expect their organization to provide fair pay, safe working conditions, and fair treatment.

Motivation is such a factor that exerts a driving force on our actions and work. Motivation is an accumulation of different processes which influence and direct our behaviour to achieve some specific goal. It is such a dynamic in today's environment that explicitly creates and encompasses a positive impact on job. Within an organization, the best performance is feasible with most committed employees that can only be achieved through employee motivation. Kreitner and Kinicki assume that motivation contains "those psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal directed." Motivation depends on certain intrinsic, as well as, extrinsic factors which in collaboration results in fully committed employees. According to Broad (2007), tangible incentives are effective in increasing performance for task not done before, to Encourage "thinking smarter" and to support both quality and quantity to achieve goals. Incentives, rewards and recognitions are the prime factors that impact on employee motivation. As the employees engage in their working activities purposely for own's sake then they will feel intrinsic motivation in their behaviours as their activities will essentially be enjoyable and satisfactory. The factors like incentives and rewards are the most preferred factors for employee motivation programs. This paper is an attempt that focuses on how incentives, rewards and recognitions impact employee motivation.

The human capital remains an important asset for companies and in the coming decades its importance will become more apparent due to the worldwide demographic shift operating within companies' workforces. The massive ageing of the working population is already forcing companies to invest even more in the motivation and retention of their core employees and in the attraction of new talent from the labour market. As a result, employers ask themselves following fundamental question: "how do I motivate my people to ensure they work hard to achieve the organizational goals, but also be loyal and stay within the company? A crucial starting point is providing a diverse and fair reward policy since employees expect to be rewarded in exchange for the efforts they make within their jobs. But which type of reward is the most effective? Do employees place more value on financial incentives (i.e. pay) or does there exist other forms of rewards that have greater impact on their job attitudes and work outcomes?

According to Judge, Hulin&Dalal "Job satisfactions are multidimensional psychological responses to one's job. These responses have cognitive (evaluative) and affective (emotional) components." In this definition, job satisfaction is deliberately formulated in plural as to recognize that it includes satisfactions with different aspects of one's job (e.g. One's co-workers, one's pay, one's work itself and so on). Spector's definition also emphasizes this multidimensionality: "Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. Studies show that there is a statistically significant relationship between reward and recognition and motivation and satisfaction respectively. Our annual

study has revealed the following statements to be among the “key differentiators” between the best workplaces and other workplaces. They are:

- People here are paid fairly for the work they do;
- We have special and unique benefits; and
- I feel I receive a fair share of profits.

Employee Reward and Recognition Programs in Indian Companies:

1. Wipro has a unique package called Encore, which is essentially a basket of non-monetary rewards given to motivate employees and recognize excellent work performance. For example, award Feather-in-My-Cap, is an on-the-spot recognition of an effort awarded to a project or project team; Dear Boss recognizes the positives of a good boss, including technical, managerial, and leadership skills. Awards like Mastermind, which notes the most innovation solution or idea in Wipro and The Wipro Hall of Fame recognizes superlative performers in different roles as well as superlative team performances.

2. In NIIT, there is a practice of naming a conference room or office or training room after the name of the most outstanding employee of the year. The naming is done ceremoniously, the employee family is invited, a cake is ordered; and all the employees assemble for the felicitation.

3. At Federal express, rated one of the best work workplaces, employee can get one of FedEx 500 aero-planes named after his / her child. RPG managers give certificates to employees to facilitate small achievements and the good work done by them.

4. Two of the most popular methods of recognizing employees are by giving gift certificates and cash rewards. The most common reasons for giving an award are length of service and exceptional performance.

5. In 1998, Price-water House had a Thank You Store for employees to select gifts and thank you cards for supervisors, managers, and office assistants.

6. Johnson & Johnson has peer-to-peer recognition programs, where employees submit nominations on behalf of other employees, teams or oneself. All nominations are reviewed for a Merit Award and all Merit Awards are reviewed for the Chairman Award.

7. The Eureka Award at HCL Comnet is for the entrepreneurs who come up with the best business idea. The Value Creator Award is the most coveted and sought after among the awards given in appreciation of extraordinary individual initiative and innovation.

8. Gotcha recognizes top performers and ranks them on merit. Special vacation packages are given to employees who excel in their targets.

9. Eicher uses a mix of monetary and non-monetary rewards. The financial package helps in sustenance and basic needs fulfilment. The non-financial part helps in recognition and fulfillment of higher order needs. In the non-financial part, Eicher offers perks like study leave, trips, special training, challenging project opportunities, and flexible timings based on individual need.

10. In India many companies like Larsen & Toubro, HLL, P&G, Century Enka and others encourage suggestion from employees on cost savings, energy conservation

or quality improvement or increase in sales. The suggestions are periodically reviewed and few employees may get one time cash rewards based on the quantum of savings their suggestions can generate. This cash rewards system on suggestions is mostly up to junior management level.

11. HICOM introduced three awards for employees who were nominated as “best leader”, “best motivator”, and best employee. In the same year, the company also introduced the new idea of appreciating subordinates through flower-shaped cards. In addition, the HR department put a big wallboard titled “initiatives.com”, which was filled with information on the initiatives taken by the employees in the workplace and the appreciation of their initiatives. The management as a policy honors an employee who completes five years of services in HICOM with a gold plated appreciation plaque.

12. The Taj group has patented a unique employee identification tracking and reward programme branded the Star – Special Thanks and Recognition System. It’s an HR initiative aimed at creating an association “between our star performers and the Taj. These stars are not the statesmen or tinsel town glitterati who grace the environs of the Group’s hotels, but to the organization they are just as important.

13. The Star campaign offers no cash awards. Recognition comes in the form of levels. Points can be picked up by employees for integrity, respect and regard for others, teamwork, environmental awareness, reliability, outstanding work, courage of conviction and initiative. Practical and useful suggestions that are beneficial to the company can also earn an employee points. Many employees do that extra bit, go out of the way to dazzle the customer satisfaction with employee recognition. It is based on the premise that happy employees lead to happy customers.” However, while employees can earn merit points for acts of excellence or valuable suggestions, one can also earn 20 “default merit” points if the review committee (comprising the GM, training manager and all heads) fails to revert within 48 hours on a suggestion made.

14. Star has five recognition levels. Level 1 or the Silver grade requires an employee to earn 120 points in three months, level 2 or the Gold grade can be reached with 130 points within three months of reaching the Silver level. Level three or the Platinum grade requires an employee to accumulate 250 points within six months of reaching the Gold level. The highest grade at the corporate level is the MD’s Club (at 760 points), below which at 510 points and above, an employee can be part of the Chief Operating Officer’s club. “After the campaign was launched, a large number of employees have started working together in the true spirit of teams

Literature Review

The work of Maslow (Maslow 1954) has played a crucial role in developing and shaping many concepts in organizational behaviour including job satisfaction. Based on Maslow’s theory, some researchers have approached job satisfaction from a need fulfilment perspective (Kuhlen 1963; Worf 1970). However during the last two decades, this approach has become less popular as more researchers are emphasizing on the cognitive process rather than the underlying needs. Therefore in contrast to the traditional view, job satisfaction was defined as all the feelings that an individual has about his/her job (Gruneberg 1976). This view was primarily based on cognitive processes which over the years have resulted in the attitudinal

perspective and has now taken centre stage in the study of job satisfaction (Spector 1997).

Researchers have also argued that rewards offered by organizations may have a powerful impact on employees' attitudes towards their jobs and the company for which they work (Lincoln & Kallerberg 1990). Based on Herzberg & Mausner's two factor theory, these rewards are either intrinsic or extrinsic thus impacting the level of satisfaction employees experience with their jobs (Hong Lu, et al. 2005). Hence in this context, it is vital to distinguish between intrinsic and extrinsic rewards. Intrinsic rewards are inherent to job or they exist within the job itself such as variety, challenge and autonomy. Extrinsic rewards on the other hand include pay and fringe benefits, promotion or advancement opportunities within organizations, social aspect and workplace conditions. Further research has suggested that while intrinsic rewards will probably be more salient for job involvement (Driscoll & Randall 1999), satisfaction with extrinsic rewards will lead to continuance commitment with organization resulting in increased customer satisfaction and loyalty (O'Reilly, et al. 1991).

Entwistle (1987) is of the view that if an employee performs successfully, it leads to organizational rewards and as a result motivational factor of employees lies in their performance. The highly motivated employees serve as the competitive advantage for any company because their performance leads an organization to well accomplishment of its goals. According to Andrew (2004), commitment of all employees is based on rewards and recognition. Lawler (2003) argued that prosperity and survival of the organizations is determined through the human resources how they are treated.

Understanding what motivates employees is one of the key challenges for managers. Although it is not possible directly to motivate others, it is nonetheless important to know how to influence what others are motivated to do, with the overall aim of having employees identify their own welfare with that of the organization (Bruce and Pepitone, 1999). In general terms rewards programmes come within the overall concept of compensation strategies which are defined as the "deliberate utilization of the pay system as an essential integrating mechanism through which the efforts of various sub-units or individuals are directed towards the achievement of an organization's strategic objectives" (Gomez-Mejia and Balkin, 1992). They are management tools that hopefully contribute to a firm's effectiveness by influencing individual or group behaviour (Lawler and Cohen, 1992). All businesses use pay, promotion, bonuses or other types of rewards to encourage high levels of performance (Cameron and Pierce, 1977).

Lawler (2003) argued that there are two factors which determine how much a reward is attractive, first is the amount of reward which is given and the second is the weightage an individual gives to a certain reward. Deeprose (1994, p. 3) is of the view that "Good managers recognize people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible." Fair chances of promotion according to employee's ability and skills make employee more loyal to their work and become a source of pertinent workability for the employee. Bull (2005) posits a view that when employees experience success in mentally challenging occupations which allows them to exercise their skills and abilities, they experience greater levels of job satisfaction. Incentives, rewards and recognition are the key parameters of today's motivation programs according to most of the organizations as these bind the success factor with the employees'

performance. Robbins (2001) asserts that promotions create the opportunity for personal growth, increased levels of responsibility and an increase on social standing.

Barton (2002) argued that the factor in Fortune best companies which discriminates companies from the others is recognition that is the most important factor of their reward system. Wilson (1994) stated that the conditional recognition is that type of recognition which one has to earn by his own efforts and which is gained by some sense of achievement of an action or result. Employees are definitely closer to their organization as their job can become the major satisfaction in their life after having a proper rewards and recognition at their job Research by Eastman (2009) consistently found that intrinsic motivation is conducive to producing creative work, while extrinsic motivation is unfavourable to producing creative work. Gagne (2009) suggested a new model of knowledge-sharing motivation which provides suggestion for designing five important human resource management (HRM) practices including staffing, job design, performance and compensation systems, managerial styles and training. Ali and Ahmed (2009) confirmed that there is a statistically significant relationship between reward and recognition respectively, also motivation and satisfaction. The study revealed that if rewards or recognition offered to employees were to be altered, then there would be a corresponding change in work motivation and satisfaction.

Objectives of the Study

- To determine the effect of reward and recognition on job satisfaction.
- To determine effect of different rewards and recognition on different levels of employees.
- To determine what are the other impacts of reward and recognition.
- To determine different types of reward and recognition in it companies.
- To determine what are the factors taken into account to decide for reward and recognition.

Importance of the Study

This study aims to analyse the impact of rewards and recognition on employee's job satisfaction in IT companies of Bhubaneswar city. In this study data were collected from employees of IT companies. The present study is an attempt to find out whether there is relationship between rewards and recognition on employees job satisfaction. The statistical analysis showed that a different dimension of job satisfaction is significantly correlated and reward and recognition have great impact on job satisfaction of the employees. Job satisfaction is one of the most important and significant variables in organizational behaviour and in work organizations. The higher the job satisfaction, the more likely workers will hold a positive attitude toward their jobs, and are more likely to be committed to the organization. Similarly, workers with higher level of job satisfaction would display a decreased propensity to search for a job and decreased propensity to leave the organization. In the same way, employees who perceive their needs as unmet grow in general dissatisfaction and become increasingly attracted to competing places of employment, and often result in voluntary termination and organizational turnover.

Organization Profile

Interface Software Solutions

Interface Software Solution Quality Initiatives are based on a 3Q approach: Quality personnel, Quality Process and Quality Communications. Each project at Interface Software Solution is under constant control of a dedicated quality assurance department that monitors project activities and results at each development phase. They provides high quality software services for web designing, web development, web hosting, CRM, ERP, e-commerce solutions, software development and multimedia presentations to the end users on a broad range of hardware & software platforms and latest technologies.

Discoverture Solutions

Discoverture is an IT services and solutions firm. We specialize in the Property & Casualty (P&C) Insurance and Healthcare industries. Our arsenal of IT services includes a wide range of offerings from evaluation of strategic technology needs through to implementation and production support for core systems. For us, the end game is getting our clients' technology into stable production environments.

Ctran Consulting Ltd

CTRAN stands for complete transformation of value to its clients, through in-depth study and careful analysis, into products and services designed to meet the growing requirements of its discerning clients. The company is dedicated to providing sustainable solutions to the problems faced by them. The core competence of CTRAN lies in its unimpeachable credibility, unmatched analytical rigour and perceptible value addition.

Infosys

IT industry has been experiencing a continuous churn during the last few years. Enhanced levels of regulatory compliance, ecommerce, mobility, Agile technologies, software as a service (SaaS), cloud, geographically distributed IT organizations, multi-tier applications targeting multiple devices – all of these constitute a major portion of any organization's technology strategy today.

Softnet Technoware Pvt. Ltd.

Softnet, a premier Software Development & Web Designing company located in bhubaneswar, East India is specialized in delivering a high quality IT services at a budget price to all organization. We offer a wide range of services to reach your targeted audience and share your valuable information focusing on retaining your customers. Our service includes Web application development, Website designing, corporate profiles and presentations, E-commerce solutions, Application development, maintenance, and re-engineering, Mail gateways, Web hosting solutions.

AABSyS IT

- Geographic Information System (GIS) for Government & Utilities such Land Management System, Electricity Distribution Network, Telecommunication Network, Gas & Water Network.
- Computer Aided drafting (CAD) & Computer Aided Facility Management (CAFM) for Engineers, Architects and Space & Asset Planners.

Research Methodology

Methodology is a systematic way of solving a problem; it includes the research methods for solving a problem.

- **Type Of Research** – Empirical research and Conclusive Research.
- **Sampling Technique** –Non-probability & Convenient Sampling.
- **Sample Size** – 100 respondents.
- **Location:** IT Companies of Bhubaneswar. (Discoverture, Interface Software Solutions, Infosys, Ctran, Softnet techno ware, Aabsys IT)
- **Sample Profile:** Employees working in the above mentioned IT Companies.

Sources of Data

Primary Data

- Mainly data has been collected as primary data through structured and close ended questionnaire.

Secondary Data

- Journals, Magazines, Research Article, Internet, Books

TOOLS-

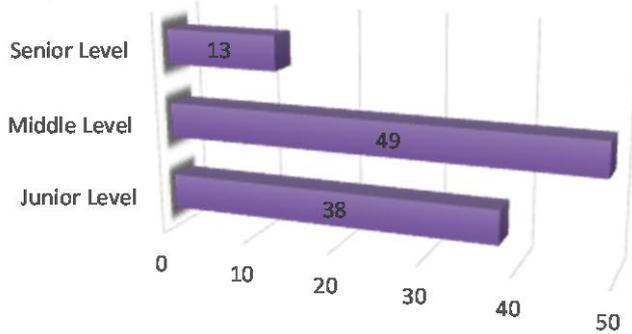
Tools: Microsoft Excel.

DEMOGRAPHICAL DATA

Hereby follows the result of the demographical information which was obtained from the participating companies;

	Infosys	Ctran	ISS	AABSyS IT	Softnet	Discoverture
<u>Gender</u>						
Men	22	5	13	12	3	11
Women	12	2	6	8	2	4
Total Respondents	100					
<u>Age</u>						
20-30	16	1	6	4	X	8
31-40	12	4	9	8	4	6
41-50	6	2	4	8	1	1
Above						
<u>Years of experience</u>						
<1 Year	8	X	3	4	x	3
1-2 Years	12	3	7	10	x	3
2-3 Years	6	2	5	3	4	2
3-4 Years	8	2	3	3	1	2
4 Years & above	2	x	1	x	x	5
<u>Salary (Monthly)</u>						
10k to 15k	6	2	5	4	x	3
15k to 25k	18	3	11	12	3	5
25k to 50k	8	2	3	4	2	6
50k & above	2	x	x	x	x	1

1. To which managerial level do the employee belong

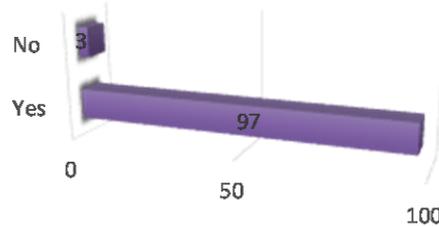


	Junior Level	Middle Level	Senior Level
■ Employees	38	49	13

■ Employees

INTERPRETATION –49
Employees works in Middle level, followed by 38 employees in Junior Level, 13Employee in senior position at their respective Organization.

2. Are the employees aware about the reward and recognition system of their organization

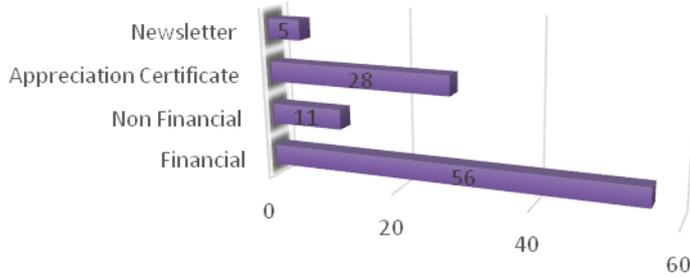


	Yes	No
■ Employees	97	3

■ Employees

INTERPRETATION –97
Employees are aware about the reward and recognition system followed in their respective organization, followed by 3 employee who are not aware of the system.

3. As per employee knowledge what type of reward system is followed in their organization



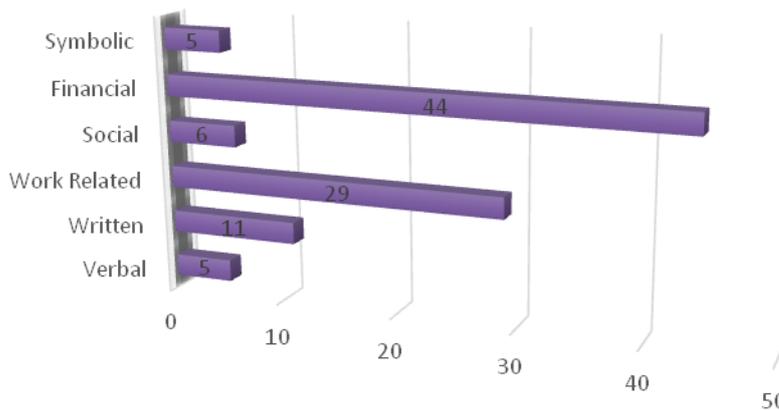
	Financial	Non Financial	Appreciation Certificate	Newsletter
■ Employees	56	11	28	5

■ Employees

INTERPRETATION –56

Employees are aware that financial reward system is followed in their organization, followed by 28 employees who feels appreciation certificate system is followed in their organization, followed by 11 and 5 employees who believe non-financial and newsletter reward system is followed in their respective organization.

4. What type of recognition is followed in your organization?



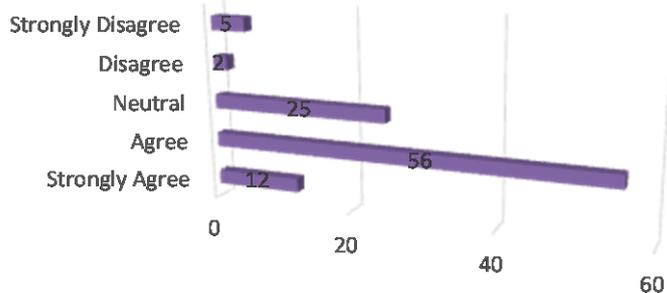
	Verbal	Written	Work Related	Social	Financial	Symbolic
■ Employees	5	11	29	6	44	5

■ Employees

INTERPRETATION –44

Employees are aware that financial recognition system is followed in their organization, followed by 29 employees who feels work related recognition system is followed in their organization, followed by 11, 5 and 5 employees feels written, symbolic and verbal recognition system is followed in their respective organization.

5. Do employee feels that the current reward and recognition system in their organization, creates an opportunity for there career and professional development

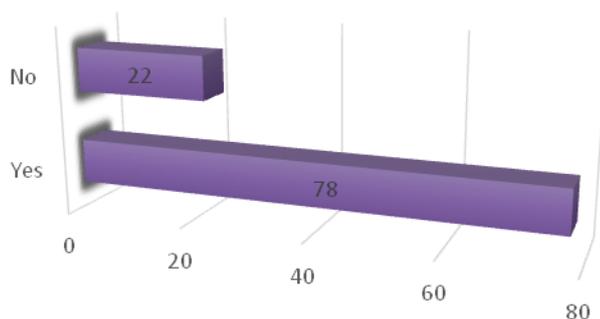


	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Employees	12	56	25	2	5

Employees

INTERPRETATION –56 Employees agrees to the fact that the current reward and recognition system of their organization, creates an opportunity for their personal development, followed by 25 employees who seems neutral, followed by 12 who strongly agrees to the fact, 2 and 5 employee disagree and strongly disagree to the fact.

6. Do the employee appreciated for their work, in the last 6 months, as per their knowledge.

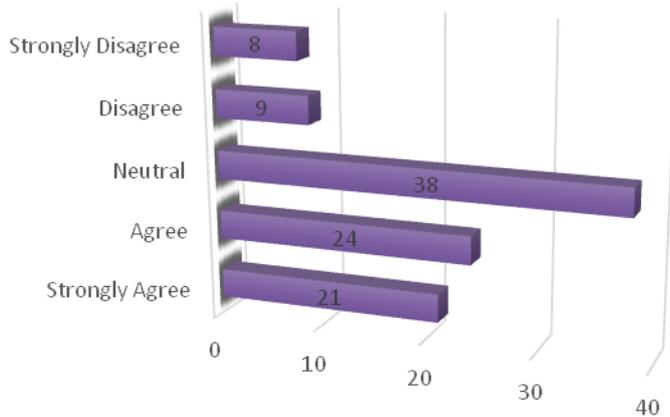


	Yes	No
Employees	78	22

Employees

INTERPRETATION –78 employees are being appreciated for their performance in last 6 months, whereas 22 employees are not been appreciated for their performance.

7. Do the employee think that the current reward and recognition system of their organization helps them to perform challenging task



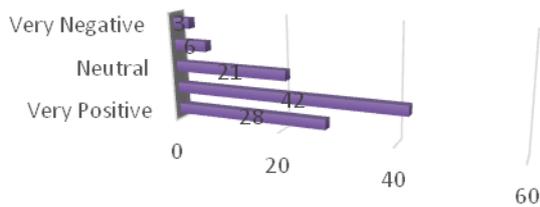
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
■ Employees	21	24	38	9	8

■ Employees

INTERPRETATION –

38 Employees found neutral to the current reward and recognition system for performing challenge task, followed by 24 employees agree that the current reward and recognition system helps them to perform challenging tasks, followed by 21 employees who strongly agrees to the fact, 9 employee disagrees and 8 employee strongly disagree that this current system helps them at all.

8. According to employee, what type of effect does reward and recognition system have on their work atmosphere.



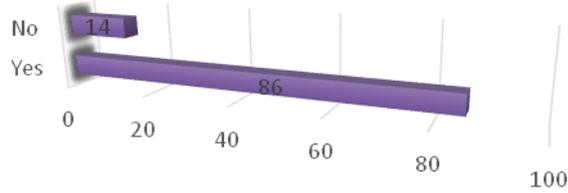
	Very Positive	Positive	Neutral	Negative	Very Negative
■ Employees	28	42	21	6	3

■ Employees

INTERPRETATION –

42Employees feel that the current reward and recognition system has a positive effect on their work atmosphere, followed by 28 who thinks very positive about the current system, followed by 21 employees who found out to be neutral to the system, 6 feels negative about the system and 3 didn't accepted the current reward and recognition system of their respective organization.

9. Do you think employees work more as a team than as an individual to achieve reward and recognition in your organization.



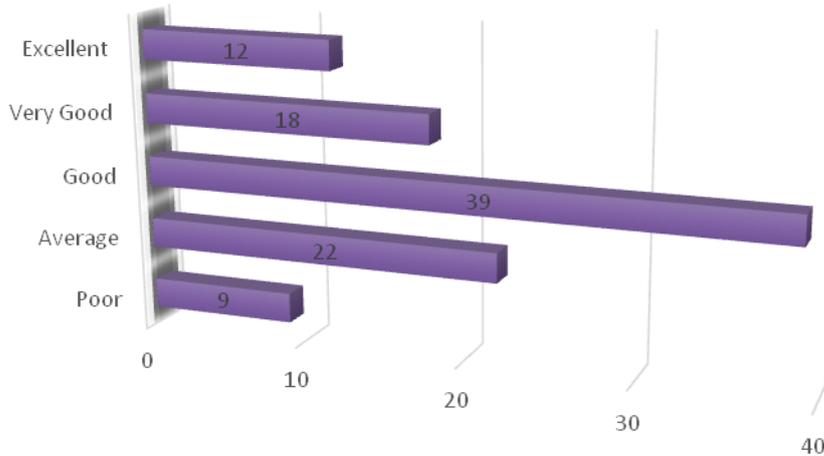
	Yes	No
■ Employees	86	14

■ Employees

INTERPRETATION

–86 employee’s feels working as a team will make them achieve better reward and recognition rather than working individually, followed by 14 employees feel they can achieve by working individually.

10. How much the employee rate reward and recognition system of their organization?(1- poor, 2- average, 3- good, 4- very good, 5- excellent)



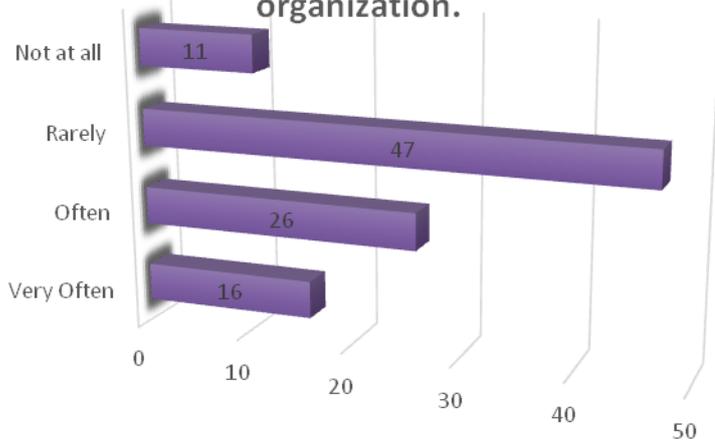
	Poor	Average	Good	Very Good	Excellen
■ Employees	9	22	39	18	12

■ Employees

INTERPRETATION

–39 employee’s rated good to the current reward and recognition system of the organization, followed by 22 feels its average, 18 employee’s feels that the current system is indeed very good, followed by 12, who feels its excellent and 9 employees don’t find it appropriate and rated it poor.

11. How often does the employee participate in the decision making process of organization.



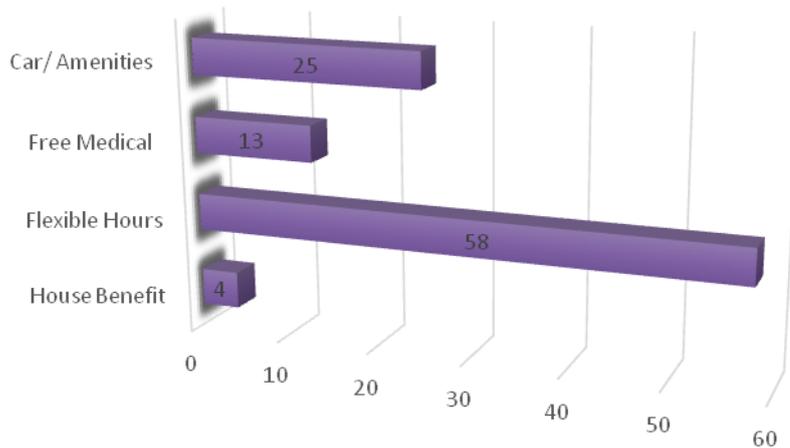
	Very Often	Often	Rarely	Not at all
■ Employees	16	26	47	11

■ Employees

INTERPRETATION –

47 employee’s rarely participate in decision making process of their organization, followed by 26 employees often participate, 16 employees very often participate in the decision making process and 11 don’t participate in the decision making process.

12. What are the extra benefits provided to employee apart from reward and recognition system



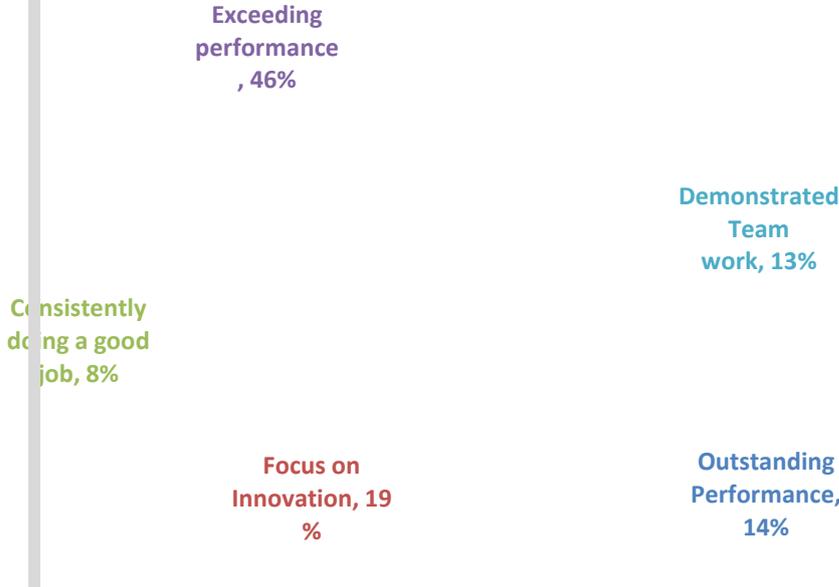
	House Benefit	Flexible Hours	Free Medical	Car/Amenities
■ Employees	4	58	13	25

■ Employees

INTERPRETATION –

58 employees are being provided with flexible working hours, followed by 25 are provided with car and other amenities, 13 employees are been provided by free medical facility and 4 been given house benefit.

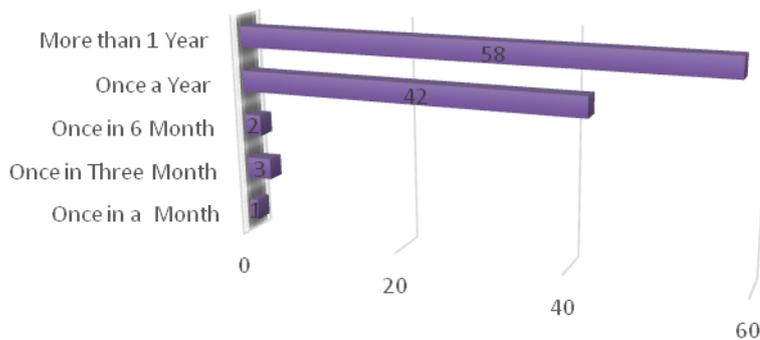
13 Rate the importance of the following criteria as qualification for reward and recognition in your organization.



INTERPRETATION

–46% employees feel that, exceeding performance will lead to better reward and recognition, followed by 19 % feel focusing on new innovation will lead them to better benefit, 14% feel performing beyond expectation leads to better reward and recognition, 13% employees feels working as team will help them to get better benefit and 8 % feels consistent work will lead to reward and recognition.

14. How often does employees in organization are being rewarded.



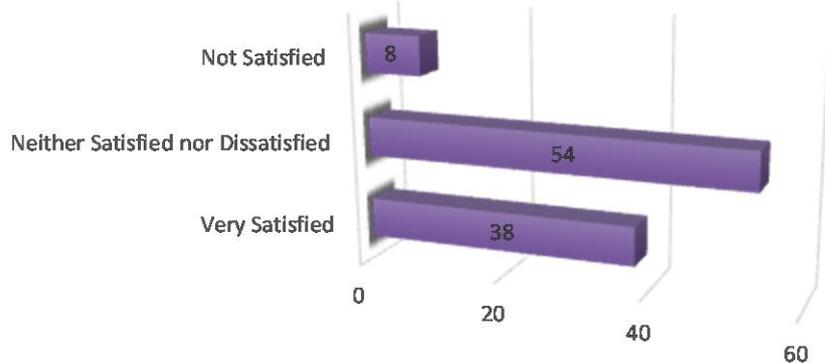
	Once in a Month	Once in Three Month	Once in 6 Month	Once a Year	More than 1 Year
■ Employees	1	3	2	42	58

■ Employees

INTERPRETATION

–58 employees normally are being rewarded in more than 1 year of work, followed by 42 gets rewarded once in a year, 3 employee rewarded once in three months, followed by 2 and 1 employee get rewarded once in 6 months and once in a month.

15. How would employee rate overall satisfaction with the current rewards and recognition programs offered by the organization



	Very Satisfied	Neither Satisfied nor Dissatisfied	Not Satisfied
■ Employees	38	54	8

■ Employees

INTERPRETATION – 54 employees are neither satisfied nor dissatisfied with the current reward and recognition system, followed by 38 employees are very satisfied with current reward and recognition system and 8 are not at all satisfied.

Conclusion

1. From the research it has been concluded that, 49% Employees works in Middle level, followed by 38% employees in Junior Level, 13% Employee in senior position at their respective Organization.
2. From the research it has been concluded that, 97% Employees are aware about the reward and recognition system followed in their respective organization, followed by 3% employee who are not aware of the system.
3. From the research it has been concluded that, 56% Employees are aware that financial reward system is followed in their organization, followed by 28% employees who feels appreciation certificate system is followed in their organization, followed by 11% and 5% employees who believe non-financial and newsletter reward system is followed in their respective organization.
4. From the research it has been concluded that, 44% Employees are aware that financial recognition system is followed in their organization, followed by 29% employees who feels work related recognition system is followed in their organization, followed by 11%, 5% and 5% employee feels written, symbolic and verbal recognition system is followed in their respective organization.
5. From the research it has been concluded that, 56% Employees agrees to the fact that the current reward and recognition system of their organization, creates an opportunity for their personal development, followed by 25% employees who

seems neutral, followed by 12% who strongly agrees to the fact, 2% and 5% employee disagree and strongly disagree to the fact.

6. From the research it has been concluded that, 78% employees are being appreciated for their performance in last 6 months, whereas 22% employees are not been appreciated for their performance.

7. From the research it has been concluded that, 38% Employees found neutral to the current reward and recognition system for performing challenge task, followed by 24% employees agree that the current reward and recognition system helps them to perform challenging tasks, followed by 21% employees who strongly agrees to the fact, 9% employee disagrees and 8 employee strongly disagree that this current system helps them at all.

8. From the research it has been concluded that, 42% Employees feel that the current reward and recognition system has a positive effect on their work atmosphere, followed by 28% who thinks very positive about the current system, followed by 21% employees who found out to be neutral to the system, 6% feels negative about the system and 3% didn't accepted the current reward and recognition system of their respective organization.

9. From the research it has been concluded that, 86% employee's feels working as a team will make them achieve better reward and recognition rather than working individually, followed by 14% employees feel they can achieve by working individually.

10. From the research it has been concluded that, 39% employee's rated good to the current reward and recognition system of the organization, followed by 22% feels its average, 18% employee's feels that the current system is indeed very good, followed by 12%, who feels its excellent and 9% employees don't find it appropriate and rated it poor.

11. From the research it has been concluded that, 47% employee's rarely participate in decision making process of their organization, followed by 26% employees often participate, 16% employees very often participate in the decision making process and 11% don't participate in the decision making process.

12. From the research it has been concluded that, 58% employees are being provided with flexible working hours, followed by 25% are provided with car and other amenities, 13% employees are been provided by free medical facility and 4% been given house benefit.

13. From the research it has been concluded that, 46% employees feel that, exceeding performance will lead to better reward and recognition, followed by 19 % feel focusing on new innovation with lead them to better benefit, 14% feel performing beyond expectation leads to better reward and recognition, 13% employees feels working as team will help them to get better benefit and 8 % feels consistent work will lead to reward and recognition.

14. From the research it has been concluded that, 58% employees normally are being rewarded in more than 1 year of work, followed by 42% gets rewarded once in a year, 3% employee rewarded once in three months, followed by 2% and 1% employee get rewarded once in 6 months and once in a month.

15. From the research it has been concluded that, 54% employees are neither satisfied nor dissatisfied with the current reward and recognition system, followed by 38% employees are very satisfied with current reward and recognition system and 8 are not at all satisfied.

The results in reflect that there is a statistically significant relationship between reward and recognition respectively, and motivation and satisfaction.

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