

**Summer Training at
Zydus Hospitals, Ahmedabad
(April 3 to June 2, 2017)**

Reward and Recognition Program of the Employees in the Organization

**By
Ishita Shah**

**Under the guidance of
Dr. S.D. Gupta**

**MBA Hospital & Health Management
2016-2018**


**Institute of Health Management Research
The IIHMR University, Jaipur
2017**

CERTIFICATE

This is to certify that Ms. **Ishita Shah** has undergone summer training in **Zydus Hospital, Ahmedabad** from 3rd April to 2nd June 2017.

The candidate herself completed the project assign to her during summer training. Her approach to the project was sincere and proactive. This summer training is in partial fulfillment of the course requirement recommended for the award of MBA in Hospital and Health Management.

I wish her success in all her future endeavors.



Col. (Dr.) Ashok Kaushik

Dean (Academic & Student Affair)

The IIHMR University, Jaipur



Dr. S.D. Gupta

Chairman

The IIHMR University



ZHHRPL/HR/INTERN/MS/2016
Date: 2nd June 2017

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Ishita Ashwinkumar Shah**, a student of Institute of Health Management Research, Jaipur, has completed Summer Internship Programme (SIP) from our Hospital under the guidance of **Mr. Jvalant Pathak – Associate, Human Resources**. The duration of SIP was of **60 days** effective from **3rd April 2017 to 2nd June 2017**.

During above period we found her very **sincere** and **hardworking**.

We wish her all the best for her future endeavor.

For, Zydus Hospitals and Healthcare Research Pvt. Ltd.

Rajiv Ranjan
Lead – Human Resources

HUMAN RESOURCES

Zydus Hospitals & Healthcare Research Pvt. Ltd.

Zydus Hospitals Road, S. G. Highway, Thaltej, Ahmedabad - 380 054, Gujarat. T: 079 66 190 201 (Board) CIN: U24233GJ2008PTC054191

Registered Office: 16, Azad Society, Ambawadi, Ahmedabad - 380 015, Gujarat. | www.zydushospitals.com

Acknowledgements:

I am so delightful for accompany the successful completion of the project would be incomplete without the mention of the people who made it possible.

With immense pleasure, I owe my heartfelt gratitude to the Chairman of IIHMR Jaipur and my mentor Dr.S.D.Gupta and Dean, Col.Ashok Kaushik for having giving me this opportunity to undergo training.

I am extremely thankful to all the professionals at Zydus Hospital, Ahmedabad for sharing their knowledge andvaluable time which inspired me to do best during my summer training. I also want to thank to Mr. Rajiv Ranjan, Lead-Human Resource for providing me an opportunity to do my Summer training here, at Zydus Hospitals, Ahmedabad. I would like to thank Mr.Jvalant Pathak, Associate HR, mentor for the summer training in Zydus Hospital, without whose help it would not have been possible for me to understand the hospital to the extent as I have now.

I am also glad to all the department heads and staffs for giving me time in spite of their hectic schedule. Without their active cooperation and participation, it would not have been possible to accomplish my task.

TABLE OF CONTENTS

SL NO.	CONTENTS	PAGE NO.
1	ABOUT THE HOSPITAL	4
2	INTRODUCTION	18
3	REVIEW OF LITERATURE	19
4	RATIONALE	20
5	AIM OF THE STUDY	20
6	OBJECTIVE	20
7	RESEARCH METHODOLOGY	20
8	DATA ANALYSIS	25
9	RECOMMENDATION	41
10	REFERENCES	42

1. ABOUT THE HOSPITAL:

Zydus Hospitals, Ahmedabad

Zydus Hospitals is a 550 bed Super speciality hospital consisting 16 floors and 2 basement floors. The highly sophisticated medical institution offers all major-medical specialities, subspecialties, investigation & diagnostics facility, rehabilitation & physical therapy care under one roof. Hospital's design ensures higher energy efficacy by allowing greater permeation of sun light throughout the day and harnessing solar energy for hot water provisioning throughout the hospital complex.

The hospital complex is in the posh western suburb of Ahmedabad, just 20 minutes from the airport and in neighbourhood of most hotels and shopping malls. With vast open spaces around the hospital it's situated & designed to ensure that patients and caregivers get a feel of the skyline of Ahmedabad city from their rooms and never feel claustrophobic. It's an attempt to give a feel of home at the hospital.

Quality

Zydus Hospitals brings in a tradition of Trust & Faith, being among the leader in pharmaceuticals vertical, have now extended their services to the society through a chain of multispeciality hospitals, offering world class infrastructure, highly skilled and experienced medical specialists, caring & compassionate nursing staff and technology which matches the best in the world.

Zydus Hospital are committed to All Round Quality, from patient care services to medical facilities aiming at achieving highest level of Quality Certifications. The flagship multispeciality unit in Ahmedabad has been accredited by NABH in Sept 2016. Hospital is committed to medical excellence & transparency across all the walks of hospital with "Patient First" approach.

Vision Statement:

To be a leading provider in healthcare service delivery to the community. To achieve 1000 beds under their management by the year 2016 and become a most preferred destination for comprehensive medical care and treatment.

Mission Statement:

To provide world standard healthcare solutions to the community by leveraging advances in medical research science and technology and adoption of best management practices.

Features of The Hospital

- 160 ICU Beds equipped with facility for bed side dialysis
- GE 256 Slice Dual Energy CT Scan (first in Asia) - capable of performing Cardiac CT Angio at any heart rate and lowered radiation dosage for an array of CT Procedures
- GE 32 Channel Silent MRI - offers 30% reduction in scanning time and capable of detecting Micro Bleeds
- Philips Allura Clarity Fully Flat Panel Cath Labs with IVUS technology (first in Asia) - 2 side by side Cath units catering to Cardiac & Neuro Interventions with Zero Delay
- 3D & 4 D Capable Echo & Sonography Systems
- Tuttbauer Israel's Central Sterile Supply Services Units for fail safe sterility of surgical equipments, one of its kind system housing separate unmanned lifts for transfer of dirty & clean linen
- X-Ray with Fluoroscopy with Real Time Imaging (Casetteless / Plateless - console based system)
- C-Arm with Fluoroscopy with Real Time Imaging
- 17 Bed Dialysis Unit with advanced Fresenius Machines and an Isolation Dialysis Chamber

- 21 State of the Art Class 100 Operating Suits equipped with digitally controlled Mac Operating Led Lights with Color Deferential Mode & Schaerer Operating Tables from Switzerland and touch free entry & exit doors
- Choice of 5 accommodation classes - Standard, Sharing, Executive, Deluxe & Suite
- Dedicated Wellness & Preventive Health check department
- Emergency Room with Triage & Isolation Provisioning
- Single Floor Diagnostics for all Emergency needs (total Diagnostics at ground level)
- 12 High speed Elevators with enhanced ride quality comfort - all lifts capable of transporting Patient Beds

Our Specialties:

- Cardiology & Cardiac Surgery
- Joint Replacement
- Spine & Scoliosis Surgery
- Neurology & Neurosurgery
- Plastic, Reconstructive & Cosmetic Surgery
- Nephrology
- Urology
- ENT & Audiology
- Gastroenterology & Gastro surgery
- Minimally access surgery
- Bariatric, Metabolic & Hepatobiliary Surgery
- Transplant Medicine (Kidney, Liver, Bone Marrow & Heart) - planned for future
- Critical & Intensive Care
- Dentistry
- Dermatology
- Emergency Medicine
- Genetic Sciences
- Gynecology & Obstetrics
- Ophthalmology
- Oncology
- Paediatrics
- Orthopaedics & Trauma

- Pulmonology
- Health Check-up
- Investigation Services
- Specialty Clinic

Hospital layout:

FLOOR	DEPARTMENTS
00	A-ZYDUS HEALTH CHECK UP B-RADIOLOGISTICS & IMAGING C-EMERGENCY & ER OT D-ADMISSION & BILLING, CAFETERIA, PHARAMACY
01	A-OPD, EEG & EMG B-OPD, ECHO, TMT, & ECG C-PHYSIOTHERAPY & REHABILITATION, DENTAL D-OPD
02	A-ENDOSCOPY, LITHOTRIPSY & URODYNAMICS B-MOTHER & CHILD CARE C-DIALYSIS D-FOOD COURT
03	A-SURGICAL ICU-3A B-OPERATION THEATER COMPLEX C-OPERATION THEATER COMPLEX D-TRANSPLANTICU & SURGICAL ICU-3D
04	A-RELATIVE STAY AREA, STORES B-CENTRAL STERILE SUPPLY DEPARTMENT C-MEDICAL RECORD DEPARTMENT D-DEPT. OF LAB MEDICINE AND BLOOD BANK

05	A-OPERATION THEATER COMPLEX B- OPERATION THEATER COMPLEX C- OPERATION THEATER COMPLEX D-CVTS ICU-5D
06	A-CATH LAB & CARDIAC ICU-6A B-CARDIAC ICU C-CVTS ICU-6C D-CVTS ICU-6D
07	A-CRITICAL CARE UNIT-7A B-PEDIATRIC ICU & NEONATAL ICU C-LABOUR DELIVERY COMPLEX & OT, PREMIUM ROOMS D-NEURO ICU
08	A-EXECUTIVE (TWIN SHARING)801-820 B-EXECUTIVE (TRIPLE SHARING)821-844 C- EXECUTIVE (TRIPLE SHARING)845-868 D- EXECUTIVE (TWIN SHARING)869-888
09	A-STANDARD BEDS 901-919 B-STANDARD BEDS 920-935 C-AUDITORIUM D-ADMINISTRATION
10	PREMIUM ROOMS
11	PREMIUM ROOMS
12	PREMIUM ROOMS
13	PREMIUM ROOMS
14	SUITS
15	A-PRESIDENTIAL SUITE B-PREMIUM SUITS 1501-1502 C-PREMIUM SUITS 1503-1504 D-PREMIUM SUITS 1505-1506

Purpose:

To define the scope of services provided by ZYDUS hospitals, Ahmedabad Gujarat.

Scope:

All departments of the hospital.

The hospital shall provide following services: -

SPECIALTIES	SUB SCOPE	SERVICE AVAILABILITY
Laboratory Medicine	1. Clinical Pathology 2. Haematology 3. Bio-Chemistry 4. Microbiology 5. Immunoassay 6. Serology 7. Cytopathology 8. Histopathology	Sample Collection Time: 24 hours x 7 days
Blood Storage	1. Red Blood Corpuscles 2. Fresh Frozen Plasma 3. Cryoprecipitate 4. Cryopoorplasma 5. Platelets 6. Whole Blood	24 hours x 7 days
General Medicine	1. Hypertension 2. Diabetes 3. Infectious Diseases 4. Endocrine problems & other metabolic disorder 5. Disease of CNS, ANS, CVS, Respiratory System, Inpatient	8 am to 8 pm (OPD) 24/7 IPD &Emergency Care

	Department - Intensive critical Care - Emergency Care - Basic and Advanced Life Support - Pleural & Pentoneal Tapping - Health Check up	
Nephrology	- Haemodialysis - Plasmapheresis - Renal Biopsy - Graft biopsy - USG guided aspiration	8 am to 8 pm (OPD) 24/7 IPD & Emergency care
Obstetrics & Gynecology	- Obstetrics including high Risk Obstetric Cases - Laparoscopic Gynec Surgeries, Myomectomy - Hysterectomy - D&C, Hysteroscopy - Caesarean section - Normal deliveries - Menopause clinic - Obstetric preventive health check up	8 am to 8 pm (OPD) 24/7 IPD & Emergency Care
Orthopaedics	- Trauma & fracture surgeries - Arthritis - Paediatric Orthopaedics - Osteoporosis & other bone diseases - Joint Replacement surgery	8 am to 8 pm (OPD) 24/7 IPD & Emergency Care
Ophthalmology	OPD Services	
General Surgery	Gastrointestinal Operations (oesophagus to anal canal, liver pancreas, biliary tree,	8 am to 8 pm (OPD)

	gallbladder, spleen surgeries) 2. Trauma management 3. Limb soft tissue surgeries 4. Peripheral Vascular Diseases 5. Burns patients	24/7 IPD & Emergency Care
Cardiology	Non-Invasive Cardiology 1. General cardiology patient management, ECG interpretation 2. Treadmill testing 3. Echocardiography procedures, 4. Holter Monitoring <u>Invasive Cardiology</u> 1. CAG 2. PTCA 3. COMPLEX PTA (POBA) 4. PAMI 5. CAROTID Angiography 6. BAS- Balloon Atrial Septoplasty 7. BMV- Balloon Atrial Valvotomy 8. PDA- Patent Ductus Arteriosus 9. CRT- Cardiac Resynchronization Therapy 10. CRT-D—Cardiac Resynchronization Defibrillator Therapy 11. PTA- Percutaneous Trans luminal Angioplasty 12. EPS Electrophysiology Study	8 am to 8 pm (OPD) 24/7 IPD & Emergency Care

	13. 3D Mapping 14. RFA 15. Pericardial Tapping 16. PPI, Cath Oximetry 17. MAPCA Coiling 18. TPI 19. Stage PTCA 20. Check Angiogram 21. RHC- LHC 22. BAV 23. ASD Closure 24. Carotid Plasty, Renal Plasty 25. Cath Angiogram 26. VSD Closure 27. AICD	
Cardiac Vascular and thoracic Surgery	1. CABG 2. CABG+SVR 3. MVR/Repair 4. AVR/Repair 5. Coaction of Aorta 6. DVR 7. MICAS 8. ASD 9. VSD 10. TOF 11. PDA, Complex Congenital HD-ICR 12. Palliative Shunts 13. Arterial Switch 14. Aorta Femoral Bypass 15. Femoral Palliative Bypass 16. Aortic Root Replacement 17. Lobectomy	8 am to 8 pm (OPD) 24/7 IPD & Emergency Care

CERTIFICATE

This is to certify that Ms. **Ishita Shah** has undergone summer training in **Zydus Hospital, Ahmedabad** from 3rd April to 2nd June 2017.

The candidate herself completed the project assign to her during summer training. Her approach to the project was sincere and proactive. This summer training is in partial fulfillment of the course requirement recommended for the award of MBA in Hospital and Health Management.

I wish her success in all her future endeavors.



Col. (Dr.) Ashok Kaushik

Dean (Academic & Student Affair)

The IIHMR University, Jaipur



Dr. S.D. Gupta

Chairman

The IIHMR University

	18. Pneumonectomy	
Neurology & Neurosurgery	1. Brain Tumour & Neuro Oncology 2. Management of Head Injuries 3. Stroke 4. Epilepsy 5. Headache 6. Neuro-critical care 7. EEG & 8. Neuro and spinal surgeries for aneurysms	8 am to 8 pm (OPD) 24/7 IPD & Emergency Care
Paediatrics and Neonatology	1. Comprehensive care to children from neonates, infants to young children 2. General Pediatric 3. Pediatric Surgery 4. Pediatric Asthma Treatment 5. Pediatric and adolescent Psychiatry, Early stimulation therapy for new born 6. Neonatal ICU 7. Immunization	8 am to 8 pm (OPD) 24/7 IPD & Emergency Care
Anaesthesia	a. General Anaesthesia b. Regional Anaesthesia c. Spinal Anaesthesia d. Epidural Anaesthesia e. Pain Management	24 hours x 7 hours
Gastro Intestine Surgery	a. Advanced Laproscopic Surgery b. Bariatric Surgery for Obesity c. Single port access Surgery d. Surgery for disease of Liver, Pancreatic, Hepato biliary	8 am to 8 pm (OPD) 24/7 IPD & Emergency Care

	etc.	
Gastro Intestine Medicine	a. Upper GI Endoscopy b. Colonoscopy c. ERCP d. Sclerotherapy & band ligation of varices e. Oesophageal dilations f. Balloon treatment for achalasia cardia g. Prosthesis Placement h. Extraction of stone from CBD i. Stenting of CBD & Pancreatic ducts j. Percutaneous endoscopic gastrostomy	8 am to 8 pm (OPD) 24/7 IPD & Emergency Care
Joint Replacement	a. Total knee replacement b. Total hip replacement c. Hip resurfacing surgeries d. Total shoulder replacement	8 am to 8 pm (OPD) 24/7 IPD & Emergency Care
Spine surgery	a. Surgeries for spinal fractures b. Cervical and Thoracic Spine c. Discectomy Anterior Lumbar puncture d. Spinal Injections	8 am to 8 pm (OPD) 24/7 IPD & Emergency Care
Urology	a. PCNL Percutaneous Nephro lithotomy, Urethroplasty b. VVF c. D.J Stenting d. TURP e. Hernias f. Hydrocele g. VIU, Prostatectomy	8 am to 8 pm (OPD) 24/7 IPD & Emergency Care

	h. Prostate Biopsy i. Pyeloplasty j. Hypospadias k. Orchiectomy l. Orchiopexy m. Radical Cystectomy n. Neobladder Lap/Open o. Radical Nephrectomy p. Radical Prostatectomy q. Lithotripsy	
Pulmonology	1. Consultation 2. Diagnostic 3. PFT 4. Spirometry 5. Bronchoscopy- Flexible & Rigid	8 am to 8 pm (OPD) 24/7 IPD & Emergency Care
ENT	1. General Consultation 2. Tympanoplasty 3. Tonsillectomy 4. Sept rhinoplasty 5. Cochlear Implant 6. Thyroid Surgeries 7. Mastoidectomy 8. Microlaryngial Surgeries 9. Sinuscopy 10. Head and Neck surgeries 11. Speech Therapy 12. Vertigo Clinic 13. Snoring Clinic 14. Audiometry	8 am to 8 pm (OPD) 24/7 IPD & Emergency Care
Radiology and Imaging	1. X-Rays 2. Sonography 3. Mammography	8 am to 8 pm (OPD) 24/7 IPD & Emergency Care

	4. CT scan 5. MRI 6. BMD	
Dentistry	1. Oral Medicine 2. Oral Radiology 3. Oral and Maxillofacial Surgery 4. Treatment of periodontal conditions 5. Cosmetic dental treatments 6. Endodontic procedures 7. Pediatric dental care 8. Orthodontic treatments 9. Orthognathic surgeries 10. Prosthodontics treatments 11. Preventive dental care	8 am to 8 pm (OPD) 24/7 IPD & Emergency Care
Physiotherapy	1. Cardiac rehabilitation 2. Neuro rehabilitation 3. Pain management 4. Physiotherapy in sports injury 5. Physiotherapy in Obstetrics & Gynaecology 6. Physiotherapy in Orthopaedics 7. Physiotherapy in Geriatrics 8. Physiotherapy in Pediatric patients	8 am to 8 pm (OPD) 24/7 IPD & Emergency Care

- The above services are provided on both Indoor and Outdoor basis as per the timings fixed by the hospital.
- Emergency services for all specialities are available round the clock all 365 days to all patients irrespective of their place of residence, paying capacity etc.
- Medico legal cases are accepted round the clock

Supplementary Services

1. Central sterile and supplies department
2. Pharmacy
3. Dietary
4. Bio-medical engineering
5. Linen & Laundry (Outsourced)
6. Stores (General & Medical)
7. Medical gases (cylinders and piped medical gases)
8. Security (Outsourced)
9. Ambulance Services
10. Medical Record Department
11. Administrative office
12. Hospital management Information System

Services Currently Not available in the Hospital:

- 1) Nuclear Medicine
- 2) Radio Therapy
- 3) IVF

Introduction

Reward management developed from “physiologist social behaviour”. Psychologists started studying behaviour in the early 1900s; Sigmund Freud is one of the first psychologists who studied behaviour and his work is called Psychoanalytic Theory

Reward and recognition program is a communication between management and employees through which company tries to motivate people and enhance company’s productivity. Rewarding and recognizing employees for this level of service is meant to encourage repeat actions, through supporting the behaviour that company would like to see repeated.

Reward means giving something to someone in recognition for their services, efforts, or achievement while employee recognition means to acknowledge people for their efforts, behaviour and completing their respective tasks. It can be individual and team both ways. Recognition can be an important tool for shaping behaviour and moving an organization in a desired direction. Recognition is not one-size-fits for all. Moreover needs to go into what would be appreciated by the person being recognized.

Reward management deals with processes, policies and strategies which are required to guarantee that the contribution of employees to the business is recognized. Employee rewards and recognition system is not just a positive way to do with people but communicating, it effectively is an efficient tool in encouraging them to create and bring business for organization. Organizational success can be driven by satisfied and motivated employees. Satisfaction and motivation can be enhanced through reward and recognition.

Literature Review

Armstrong is the person who give the detailed information about rewards, their purpose and their effect to the organizational goal.

New England Baptist Hospital’s Rewards and Recognition program serves to highlight the excellence that exists in all areas and job functions across organization. Employee recognition can be given in many ways, through saying thank you, giving admiration, providing opportunity, or showing respect. Many studies on the work-place have shown that being recognized for achievements, knowing that one's contributions matter to the organization, and the opportunity for growth and professional development have a considerable impact on employee satisfaction and commitment.

“Thank you” are two of the most important words that you can say to someone. By thanking organizational staff and assuring them that employer notice and appreciate their work, you are investing in not only your staff but also in the future of the entire organization. People want to make a difference. They want to feel that the work they do, the contributions they make to the organization, is of value,” said Rochelle Crollard, director of human resources at The Everett Clinic in Everett, Wash. “When people are recognized or acknowledged for the work they do, it’s motivator for them to continue doing that same work.”

Recognition and reward programs are critically important to the success of the hospital and achieving its business goals and mission—however, they are difficult to monitor and measure. Recognizing and rewarding employees for exemplary behaviour is barely a new idea for hospitals. In fact, most senior hospital executives believe these motivational activities are critical to their hospital's success. Consequently, most U.S. hospitals have some type of formal recognition and reward program in place to ensure that these activities unfold in an organized and systematic manner.

Now a days, organizations are realizing that they have to create an impartial balance between the employee's contribution to the organization and the organization's contribution to the employee. To balance this, rewarding to the employees has been started. Generally organization follow a strategic approach in which mainly three factors are important: benefits, compensation and recognition. Studies shows that in current organization the main problem of this reward system is low cost, high return so somehow even though having reward and recognition program in the organization still employees are less satisfied. The focus of recognition and reward is to make employees feel appreciated and valued. Some research studies proven that employees who are recognized and rewarded having more eagerness to do an innovative and a competitive work. They also have high esteem, more willingness and more confidence. The main aim of this study is to find out whether rewards and recognition has an impact on employee motivation.

Rewards are important to attract, motivate and retain the most qualified and hard working employees. This makes the creation of an efficient reward system for nurses a true challenge for every hospital manager. A reward does not necessarily have a financial connotation: non-financial rewards may matter too, or may even be more important. Therefore, the present study examines nurses' reward perceptions, in order to identify potential of reward options.

RATIONALE

There is no as such reward and recognition program has been started in the organization. Hence the management wanted to start this kind of program to motivate employees. Moreover, reward and recognition is important vertical tool of HR. Through reward and recognition people get motivated and even monitored for their work. For present-day generation, reward is more important than their actual work; which is reflected in their increasing demands from the employers. These demands converted in salary hikes and bonuses. Employee rewards and recognition system is not just a positive thing that, to do with people but it is an efficient tool through which encourage people and bring business to you.

AIM: To assess and analyse need of Reward and Recognition within the Hospital, and suggest recommendations

OBJECTIVES

- To assess motivational needs of employees towards their work
- To assess analyse factors that enhance company's productivity
- To study factors that would reduce employee turnover rates

RESEARCHMETHODOLOGY: Cross sectional study

- Data Source: Primary
- Duration: 11th April – 26th May
- Sample size: 180
- Data collection tool: Questionnaire for Reward and Recognition. Close ended Questions; Likert scale for reward and recognition (1-7)
- Data analysis: MS excel

Questionnaire (Reward and Recognition)

Name (Optional):- _____ Empl ID (Optional):- _____

Department (Mandatory):- _____

1. It has been how many months/years of association with Zydus Hospital?

- ☐ 0-6 months
- ☐ 6-12 months
- ☐ > 12 months

2. What do you understand by "Rewards and Recognition"?

3. Do you feel that your work is valued and appreciated?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

4. Have you ever been appreciated for your good work?

- ☐ Yes
- ☐ No

5. If Yes, then how many times?

- ☐ 0-5 times
- ☐ 5-10 times
- ☐ 10-15 times

6. Do you feel your supervisor always appreciates at the right time?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

7. Do you think rewards and recognition program is beneficial to you?

- ☐ Yes
- ☐ No
- ☐ If no, then why?

8. According to you what should be the frequency of rewards?

- ☐ Monthly
- ☐ Quarterly
- ☐ Biannually
- ☐ Annually

9. Please give the weightage of the following criteria to qualify for a reward. (total should be 100%)

- ☐ Technical knowledge _____
- ☐ Behavioural knowledge _____
- ☐ Interpersonal relation _____
- ☐ Communication _____

100%

The following Questions ask for your response to a series of statements. Please circle a response for "Individual" and for "Team." Please rate your responses from 1 to 7, using the following scale:

- 1 – Strongly Disagree/Highly Undesirable
- 2 – Disagree/Undesirable
- 3 – Slightly Disagree/Somewhat Undesirable
- 4 – Neither Agree nor Disagree/Neither Desirable or Undesirable
- 5 – Slightly Agree/Somewhat Desirable
- 6 – Agree/Desirable
- 7 – Strongly Agree/Highly Desirable

The term "Desirable" pertains to **Que - 10**; the term "Agree" pertains to **Que. 11, 12 and 13**.

10. Types of Rewards

In this section of the questionnaire, you are asked for a response to a series of statements about different types of rewards as each reward could be used to motivate you as an individual contributor or as a member of a team. For each statement, you should circle one response under the heading "Individual" and one under the heading "Team." Responses will indicate the degree to which you view each statement as desirable.

Individual	Statement	Team
1 2 3 4 5 6 7	Reward with special cash bonuses for "long-term" recognition (sustained outstanding performance over a long period of time)	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Reward with special cash bonuses for "on the spot" recognition	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Reward with trips to resort locations for "winners" with spouses	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Reward with special recognition by top management at organizational meetings	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Reward with special recognition by team management at team meetings	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Reward with certificate for "dinner for two" or evening out	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Reward with plaques/certificates/trophies	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Reward with tangible gift	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Reward with time off with pay	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Reward with letter of appreciation	1 2 3 4 5 6 7

11. Types of Recognition

In this section of the questionnaire, you are asked for a response to a series of statements about different types of recognition as each statement regarding recognition could pertain to you as an individual contributor or as a member of a team. For each statement, you should circle one response under the heading "Individual" and one under the heading "Team." Responses will indicate the degree to which you agree with each statement.

Individual	Statement	Team
1 2 3 4 5 6 7	Recognition should be given for outstanding customer service	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Recognition should be given for outstanding sales results	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Recognition should be given for creative suggestions that improve performance	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Recognition should be given for significant achievement "on the spot"	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Recognition should be given for change / improvement in individual personal attributes / performance	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Recognition should be given only for sustained outstanding performance over a long period of time	1 2 3 4 5 6 7
1 2 3 4 5 6 7	The primary value of recognition is acknowledgement of performance by management	1 2 3 4 5 6 7
1 2 3 4 5 6 7	The primary value of recognition is acknowledgement of performance by us to our customers	1 2 3 4 5 6 7
1 2 3 4 5 6 7	The primary value of recognition is tangible reward, e.g., cash or merchandise	1 2 3 4 5 6 7
1 2 3 4 5 6 7	The primary value of recognition clearer definition of expectations	1 2 3 4 5 6 7

12. Impact of Reward and Recognition

In this section of the questionnaire, you are asked for a response to a series of statements about impact of reward and recognition programs as each statement could pertain to individual contributor or team reward and recognition practices. For each statement, you should circle one response under the heading "Individual" and one under the heading "Team." Responses will indicate the degree to which you agree with each statement.

Individual	Statement	Team
1 2 3 4 5 6 7	Individual / team performance shall be improved	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Team members shall be taken along to achieve functional / Departmental goals	1 2 3 4 5 6 7

1 2 3 4 5 6 7	Rewards and Recognitions shall create good feel culture	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Formal Rewards and Recognition programme increase the motivational value	1 2 3 4 5 6 7
1 2 3 4 5 6 7	It will improve behavioral / personal attributes of the members of the organization	1 2 3 4 5 6 7
1 2 3 4 5 6 7	It will reduce errors	1 2 3 4 5 6 7
1 2 3 4 5 6 7	It will bring healthy competition among team / individual	1 2 3 4 5 6 7

13. Reward and Recognition Administration

In this section of the questionnaire, you are asked for a response to a series of statements about administrative practices of reward and recognition programs as each statement could pertain to individual contributor or team reward and recognition practices. For each statement, you should circle one response under the heading "Individual" and one under the heading "Team." Responses will indicate the degree to which you agree with each statement.

Individual	Statement	Team
1 2 3 4 5 6 7	Senior management should determine who receives an award	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Team members should be able to nominate the team or peers for an award	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Team members should be able to nominate other team or peers outside of their team for an award	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Formal recognition events increase the motivational value of a recognition program	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Informal recognition is of equal importance as formal recognition events	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Broad recognition at an organizational event increases the motivational value of a recognition program	1 2 3 4 5 6 7
1 2 3 4 5 6 7	Departmental recognition events are important in a recognition program	1 2 3 4 5 6 7

14. Rewards may be tangible (e.g., cash or prize), or intangible (e.g., praise). Of 100%, what percentage of tangible rewards should be cash versus noncash?

- Cash _____
- Noncash _____

15. Recognition can be Departmental Level, Team Level, or Individual. Of 100%, what percentage of a reward and recognition events budget should be spent for each?

- Departmental _____
- Team _____
- Individual _____

DATA ANALYSIS

1 Do you feel that your work is valued and appreciated?

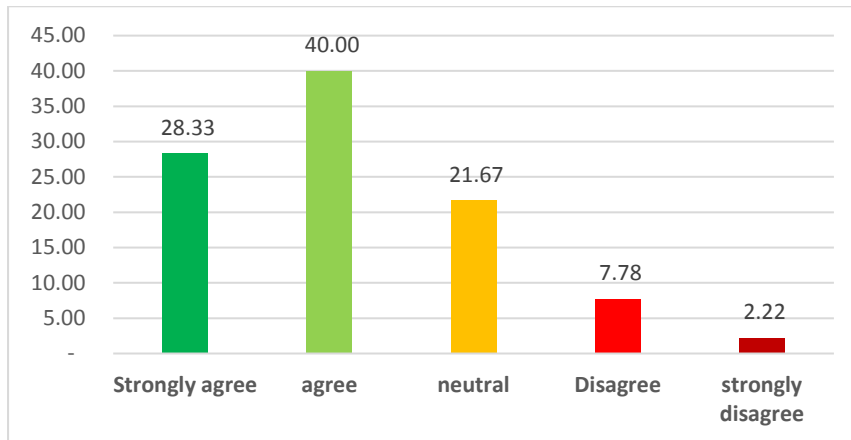


Figure 1

2 Have you ever been appreciated for your good work?

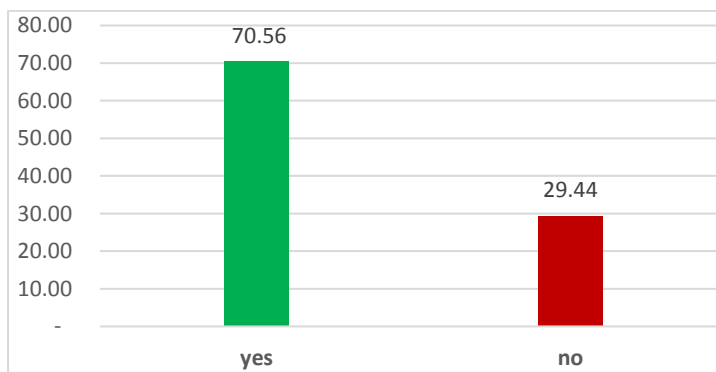


Figure 2

3 If yes, then how many times?

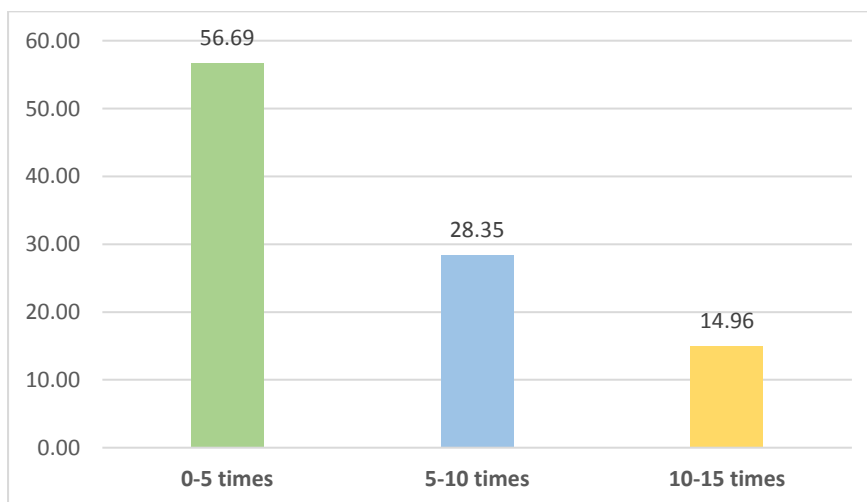


Figure 3

4 Do you feel that your supervisor appreciates you at the right time?

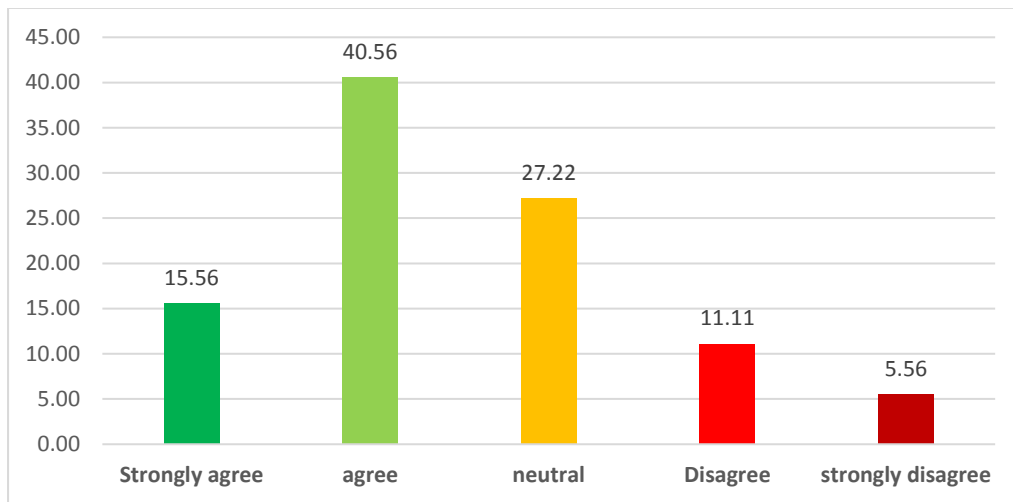


Figure 4

5 Do you think that Rewards and Recognition program is beneficial to you?

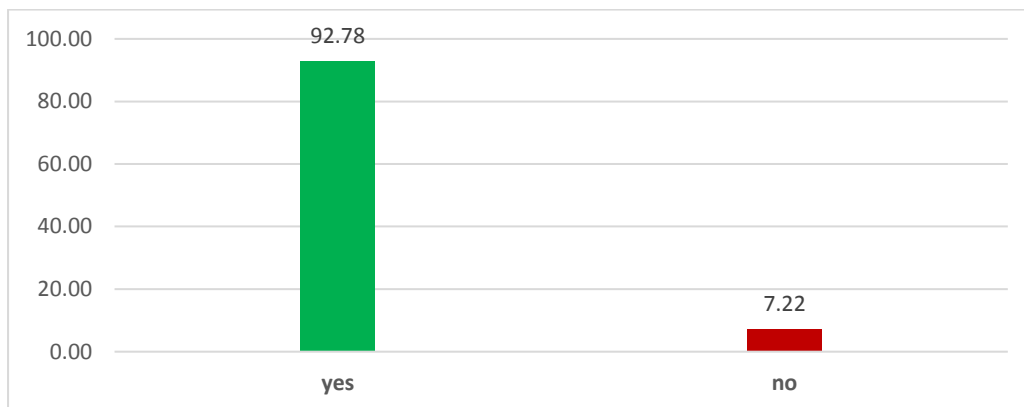


Figure 5

6 According to you what should be the frequency of rewards?

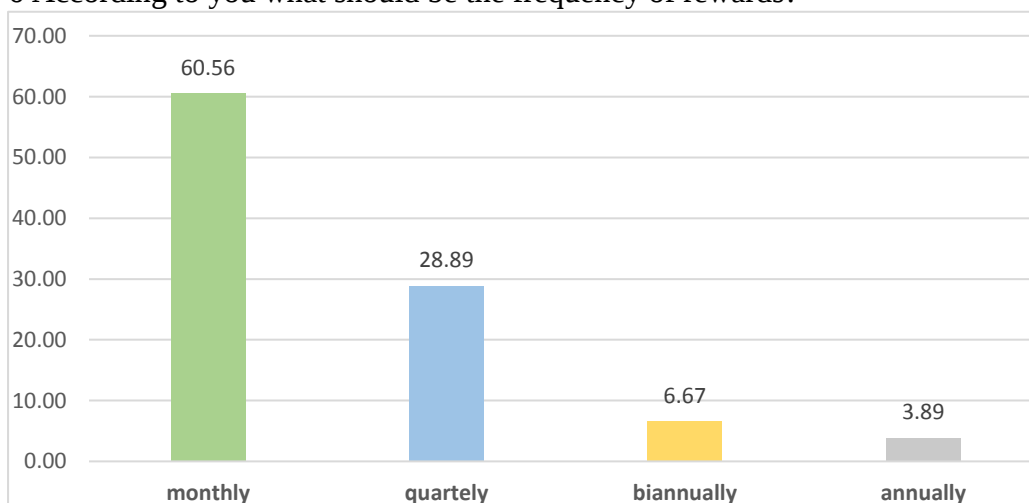


Figure 6

7 Weightage of the following criteria to quality for a reward.

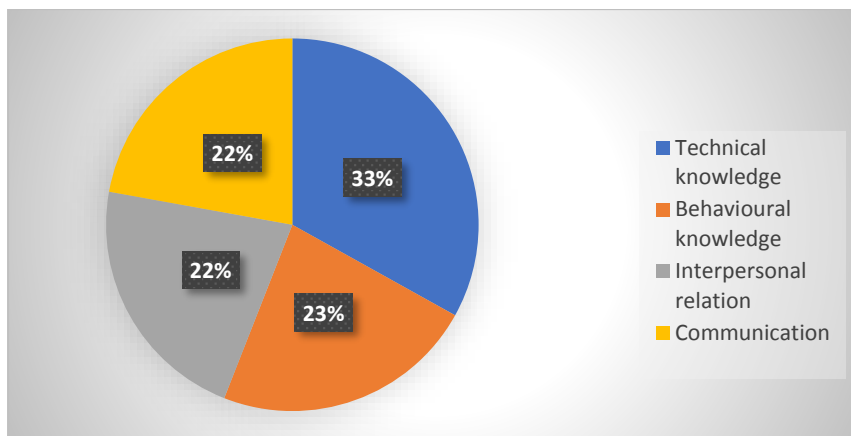


Figure 7

8 Rewards may be tangible (e.g., cash or prize), or intangible (e.g., praise). Of 100%, what percentage of tangible rewards should be cash versus noncash?

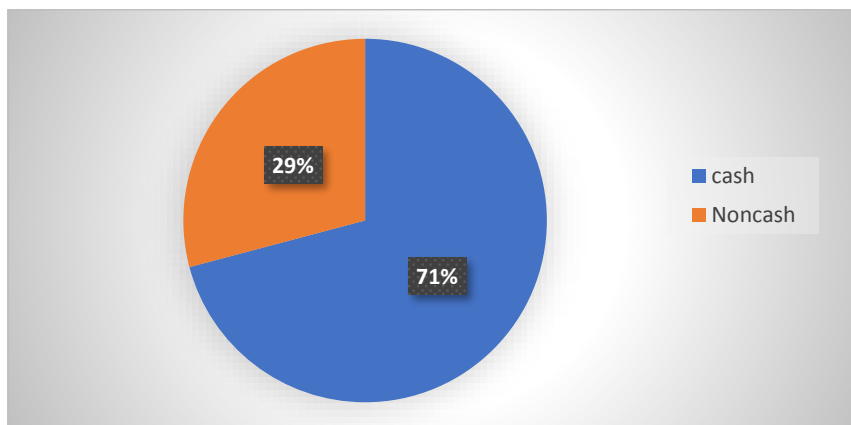


Figure 8

9 Recognition can be departmental level, Team level, or individual. Of 100%, what percentage of a reward?

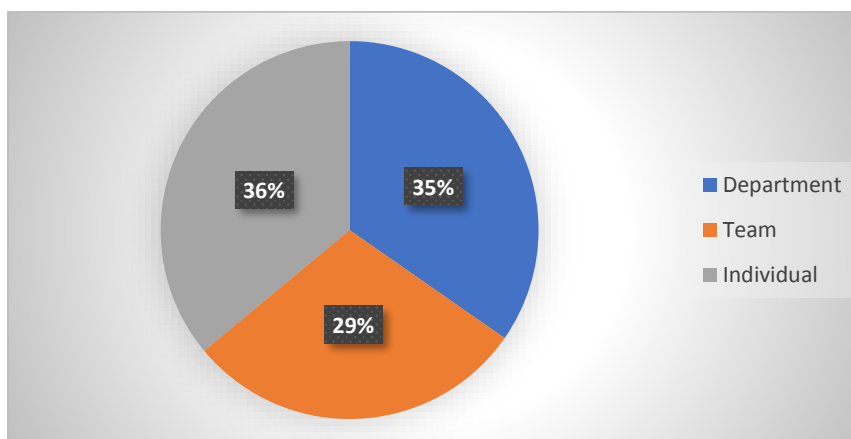


Figure 9

Sr no	Question	Overall (%)		Clinical (%)		Non-clinical (%)	
10 Types of Rewards							
10.1	Rewards with special cash bonuses for "long term" recognition	Individual	Team	Individual	Team	Individual	Team
	1 Highly Undesirable	4	3	3	4	3	0
	2 Undesirable	3	4	4	5	0	0
	3 Somewhat Undesirable	3	4	4	4	0	3
	4 Neutral	5	3	3	1	10	13
	5 Somewhat Desirable	11	14	13	15	3	10
	6 Desirable	32	27	31	26	37	30
	7 Highly Desirable	42	45	42	45	47	44
10.2	Rewards with special cash bonuses for 'on the spot" recognition						
	1 Highly Undesirable	3	3	3	3	7	3
	2 Undesirable	2	0	2	1	3	0
	3 Somewhat Undesirable	3	4	3	4	3	3
	4 Neutral	9	5	9	5	7	7
	5 Somewhat Desirable	8	11	8	11	3	10
	6 Desirable	26	26	27	26	23	23
	7 Highly Desirable	49	51	48	50	54	54
10.3	Reward with trips to resort locations for "winners" with spouses						
	1 Highly Undesirable	4	2	4	1	3	3
	2 Undesirable	3	2	3	3	3	0
	3 Somewhat Undesirable	2	3	2	4	0	0
	4 Neutral	8	5	9	5	7	3
	5 Somewhat Desirable	9	9	9	9	7	10

	In Percentage (%)	Individual (Overall)	Team (Overall)	Individual (Clinical)	Team (Clinical)	Individual (NC)	Team (NC)
	6 Desirable	25	28	27	29	20	20
	7 Highly Desirable	49	51	46	49	60	64
10.4	Reward with special recognition by top management at organizational meetings						
	1 Highly Undesirable	3	2	3	2	0	0
	2 Undesirable	1	1	1	1	0	0
	3 Somewhat Undesirable	4	3	4	3	3	3
	4 Neutral	8	7	9	8	0	0
	5 Somewhat Desirable	5	5	5	5	10	7
	6 Desirable	32	32	34	33	27	27
	7 Highly Desirable	47	50	44	48	60	63
10.5	Reward with special recognition by team management at team meetings						
	1 Highly Undesirable	2	2	3	3	0	0
	2 Undesirable	1	1	1	1	0	0
	3 Somewhat Undesirable	3	4	3	5	0	0
	4 Neutral	6	4	6	5	7	0
	5 Somewhat Desirable	6	8	5	7	10	13
	6 Desirable	33	30	35	31	23	20
	7 Highly Desirable	49	51	47	48	60	67
10.6	Reward with certificate for "dinner for two" or evening out						
	1 Highly Undesirable	3	2	3	2	3	3
	2 Undesirable	2	2	2	3	3	0
	3 Somewhat Undesirable	3	4	3	3	0	3

	In Percentage (%)	Individual (Overall)	Team (Overall)	Individual (Clinical)	Team (Clinical)	Individual (NC)	Team (NC)
	4 Neutral	5	5	5	5	7	7
	5 Somewhat Desirable	11	11	11	11	10	10
	6 Desirable	28	27	30	29	17	20
	7 Highly Desirable	48	49	46	47	60	57
10.7	Rewards with plaques/certificates/trophies						
	1 Highly Undesirable	3	1	3	1	3	0
	2 Undesirable	1	1	1	1	0	0
	3 Somewhat Undesirable	3	2	3	3	3	0
	4 Neutral	7	5	6	4	10	10
	5 Somewhat Desirable	8	11	9	12	7	10
	6 Desirable	27	26	28	25	20	27
	7 Highly Desirable	51	54	50	54	57	53
10.8	Rewards with tangible gift						
	1 Highly Undesirable	6	3	6	3	3	3
	2 Undesirable	3	5	3	5	3	0
	3 Somewhat Undesirable	4	2	5	3	3	0
	4 Neutral	8	8	9	8	4	7
	5 Somewhat Desirable	9	8	7	6	23	20
	6 Desirable	26	27	27	28	17	20
	7 Highly Desirable	44	47	43	47	47	50
10.9	Rewards with time off with pay						
	1 Highly Undesirable	4	3	5	3	0	0

	In Percentage (%)	Individual (Overall)	Team (Overall)	Individual (Clinical)	Team (Clinical)	Individual (NC)	Team (NC)
	2 Undesirable	4	4	5	5	0	0
	3 Somewhat Undesirable	3	4	3	5	0	0
	4 Neutral	5	3	5	2	7	10
	5 Somewhat Desirable	13	11	14	13	10	3
	6 Desirable	26	28	25	27	30	30
	7 Highly Desirable	54	47	43	45	53	53
10.10	Letter of appreciation						
	1 Highly Undesirable	3	2	3	3	0	0
	2 Undesirable	1	1	1	1	0	0
	3 Somewhat Undesirable	3	2	3	1	3	3
	4 Neutral	7	5	7	5	7	7
	5 Somewhat Desirable	10	11	10	12	7	7
	6 Desirable	22	21	23	21	20	20
	7 Highly Desirable	54	58	53	57	53	63
11 Types of Recognition							
11.1	Recognition should be given for outstanding customer service						
	1 Strongly Disagree	3	1	3	1	0	0
	2 Disagree	1	1	1	1	0	0
	3 Slightly Disagree	1	2	1	3	0	0
	4 Neutral	3	3	3	3	0	0
	5 Slightly Agree	14	17	16	19	7	10
	6 Agree	34	31	37	32	20	23
	7 Strongly Agree	44	45	39	41	73	67

	In Percentage (%)	Individual (Overall)	Team (Overall)	Individual (Clinical)	Team (Clinical)	Individual (NC)	Team (NC)
11.2	Recognition should be given for outstanding sales result						
	1 Strongly Disagree	3	2	4	3	0	0
	2 Disagree	1	3	1	3	0	0
	3 Slightly Disagree	1	0	1	0	0	0
	4 Neutral	8	10	7	9	10	10
	5 Slightly Agree	13	14	15	16	7	10
	6 Agree	34	27	34	27	33	23
	7 Strongly Agree	40	44	38	42	50	57
11.3	Recognition should be given for creative suggestions that improve performance						
	1 Strongly Disagree	2	2	2	2	0	0
	2 Disagree	1	2	1	2	0	0
	3 Slightly Disagree	3	1	4	1	0	0
	4 Neutral	4	4	5	4	0	3
	5 Slightly Agree	9	13	9	14	10	10
	6 Agree	33	36	33	37	30	33
	7 Strongly Agree	48	42	46	40	60	54
11.4	Recognition should be given for significant achievement "on the spot"						
	1 Strongly Disagree	2	1	2	1	3	0
	2 Disagree	2	2	2	3	0	0
	3 Slightly Disagree	2	3	2	3	3	3
	4 Neutral	7	8	7	8	3	7
	5 Slightly Agree	14	14	14	13	14	17

	In Percentage (%)	Individual (Overall)	Team (Overall)	Individual (Clinical)	Team (Clinical)	Individual (NC)	Team (NC)
	6 Agree	24	28	25	27	23	30
	7 Strongly Agree	49	44	48	45	54	43
11.5	Recognition should be given for change/improvement in individual personal attributes/performance						
	1 Strongly Disagree	2	2	2	2	0	0
	2 Disagree	2	0	2	0	0	3
	3 Slightly Disagree	2	2	3	3	0	0
	4 Neutral	9	7	11	7	3	3
	5 Slightly Agree	9	16	9	15	7	20
	6 Agree	32	31	31	31	40	30
	7 Strongly Agree	44	42	42	42	50	44
11.6	Recognition should be given only for sustained outstanding performance over a long period of time						
	1 Strongly Disagree	1	2	1	2	3	3
	2 Disagree	3	0	3	1	3	0
	3 Slightly Disagree	4	4	3	3	10	10
	4 Neutral	7	7	7	6	7	10
	5 Slightly Agree	16	17	17	18	10	10
	6 Agree	30	28	29	27	33	33
	7 Strongly Agree	39	42	40	43	34	34
11.7	The Primary value of recognition is acknowledgement of performance by management						
	1 Strongly Disagree	1	0	1	1	0	0
	2 Disagree	1	1	1	1	0	0
	3 Slightly Disagree	1	1	1	1	0	0

	IN Percentage (%)	Individual (Overall)	Team (Overall)	Individual (Clinical)	Team (Clinical)	Individual (NC)	Team (NC)
	4 Neutral	9	7	10	7	7	7
	5 Slightly Agree	18	21	19	21	17	20
	6 Agree	29	28	28	27	33	33
	7 Strongly Agree	41	42	40	42	43	40
11.8	The primary value of recognition is appreciation of performance by us to our customers						
	1 Strongly Disagree	2	3	3	3	0	0
	2 Disagree	2	1	2	1	0	0
	3 Slightly Disagree	2	2	2	3	0	0
	4 Neutral	10	9	10	9	10	13
	5 Slightly Agree	14	12	13	13	17	7
	6 Agree	30	33	31	33	27	33
	7 Strongly Agree	40	40	39	38	46	47
11.9	The primary value of recognition is tangible rewards, e.g., cash or merchandise						
	1 Strongly Disagree	2	2	2	3	3	0
	2 Disagree	2	1	3	1	0	0
	3 Slightly Disagree	2	3	2	3	0	0
	4 Neutral	10	9	10	9	10	7
	5 Slightly Agree	14	14	14	13	13	20
	6 Agree	32	29	31	29	40	30
	7 Strongly Agree	38	42	38	42	34	43
11.10	The primary value of recognition clearer definition of expectations						
	1 Strongly Disagree	2	2	2	2	3	3

	IN Percentage (%)	Individual (Overall)	Team (Overall)	Individual (Clinical)	Team (Clinical)	Individual (NC)	Team (NC)
	2 Disagree	2	2	3	2	0	0
	3 Slightly Disagree	3	3	3	4	0	0
	4 Neutral	6	8	5	8	10	10
	5 Slightly Agree	16	17	15	17	20	20
	6 Agree	35	29	36	29	30	30
	7 Strongly Agree	36	39	36	38	37	37
12 Impact of Reward and Recognition							
12.1	Individual / team performance shall be improved						
	1 Strongly Disagree	2	2	2	2	0	0
	2 Disagree	4	3	5	3	0	0
	3 Slightly Disagree	2	1	2	1	3	0
	4 Neutral	6	4	7	4	3	7
	5 Slightly Agree	9	11	8	11	13	10
	6 Agree	28	29	28	30	27	27
	7 Strongly Agree	49	50	48	49	54	56
12.2	Team members shall be taken along to achieve functional / departmental goals						
	1 Strongly Disagree	2	1	2	1	0	0
	2 Disagree	3	1	3	1	0	0
	3 Slightly Disagree	3	1	3	1	3	0
	4 Neutral	4	6	4	6	3	3
	5 Slightly Agree	8	8	9	10	4	3
	6 Agree	29	29	29	28	30	34
	7 Strongly Agree	51	54	50	53	60	60

	In Percentage (%)	Individual (Overall)	Team (Overall)	Individual (Clinical)	Team (Clinical)	Individual (NC)	Team (NC)
12.3	Rewards and recognition shall create good feel culture						
	1 Strongly Disagree	2	2	3	2	0	0
	2 Disagree	2	0	2	1	0	0
	3 Slightly Disagree	3	3	3	3	0	3
	4 Neutral	4	6	3	6	7	7
	5 Slightly Agree	9	9	10	8	7	10
	6 Agree	31	30	31	30	30	30
	7 Strongly Agree	49	50	48	50	56	50
12.4	Formal Reward and Recognition programme increase the motivational value						
	1 Strongly Disagree	3	2	3	2	0	0
	2 Disagree	2	1	3	1	0	0
	3 Slightly Disagree	1	1	1	1	0	0
	4 Neutral	4	3	4	3	7	3
	5 Slightly Agree	10	10	12	11	0	7
	6 Agree	32	34	32	34	33	37
	7 Strongly Agree	48	49	45	48	60	53
12.5	It will improve behavioural / personal attributes of the members of the organization						
	1 Strongly Disagree	3	2	3	2	0	0
	2 Disagree	3	0	3	0	0	0
	3 Slightly Disagree	1	2	1	3	0	0
	4 Neutral	5	5	5	5	7	7
	5 Slightly Agree	11	14	12	16	10	3

	In Percentage (%)	Individual (Overall)	Team (Overall)	Individual (Clinical)	Team (Clinical)	Individual (NC)	Team (NC)
	6 Agree	30	28	30	28	30	27
	7 Strongly Agree	47	49	46	46	53	63
12.6	It will reduce errors						
	1 Strongly Disagree	3	1	3	1	0	0
	2 Disagree	3	4	3	5	0	0
	3 Slightly Disagree	3	1	3	1	3	0
	4 Neutral	7	7	7	7	7	7
	5 Slightly Agree	12	13	11	13	17	13
	6 Agree	26	27	26	27	23	27
	7 Strongly Agree	46	47	46	46	50	53
12.7	It will bring healthy competition among team / individual						
	1 Strongly Disagree	4	2	0	0	0	0
	2 Disagree	2	2	3	3	3	3
	3 Slightly Disagree	1	1	0	0	0	0
	4 Neutral	8	8	7	7	7	7
	5 Slightly Agree	13	13	7	7	7	7
	6 Agree	24	26	27	30	27	30
	7 Strongly Agree	48	48	56	53	56	53
13 Reward and Recognition Administration							
13.1	Senior management should determine who receives award						
	1 Strongly Disagree	4	2	7	3	7	3
	2 Disagree	2	2	3	0	3	0

	3 Slightly Disagree	5	3	7	0	7	0
	In Percentage (%)	Individual (Overall)	Team (Overall)	Individual (Clinical)	Team (Clinical)	Individual (NC)	Team (NC)
	4 Neutral	4	5	3	7	3	7
	5 Slightly Agree	12	13	7	7	7	7
	6 Agree	39	37	37	37	37	37
	7 Strongly Agree	34	38	36	46	36	46
13.2	Team members should be able to nominate the team or peers for an award						
	1 Strongly Disagree	3	1	3	1	3	3
	2 Disagree	3	2	4	3	0	0
	3 Slightly Disagree	2	2	2	3	0	0
	4 Neutral	5	5	3	5	10	3
	5 Slightly Agree	13	11	14	11	10	10
	6 Agree	33	35	33	35	37	34
	7 Strongly Agree	41	44	41	42	40	50
13.3	Team members should be able to nominate other team or peers outside of their team for an award						
	1 Strongly Disagree	4	3	3	3	7	3
	2 Disagree	1	1	1	1	0	0
	3 Slightly Disagree	3	3	4	3	0	3
	4 Neutral	6	8	5	7	13	10
	5 Slightly Agree	15	15	15	15	13	17
	6 Agree	34	29	35	30	30	23
	7 Strongly Agree	37	41	37		37	44
13.4	Formal recognition events increase the motivational value of a recognition program						
	1 Strongly Disagree	2	1	2	1		

	In Percentage (%)	Individual (Overall)	Team (Overall)	Individual (Clinical)	Team (Clinical)	Individual (NC)	Team (NC)
	2 Disagree	2	1	2	1	0	0
	3 Slightly Disagree	4	4	3	3	10	7
	4 Neutral	5	6	6	7	3	3
	5 Slightly Agree	14	18	16	19	7	17
	6 Agree	34	29	35	31	30	23
	7 Strongly Agree	39	41	36	38	50	50
13.5	Informal recognition is of equal importance as formal recognition events						
	1 Strongly Disagree	5	3	4	3	7	3
	2 Disagree	3	2	3	1	3	7
	3 Slightly Disagree	3	2	3	2	3	0
	4 Neutral	7	5	6	5	10	7
	5 Slightly Agree	12	15	12	16	13	13
	6 Agree	31	31	32	30	27	33
	7 Strongly Agree	39	42	40	43	37	37
13.6	Broad recognition at an organizational event increases the motivational values of a recognition program						
	1 Strongly Disagree	2	2	2	2	0	0
	2 Disagree	1	0	1	1	0	0
	3 Slightly Disagree	2	2	3	2	0	0
	4 Neutral	6	4	6	4	7	3
	5 Slightly Agree	15	14	15	14	10	17
	6 Agree	28	31	27	31	33	30
	7 Strongly Agree	46	47	46	46	50	50

	In Percentage (%)	Individual (Overall)	Team (Overall)	Individual (Clinical)	Team (Clinical)	Individual (NC)	Team (NC)
13.7	Departmental recognition events are important in a recognition program						
	1 Strongly Disagree	2	2	2	2	0	0
	2 Disagree	1	0	1	1	0	0
	3 Slightly Disagree	1	2	1	2	0	0
	4 Neutral	6	4	6	4	3	3
	5 Slightly Agree	12	10	12	12	10	3
	6 Agree	30	30	30	29	30	37
	7 Strongly Agree	48	52	48	50	54	57

RECOMMENDATION

- Appreciation Award: on the spot/ monthly by the supervisor or manager
- Email recognition through their supervisor for consistently better performances
- Excellence award for nurses and technicians
- Verbal appreciation at times of exemplary performance
- Blog recognition
- Annual award ceremony (nomination)
- Rewarded by a name badge
- There should be wall of fame in each ward so people get to know about well doing person
- Different awards categories like
 - Excellence in patient care
 - Building a better workplace
 - Innovation
 - Community-making a difference

REFERENCES

- 1) Reward System and Its Impact on Employee Motivation in Commercial Bank of Sri Lanka Plc, in Jaffna District-
<http://journalofbusiness.org/index.php/GJMBR/article/view/486>
- 2) How Employee Recognition Programs Can Have a Meaningful Impact<https://www.amnhealthcare.com/latest-healthcare-news/434/1033/>
- 3) Rewards and recognition program <https://www.nebh.org/careers/working-at-the-baptist/rewards-and-recognition-programs/>
- 4) Low cost Recognition Idea <http://www.drbohnelson.com/site/ideas>
- 5) Identifying nurses' rewards: a qualitative categorization study in Belgium Published online 2006 Jul 6. doi: [10.1186/1478-4491-4-15](https://doi.org/10.1186/1478-4491-4-15)PMCID: PMC1526749