



Rewards and Recognition: The Keys to Motivate the Employees (A Case Study of BHEL: HERP VARANASI)

Deepmala Singh

Research Scholar, Commerce Department, BHU

ABSTRACT

Rewards play a vital role in determining the significant performance in job and it is positively associated with the process of motivation. The Government of India has also introduced the New Public Management concepts in public administration with emphasis on 'results' or 'performance' to improve the efficiency and effectiveness of public services. The study shows the awareness level and satisfaction level of employees of BHEL regarding reward and recognition system followed by BHEL –HERP : Vns.

KEYWORDS

Reward and Recognition, BHEL: HERP VARANASI

An introduction to Reward And Recognition

employees to feel fulfilled by the work they perform, most need to receive a variety of rewards from their employer. Obviously, tangible assets such as salary, medical and dental coverage, and vacation time are all important elements that help to keep employee satisfaction levels high. But in addition to physical rewards, it is important that business leaders understand and work to fulfill the emotional needs that employees have as well. Understanding how to reward employees by ensuring that they feel appreciated and acknowledged by management and their fellow coworkers can have an enormously positive impact on performance, productivity, and ultimately company profits. Likewise Employee recognition is the timely, informal or formal acknowledgement of a person's or team's behavior, effort or business result that supports the organization's goals and values, and which has clearly been beyond normal expectations.

BHEL: HERP VARANASI (Heavy Equipment Repair Plant) – An overview

HERP is located at Shivpur, 11 Kms from main railway station and 15 Kms from Varanasi Airport. HERP is also situated at the center of the largest power belt of northern region. This power belt supplies 10650 MW of power to the country. In the line with BHEL's of providing constant service at their doorsteps, the idea of establishing repair shop in the vicinity of power station was mooted objective. Accordingly, two repair plants at Bombay & Varanasi came into existence; the foundation equipment repair plant sprawling in 29.8 acre area at Varanasi was laid on 20th September 1984 by Chief Minister of U.P. Shri Narayan Dutt Tiwari within a short span of 21 month much before the schedule. Starting a manufacturer of O&M spares for the boiler and boiler auxiliaries, repair activities got a real break in 1990 when rebitting of TG set bearing was taken up in the plant. Since than rebitting of different type of bearing including an unconventional synchronous condenser has been carried out to the entire satisfaction of the customers. Now HERP manufactures turbine spares, tools & tackles complete spares of bowl mill XRP 623,803,883 & 1003. The unit has a plan to add Constant load hanger, Variable load hanger & condensate polishing unit in near future.

Review of literature

Extensive changes in the global economy have made it imperative for the governments all over the world to improve the quality of their governance structures. Rewards play a vital role in determining the significant performance in job and it is positively associated with the process of motivation. 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." Rewards play a vital role in determining the significant performance in job and it is positively associated with the process of motivation. 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. Rewards enhance the level of productivity and performance at job whether it is a first time performance or repeated activity at the job in a progressive way. Research by Eastman (2009) consistently found that intrinsic motivation is conducive to producing creative work, while extrinsic motivation is unfavorable to producing creative work.

Objective of the paper

To evaluate the satisfaction level of the rewards and recognition given by BHEL to its employees

Research Methodology

The objectives of the study have been critically appraised by using both primary and secondary data. The primary data have been collected with the help of questionnaires. Questionnaire was distributed to 300 employees out of 480 employees randomly, but only 260 returned the questionnaire, out of which 33 were rejected due to halfhearted responses. Thus, 227 respondents constituted the sample size of the study. 227 respondents have been classified into 111 executives and 116 non-executives respondents.

Distribution of executives opinion regarding whether recognition given to the work performed

	Experience							
	Upto 10		11-20		>20		Total	
	No.	%	No.	%	No.	%	No.	%
Yes	33	61.1	35	83.3	12	80.0	80	72.1
No	21	38.9	7	16.7	3	20.0	31	27.9
Total	54	100.0	42	100.0	15	100.0	111	100.0
	= 6.34		df= 2				P<0.05	

The above table shows the distribution between satisfaction regarding whether recognition given to the work performed in BHEL and their service experience reveals that out of total respondents, 72.1% accepted that their work is given recog-

nition whereas remaining 27.9% do not accept. Experience wise distribution projects that minimum 61.1% respondents are satisfied, whose experience were up to 10 years and it was increased up to 83.3% and it decreases to 80.0% among those respondents who had service experience in the range of 11-20 years and more than 20 years respectively. It clearly shows that the proportion of satisfaction regarding the work recognition is higher in employees having service experience in range of 11-20 years but statistically this proportion among different experience group of respondents were significant.

Distribution of executives regarding the opinion of improving the performance of employees due to reward and recognition given to their work

	Experience							
	Upto 10		11-20		>20		Total	
	No.	%	No.	%	No.	%	No.	%
Yes	29	53.7	26	69.0	13	86.7	71	64.0
No	25	46.3	13	31.0	2	13.3	40	36.0
Total	54	100.0	42	100.0	15	100.0	111	100.0
	= 6.29		df= 2		P<0.05			

The above table shows the distribution between opinion regarding the improvement in the performance of employees due to reward and recognition . The data reveals that out of total respondents, 64.0% accepted that there is improvement in the performance of employees due to reward and recognition whereas remaining 36.0% do not accept. Experience wise distribution projects that minimum 53.7% respondents are satisfied, whose experience were up to 10 years and it was increased up to 69.0% and 86.7% among those respondents who had service experience in the range of 11-20 years and more than 20 years respectively. It clearly shows that the proportion of satisfaction with the promotion policy in operation of the employee in BHEL was found to be in increasing order with increase of their service experience, but statistically this increase in proportion among a different experience group of respondents was significant.

Distribution of non-executives regarding the opinion of improving the performance of employees due to reward and recognition given to their work

Status of respondents			
	Satisfaction level	No.	%
2	Disagree	4	3.4
3	Satisfactory	29	25.0
4	High	80	69.0
5	Strongly agree	3	2.6
Total		116	100.0

The given table shows that a majority of 69.0 % of the respondents have agreed up to a high extent that there is improvement in the performance of employees due to reward and recognition. 25.0 % of them have given a satisfactory opinion and just 3.4 % of the respondents have a 'low' opinion. The figure for the respondents who have strongly agreed with the given opinion is 2.6 %.

Average distribution of non-executives regarding the opinion of improving the performance of employees due to reward and recognition given to their work

Satisfaction score				
Experience	No.	Mean	S.D	Analysis of Variance
Up to 10	42	3.79	0.42	F=2.42 P>0.05
11-20	63	3.71	0.63	
>20	11	3.36	0.67	
Total	116	3.71	0.58	

On the opinion of the improvement in the performance of employees due to reward and recognition, the service experience-wise average satisfaction scores is observed to be 3.79, 3.71 and 3.36 in the 'Mean' score whereas 0.42, 0.63 and 0.67 respectively is the corresponding 'S.D' score. These scores are for the employees who have service experiences of up to 10 years, 11-20 years and more than 20 years respectively. The given table shows that P>0.05 which is statistically not significant regarding the opinion of the improvement in the performance of employees due to reward and recognition.

Distribution of non-executives opinion regarding the satisfaction level with the cash reward system

Status of respondents			
	Satisfaction level	No.	%
2	Low	9	7.8
3	Satisfactory	67	57.8
4	High	40	34.5
Total		116	100.0

When the BHEL officials were asked about their opinion about the the satisfaction level with the cash reward system, a majority of 57.8 % people gave satisfactory opinions. Further, 34.5 % of them agreed with the above statement to a very high extent while only 7.8 % of the respondents show the 'low' opinion.

Average satisfaction score of respondents on regarding the satisfaction level with the cash reward system

Satisfaction score				
Experience	No.	Mean	S.D	Analysis of Variance
Up to 10	42	3.43	0.59	F=3.91 P<0.05 Significant pairs 1 vs 3
11-20	63	3.22	0.52	
>20	11	2.91	0.83	
Total	116	3.27	0.59	

The service experience-wise average satisfaction scores regarding regarding the satisfaction level with the cash reward system is observed to be 3.43, 3.22 and 2.91 as 'Mean' score whereas the 'S.D' score is 0.59, 0.52 and 0.83 respectively for the employees who have service experiences of up to 10 years, 11-20 years and more than 20 years respectively. As P<0.05 which shows that the result is score is statistically significant among the different experience-wise non-executive groups.

Distribution of executives regarding the satisfaction with the suggestion scheme followed for the employees of BHEL

	Experience							
	Upto 10		11-20		>20		Total	
	No.	%	No.	%	No.	%	No.	%
Yes	28	51.9	24	57.1	11	73.3	63	56.8
No	26	48.1	18	42.9	4	26.7	48	43.2
Total	54	100.0	42	100.0	15	100.0	111	100.0
	=2.21		df= 2		P>0.05			

The above table shows the distribution between the satisfaction with the suggestion scheme followed for the employees of BHEL:HERP VARANASI and their service experience which reveals that out of total respondents 56.8% are satisfied with the appraisal system whereas 43.2% are not satisfied. Experience wise distribution projects that minimum 51.9% respondents are satisfied, whose experience where up to 10 years and it was increased up to 57.1% and 73.3% among those

respondents who had service experience in the range of 11-20 years and more than 20 years, respectively which shows that the satisfaction regarding the appraisal system was highest in respondents working more than 20 years which is statistically not significant.

Distribution of executives regarding the satisfaction with the present reward and recognition system of BHEL

	Experience							
	Upto 10		11-20		>20		Total	
	No.	%	No.	%	No.	%	No.	%
Yes	47	87.0	38	90.5	13	86.7	98	88.3
No	7	13.0	4	9.5	2	13.3	13	11.7
Total	54	100.0	42	100.0	15	100.0	111	100.0
	=0.32		df=2		P>0.05			

The above table shows the distribution between satisfaction with the present reward and recognition system of BHEL which reveals that out of total respondents 88.3% agree that they feel proud of working in bhel whereas remaining 11.7% do not accept this opinion. experience wise distribution projects that minimum 87.0% respondents are satisfied whose experience were up to 10 years and it was increased up to 90.5% and 86.7% among those respondents who had service experience in the range of 11-20 years and more than 20 years respectively. It clearly shows that statistically the proportion of satisfaction among different experience group of respondents were not significant.

Conclusion

The overall purpose of this study was to evaluate the satisfaction level of the rewards and recognition given by BHEL to its employees. the analysis shows that Majority of employees in BHEL-HERP Vns are satisfied with the reward and recognition given by BHEL. Majority of the employees also accept that reward and recognition improves the performance of the employees. well aware about the cash reward system Performance. The employees have a complete idea about the various aspects of Performance evaluation in the company.

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