EMPLOYEE RECOGNITION- MULTIFACETED

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ABSTRACT

Employee recognition is the acknowledgement of the job well done. Recognition is one of the most important things you can do to increase retention and lower turnover. Human Resource Management is the management of human resources in the organization. In present era of social marketing where besides having cut throat competition, customers are treated as the king in the market and enjoys number of alternatives or choices to satisfy or delight themselves, all the organizations of the same level and magnitude have more or less same set of non-human resources such as capital, technology, infrastructure etc. so the only factor which is responsible for creating difference among the organizations is human resource of that particular organization. Now days, most of the organizations start calling their human resource "human capital" because they perceive their employees or people as the most valuable asset of the organization who are very much responsible in creating competitive advantage of one organization over other organizations. Human resources help in activating non-human resources and also a major source of creative energy. Therefore HRM emerged as the most precious field of study from organization point of view to be successful and to grow and sustain in the market. Employee Recognition is the well known and most discussed concept now days. Employee recognition is the acknowledgement of the job well done. Recognition is one of the most important things you can do to increase retention and lower turnover. This research article mainly focus on the qualities which should be looked for in an employee to recognise him and what are the ways management can adopt to recognise them successfully.

Keywords: Employee Recognition, Retention, Employee Turnover, Performance, Values, Creativity, Rewards.

INTRODUCTION

HRM is an ongoing and continuous process. It is defined in terms of its proactive approach to manage people at work. It is concerned with competing for and competing on human resources. It involves the series of activities

throughout the year such as human resources planning, recruitment, selection, orientation, socialisation, placement, training, development, compensation management, performance management etc and also to look for/ after adequate working conditions, sound organization and work culture, proper adoption and implementation of various acts and laws related to human resources so that the organization will able to develop, retain, integrate potential personnel to achieve competitive advantage. Employee Recognition is very trendy concept now days which is frequently followed and adopted by various reputed and well known organizations to retain the talent and reduce the turnover of the employees from the organization.   The most important thing to keep in mind is that employees are desperately seeking your approval, so in order to keep them happy, you need to show them that you notice their hard work.

Employee recognition is the timely, informal or formal acknowledgement of a person's or team's behaviour, effort or business result that supports the organization's goals and values, and which has clearly been beyond normal expectations.

To be really effective in your job, you need to understand the psychology of praising others for their good work, to apply the principles of employee recognition yourself and to encourage others to initiate it in their working relationships.

Appreciation is a fundamental human need. Employees respond to appreciation expressed through recognition of their good work because it confirms their work is valued. When employees and their work are valued, their satisfaction and productivity rises, and they are motivated to maintain or improve their good work.

Praise and recognition are essential to an outstanding workplace. People want to be respected and valued for their contribution. Everyone feels the need to be recognized as an individual or member of a group and to feel a sense of achievement for work well done or even for a valiant effort. Everyone wants a 'pat on the back' to make them feel good.

There are two aspects to employee recognition. The first aspect is to actually see, identify or realize an opportunity to praise someone. If you are not in a receptive frame of mind you can easily pass over many such opportunities. This happens all too frequently. The other aspect of employee recognition is, of course, the physical act of doing something to acknowledge and praise people for their good work.

As a PR practitioner, why should you get involved in employee recognition? Firstly because you can use the principles to great effect in your own working relationships (and personal relationships). Secondly, because

employee recognition has a *huge* communication component! Recognizing people for their good work sends an extremely powerful message to the recipient, their work team and other employees through the grapevine and formal communication channels. Employee recognition is therefore a potent communication technique.

Employee recognition isn't rocket science – it is an *obvious* thing to do. Despite the unquestioned benefits arising from employee recognition, one of the mysteries of the workplace is that recognition invariably is done badly, if done at all. Managers need reinforcing and coaching. Employee recognition remains an undervalued management technique.

OBJECTIVES OF THE STUDY

- To discuss the qualities and habits of the employees who are very committed and productive for the organization.
- To analyze the key points, this should always be kept in mind for the successful employee recognition.
- To discuss the cost benefit analysis of the employee recognition.

RESEARCH METHODOLOGY

The study was explorative cum descriptive in nature. It is an empirical research based upon the secondary data. The secondary data was collected through study of various academic works in the relevant field.

QUALITIES OF EMPLOYEES TO BE CONSIDERED FOR EMPLOYEE RECOGNITION

- **Passion**

An effective employee is a person with a passion for a cause that is larger than they are. Someone with a dream and a vision that will better society, or at least, some portion of it. I think a very key question has to be answered: Can someone who is a charismatic employee, but only to do evil or to promote herself, should be considered for employee recognition, especially if she has a large following?" I would say no, she is a manipulator.

Also, without passion, the employee will not make the necessary courageous and difficult decisions and carry them into action. This is not to imply that all decisions are of this nature. But you can be sure, some of them will be. The employee without a passion for a cause will duck.

- **Holder of Values**

Human Resource management implies values. An employee must have values that are life-giving to society. It is the only kind of service we need. This then also implies values that are embedded in respect for others. So often we think of people skills or caring about people as being "warm and fuzzy." I think the employee can be of varying 'warmth and fuzziness," but a he or she has to respect others. You can't lead without it. Otherwise we are back to manipulation. Respect means also that one can deal with diversity, a critical need for the successful employee in today's world - probably always has been, although diversity may have been more subtle in the homogenous societies of the past.

- **Vision**

This is a bit different than passion, but in other ways it isn't separable. If one doesn't care about a subject, an issue, a system and then one won't spend the time thinking about how it could or should be different. Yet, one could have strong feelings about something and not good ideas, particularly if she didn't spend a good deal of time studying the topic. Thus the employee has to have some ideas about change, about how the future could be different. Vision then is based on two components, that is, creativity and intellectual drive. One has to try to think out of the box to have good visions and to come up with effective strategies that will help advance the vision. I'd also add here the need for a sense of humour. It's a creative skill that is in great need by leaders. We should read the funnies more! In general it is hard for the employees to be around enough other employees to pick this up just through discussion, so I think that the employees have to be a reader and a learner. Furthermore, I can't see someone leading in a field they know nothing about.

- **Confidence and Humility Combined**

While one can have a great vision and good ideas for change, and even passion for it, if one isn't confident, then action will not occur. Without action, there is no change. Yet, paradoxically, the employee needs to have humility. No matter how creative and bright one is, often the best ideas and thinking are going to come from someone else. Employee needs to be able to identify that, have good people around who have these ideas. This takes humility, or at least lack of egocentricity. The employee is focused on the ends and doesn't have to see himself or herself always as the conduit or creator of the strategy to get to that end.

- **Communicator**

None of the above assets will work for a successful employee if he or she can't speak or write in a way to convince others that they should follow along, join the team and get on board. All the above gets to the old adage that the employee knows how to do the right thing and a manager knows how to do things right. I don't think these skills and abilities can be separated out very easily. Both need to be in the mix.

- **Planner/Organizer**

Someone who can see what needs to be done and help the team plan and organize the getting it done. Management is getting things done through people. While a writer or other visionary person may be very influential, even seminal for the cause of change, this is not quite my definition of the successful employee. The successful employee means to me, someone who is taking action, trying to get others to do something they want to see done.

- **Interpersonal Skills**

Employees must have the ability to act in an interpersonally competent manner, yet they also need to learn the techniques of good listening, honest and open communication, delegating, conflict resolution skills, etc., to actually get work done and keep the whole movement/organization/project together.

KEYS TO A SUCCESSFUL EMPLOYEE RECOGNITION

The following points should keep in mind when taking the successful employee recognition programme by the management:

1. **Recognize Frequently**

   It's not enough to have an "employee of the month" program or recognize someone at the quarterly meeting. Recognition needs to happen in real-time. As soon as you see someone going above and beyond, show them you noticed it.

2. **Be Specific**

   It's not enough to simply say the words "thank you". You need to be specific about what you're thanking them for. Keep in mind, employees aren't interested in the thank you, it's that you noticed them doing

something good. It's important to be specific, and say something like "thank you for helping Stacey with the project; I know she really appreciated it and I appreciate it too".

3. Align With Your Core Values

Living your core values is so important for the success of your company and making sure everyone is working towards the same mission. The more you can tie your recognition with the values of your company, the better. You'll be hitting two birds with one stone, you recognize employees and reinforce the values.

4. Encourage Participation

You should encourage everyone to participate to make the program more effective, but don't make participation mandatory – that can easily backfire on you. You should be a role model and participate a lot yourself. Especially if you end up using software to give kudos, you should help get it started and seed some of those initial conversations.

5. Seek Continuous Feedback

Collect feedback from employees to see if any initiatives you might have implemented are working. You can use satisfaction surveys to see if they notice any improvements since any changes were implemented.

6. Use Technology to Help You

Using some sort of social technology to make the praise public and traceable is a great way to ensure success of a program. It doesn't have to be complex, but technology will make things easier and more enjoyable for everyone involved.

7. Communicate a lot

Most internal projects fail because of a lack of communication. After any initial marketing you put in to announce a program, don't forget to communicate with employees regularly.

Remind employees why they're participating, how recognition helps build the culture, etc.

COST-BENEFIT ANALYSIS OF EMPLOYEE RECOGNITION

The cost of a recognition system is quite small and the benefits are large when implemented effectively.

Individual Performance → Recognition → Increased Productivity & Satisfaction → Increased Value to your Organisation

BENEFITS

- Increased individual productivity – the act of recognizing desired behaviour increases the repetition of the desired behaviour, and therefore productivity. This is classic behavioural psychology. The reinforced behaviour supports the organization's mission and key performance indicator
- 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.
- Higher loyalty and satisfaction scores from customers.
- Teamwork between employees is enhanced.
- Retention of quality employees increases – lower employee turnover.
- Better safety records and fewer accidents on the job.
- Lower negative effects such as absenteeism and stress.

COSTS

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

CONCLUSION

Traditionally, employee recognition has not been a core public relations activity, but you can be a catalyst in your organization. If you are a PR manager, you can initiate it in your area. You could start doing it discreetly, not

even telling others about the change, but doing it and observing the results. You can spontaneously praise people – this is highly effective. To many employees, receiving sincere thanks is more important than receiving something tangible. Employees enjoy recognition through personal, written, electronic and public praise from those they respect at work, given in a timely, specific and sincere way.

This day-to-day recognition is the most important type of recognition. Day-to-day recognition brings the benefit of immediate and powerful reinforcement of desired behaviour and sets an example to other employees of desired behaviour that aligns with organizational objectives. It gives individuals and teams at all levels the opportunity to recognize good work by other employees and teams, and it also gives the opportunity for them to be recognized on the spot for their own good work. Even if you aren't a manager, you can be alert for opportunities to recognize others and take the initiative to do something. You can nudge your manager to do more of it and to encourage it in other departments.

The best formula for recognizing an individual for their efforts is:

- Thank the person by name.
- Specifically state what they did that is being recognized. It is vital to be specific because it identifies and reinforces the desired behaviour.
- Explain how the behaviour made you feel (assuming you felt some pride or respect for their accomplishment!).
- Point out the value added to the team or organization by the behaviour.
- Thank the person again by name for their contribution.

Employee Recognition is a key success factor even at higher levels of management.

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