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“A CASE ON EMPLOYEE RECOGNITION VS. EMPLOYEE EQUALITY”

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**ABSTRACT**

*What really matters in the workplace is helping employees feel appreciated.” Employee recognition is the timely, informal or formal acknowledgement of a person’s or a team’s behavior, effort or business result which supports the organization’s goals and values. Appreciation is the fundamental human need. Every employee respond to appreciation expressed through recognition of good work because it confirms that his/her work is valued by others. When employees and their work are valued, their satisfaction and productivity increases and they get motivated to maintain or improve their good work. Praise and recognition are essential in order to add to organizational success. Everybody wants to be respected and valued by others for their contribution and also feel the need to be recognized as an individual or member of a group. They not only feel a sense of achievement for work well done or even for a valiant effort but many a time simply feel the need for a ‘pat on the back’ to make them feel good. Many organizations fail to recognize and reward their employees. This case is based on how much important is employee recognition over employee equality.*

**Key Words:** Employee Recognition, Motivation, Praise

First services Corporation is well known for its welfare activities and employee orientation schemes for more than ten decades. The company handles a staff of nearly 600 workers and 100 administrative staff and 80 management level employees. The company is very prompt in practicing

employee equality as it can be understood by seeing the uniform of the company which is moreover the same for all right from the MD to floor workers. The company also have two beautiful cafeterias, one near the plant for the workers and the other near the administrative building. Although there are two cafeterias,

one mostly used by the workers and the other used by the administrative staff the food provided are of the same quality.

The relationship of the company with its trade union is also very healthy. Moreover the company has not even experienced a single strike in its lifetime. However, the company does not lead in paying high salaries to its employees and is not a pay master in the industry, and even their compensation policy is not so good as compared to the other similar companies. The company also has a well framed grievance handling procedures but the number of grievances is also negligible in number as well as in forms. Although the company have all these positives the company is seriously suffering from problems like quality issues, late delivery, incorrect labeling of the material etc.

The management noticed the problem and founded that there are loopholes in the system of various departments and handed over the responsibility to solve the issue to the HR department. The HR manager after going to the issue realizes that the problem is not with the system but it's with the people working in the organization. However on further

investigation the reasons behind the casual approach of the employees were found to be:

- The external recruitment done by the company without considering its internal talent.
- The newly appointed employees were favored in terms of salary as compared to the existing ones

## QUESTIONS

1. The points raised by the HR manager are justifiable or not?
2. Can you help the organization to come out of this difficult situation? If you were the HR manager what actions you would have taken to solve the issue?

## SOLUTION FOR QUESTION 1

The points raised by the HR manager are justifiable, because as we know that man is a social animal and that they demand for social recognition, self-respect, appreciation for their work and performance. In the above case the company also understands this but fails to recognize the talent and the potential talent which caused dissatisfaction among the employees and they tried to show it by means

of slow production practices and quality issues.

According to Maslow need hierarchy theory, Deficiency of the needs arise due to deprivation and are said to motivate people when they are unmet. Also, the motivation to fulfill such needs becomes stronger when they are denied for a longer duration. **(Ref Figure – 1)**

Source:

<https://ehssafetynews.files.wordpress.com/2016/08/0041-flat-maslows-hierarchy-needs-powerpoint-template-16-9-2.jpg>

Once the Physiological and safety needs are fulfilled Social needs arises. We can relate this case with the social and the self-esteem needs of the employees.

Social needs, is also called as the need for love and belonging. It refers to the need for belonging and acceptance. Social needs are important to humans so that they do not feel alone, isolated and depressed. In this case the workers felt isolated as they were not involved in the major decisions of the organization and neither were consulted.

Moreover coming to the self-esteem need, it refers to the need for self-esteem and respect,

with self-respect being slightly more important than gaining respect and admiration from others. An organization can account for the esteem needs of the employees by offering praise and recognition when the employee does well, and offering promotions and additional responsibility to reflect the belief that the organization values their employees. However in this case Reward and recognition was lacking.

Human beings can be satisfied and motivated through rewards and recognition. As we know that in this case although different welfare facilities were provided to the employees the employees felt the need of recognition and were not satisfied.

The industrial relations states that the workers when not satisfied may go on a strike or may practice slow down strike. The workers in this case were not satisfied and hence followed slow down production practice which is also a form of strike, the results of which were noticed after a particular period of time.

In the tests conducted by Elton Mayo it was observed that the increased in production was followed only after the employees were consulted during the decision making

process. Thus this fact was somewhere missing in this case. If the management would have consulted the employees before making the decision of hiring new recruits, the management and employees would have together solved the issue easily.

### SOLUTION FOR QUESTION 2

Problem well understood is half resolved. This issue was not very serious but yes, because it was not well understood it lead to unfavorable consequences. If I were to be the HR Manager I would have personally looked into the matter and try to understand the problem from the point of view of both, the management as well as the employees. I would have tried to bridge the gap between

the management and the employees. If needed, I would also have taken the initiative to bargain regarding the salary of the employees.

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<http://www.icmrindia.org/case%20volumes/Case%20Studies%20in%20Human%20Resource%20Management%20Vol%20III.htm>

FIGURE

