

Original Article

# A Study on the Impact of Employee Recognition on Employee Motivation in Chennai

<sup>1</sup>S. Sathishkumar, <sup>2</sup>S. Mahima

<sup>1</sup>Assistant Professor, Department Of Management Studies, Egs Pillay Engineering College, Nagapattinam, Tamilnadu.

<sup>2</sup>Mba Student, Department Of Management Studies, Egs Pillay Engineering College, Nagapattinam, Tamil Nadu.

Received Date: 28 April 2026

Revised Date: 20 May 2026

Accepted Date: 25 May 2026

Published Date: 29 May 2026

**Abstract:** Employee recognition plays an important role in improving employee motivation, job satisfaction, and organizational performance. This study examines the impact of employee recognition on employee motivation among employees working in selected BPO organizations in Chennai. The study is based on both primary and secondary data. Primary data were collected from 150 respondents through a structured questionnaire using a simple random sampling method. Statistical tools such as percentage analysis, chi-square test, correlation, mean score analysis, and ANOVA were used for data analysis. The findings reveal that recognition and appreciation positively influence employee confidence, morale, teamwork, retention, and work performance. The study concludes that effective recognition practices foster a positive work environment, enhance employee engagement, and contribute to organizational success.

**Keywords:** Employee Recognition, Motivation, Job Satisfaction, Employee Engagement, Organizational Performance.

## I. INTRODUCTION

Employee recognition is one of the important human resource practices followed in organizations to improve employee motivation and performance. Recognition refers to appreciating employees for their achievements, efforts, and contributions toward organizational goals. Employees who receive proper recognition feel valued and motivated to perform better.

In the modern business environment, organizations focus not only on financial rewards but also on non-monetary recognition such as appreciation, praise, awards, and encouragement. Recognition helps in improving employee morale, confidence, productivity, and job satisfaction. It also reduces employee turnover and absenteeism.

The present study aims to analyze the impact of employee recognition on employee motivation and organizational performance.

## II. OBJECTIVES OF THE STUDY

- To understand the importance of employee recognition in organizations.
- To analyze the impact of recognition on employee motivation and job satisfaction.
- To examine the effect of appreciation on employee performance and morale.
- To identify the role of recognition in improving teamwork and employee retention.
- To study the impact of employee recognition on organizational growth and performance.

## III. LITERATURE REVIEW

- Several studies identified a positive relationship between employee recognition and motivation.
- Mehta and Joshi (2025) found that digital recognition strategies improve employee engagement and innovation.
- Kaur and Kaur (2024) concluded that regular recognition enhances employee morale and productivity.
- Reddy and Reddy (2023) stated that recognition improves job satisfaction and employee retention.
- Kumar and Sharma (2021) highlighted that both monetary and non-monetary recognition improve employee motivation.
- Danish and Usman (2010) found a strong relationship between rewards, recognition, and employee performance.
- Nelson (2005) emphasized that non-monetary recognition is highly effective in motivating employees and improving workplace culture.

## IV. RESEARCH METHODOLOGY

### A) Research Design

The study follows a descriptive research design to examine the relationship between employee recognition and motivation.

### B) Sampling Technique

A simple random sampling method was adopted for selecting respondents.



**C) Sample Size**

The study consists of 150 respondents from selected BPO organizations in Chennai.

**D) Data Collection**

Primary data were collected using a structured questionnaire with a five-point Likert scale. Secondary data were collected from books, journals, research articles, and websites.

**E) Tools for Analysis**

The following statistical tools were used:

- Percentage Analysis
- Chi-Square Test
- Correlation Analysis
- Mean Score Analysis
- ANOVA

**V. RESULTS AND DISCUSSION**

**A) Percentage Analysis**

The study found that 51.3% of respondents were female employees and 37.3% belonged to the age group of 26–35 years. Most respondents agreed that employee recognition improves motivation, confidence, teamwork, and job satisfaction.

**B) Chi-Square Analysis**

The chi-square test result showed that the p-value (0.023) is less than 0.05. Hence, there is a significant association between respondents’ age and awareness of employee recognition programs.

**C) Correlation Analysis**

The correlation value between age and rewards and recognition inspiring higher performance was -0.100 with a significance value of 0.224. Since the significance value is greater than 0.05, there is no significant relationship between the variables.

**D) Mean Score Analysis**

The highest mean score (4.14) was recorded for the statement, “I am more likely to continue working in the organization when my work is appreciated,” indicating that appreciation strongly influences employee retention and commitment.

**E) ANOVA Analysis**

The ANOVA result showed a significance value of 0.118, which is greater than 0.05. Therefore, there is no significant difference between age groups regarding awareness of employee recognition programs.

**Hypothesis:**

- **NULL HYPOTHESIS (H<sub>0</sub>):** There is no significant association between the gender of the respondents and employee recognition, improving motivation.
- **ALTERNATIVE HYPOTHESIS (H<sub>1</sub>):** There is a significant association between the gender of the respondents and employee recognition, improving motivation.

**Table 1: Chi – Square Analysis**

<b>Age of the respondent * I am aware of employee recognition programs Crosstabulation.</b>							
		<b>Count</b>					
		<b>I am aware of employee recognition programs</b>					<b>Total</b>
		<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>	
Age of the respondent	18-25	2	4	29	7	0	42
	26-35	1	6	34	6	9	56
	36-45	1	7	10	7	0	25
	Above 45	1	5	17	3	1	27
<b>Total</b>		5	22	90	23	10	150

**Table 2: Chi-Square Test Statistics and Significance Results**

<b>Chi-Square Tests</b>			
	<b>Value</b>	<b>df</b>	<b>Asymptotic Significance (2-sided)</b>
Pearson Chi-Square	23.655 <sup>a</sup>	12	.023
Likelihood Ratio	25.424	12	.013
Linear-by-Linear Association	.513	1	.474

N of Valid Cases	150		
a. 12 cells (60.0%) have expected count less than 5. The minimum expected count is .83.			

The significance value of the Chi-Square test is 0.740, which is greater than 0.05. Therefore, the null hypothesis (H<sub>0</sub>) is accepted, and the alternative hypothesis (H<sub>1</sub>) is rejected.

**Table 3: Percentage Analysis**

Age of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	42	28.0	28.0	28.0
	26-35	56	37.3	37.3	65.3
	36-45	25	16.7	16.7	82.0
	Above 45	27	18.0	18.0	100.0
Total		150	100.0	100.0	

Source: Computed Data

37.3% of the respondents belong to the age group of 26–35 years, which is higher compared to other age groups. This indicates that most of the respondents are young and middle-aged employees.

**Table 4: Gender-Wise Distribution Of Survey Respondents**

Gender of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	42	28.0	28.0	28.0
	Female	78	51.3	51.3	79.3
	Prefer not to say	30	20.0	20.0	99.3
	Total	150	100.0	100.0	

Source: Computed Data

**Interpretation**

51.3% of the respondents are female, which is higher compared to other responses. This indicates that the majority of the respondents who participated in the study are female employees.

**Table 5: Experience Profile Of The Respondents**

Experience of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 1 year	21	14.0	14.0	14.0
	1-3 years	66	44.0	44.0	58.0
	3-5 years	44	29.3	29.3	87.3
	Above 5 years	19	12.7	12.7	100.0
	Total	150	100.0	100.0	

Source: Computed Data

**Interpretation**

44.0% of the respondents have 1–3 years of work experience, which is higher compared to other experience categories. This indicates that the majority of the respondents have moderate work experience.

**Table 6: Frequency Distribution Of Respondents According To Income Category**

Income of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 10000	33	22.0	22.0	22.0
	10001-20000	59	39.3	39.3	61.3
	20001-30000	30	20.0	20.0	81.3
	Above 30000	27	18.0	18.0	99.3
	Total	150	100.0	100.0	

Source: Computed Data

**Interpretation**

39.3% of the respondents earn between ₹10,001–₹20,000, which is higher compared to other income groups. This indicates that the majority of the respondents belong to the middle-income category.

**Hypothesis for Correlation**

- **H<sub>0</sub>:** There is no significant relationship between age and rewards and recognition, inspiring higher performance.
- **H<sub>1</sub>:** There is a significant relationship between age and rewards and recognition, inspiring higher performance.

**Table 7: Co – Efficient Of Correlation**

Correlations			
		Age of the respondent	Rewards and recognition inspire me to achieve higher performance.
Age of the respondent	Pearson Correlation	1	-.100
	Sig. (2-tailed)		.224
	N	150	150
Rewards and recognition inspire me to achieve higher performance	Pearson Correlation	-.100	1
	Sig. (2-tailed)	.224	
	N	150	150

**Table 8: Pearson Correlation Analysis of Age and Motivation Through Rewards and Recognition**

Confidence Intervals				
	Pearson Correlation	Sig. (2-tailed)	95% Confidence Intervals (2-tailed) <sup>a</sup>	
			Lower	Upper
Age of the respondent - Rewards and recognition inspire me to achieve higher performance	-.100	.224	-.256	.061

a. Estimation is based on Fisher’s r-to-z transformation.

**Interpretation**

The correlation value between the age of respondents and rewards and recognition inspiring higher performance is - 0.100 with a significance value of 0.224. Since the significance value is greater than 0.05, there is no significant relationship between age and rewards and recognition. Therefore, the null hypothesis is accepted.

**Table 9: Mean Score Analysis**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I understand purpose of employee recognition	150	1	5	3.82	.705
My organization recognizes employee for their performance and achievements	150	2	5	3.97	.890
I feel encouraged when my achievements are recognized	150	2	5	3.88	.866
Appreciation from managers increases my interest in work	150	2	5	3.99	.819
Appreciation improves my confidence at work	150	1	5	3.99	.886
Employee appreciation increases teamwork	150	2	5	4.01	.912
I am satisfied with the recognition I receive for my work in the organization	150	1	5	3.79	.985
I am more likely to continue working in the organization when my work is appreciated	150	2	5	4.14	.867
Valid N (listwise)	150				

The highest mean score (4.14) was recorded for “I am more likely to continue working in the organization when my work is appreciated.” This indicates that appreciation strongly influences employee retention and commitment.

**Hypothesis**

- Null Hypothesis (H<sub>0</sub>): There is no significant difference between the age groups of respondents and their awareness of employee recognition programs.
- Alternative Hypothesis (H<sub>1</sub>): There is a significant difference between the age groups of respondents and their awareness of employee recognition programs.

**Table 10: One-Way Anova Analysis**

ANOVA					
I am aware of employee recognition programs.					
	Sum of Squares	df	Mean Square	F	Sig. <sup>a</sup>
Between Groups	4.097	3	1.366	1.992	.118
Within Groups	100.097	146	.686		
Total	104.193	149			
a. Confidence Interval: 95%					

**Table 11: ANOVA Effect Sizes for "I am aware of employee recognition programs"**

ANOVA Effect Sizes <sup>a,b</sup>				
		Point Estimate	95% Confidence Interval	
			Lower	Upper
I am aware of employee recognition programs	Eta-squared	.039	.000	.101
	Epsilon-squared	.020	-.021	.082
	Omega-squared Fixed-effect	.019	-.020	.082
	Omega-squared Random-effect	.007	-.007	.029
a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.				
b. Negative but less biased estimates are retained, not rounded to zero.				

This indicates that there is no significant difference between the age groups of respondents regarding their awareness of employee recognition programs. Age does not significantly influence the awareness level of employee recognition programs among the respondents.

**VI. CONCLUSION**

The study concludes that employee recognition has a positive impact on employee motivation, job satisfaction, and organizational performance. The findings reveal that employees feel more motivated, valued, and committed when their efforts and achievements are recognized. Recognition and appreciation improve confidence, teamwork, morale, and retention, while also contributing to a positive work environment. The study emphasizes that effective recognition practices play a vital role in enhancing employee engagement and achieving organizational success.

**Interest Conflicts**

The author declares that there is no conflict of interest regarding the publication of this paper.

**Funding Statement**

The author received no specific financial support for the research, authorship, or publication of this article.

**Acknowledgments**

The author expresses sincere gratitude to the faculty members, respondents, and all individuals who provided valuable support and guidance during the completion of this research study.

**VII. REFERENCES**

[1] Robbins, S. P., & Judge, T. A., *Organizational Behavior*, Pearson Education, 2017.  
 [2] Dessler, G., *Human Resource Management*, Pearson Education, 2020.  
 [3] Danish, R. Q., & Usman, A., "Impact of reward and recognition on job satisfaction and motivation," *International Journal of Business and Management*, 5(2), 2010.  
 [4] Brun, J. P., & Dugas, N., "Employee recognition and human resource practices," *International Journal of Human Resource Management*, 19(4), 2008.  
 [5] Ali, R., & Ahmed, M. S., "Impact of reward and recognition programs on employee motivation," *International Review of Business Research Papers*, 5(4), 2009.