



# **AN ASSESSMENT OF EMPLOYEE RECOGNITION PRACTICE IN CASE OF AWASH BANK**

**A THESIS SUBMITTED TO ST.'MERY'S UNIVERSITY SCHOOL OF  
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***DECLARATION***

I hereby declare that this thesis entitled “**AN ASSESSMENT OF EMPLOYEE RECOGNITION PRACTICE IN CASE OF AWASH BANK**”, has been carried out by me under the guidance and supervision of Dr. Afework Getachew(PhD). The thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions,

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***CERTIFICATE***

This is to certify that the research entitled "**AN ASSESSMENT OF EMPLOYEE RECOGNITION PRACTICE IN CASE OF AWASH BANK**", submitted to St Mary University, for the award of Master of Business Administration (MBA) and is a record of bona fide research work carried out by Mr. GetachewBalcha under my guidance and supervision.

Therefore, I hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

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## ABSTRACT

*At the current situation organizations are operating in a very dynamic and highly competitive environment. To exist relevant in the market, they have to be able to respond quickly to ever changing human resource demands. Recognition and satisfaction management is one of the ways used by organizations for attracting and creating suitable employees as well as facilitating them to improve their performance. Awash bank is an organization that offers suitable banking services in Ethiopia. The management has established recognition in their organization in pursuit of increasing employee performance so. As to ensure promote (to assist) quality service. This research therefore aimed at assessing the practice of recognition and satisfaction. At Awash bank. Specifically, the study sought to determine the extent to which the recognition adopted at the bank has influenced employee's motivation and satisfaction. The study adopted quantitative research design. Data was collected using questionnaires. Self-administered questionnaires were distributed and employees responded. Descriptive statistics (frequency tables, percent) were used to present data. Were used to analyze the programs, criteria, forms and ways of recognition. Data were analyzed with the help of the statistical package for social science (SPSS) computer programs. The findings of the study showed that recognition practice of the bank is found less effective to motivate its employees. This activated more ineffective criteria and imbalance forms and ways of recognition. The organization should focus on creating a balanced recognition system emphasizing more on the form, way and criteria of recognition which is the least cost but the most effective way of encouraging employees. This will increase employees. Will get more autonomy, belongingness and responsibilities.*

**KEY WORDS** *recognition, standard criteria, employee motivation, form, way of recognition*

## **CHAPTER ONE**

### **INTRODUCTION**

This chapter present the back ground of the study that indicate assessing employee recognition practices in the case of Awash bank. Statement of the problem, research question, objective significance, delimitation and limitation of the study are also part of this chapter.

### **1.1 BACKGROUND OF THE STUDY**

Human research is the most important assets among other research of organization, public or private need effective and efficient human resource because this resource generate, operates and develop the other or resource of the organization but human resource can only be effective and efficient when they are properly motivated. Motivation is the desire to achieve specific unmet needs (Buford, Bedelon& Lindner, 1995) it is willingness to exert more effort for a job task or any activity it leads to job satisfaction which ultimately causes better performance (Higgins, 1994) the refer the challenge for each and every organization is to insure that their employees are highly motivated. The level of motivation of employees is connected to effective system of reward and recognition (Arnold and Feldman 1986).

The concept of reward and recognition has gained much importance in the current times and has captured the attention of organization. Managers and researchers equally (Manua&Dala 2006) resultantly, and around the world in different organization, reward and recognition is used. Recognition are used as motivational techniques for certain desirable behaviors (mark, 2006).

Bowen (2002) describes that reward is same thing which is given or received in return for a success or achievement. In other words reward is used as an appreciation of certain behavior in the shape of monetary or non-monetary incentive after certain accomplishment or success.

Recognition is the since which is given to an individual for being of an organization. In more simple words recognition is monetary and non-monetary rewards offered in the public place or communicated on individual (hell man, 1997) reward and intangible incentive offered to employee for same accomplishment or success such as monetary bonuses, promotion, gift certificate, flowers whereas, recognition is the public acknowledgment to employee's contributions and encouragement from superiors.

By using the above mentioned criteria, therefore it is possible to assess the effectiveness of an organization's practices of recognition which is the aim of the study

## **1.2 STATEMENT OF THE PROBLEM**

Employee recognition program are ubiquitous in organization today, and virtually every corporation large or small-has at least same form of employee recognition (Dunhan, 2002, Gastick&Elto, 2007; Peltier, Schultz,& black,2006).Surveys of humans resource managers indicates that about 90 % of human resource strategy, and the cost of these programs is approximately 2.7 percent of payroll (Gibson, 2008,;Gibson &boswell , 2005)indeed, same companies spend millions of dollars annually on recognition programs. For example, Scotia bank ( the of Roova Scotia) budgets almost \$10 million annually on it's a word- willing "ScotialAppla use" recognition program for its 60,000 employees (Gibson,2008) the partition literature is replete with advice on how to create successful recognition programs ( Gostick, 2000, Kanter, 1986) and there are numerous illustrations and anecdotes describing successful recognition programs (Batutis& Murray, 2001 ) few studies conducted on Ethiopia organizations showed e-mall employees seemed to be less satisfied or less motivated with recognition system implemented (Workineh and Shimels, 2010; Nebial 2010).However , not much empirical evidence seems to exist to support the

ineffectiveness of recognition of programs practiced in the country. More studies need to be conducted to assess the recognition practice at organization in the country.

The research area for this research will be Awash bank (AB) was established in 1994 based on different information as well as brochures published by the bank; AB has the culture of recognized its employees. It provides employees with monetary prizes whenever it earns activities amount of profit using gained from loan service as a selection criterion. It provides rewards and certificates of recognition to the best selected branches all these practices and actives are evidence that AB is trying to implement the philosophy of reward and recognition of employee. However Awash bank seems not to have as much a strategy or programs planned and develop for the cause it is the performance belief that the bank may not regularly monitor the performance and evaluate the results of its practices. If this is the case then the recognition practices are being properly implemented. There might be discrepancy in the method employees are selected for award and recognition. When there is recognition not properly implemented, there are the negative impacts. For instance, according to Tachoyinglu (2004) suggest that not properly planned monetary rewards may bring an outcome in demoralizing the employees. It perceived that inevitable recognition may also create disagreement and negative competition among employees. The organization may also lose its credibility among its employees and customers.

Therefore, the purpose of this research is to assess the employee recognition practices of awash bank (AB) .It also aims to find all extent in which recognition is applied and practiced in the bank. It also aims to investigate whether the recognition practices fulfills the quality.

### **1.3 RESEARCH QUESTIONS**

- To what extent does AB utilize recognition as are award tool relative to the other reward components?
- How does AB implement its recognition practices as assessed with regard to the forms of employee recognition?
- In what ways can the various recognition practices of AB be improved and strengthened
- How does the employees satisfied by recognition practices

### **1.4 OBJECTIVE OF THE PROBLEM**

The main objective of the study is to assess employee recognition practices of Awash bank. In order to materialize this objective, the following specific objective is considered

- TO evaluate the AB recognition strategies meets the criteria get in the theoretical guideline
- To identify employees recognition criteria.
- To examine employees recognition form and ways expression AB implement to recognize employee's contributions.
- TO for ways of improving the various employee recognition practices of AB

### **1.5 SIGNIFICANCE OF THE STUDY**

The researcher believes this study do have significance role on play a great on the advantages and constraints of employee recognition within the human resources management what the findings of this research study going to be influence organizations to consider an appropriate and effective approach recognition that will be result in a way of motivating employees . In Ethiopia organization in general will be benefit by incorporating and applying a controlling methods and coordinating the flow of effective and efficient employee recognition practices in their reward management system

In addition to this the study will have a permanent importance in providing a better ground for business areas and others stakeholders so, that they will recognize the importance of employee recognition, in particular, and employee reward in general. Furthermore the study will potentially serve as a research reference.

## **1.6 SCOPE OF THE STUDY**

The study is limited to the head office of Awash bank and some selected branches within the city of Addis Ababa. There are reasons for limiting the study to only these branches and the head office. Since the researcher is permanent resident of Addis Ababa, he has easy access to get the credible secondary resources. This can help in making all contact personally. The other reason is to ensure that an in depth and critical study is done, such that the results provide useful information on the recognition practices of the bank. The study is delimited to an depth assessment of recognition practices in a

Awash bank and thus the data only pertains to the bank's employees in Addis Ababa city therefore the result cannot be generalized to the whole banking industry of the country. Any term found in this study will be interpreted in relation to the recognition practices of Awash bank in Addis Ababa nevertheless; the result will be valuable in process of sharing knowledge

## **1.7 LIMITATION OF THE STUDY**

In need a lot of commitment is employed in conducting an intensive and through study certain impediments are encountered. A major problem encountered by the researcher during information collection process is the shortage of access of information, insufficient secondary researches and lack of documentation on recognition of problem, has to be conducted over an extended period of time. However due to the time and budget the research has to relay on a limited time frame.

## **1.8 ETHICAL ISSUES**

Before starting data collection the researcher has sought and gained formal permission to conduct the study. He made every effort and obtained a convenience sample size through an advertisement posted on the companies' newspaper to describe the objectives of research and request employees to participate each person agreed to participate was made to read and sign an informed consent.

The researcher protects participants against any form of illegal measures imposed by the companies as a result of his/ her participation in the research and his/her responses. To achieve this, the researcher has conducted pilot project to establish trust and respect with the participants. So that inquires could detect any recognition before the study was begun. The pilot project helped the researcher to assess the potential for risk, such as physical, psychological, social, economic or legal harm to participants in a study. Moreover during data analysis the researcher disassociated names from responses during the coding and interpreting process to protect the anonymity of individual races and incidents in the study, finally, the researcher has disclosed the details of the research to the participants so that they could determine for themselves the confidentiality and credibility of the study

## **1.9 ORGANIZATION OF THE STUDY**

This thesis is organized in to five chapters. Chapter one is already presented in the current section; chapter two provides an overview of the state analysis of the existing literature chapter three present the methodology used in this thesis. The chapter includes the research approach as well as describes the data collecting and analysis methods used. Chapter four analyses and presents the research findings obtained through the thesis methodology by showing how each of the research question has been answered and how these findings together contribute to the main purpose of the study. Finally, chapter ends the thesis with conclusions and asset of recommendations

output from the research finding. At the end of the thesis papers, references and the questionnaires of the study forms used to collect primary data for the study.



## **CHAPTER TWO:**

### **LITERACHER REVIEW**

#### **INTRODUCTION**

This chapter reviews the theoretical and empirical literature on the employee recognition. The chapter first makes an effort to explain the employee recognition. Apart from that, theoretical approaches, impacts, forms, principles and criteria for practicing employee recognition are explained. A brief overview of the reward and recognition practice of the study area, Awash Bank, is also included in the chapter.

#### **2.1. LITERACHER REVIEW**

A major contribution area to organizational success is the management of workers. In organizations business success in a market economy is dependent on the optimal utilization of relevant resources such as the financial resource, material resources and human resources it is through the combination of the goal is achieved. However the most significant and complex components for the attainment of organizational sources is the human resources.

The concept of human resource according to Udo-Udooka (1992:45) refers to the managerial scientific, engineering, technical crafting and developed and employed creating, designing, developing, organizing, managing, operation, productive, service enter price and the economic institution. Human resource is composed of individual working for an organization employed that day as temporary staff or contracted staff. But collectively making up the most important of organizational recourses. Therefore, an organization must where the right member and types of employees who must be managed in such a way that they able to achieve their personal and organizational objective.

Since the early 1985's the field of human resource management was been in a state of rapid transition. As the world continues to experience profound change, different sets of changes are revolving today most managers are comfortable with the term "human resource " but a few still prefer to "people " employee " or "staff" and to use the term " personal management cowling (1998;35) Argue at one level he may be deemed to be less important because it is practice that really counts however but another level he argues that it does matter because ways of managing people at work have come to use modern term " human resources" can be an indicate of failure to recognize and utilize recent development.

## **2.2 RECOGNITION**

Recognition is a backbone genuine feedback based on acknowledging people as sincere. Worthy of respect, having needs, and equipped with their own personal expertise' (Brun&Dugas, 2002 as cited in 'employee recognition; a web article).

According to Armstrong (2010) recognition is one of the most effective ways of rewarding employees this because employee has strong desire to know that their offers and achievement are noticed and valued by the organization. Recognition makes people feel respected with increases their self-esteem. Since it is a means of feedback, it acts as a positive reinforcement on employee's performance.

Many scholars have written that organization implement employee recognition programs to benefiting their employee as well as to gain a number of organizational results ( Decenzo and Robbins, 2010; Armstrong ; 2010; Silverman, 2004; Schvler et al 2014)

According to world at a work (2003) creating a positive work environment was the top reason for the 25% of the companies surveyed when responding to why they implemented employee recognition programs. Other goals revealed by the report included performance motivation, desired behavior reinforcement, increasing employee retention, and decreasing employee turnover (Daniel and metcaut,2005)

### ***2.2.1 EMPLOYEE RECOGNITION***

Even at higher level of management DR Lawrence Ehrbiniak, professor of management in the what on school at the university of Pennsylvania states ‘what absolutely criteria is that the organization celebrates success those who perform must be reinforced managers have emphasized this point to time suggesting that as basic as it is mentioned often enough to become an excision problem give positive feedback to those responsible for excision success.

According to rick Gorlick while virtually every day one recognizes the power of positive reinforcement for a job well done in depth. Study of recognition performance and practices shows that there is much to learn about how to maximize the effectiveness of recognition practices. A common error is to assume that recognition practice, this assumption could not be further from the truth.

As an example consider the impact of public recognition for same , being honored in from of one peers represents the ultimate motivator for others, the thought of being put on display under achieve one instance a company thought it was good idea to give employees gold lions.

By Susan health field updated (2017) employee recognition is not just a nice thing to do for people.Employee recognition is communication tools that reinforce and rewards the most important out comes that people create for a business.

When you recognize people effectively you reinforce, with your chosen means of recognition. The actions and behaviors you must want to see people repeat your recognition reinforce. The employees understanding of how you would like to see him or her contributing in the work place. Since the majority of employees want you to see them as effective contributors, because it reinforces their positive image of themselves and their self-worth. Your positive recognition system is simple, immediate and powerfully reinforcing.

### ***2.2.2 THEORETICAL APPROACHES TO EMPLOYEE RECOGNITION AND SATISFACTION***

The first conceptual approach to recognition is ethical perspective. As noted by Brun and Dugas (2008), ethics is considered as the current trends in the human resources management and organizational management. Because they have an influence on every aspect, activity, function and process in the organization. Not surprisingly the ethical perspective presents substantial reasons to consider employee recognition because it claims recognition to be a question of human dignity and social justice, and not just an organizational performance or workplace. Mental health issues (2008;721) human dignity and respect are something that go hand in hand for the employee (Brun and Dugas, 2008).

As emphasized by Bourcier and Palobort (1997), cited in Brun and Dugas (2008) the equality of people is related to employee recognition as recognition has to be a function of a modern organization due to the demanding environment to which the subject of the organization are its employees. Brun and Dugas (2008) note that some people tend to support the ethics of a management to employees. Employees need to feel the sense of belongingness and to have meaning in their work. Thus, this perspective comprises a common joint responsibility shared by all organizational members. Therefore, they include that recognition connected with concern for others.

### ***2.2.3 THE HUMANISTIC AND EXISTENTIAL VIEW***

Similar to the ethical perspective, this view focuses on the ideas of human beings as fully distinct and places a reserved faith in humans and their potential. According to this perspective, employees provided with appropriate conditions of work could easily draw those services near their work and positively incline towards the objective of the organization. In addition to financial and material, conditions such as in the area of relationship, communications power and independence are the appropriate working

conditions according to this theory and the presence of these of these conditions is what enables workers to make off efforts to achieve the goals set by the organization they work in. As cited in Brun and Dugas(2008) Bourcier and Plalobart (1997) put emphasis on the importance of knowing the employees and using recognition to fully acknowledge their actions’ in the humanistic and existential view, recognition is expressed in day to day interpersonal relationships based on the principle of quality of people.

#### ***2.2.4 THE WORK PSYCHDYNAMICS SCHOOL***

This view looks at the subjective experiences of employees in the work place. Based on this approach employees are concerned with maintain their psychic balance between pleasure and gain regardless of existence of same treating conditions because gain and pleasure do exist within the work domain. Therefore, recognition.is a symbolic gesture of reward that is expected by employees and it is the actual work that is emphasized instead of the one ordered. In other works recognition is granted as an expression of gratitude to stress the contribution of the employee to the work performance it may also be granted as a form of judgment merely on the accomplished task and the result (Brun and Dugas, 2008)

#### ***2.2.5 THE BEHAVIORAL APROCH***

The focus in this approach is on observable, controllable behaviors of employees and the results of their performance. The approach also emphasizes direct, result and situational behavior. Therefore, employee recognition is considered as a means to positively reinforce performance. In other words the purpose of recognition is to promote the duplication by employees of desired behaviors and stress expected results (Brun and Dugas, 2008)

#### ***2.2.6 FORM OF RECOGNITION***

Based on the analysis’s they conducted to examine employees’ need for recognition, Brun and Dugas, (2008 ) assert that employee recognition may occur in four major

forms namely existential recognition of result, recognition of work practice and recognition of job dedications.

Existential recognition relates to the notion that employees are distinct individuals with their own intelligence, feeling and expertise (Jacob, 2001 cited in Aaourzag and Rajaa, 2014 such recognition granted every day for were reason that employees are human beings, makes individuals feel free to speak and perhaps influence organizational decision (Aourzag and RAJAA 2014; employee recognition web article).

Recognition of work practices is concerned with the way employees perform a given task and emphasizes on the behaviors, skills, and qualification of employees. It also focuses on creativity, innovation continued improvement of methods of work and the means employee perform the tasks assigned to them every day. In brief, it gives notice to how the work is carried out (employee recognition web article)

Recognition of deduction to work is the form recognition that concerns itself with how much and how well an employee puts an effort to contribute to the work process. The employee contribution, risks taken to complete tasks, and the energy expended, are highlighted regardless of results (employee recognition, web article) finally, recognition of results is concerned with the notion that employees should get recognition on the basis of the end of the product or result of their performance. Effectiveness, efficiency and quality of work done valued; thus this types of recognition a reward given to an employee based on the judgment of and as a means of gratitude for his/her efficiency, usefulness and quality of the form of recognition is only granted after the assigned task is completed (employee recognition web article)

### ***2.2.7 WAYS OF RECOGNITION EMPLOYEE***

The web article employee recognition further divides these four forms of recognition can be expressed in different ways. Some of these ways are listed below

- Formal recognition. It is a set of structured and planned activities as an official recognition based on standards, rules, and values that support organizational work. Example may include providing employees with opportunities for training and flexible working schedule.
- Informal recognition this is a day-to-day recognition characterized by being unprompted. It is offered orally or in a short note that expresses appreciation shortly after the good performance. For instance, an organization may set aside, some time that employees could engage themselves in social activities (Armstrong, 2010)
- Public recognition. This is recognition that aims to appreciate an excellent work performed by an employee and make it visible to everyone else. An example of such recognition is a ceremony held to appreciate a completion of a project. Also a good example could be to praise an employee's successful performance on a spot that can be seen by others.

Private recognition the management of an organization may send an employee a letter recognizing to recognize his/her contribution or may provide its support when an employee is in a difficult event. These are examples of private recognition, which are types of recognition with more personal features focusing on the performance of individual or group of employees.

Individual recognition; individual recognition basically aims at rewarding individual employees

Example of such recognition may include applause for employee to appreciate his/her performances or writing a recommendation letter for an employee wishing to change departments.

➤ Collective recognition; this is a types of recognition that focused on group of employees or work team. For instance, ceremony held to recognize, teamwork is an example of this sub category.

### ***2.2.8 PRINCIPLES AND CRITERIA FOR EFFECTIVE RECOGNITION PRACTICE***

Recognition according to web article employee recognition is a vital human need. Employee demonstrating loyalty and devotion have strong desire for appreciation and recognition regardless of their job status. Thus, if it has to be meaningful to the beneficiary or the receiver. Properly practiced employee recognition improves general employee well-being and organizational dynamics. However, expressing recognition can in effective communication processes personality clashes etc.

As elaborated in the article, in effective employee recognition can bring negative effects on the company and its employees. If considered in equitable, it may create jealousy and an atmosphere of negative completion may develop among workers. For this reason, the development of effective recognition programs' should be based on certain principles. The following paragraph summarizes the principles suggested by Armstrong (2010: 213)

Accordingly, recognition program to be successful should incorporate these principles. Recognition program should be granted to recognize certain valued behaviors, achievements and effort; relevant to the receiver; equitable, fair, and consistent; authentic and not mere means of motivation; granted in a timely manner; not limited on the number of employees it recognizes considered as such emeritus. That is all about rewarding winners; and finally should consider individual as well as teams.

Also noted in Armstrong (2010) is a 2009 reward management survey conducted by CIPD showing only 32% of the respondents assess the impact of their reward programs while 54% are not exactly aware of the total amount of money they spend



on their reward practices. The percentage is huge for respondents that do not evaluate the cost as well as effectiveness of their reward programs.

However, as suggested by scholars, it's essential for organization to assess the implementation and effectiveness of the reward and recognition programs so that organization can succeed in improving proactively by promoting employee's motivation and increasing the level of engagement in the work place. Organizations that practices reward or recognition programs need to evaluate its effectiveness. So; that they have practical knowledge whether the programs are being implemented. According to the plan and if they are helping to attain the desired goals set by the organizations. These organizations should also make efforts to identify any problems and challenges faced during the implementation of the programs.

These help organizational managements in developing approach to improve the programs based on evidences available from the evaluations (Armstrong 2010) in cognizant with the above point, scholars suggest the use of certain criteria as well as steps by organizations intending to evaluates the effectives of their reward or recognition programs.

Many employee recognition programs need to employ the principles of effective employee recognition, which are developed by jail Brintmal and appeared in his article <<what makes a good reward?>> published in recognition news, vol 2, and issue 2. According to Brintnall. Employee recognition can work best if it follows the five principles called SMART. These principles are sincerity, meaningfulness, adaptability, relevance, and timeliness (Daniel and Metcalf, 2005)

The foundation for implementing an effective recognition is a system developed on the basis of values share by organizational management as well as its employees. Methods employed by the program must represent the organizational culture. For this reason, an organization has to adopt basis and principles in developing its recognition

on program. In order to ensure effectiveness, it must constantly monitor and modify the program whenever necessary (tucker,1998).

Many writers such as medina (2013), Daniel et, al( 2010) and smith (2014) as well as works of literature such as corporate executive board (2006,DHRM) (20000 and Indian state university (2011) have been observed to employ or advise the use of SMART in designing an effective recognition programs. First appeared in his article <what makes a Good reward? The acronym SMART was developed by Jimbrintail. In his article, Brintmall claims that an effective recognition programs has to be SMART which stands for sincere, meaningful adoptable, relevant and timely following is the details of the acronym.

- Sincere an organization management should adhere to honesty and authenticity when personating any recognition to its employees it the recognition is perceived as not a genuine one it could bring employee resentment and fail to achieve the goal or intention of the program.
- Meaningful recognition should align the values and interests of the employees that are targeted by the program. In other words the recognition must have a meaning to the employee granted. The organizational management should take time to understand what interests and the values and interests praises and rewards are valued and proofed by employees as such information is vital for the recognition programs to succeed.
- Adaptable recognitions granted to employees should consist of varied alternatives. This is because on type of recognition may not work effectively for every employee. As the working environment as well as the need of employees change with time, the recognition and satisfaction program must be characterized by flexibility and creativity. It needs to be adjustable to preserve the organization culture of reactive and adaptive recognition

- Relevant a recognition program is relevant when it is appropriate with the behavior or task of the employee being recognized. It is essential that any recognition granted to an employee was some personal to which whether it is presented formally or informally
- Timely another essential element of recognition. The time in which it is offered to employee. An effective recognition is one that is reactive to the behavior or action it intends to promote recognition offered late may be perceived by the employee as unreliable and unsatisfactory. It may also fail to achieve the desired intention of the program.

### ***2.2.9 EMPIRICAL STUDIES ON THE IMPACTS OF RECOGNITION***

When considering the development and implementation of employee recognition, organizations may have different rationales'. In establishing why organizations implement recognition programs, Rose (1998 cited in Silverman, 2004) surveyed on certain organizations and common with these four major reasons to acknowledge beyond average employee performance, to improve customer service, recognize achievement and provide support to line managers thus, it can be said that employees are not the only ones that benefit from recognition programs.

Many scholars also agree that apart from benefiting their employees, organizations implement employee recognition programs hoping to gain a number of results (Decenzo and Robbins, 2010, Armstrong 2010; Silverman, 2004, Schuler et al 2014) according to the 2003 national recognition survey sponsored by World Bank at Work and the National Association for Employee Recognition (NAER) 80% of the companies surveyed responded that their top reason for implementing employee recognition programs was to create a positive work environment. Performance motivation, desired behavior reinforcement, increasing employee retention, decreasing employee turnover and increasing employee satisfaction are some of the other goals revealed by the survey (Daniel and Metcalf, 2005)

As identified by Armstrong (2010) employee recognition is an effective tool; that motivates employees and improves performance engagement by promoting behaviors the organization appreciates. Web articles, employee recognition also argues that recognition is known to develop the overall well-being of employees and dynamics of the organization may benefit from employee recognition.

From the above discussion, it can be concluded that the impact of employee recognition may occur in there major areas impacts on employees, the organization and on the customers these two exist to serve. The following subsections of this chapter aim to review the existing empirical literature concerning the benefits of recognition programs. Some employees perform beyond what the organization may expect from them, in such cases, the organization may expect from them. In such cases, the organization may be expected to recognize the effort and express its appreciation so that the employees may develop a sense of belongingness (Whitney, ear unknown)

Employees do what financial rewards but this is not the only reward they expect for their contribution. They also want to be valued appreciated by the organization when this need is fulfilled; their morale is improved (DHRM, 2000) according to this web publication, the implementation of recognition need of employees. That is it contributes to developing positive recognition experience.

According to a survey of world (2008) 65% out of 548 human resource professionals responded that their organization implemented recognition programs to increase employee Moral and satisfaction. This is because recognition helps employees to develop their carrier identity. Sense of dignity, satisfaction and pleasure that rises from their work. As a result, they tend to make meaning out of the work itself. It also encourages them to develop their personal skills and boast their self-esteem.

Recognition highlights employee's importance increasing their satisfaction and motivation for further performance. Since work can affect our mental health directly,

employees who receive recognition for their achievement will tend to have better mental health. As cited in the web article, Brun and Dugas(2002) found out that lack of employee recognition was the second cause of distress among employees surveyed in a web

As identified by Armstrong (2010) an organization can benefit by implementing recognition effectively to Improve employee motivation because it is an acknowledgement of their contribution. It also improves their work performance by promoting the behaviors the organization values. According to a study conducted by the society for incentive and travel executives, an affective reward programs can increase employee performance by up to 44% ([www.executiveboard.com](http://www.executiveboard.com) ,2006) of course, this means an increase in the organization's productivity, satisfaction and return of investment.

Organizations implementing effective recognition programs, as research shows can benefit from an increased investment return and increasing employee's satisfaction. Recognition program is a cost effective tool to increase employee morale and satisfaction and decrease employee turnover. Absenteeism and stress. Since the last three of reason for poor employee performance, the end result of reducing their effect would mean improved organizational productivity, revenue and profits. A study conducted in 2005 by Watson Wyattworldwide discovered that organizations that implemented effective recognition program have earned return to shareholders that is almost as double as organization that didn't implement a program. A survey conducted on more than 58000 staff members in 59 different organizations demonstrated that among the many ways an organization can increase employee engagement one is creating a culture of recognition (ROI, 2009)

A survey conducted by world at work (2008) the major reasons respondents give for developing recognition programs include ( from top to bottom) creating a positive work environment. Motivating high performance, creating a culture of recognition,

recognized years of service, increase moral, promote desired behaviors, support organizational mission /value, increase retention or decreases turnover, and increase satisfaction of the employees (ROI,2009)

To summarize, one of the way an organization benefits from organizing its employees is that the quality of work life with in the organization improves as more pleasant and cooperative atmosphere develops side by side with daily recognition. Another benefit is that the organization tends to motivate as well as retain its employees. This is because when employees receive recognition for their contribution, they tend to feel appreciated and develop a sense of belongingness. This helps them to get over more involved in the organizational activities. This would be followed by a higher productivity and performance in the organization as employees exert more energy on performing their assigned

#### ***2.2.10 CONCEPTUAL FRAME WORK FOR ASSESSING EMPLOYEE RECOGNITION***

Recognition are among the major dimensions of rewards. As noted in the previous sections of this chapter, there are approaches can take effect through the following practices extensile recognition, recognition of work practices, recognition of job deduction, and recognition of result (Brun and Dugas, 2008) an organization that implements the practices may prefer different methods to express recognition to its employees. In other words, employee recognition can be developed and implemented in a variety of ways. For instance, an organization may formally or informally recognize employee's contribution. There cognition may also be given in public or in private. Another method may include recognizing contributions from individual or collective (team) employees.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY AND DESIGN**

#### **3.1 METHODOLOGIES**

This chapter discusses about the methodology adopted to conduct this research. It also focuses on the research design and strategy applied in order to gather the information for the findings. The chapter also elaborates the techniques used for selection of appropriate sample out of the total population. The procedures and instruments applied in data collection, data analysis, and ethical issues expected which conducting the study and limitations. Both primary and secondary data were used.

The primary data were connected through questionnaire and interview whereas the secondary data collected from Awash bank records, journals, and electronic medias and the like.

#### **3.2 RESOURCH DESIGN AND STRATEGY**

As it was mentioned, descriptive survey design was appropriate because it involves collecting data in order to answer questions concerning the current status of the subject under study. Kothari (1985) notes that descriptive design is concerned with describing, analyzing and reporting condition that exist or existed.

Both qualitative and quantitative method were used. The study involves survey of different documents and questionnaires and an interview with existing staffs, human resource department staffs, and management of Awash bank (AB). A research question is a way of explaining as sharply and pithily as possible to yourself exactly what you are going to research and what you might wish to find out (Birley& Mare Land,1999).

Probably one of the most important skill you can develop as a researcher is the ability to frame good research question (Anderson, 1998)

These two quotes imply that time spent (formulating an appropriate. Research question is time well spent. Some research questions start out as too broad in scope and have to be narrowed down, who are as others are too narrow or based on the researchers assumptions.

To restate an earlier point, the question influences the research design. The questions were indicate the collection of qualitative data (or possibly a combination of the two) a qualitative research question being with a proposition or theory that you set out to prove (or disprove order to describe a situation in detail from which you could formula age a theory).

### ***3.3 THE POPULATION***

The targeted respondents of the study is employees of Awash Bank which exist at head office and same selected branch including human resource staffs and management groups. The study area is targeted on the Awash bank head office and same selected branches employee who are currently living in Addis Ababa were be either through electronic media or in person.

### ***3.4 SAMPLING DESIGN AND PROCEDURES***

The selection of interviewees were done judgmentally without involving probabilistic theories so that suitable respondents for the study can be obtained.

The sampling frame of the research paper were included all cases to make it complete. The list of employees of the head quarter and selected branches of awash bank are compiled after acquiring the accurate and precise sampling frame, the next steps was deciding the sample size which is representative of the population. According to Saunders idea et al, (2009) argue that selection of sample size is a matter of judgment and calculation. As mentioned above the study was based on head quarter of awash bank and same selected braches employees. Do to exact non respondent, as well to ensure appropriate responses for the margin of error the paper require, the researcher was decided the sample size to be larger in order to minimize the likely error in



generalizing to the population. Accordingly, 75 respondents were in effect at the time of data collection. Selection of the respondents made through simple random sampling technique

### **3.5 METHODS OF DATA COLLECTION**

In collecting data two major methods were used. This includes interviews and questioners of both structured and semi-structured nature. These methods were used mostly for primary data analysis. The questionnaire techniques enable respondents to answer easily without wasting more time. The interview helps in collecting data, which requires widely differing personal views and interpretations.

From the recognition methods, forms of the recognition questioners, recognition criteria questioner and recognition expression questioner were measured using the shortened version of the questioner journals from Laval and Maryland universities. Responses to each of items were rated using a five point Likert scale with anchors labeled: 1=strongly disagree, 2=disagree 3=neither agree nor disagree 4=agree 5=strongly agree.

### **3.6 DATA PROCESSING AND ANALYSIS**

Data from questionnaires were summarized, edited, coded, tabulated and analyzed. Descriptive statistics were used. Data were used a statistical package. Tabulation involves counting the number of cases that fall in to various categories. Sample tabulation were used. Same graphs and charts including frequency tables, and pie chart were used for quantitative data to facilitate easy interpretation of the model. Also trend analysis were used to analysis the cause of assessment of employee recognition in the case of Awash Bank both qualitatively and quantitatively analysis methods were adopted.

**CHAPTER FOUR:  
DATA ANALYSIS AND DISCUSSION**

**INTRODUCTION**

The research strategy employed is based on quantitative research which according to Babbie(2010) involves a collection of numerical data and as presents a view in its findings. Hence, the data collected for this are analyzed and discussed under this chapter. This has been done in through five major sections; the first section presents demographic characteristics of respondents. Following this, findings of employee opinions on recognition the effectiveness of recognition criteria form and ways of expressing recognition are discussed

**Table 1** DEMOGRAPHIC CHARACTERSTICS OF RESPONDENTS

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
MALE	41	54.7	54.7	54.7
FEMALE	34	45.3	45.3	100.0
Total	75	100.0	100.0	
Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
20-24	32	42.7	42.7	42.7
25-29	12	16.0	16.0	58.7
30-34	9	12.0	12.0	70.7
35-39	10	13.3	13.3	84.0
40-45	12	16.0	16.0	100.0

Total	75	100.0	100.0	
<b>Educational Background</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
DIPLOMA	12	16.0	16.0	16.0
BA/BSC	40	53.3	53.3	69.3
MASTERS	23	30.7	30.7	100.0
Total	75	100.0	100.0	
<b>Years of service in AB</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
1-5	28	37.3	37.3	37.3
6-10	24	32.0	32.0	69.3
11-15	12	16.0	16.0	85.3
16-20	11	14.7	14.7	100.0
Total	75	100.0	100.0	

#### **4.1 DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS**

The demographic section of the questionnaire shows the information about the age, gender, educational level and, job position to have a better understanding of their responses and resulting conclusion for the research.

In the current sample, the number of male respondent, is more than female respondents, as there are, (54.7%) males and (45.3%) are females. The majority of the respondents are of age between (29-24) years (42.7%) and between 25-29 years and between 40-45 years are equal that is (16%) whereas the next class which are between 35-39 are hold (13.3%) whereas the lowest respondents fall in the age between 30-34 years hold 12%. The demographic showed that majority of the respondents in the sample are degree holders (53.3% and next (30.7%) of the respondent have master's degree where less number of respondent hold diploma. Most of the respondents have service years between 1-5 and 6-10 years accounts ( 37.3%) and 32% respectively while the next and the least respondents 11-15 and 16-20 years that accounts (16%) and 14.7% respectively the majority position is teller hold (37.7) and auditor (16 % and (13.3% respectively. From the respondent demography one can conclude that the respondent age and educational level had a positive impact on the finding since holds the majority present of the respondents were exist on a good age and well educated and this is important to understanding the self-administered questionnaire. In addition to this, despite the fact the bank has more than 20 years of service in the sector, almost have them have job Experience 1-5 years and the percentage of respondents more than 16 years 14.7% which is the least present of all in this regard to give concrit suggestion, it is not bad however it remarks that the bank needs to implement effective mechanisms to retain experienced workers.

#### **4.2 ASSESSMENT OF THE FORMS OF RECOGNITION**

According to the revised literature, forms of employee recognition could take various forms depending on the perspective from which we approach the work process based

on this fact this paper identified four forms of employee recognition with respect to the key dimensions of work existential recognition of dedication to work and recognition were developed and distributed to respondents in order to measure their level of agreements on to what extent Awash bank employer recognition practice is inclusive to the a for mentioned forms.

#### ***4.2.1EXISTENTIAL RECOGNITION, RECOGNITION FOR EXISTENCE***

This form of recognition is found in every day interaction and is expressed for no other reason than because individual are human. Here, human being, their personalities and reflecting their importance one is the basic elements to recognize employees. In return this would result individuals are free to speech and perhaps influence organizational decisions.

##### 4.1Recognition ways.

No	Statements	Strongly agree		agree		neutral		disagree		Strongly disagree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	I am well aware of what is expected from my work	13	13.1	26	26.3	35	35.4	13	13.1	12	12.1	99	100
2	I have the materials and equipment to do my work right.	9	9.1	13	13.1	43	43.4	21	21.2	13	13.1	99	100
3	At work, am encouraged for my development	6	6.1	22	22.2	23	23.2	29	29.3	19	19.2	99	100
4	My supervisor cares about me as a person	3	3.0	25	25.3	27	27.3	28	28.3	16	16.2	99	100
5	In the last 6 months, I've been	9	9.1	37	37.4	17	17.2	26	26.3	10	10.1	99	100

	appreciated for my progress												
6	My associates ( fellow workers) are committed to doing a quality work	7	7.1	49	49.5	30	30.3	4	4.0	9	9.1	99	100
7	In the last year, I was given ample opportunities to grow	19	19.2	47	47.5	19	19.2	8	8.1	6	6.1	99	100
8	In the past seven days I've received recognition and praise for my work	20	20.2	20	20.2	28	28.3	20	20.2	11	11.1	99	100

With regard to existential recognition, respondents were asked to express their opinions in relation to the nature of respect they get as human beings 60% out of the total respondents agreed that their supervisors don't care about them. The agreement level was lower. Especially, regarding cares by the supervisor and opinion given by the employees are (53%) and (6.7%) respectively. The other types of questions concerning about existential that responded by the respondents are positive, that means the present of agree is greater than the others. So, except the two the study

found out that existential recognition have gained more positive responses of the respondents from the above out put one conclude that employees are respected and praised for were reason that they are part of the community.

#### ***4.2.2 RECOGNITION OF PRACTICES***

This form of recognition focuses on how an employee performs a given task. It takes in to account a worker's skills, professionalism, and the continued improvement of work methods. Precisely recognition of work practices is given based on how an employee performs work duties on a daily basis in addition recognition of work practices has laid fertile ground for every employee to appreciate and recognize his/her co-worker's professionalism. Taking the above facts in to consideration respondents were asked their opinions about how effective the bank is in implementing recognition of work practice.

Opinion that give by the respondents to works recognition of work practices, that means who felt to have been encouraged for their development in the work place were up 46.7% and 53.3% account the disagreement that the respondents feeling appreciated in the last 6 months and 60% hold agree that recognition in the bank to be awarded based on the values of departments. Accordingly, recognition to work practices was given least results by respondents. This indicates that the bank's recognition to employee while they are doing their job is un satisfactory. Similarly, as it was explained in the previous section, data gathered shows that the bank gives less emphasis to recognize its employees regularly during the process and right after a job is completed. As explained by silver man (2004) in effective recognition practices of work processes would result in minimizing creativity, innovation and continued improvement of work methods. Therefore, as it was found effective in existential and dedication to work recognition while employees are doing their job.

### 4.2.3 RECOGNITION OF DEDICATION TO WORK

In this regard the quality and quantity of efforts an employee makes to contribute to the work process are the major concerns. It focuses on the contribution of employees, the commitment they take to accomplish company's objective and the energy they exerted so, the opinion on to what extent recognition of dedication to work has been implemented in Awash bank.

4.2 Recognition criteria.

No	Statements	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	The bank gives recognition based on criteria that well understood by the employees.	13	13.1	34	34.3	28	28.3	19	19.2	5	5.1	99	100
2	The bank gives recognition through the manager/supervisor.	11	11.1	15	15.2	36	36.4	24	24.2	13	13.1	99	100
3	All employees have equal access to be recognized	17	17.2	50	50.5	14	14.1	18	18.2			99	100
4	Recipients of recognition are adequately published.	2	2.0	20	20.2	27	27.3	22	22.2	28	28.3	99	100
5	The bank gives additional gifts after recognizing employee's efforts.	2	2.0	23	23.2	31	31.3	31	31.3	12	12.1	99	100
6	The bank gives recognition that is fair to all employees.	9	9.1	18	18.2	50	50.5	18	18.2	4	4.0	99	100
7	The bank's criteria for recognition are consistent.	1	1.0	26	26.3	24	24.2	24	24.2	24	24.2	99	100
8	The bank's criteria for recognition are free from biases.	11	11.1	15	15.2	36	36.4	24	24.2	13	13.1	99	100



9	The bank recognizes employees based on reliable information.	13	13.1	30	30.3	19	19.2	20	20.2	17	17.2	99	100
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There is a remarkable increase in the percent of respondents who expressed their agreement to words the items used to measure opinion of respondents about recognition of dedication to work, which has hold 53.3% of them responded to strongly agree that they were give opportunities to do their best in the work place 66.7% agree that their colleagues were committed to do quality while 54.7% responded in neutral with the bank giving recognition to employees without standing attendance. The disagreement level in each respective item was only 6.7%, 5.3%, and 12.0%

This implies that employees have the opportunity to better interact, freely express their attitudes, and participate in influencing organizational decisions since the bank recognizes their effort, commitment, dedication contribution.

#### **4.2.3 RECOGNITION OF RESULTS**

This form of recognition depends on results and that it is only expressed once a task has been completed. The achievements of organizational objective as well as the effectiveness of the end products are the basis to beer recognition of result.

With respect to recognition of results, for which two questionnaire items were presented to the respondents, these were used to ask respondents opinions on the level of agreement with the bank awarding recognition on individual and team basis 61.3% of respondents neutral while 13.3% agree with the bank giving recognition on individual basis. The level of agreement with the bank recognizing on team basis 18.7% and 54.7% neutral.

The overall result of this section could take the study to conclude that recognizing employees based on their Achievement is less satisfactory relative to the other forms of recognition. Consequently, as it is argued by silver man (2004) the quality of work may degrade resulting in ineffective products and services. More obstacles may get in the way of the processes of achieving bank's objective more specifically; the bank should give more emphasis in recognizing department values which got positive response from only 57.3% of the total respondents.

#### **4.3 ASSESSMENT OF THE EFFECTIVENESS OF RECOGNITION PRACTICE**

Recognition should follow same quality criteria to be effective and acceptable to the recipients. Different scholars have developed different criteria to what they argues, important to bear effective recognition practices.

According to appelbaum S.H (2000) the effectiveness of any recognition program depends on its sincerity, responsiveness, hierarchical proximity, legitimacy, consistency, variability, and equity. With this regard, respondents were asked to express their opinion towards the recognition practiced in the bank. Out of the total respondents, 46.7% agreed that the recognition practiced in the bank to be sincere. This is to mean that almost one third of the respondents believed that the bank used reliable information to recognize its employees the item. The level of agreement was higher than the level of disagreement only 6.7% of the respondents agreed that recognition was given in timely manner 26.7% of the respondents agreed that the recognition was given by their manager/ supervisor 53.3% of respondents were found to disagree the source of recognition are free from bias . Only 6.7% agree that consistent criteria were used to recognize employees. 28% were in agreement that recognition criteria have been clearly explained to the respondent 50.7% disagree on the equality of recognition in the bank. The opinion regarding the criteria can be seen from the responses of the respondents are negative that means the major percent of the

responders hold by the disagreement opinion. This means that with larger number of respondents falling under negative contention. This is indicate that the opinions of the respondents shows close to being the disagreement or neutral Hence, it can be said that the recognition practices of the bank may only be considered as mildly effective.

#### 4.4 EMPLOYEE OPINIONS ON THE WAYS RECOGNITION IS EXPRESSED

Almost four forms of recognition presented in the above section can be expressed in different ways, but one communality seems to emerge despite differences in the literature, all are complementary and interdependent and need to be implemented in a balanced way so as to maintain more effective recognition practices in the work place. The study has selected the most effective ways of expression and explained each ways in the review how they contribute to the effectiveness of recognition. They are formal recognition informal recognition, private recognition and public recognition. This is the summary of respondent’s opinion about the effectiveness of each ways in Awash bank.

#### 4.3 Recognition form

No	Statements	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	I can select an award, if recognized, that will have value to me.	13	13.1	34	34.3	28	28.3	19	19.2	5	5.1	99	100
2	The bank values and recognizes employee’s accomplishment on a regular basis.	11	11.1	15	15.2	36	36.4	24	24.2	13	13.1	99	100
3	The bank gives recognition based on the values of departments	17	17.2	50	50.5	14	14.1	18	18.2			99	100
4	The bank gives recognition based on the purposes and objectives of departments.	9	9.1	13	13.1	31	31.3	23	23.2	23	23.2	99	100
5	The bank gives recognition to employees on formal basis (through awards,	1	1.0	26	26.3	24	24.2	24	24.2	24	24.2	99	100

	letters, award, ceremonies, etc).												
6	The bank gives recognition to employees on informal basis (through verbal thank you, short emails, etc).	9	9.1	18	18.2	50	50.5	18	18.2	4	4.0	99	100
7	There is a system where employees are recognized by colleagues.	2	2.0	23	23.2	31	31.3	31	31.3	12	12.1	99	100
8	There is a system where employees are recognized by colleagues.	2	2.0	20	20.2	27	27.3	22	22.2	28	28.3	99	100
9	There is a system where employees are recognized by colleagues.	21	21.2	13	13.1	30	30.3	21	21.2	14	14.1	99	100
10	The bank giving recognition, I can usually correct the problem.	5	5.1	23	23.2	32	32.3	29	29.3	10	10.1	99	100
11	giving recognition On my job, I have clearly defined quality goals	57	57.6	20	20.2	14	14.1	5	5.1	3	3.0	99	100

The question which is forwarded to the respondents which is concerning about recognition gives to the employees on formal basis 64% of the respondents agree and 5.3% give the answer of disagree. In addition to this there is also an informal ways of recognition that the respondents give 64% give the answer disagree and agree holds 5.3%. The other questions which is hold 66.7% agree and 6.7% hold disagreement answer for the question that recognition by team based or as individual respectively. The last question addressed by the respondents regarding this topic is recognition given privately or publically, the answer show a positive value regarding private recognition vis-verssal on public recognition.

## **CHAPTER FIVE:**

### **SUMMARY OF FINDINGS CONCLUSIONS AND RECOMMENDATION**

As point out in chapter one, the objectives of the study was to assess employee recognition and satisfaction practice of Awash bank. In order to achieve this attempt has been made in this paper to lay the buys for conducting the research study. The other thing is that background, objectives and significance for conducting the study was discussed in the first chapter. Following this, review of the critical and empirical literature regarding the subject matter was presented. The chapter was illustrating about the research methodology applied. Statistical data was then analyzed and presented in chapter four. Based on these, an attempt has been made to answer the research questions, which this study first intended to address. This has been done in the last chapter, chapter five which include summery of findings, conclusions and recommendations based on the objective of the research.

#### **5.1 SUMMERY OF FINDINGS**

- According to the data collected in the study, almost 50% of respondents have recorded job holding of less than 5 years out of these respondents, those who worked in the bank for more than 15 years
- Recognition is less costly and more effective tool for the human resources management that aims to motivate employees and increase their performance and productivity is being given less attention.
- According to analyzing the data recognition given for dedication to work is more happening at short interval than their form of recognition?

- The bank's recognition practice is more effective with regard to the manager/supervisor than the rest of criteria used to measure the effectiveness of employee recognition. However the value of the criteria is just a little more than which the value neutral or neither agree or disagree hence, the recognition practiced in Awash bank can be considered to be moderate in action.
- Regarding the ways of expressing recognition, data revealed that recognition on individual basis is more frequently used by Awash bank. Moreover, the practice seems to equivalent itself to wards being formal however responses from the respondents demonstrate that many of the ways of expressing recognition are still practiced in Awash bank. Hence, using a variety of ways to express its appreciation to employees can be considered as strength of bank's recognition and satisfaction.
- The most crucial things when the banks recognize the employees effectively and properly the output or the results are a great satisfaction. This is the most important scenario for the banks.

## **5.2 CONCLUSION**

The study concluded that here is aspect of the banks recognition practices is that dedication to work which is effort and potential imposed by employees is more respective recognized and give less focuses on recognizing employees based on how they perform tasks and results.

In addition to this the existing ways of presenting recognition is limited to formal ways team based and public recognition practices. Absence or Ignoring of such practices may hinder day today interaction with employees and as well visibility for outstanding achievements in public.

Generally the study, concluded that even though there is the practice of recognition in Awash bank, its implementation and evaluation is effectiveness in a repetitive ways seems to be less systematic and unplanned.

## **5.3 RECOMMENDATIONS**

### ***5.3.1 RECOMMENDATIONS ON AWASH BANK***

As the results show the effectiveness of the recognition practice of Awash bank is not strong in nature employee recognition practices in Ethiopian organization seems not to be developed and implemented systematically. Knowing with this, it can be said that Awash bank is on its way forward. Nevertheless the bank may need to take some measure to get the most out of its employee recognition practices and satisfaction. In their words, there might be a need to consider the improvement in the development and implementation of this important tool in motivating and retaining its employees as well as in improving the productivity of both employees and the organization itself. The other things, the bank should evaluate the perceived and implemented criteria to ensure that recognition is appreciated, properly received and justified in the outlooks of the recipients sincerity can be maintained by implementing genuine, straight forward, and honest recognition criteria as it was discussed earlier, the bank can be responsive to its employees needs in time if it expresses its recognition right after the work accomplished results are obtained or a change in a desired behavior is noted and feeling of satisfaction is happened in the main of employees.

### ***5.3.2 FURTHER RECOMMENDATION***

Further recommendation can be forwarded based on the limitation of this study. That is needed more study should be under taken encompassing more organizations and more indicator that will help to dig up the impacts and effectiveness of employee recognition in organization that found in Addis Ababa and throughout Ethiopia further comparative studies of organization that committed do not practice recognition might also be taken to strengthen the findings.



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# APPENDIX

## QUESTIONNAIRE

### ST.MERY UNIVERSITY

#### SCHOOL OF GRADUATE STUDIES MBA PROGRAM

**Dear respondents: -**

This questionnaire is designed for preparing a thesis on **Assessment of employee recognition AND STEFACTION: Case of Awash Bank**. The outcome of the study will be used in order to suggest possible solutions for problems identified while conducting the study. I would like to, kindly, request you to spend some time to fill the questionnaire as frankly and reasonably as possible. Your participation in this survey is highly appreciated. I confirm that, the information you provide will be consumed for academic purpose only and will be kept confidential.

**Thank you for your cooperation!!**

#### *Directions*

- No need to write your name.
- Answer by making a √ or 'Mark

#### INSTRUCTION

Dear employee, the success of this study depends on the quality of the responses you provide, so that please make an effort to give your honest responses to the items presented.

1=disagree strongly 2=disagree 3= neutral 4=agree 5=agree strongly

#### SECTION I: EMPLOYEE PROFILE

1. Sex  male  female
2. Age group of the respondent  18-29  30-39  40-49  
 50-59  60& above
3. Educational level  low grade 12  12 complete and vocational  
 Diploma  degree  masters  PHD

4. Service in awash bank      below 1 year      1  years      -7 years      8-10  year  
 Above 10 years

**SECTION II: AWASH BANK RECOGNITION SYSTEM**

The aim of this section is to gain an understanding about the organization’s current Recognition ways, criteria and forms of recognition.

**Section A**

S.N	Recognition ways	Strongly disagree	disagree	Neutral	agree	Strongly agree
1.	I am well aware of what is expected from my work					
2.	I have the materials and equipment to do my work right.					
3.	At work, I’m gives the opportunity to do my best					
4.	My supervisor cares about me as a person					
5.	At work, am encouraged for my development					
6.	The objectives of my organization make me feel my job is important					
7.	My opinions are taken into account at work					
8.	My associates (fellow workers) are committed to doing a quality work					
9.	In the last 6 months, I’ve been appreciated for my progress					
10.	In the last year, I was given ample opportunities to grow					
11.	In the past seven days I’ve received recognition and praise for my work					

**Section B.**

S.N	recognition criteria	strongly disagree	disagree	Neutral	agree	Strongly agree
1.	The criteria for recognition programs have been clearly explained to me.					
2.	I'm aware of the procedures for nominating an employee for an award.					
3.	The bank's criteria for recognition are consistent.					
4.	The bank's criteria for recognition are free from biases.					
5.	The bank recognizes employees based on reliable information.					
6.	All employees have equal access to be recognized.					
7.	Recipients of recognition are adequately published.					
8.	The bank gives additional gifts after recognizing employee's efforts.					
9.	I can select an award, if recognized, that will have value to me.					

**Section C.**

S.N	Recognition form	Strongly disagree	disagree	Neutral	agree	Strongly agree
1.	The bank values and recognizes employee's accomplishment on a regular basis.					
2.	The bank recognizes outstanding performers on individual basis.					
3.	The bank recognized outstanding performers on team basis.					

4.	The bank gives recognition based on the values of departments.					
5.	The bank gives recognition based on the purposes and objectives of departments.					
6.	The bank gives recognition to employees with outstanding attendance.					
7.	The bank gives recognition to employees on formal basis (through awards, letters, award, ceremonies, etc).					
8.	The bank gives recognition to employees on informal basis (through verbal thank you, short emails, etc).					
9.	The bank gives recognition that is meaningful to the receiver					
10.	The bank gives recognition to its employees in timely manner.					
11.	The bank gives recognition that is fair to all employees.					
12.	The bank gives recognition based on criteria that well understood by the employees.					
13.	The bank gives recognition through the manager/ supervisor.					
14.	There is a system where employees are recognized by colleagues.					
15.	The bank gives recognition public ceremonies.					
16.	The bank gives recognition in private/ individually not in public.					

**End of questionnaire**

The researcher appreciates all respondents for their precious time they dedicated to contribute to the study.