IMPACT OF REWARD AND RECOGNITION POLICIES ON EMPLOYEES AT SIGNODE INDIA LIMITED

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Abstract:

The first and foremost objective of the research project was to study the reward and recognition policies implemented and their impact on the employees. This research also includes few specific objectives such as to identify the effectiveness of these policies in employee behaviour among the rewarded and non-rewarded, this also includes factors like employee retention and employee motivation which has much impact on the development of the organization as well as its productivity.

The type of research carried out was descriptive research design. Various employees of different management levels of SIGNODE INDIA LIMITED have participated as the respondents.

It was also significant to get that there is an immediate and positive relationship between rewards and recognition and job satisfaction and motivation. Therefore, if these policies such as rewards and recognition which are offered to employees when altered in a frequent interval there could be a change in work satisfaction of employee simultaneously enhances the employee performance and the productivity.

The research study has shown that managers can employ different strategies to motivate employees, but that it is vital that managers confine mind that different strategies would have a special motivational impact on different people. To get optimum results from a motivational strategy, the manager possesses to understand and understand issues, which needs recognition of each individual's unique values, beliefs and practices.

I. INTRODUCTION

Human resources are considered as the most vital resource among the resources of organization. To retain the talented and efficient staff within the organization is requisite for organizational growth. Motivated employees can make organization profitable to a greater extent and value added. Employees feel satisfied with the job with their contributions towards the job performance are being recognised by the organisation.

Work motivation is considered as a psychological component that applies a stimulus on our work and action. The elements like incitements and rewards are the major elements preferred for employee's job motivation. This paper is about how the incentives, rewards and recognitions impact on work motivation of employee that includes employee retention strategy at Signode India limited. In recent times, the reward and recognition concept has gained a great importance.

The reward and recognition system varies from one organisation to other, they can be either monetary or non-monetary form based upon certain desirable behaviours (Mark, 2006). Reward and recognition different from each other, they can be differentiated as reward is tangible or intangible incentives provided to employees for some achievement or success such as promotions, gift certificates, Monetary bonuses, flowers, whereas, recognition is the public acknowledgment of an employee's contribution to the organization.

Reward and Recognition are strongly related to each other, they are the influencing factors of job satisfaction among employees. There are various theories which explain in detail about reward and recognition principles such as "Maslow's need hierarchy theory (1943, 1954)", "Herzberg two factor theory (1959)", "Aldefer ERG theory (1972)" and most recently "Vroom's Valence, Instrumentality and Expectancy Theory (1964)".

RESEARCH METHODOLOGY

OBJECTIVES OF THE STUDY

- To study the reward and recognition program and its effectiveness among employees in Signode India limited.
- To find the overall employee opinion about the current reward and recognition program in the organisation.
- To find alternative reward and recognition program including non monetary benefits
- To find methods which instantly and innovatively recognise and reward employees for exemplary individual and team behaviours.

HYPOTHESIS

1. H_{01}: There is no significant difference on level of management and employee opinion regarding satisfactory level of rewards and recognition.
2. H_{02}: There is no significant difference between the gender of employees and their satisfaction upon rewards and recognition.
3. H_{03}: There is no significant difference between the type of rewards and recognition to motivation level of employees.
4. H_{04}: There is no significant difference between the employees being awarded for every six months to employee experience.

METHOD OF DATA COLLECTION

- In this study Descriptive research design is adopted for the study.

SOURCES OF DATA

- **Primary data**
  The primary data comprises of the data which was collected through the questionnaires filled by the respondents.
- **Secondary data**
  The secondary data comprises of the data which was collected through company's annual report, website of Signode and brochures catalogue of company.

SAMPLE FRAMEWORK

Sample Size & Sample Design

50 employees were taken as the sample size by using 'convenience sampling' design was adopted as the respondents on the base of ease of access.

DATA ANALYSIS AND RESULTS

Hypothesis testing using Chi-Square Test

Table 20: Represents the Chi-Square Test between Level of management and Employee opinion regarding satisfactory level of rewards and recognition.

Level of management * satisfactory level of reward and recognition

O_i	E_i	O_i-E_i	$(O_i-E_i)^2$	$(O_i-E_i)^2/E_i$
1	0.28	0.72	0.5184	1.851429
4	3.08	0.92	0.8464	0.274805
2	2.94	-0.94	0.8836	0.300544
0	0.28	-0.28	0.0784	0.28
0	0.42	-0.42	0.1764	0.42
2	1.32	0.68	0.4624	0.350303
15	14.52	0.48	0.2304	0.015868
13	13.86	-0.86	0.7396	0.053362
2	1.32	0.68	0.4624	0.350303
1	1.98	-0.98	0.9604	0.485051
1	0.4	0.6	0.36	0.9
3	4.4	-1.4	1.96	0.445455
6	4.2	1.8	3.24	0.771429
0	0.4	-0.4	0.16	0.4
0	0.6	-0.6	0.36	0.6
				7.498

Test	Calculated Value	Degree of freedom	Table value
Pearson chi-square	7.49818	8	15.51

Result:

The above chi square test indicates the calculated value is less than the table value for 5% level of significance i.e, 7.49818 < 15.51 .Hence **HYPOTHESES IS ACCEPTED.** That is there in no significant difference between level of employee and satisfaction of employees on reward and recognition program.

Table 33: Represents the Chi-Square Test between type of reward and recognition and motivational level of employees with that reward.

Reward and recognition type*motivation level

O_i	E_i	O_i-E_i	$(O_i-E_i)^2$	$(O_i-E_i)^2/E_i$
7	6.88	0.12	0.0144	0.002093
13	14.62	-1.62	2.6244	0.179508
16	14.62	1.38	1.9044	0.13026
7	6.88	0.12	0.0144	0.002093
1	1.12	-0.12	0.0144	0.012857
4	2.38	1.62	2.6244	1.102689
1	2.38	-1.38	1.9044	0.800168
1	1.12	-0.12	0.0144	0.012857
				2.242

Test	Calculated Value	Degree of freedom	Table value
Pearson chi-square	2.242	3	7.81

Result:

The above chi square test indicates the calculated value is less than the table value for 5% level of significance i.e, 2.242<7.81 .Hence **HYPOTHESES IS ACCEPTED.** There is no significant difference between the type of the reward and recognition to the motivation level employee views through reward and recognition.

Table 36: Represents the Chi-Square Test between experience of the employees and employee being rewarded for every six months.

Experience *Employee being awarded for every six months

Oi	Ei	Oi-Ei	$(Oi-Ei)^2$	$(Oi-Ei)^2/Ei$
1	2.42	-1.42	2.0164	0.83322314
6	3.74	2.26	5.1076	1.36566845
3	3.74	-0.74	0.5476	0.14641711
1	0.88	0.12	0.0144	0.01636364
0	0.22	-0.22	0.0484	0.22
7	6.82	0.18	0.0324	0.00475073
11	10.54	0.46	0.2116	0.0200759
10	10.54	-0.54	0.2916	0.02766603
2	2.48	-0.48	0.2304	0.09290323
1	0.62	0.38	0.1444	0.23290323
1	0.88	0.12	0.0144	0.01636364
0	1.36	-1.36	1.8496	1.36
2	1.36	0.64	0.4096	0.30117647
1	0.32	0.68	0.4624	1.445

0	0.08	-0.08	0.0064	0.08
2	0.88	1.12	1.2544	1.42545455
0	1.38	-1.38	1.9044	1.38
2	1.38	0.62	0.3844	0.27855072
0	0.32	-0.32	0.1024	0.32
0	0.08	-0.08	0.0064	0.08
				9.64651684

Test	value	Degree of freedom	Table value
Pearson chi-square	9.646	12	21.03

Result: The above chi square test indicates the calculated value is less than the table value for 5% level of significance i.e., 9.646<21.03.Hence **HYPOTHESES IS ACCEPTED.** There is no significant difference between the employee being awarded for every six months and employee experience.

Table 27: Represents the Chi-Square Test between Gender of the employees and employee satisfactory level on reward and recognition.

Gender*reward and recognition

O_i	E_i	O_i-E_i	$(O_i-E_i)^2$	$(O_i- E_i)^2/E_i$
1	1.16	-0.16	0.0256	0.022069
13	12.76	0.24	0.0576	0.004514
13	12.18	0.82	0.6724	0.055205
1	1.16	-0.16	0.0256	0.022069
1	1.74	-0.74	0.5476	0.314713
1	0.84	0.16	0.0256	0.030476
9	9.24	-0.24	0.0576	0.006234
8	8.82	-0.82	0.6724	0.076236
1	0.84	0.16	0.0256	0.030476
2	1.26	0.74	0.5476	0.434603
				0.99695

Test	Calculated Value	Degree of freedom	Table value
Pearson chi-square	0.99561	4	9.49

Result:
The above chi square test indicates the calculated value is less than the table value for 5% level of significance i.e, 0.99561<9.49 .Hence **HYPOTHESES IS ACCEPTED.** There is no significant difference between the gender of employees and their satisfaction upon rewards and recognition.

FINDINGS

- From the study it has been analysed that 78% of the respondents viewed that they are aware about the reward and recognition program in the company.
- Among a sample of 50 employees from the organisation it has been observed that only 22% of them are being appreciated very often in a period of six months and 38% are being appreciated sometimes.
- From the analysis made in data interpretation it has been found that 58% of the respondents viewed as the organisation is genuine in carrying out these reward and recognition policies.

- From the data it has been observed that 34% of the respondents agreed that there work is being valued and appreciated.
- From the analysis made it has been observed that 42% of the respondents viewed as agree they about the support and guidance from their superiors about reward and recognition.
- It has been analysed that the 96% of the respondents from the organisation viewed that it is important to recognise the work in the organisation.
- From the data observed it has been analysed that 50% of the respondents viewed that they strongly agree that the reward and recognition can motivate the employees of the organisation.
- From the analysis it has been found that the 84% of the respondents felt that the motivated employees are high assets of the organisation.

CONCLUSION

This study concludes that there is significant association between reward and recognition and job satisfaction of employees in-turn it also related to the employee retention. It is clearly analysed that 96% of the employees feel that it is important to recognise the work of employee in the organisation which makes the employee feel satisfied.

This study also finds out that in organizations individuals choose such roles which result in greatest benefits to them and as the results from the data analysis show that about 55.2% of the respondents are satisfied with the monetary benefits such as incentives, promotions with hike

This study proves that the reward and recognition are either directly or indirectly related to the job satisfaction of the employees as analysis made more than 44% of employees feel satisfied to a level of 50-100% through these reward and recognition policies in organisation.. Therefore, the study found that job satisfaction must be tied to rewards and recognition because employees achieve satisfaction and happiness when they put their energies fully in their activities as from the data analysis made more than 50% of the employees strongly agreed that the rewards and recognition can make the employee motivated. This happens only on the basis of supportive environment and motivation, as the study reveals that more than 50% of the respondents feel satisfied and motivated to extent of 50-75% through these rewards and recognition policies in the organization.

SUGGESTIONS

- Employee should make an effort to appreciate every accomplishment of employee at least for once in a period of six months. The seniors should support their subordinates about the reward and recognition programs in the organisation.
- Whenever a policy is renewed or revised it should be announced to the employees than announcing it when necessity occurs.
- The rewards need to be more effective to make the employees satisfactory.
- The organization need to increase the incentives to the employees.
- The organization need to revise the policies quarterly that makes the employees feel enthusiastic.
- The respondents suggested that the organisation need to reward with gift cards and increase the hike level equally with the employees who have same experience.

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