



Role of Recognition and Appreciation in Strengthening Employee Commitment: A Study of Automotive Firms

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How to Cite this Article:

K, K. (2026). Role of Recognition and Appreciation in Strengthening Employee Commitment: A Study of Automotive Firms. International Journal of Creative and Open Research in Engineering and Management, 2(4).

<https://doi.org/10.55041/ijcope.v2i4.083>

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ABSTRACT

This study is based on the purpose of need to determine how recognition and appreciation can create the desired work commitment among employees in which improper recognition practices can cause them to be less motivated and less productive. Workers tend to be underappreciated because they are not highly appreciated both in terms of monetary and non-monetary benefits and this has impact of lowering their interests and commitments to work. Lack of effective recognition systems leads to dissatisfaction which leads to low commitment and increased turnover. The inefficiency in recognition practices will also affect the teamwork and the morale of the employees hence the performance of the organization. The lack of appropriate appreciation to the employees reduces their motivation and voluntary participation. Absence of organizational appreciation can undermine employee supervisor relationships, which can influence productivity at the workplace. The objective of the study is to analyse on role of recognition and appreciation in enhancing work commitment in automotive industry with special reference to Coimbatore. The sample of the study is 120. Descriptive research design and convenience sampling method has been used. Questionnaire has been used as a primary data. Simple Percentage analysis, chi-square analysis and correlation statistical tools have been applied to reach the findings of the study. It is found that there is positive relationship between non-monetary recognition and work commitment. It is suggested that

policies and practices that will encourage association and retention of employees in the long run should be practiced by the company. It is concluded that the research shows that the organizations that have good recognition strategies establish a positive atmosphere that enhances the emotional attachment and commitment to the organizational objectives.

Keywords: Recognition, appreciation, work commitment, automotive industry



Introduction

Recognition is the achievement of acknowledging, appreciation and valuing the efforts, achievements and contributions of the employees in an organization. It is a managerial habit where performance, commitment and good behavior have been recognized and rewarded formally or informally. The recognition may be given in different forms that include monetary benefits, prizes, certificates, applause or verbal appreciation. At the organizational level, recognition is an inspirational factor which strengthens positive performance and encourages further contribution towards organizational objectives. It empowers the employees morale, instills confidence and it makes them feel that they belong. Recognition in addition to rewarding the results, rewards efforts, commitment and consistent performance hence leading to increased work commitment.

Appreciation is a recognition of gratitude, praise, and good recognition to efforts, contributions, and performance of people in the workplace. It entails acknowledging efforts made at work and expressing respect and support either verbally, sign language or behaviour. Appreciation can either be formal or informal and it does not necessarily have to be financial. Appreciation can help in an organization to improve employee-management relationships, morale and positive work environment. It fosters the feeling of significance and belongingness, which makes one more committed and responsible to the set tasks. In a case where appreciation is made a habit, it plays an important role in enhancing commitment to work and organizational performance. Work commitment can be described as the level of commitment, loyalty and emotional attachment an employee has on the duties and organizational objectives assigned. It indicates the readiness to spend time, efforts and energy in doing the work properly and leading to the overall organizational success. Work commitment means that one has a great sense of obligation and participation in work roles.

Objectives Of The Study

- ❖ To examine the monetary recognition in the organisation
- ❖ To analyze the non-monetary recognition to enhance work commitment in the organisation
- ❖ To understand the prevailing supervisor appreciation in the organisation
- ❖ To assess the work commitment among the employees in the organization

Review of literature

Saxena (2025) carried out a research on employee recognition programs and their impact on morale and retention. This was aimed at assessing the validity of recognition practices within organizations. The research design adopted in the study was a mixed-method study design where employees were surveyed and interviewed. Representation was done through a stratified method of sampling. The results revealed that recognition enhances morale and decreases turnover. The research suggested the use of integrated recognition systems. It is concluded that recognition has a positive impact on the commitment and the retention of employees.

Charles (2025) investigated the effect of recognition on motivation among staff in a government agency. It was aimed at examining the connection between performance and recognition. The research methodology was quantitative and had a sample size of 110 employees. Structured questionnaires were used to gather data by use of convenience sampling. The results showed that recognition increases motivation, initiative, and loyalty in a great way. The research proposed the implementation of holistic recognition programs. It is concluded that recognition boosts motivation and commitment to work.

Kwakye (2025) studied the effects of organizational support and recognition on the performance of employees in an academic institution. The aim was to investigate the impact of recognition on the productivity of employees. The research design applied was a quantitative research approach where survey data were used to collect information about the employees. The structured questionnaire was utilized and random sample method was employed. The



results showed that recognition enhances job satisfaction and performance. The paper suggested the reinforcement of support and reward systems. It is concluded that recognition adds value towards employee commitment and performance.

Research Methodology

The type of research design that will be used in this study is the descriptive research design. Primary data and secondary data have been used in this study to collect the data. Convenience sampling design is used in this study. The sample size adopted to conduct this study is 120 employees. Simple percentage analysis, chi square analysis and correlation have been used in this study.

Data analysis and interpretation

Table No. 1 Monetary Recognition						
Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Salary increments are linked to performance achievements	34 (28.3%)	46 (38.3%)	18 (15.0%)	12 (10.0%)	10 (8.3%)	120 (100%)
Bonus payments reflect individual contribution levels	32 (26.7%)	44 (36.7%)	20 (16.7%)	14 (11.7%)	10 (8.3%)	120 (100%)
Incentive schemes motivate higher work performance	36 (30.0%)	48 (40.0%)	16 (13.3%)	12 (10.0%)	8 (6.7%)	120 (100%)
Performance-based pay enhances motivation at work	35 (29.2%)	47 (39.2%)	17 (14.2%)	11 (9.2%)	10 (8.3%)	120 (100%)
Special financial rewards are given for achieving targets	33 (27.5%)	45 (37.5%)	19 (15.8%)	13 (10.8%)	10 (8.3%)	120 (100%)
Source: Primary Data						

INTERPRETATION

The above table shows that 28.3% of respondents strongly agree and 38.3% agree that salary increments are linked to performance achievements, while 15.0% are neutral, 10.0% disagree, and 8.3% strongly disagree. 26.7% strongly agree and 36.7% agree that bonus payments reflect individual contribution levels, whereas 16.7% are neutral, 11.7% disagree, and 8.3% strongly disagree. Further, 30.0% strongly agree and 40.0% agree that incentive schemes motivate higher work performance, while 13.3% are neutral, 10.0% disagree, and 6.7% strongly disagree. 29.2% strongly agree and 39.2% agree that performance-based pay enhances motivation at work, whereas 14.2% are



neutral, 9.2% disagree, and 8.3% strongly disagree. Finally, 27.5% strongly agree and 37.5% agree that special financial rewards are given for achieving targets, while 15.8% are neutral, 10.8% disagree, and 8.3% strongly disagree.

Table No. 2 Work Commitment						
Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Extra effort is willingly invested to complete work effectively	36 (30.0%)	48 (40.0%)	16 (13.3%)	12 (10.0%)	8 (6.7%)	120 (100%)
High levels of responsibility are shown in job performance	34 (28.3%)	46 (38.3%)	18 (15.0%)	12 (10.0%)	10 (8.3%)	120 (100%)
Loyalty toward the organization is demonstrated consistently	32 (26.7%)	44 (36.7%)	20 (16.7%)	14 (11.7%)	10 (8.3%)	120 (100%)
Assigned duties are carried out with seriousness and sincerity	35 (29.2%)	47 (39.2%)	17 (14.2%)	11 (9.2%)	10 (8.3%)	120 (100%)
Long-term association with the organization is preferred	33 (27.5%)	45 (37.5%)	19 (15.8%)	13 (10.8%)	10 (8.3%)	120 (100%)

INTERPRETATION

The above table shows that 30.0% of respondents strongly agree and 40.0% agree that extra effort is willingly invested to complete work effectively, while 13.3% are neutral, 10.0% disagree, and 6.7% strongly disagree. 28.3% strongly agree and 38.3% agree that high levels of responsibility are shown in job performance, whereas 15.0% are neutral, 10.0% disagree, and 8.3% strongly disagree. Further, 26.7% strongly agree and 36.7% agree that loyalty toward the organization is demonstrated consistently, while 16.7% are neutral, 11.7% disagree, and 8.3% strongly disagree. 29.2% strongly agree and 39.2% agree that assigned duties are carried out with seriousness and sincerity, whereas 14.2% are neutral, 9.2% disagree, and 8.3% strongly disagree. Finally, 27.5% strongly agree and 37.5% agree that long-term association with the organization is preferred, while 15.8% are neutral, 10.8% disagree, and 8.3% strongly disagree.



Table No. 3 Non-Monetary Recognition

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Outstanding performance is acknowledged through awards or certificates	35 (29.2%)	47 (39.2%)	17 (14.2%)	11 (9.2%)	10 (8.3%)	120 (100%)
Appreciation letters are issued for exceptional contributions	33 (27.5%)	45 (37.5%)	19 (15.8%)	13 (10.8%)	10 (8.3%)	120 (100%)
Recognition programs exist to highlight employee achievements	32 (26.7%)	44 (36.7%)	20 (16.7%)	14 (11.7%)	10 (8.3%)	120 (100%)
Appreciation is expressed during meetings or organizational events	36 (30.0%)	48 (40.0%)	16 (13.3%)	12 (10.0%)	8 (6.7%)	120 (100%)
Achievements are formally celebrated within the organization	34 (28.3%)	46 (38.3%)	18 (15.0%)	12 (10.0%)	10 (8.3%)	120 (100%)
Source: Primary Data						

INTERPRETATION

The above table shows that 29.2% of respondents strongly agree and 39.2% agree that outstanding performance is acknowledged through awards or certificates, while 14.2% are neutral, 9.2% disagree, and 8.3% strongly disagree. 27.5% strongly agree and 37.5% agree that appreciation letters are issued for exceptional contributions, whereas 15.8% are neutral, 10.8% disagree, and 8.3% strongly disagree. Further, 26.7% strongly agree and 36.7% agree that recognition programs exist to highlight employee achievements, while 16.7% are neutral, 11.7% disagree, and 8.3% strongly disagree. 30.0% strongly agree and 40.0% agree that appreciation is expressed during meetings or organizational events, whereas 13.3% are neutral, 10.0% disagree, and 6.7% strongly disagree. Finally, 28.3% strongly agree and 38.3% agree that achievements are formally celebrated within the organization, while 15.0% are neutral, 10.0% disagree, and 8.3% strongly disagree.



CHI-SQUARE ANALYSIS- RELATIONSHI BETWEEN MONETARY RECOGNITION AND WORK COMMITMENT

HYPOTHESIS TESTING

Null hypothesis (H01): There is no significant relationship between monetary recognition and work commitment.

Alternative hypothesis (H02): There is some significant relationship between non-monetary recognition and work commitment.

Case Processing Summary							
Cases							
Valid							
Missing							
Total							
N							
Percentage							
Monetary Recognition And Work Commitment	120	100.0%	0	.0%	120	100.0%	

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	351.626 ^a	256	.000
Likelihood Ratio	216.768	256	.964
Linear-by-Linear Association	14.149	1	.000
N of Valid Cases	120		
a. 289 cells (100.0%) have expected count less than 5. The minimum expected count is .01.			

As per the above table, it is inferred that the P value is 0. .000; it is not significant to 5% (0.05) significant level. The minimum expected count is 1. 01. Thus null hypothesis is rejected and it is found that there is significant difference between monetary recognition and work commitment.

CORRELATION ANALYSIS- RELATIONSHIP BETWEEN NON-MONETARY RECOGNITION AND WORK COMMITMENT

HYPOTHESIS TESTING

Null hypothesis (H01): There is no significant relationship between non-monetary recognition and work commitment.

Alternative hypothesis (H02): There is some significant relationship between non-monetary recognition and work commitment.



Correlations			
		non-monetary recognition	work commitment
non-monetary recognition	Pearson Correlation	1	.010
	Sig. (2-tailed)		.915
	N	120	120
work commitment	Pearson Correlation	.010	1
	Sig. (2-tailed)	.915	
	N	120	120

The above table indicates that, co-efficient of correlation between non-monetary recognition and work commitment is 0.010. It is below 1. So there is positive relationship between non-monetary recognition and work commitment.

SUGGESTIONS

- The company should have a clear bonus policy that is able to cover the contribution of every employee.
- The company ought to have proper incentive plans in place that can motivate employees to meet the objectives of the organization.
- The organization ought to proceed to give performance-based remuneration to enhance employee motivation and participation.
- Accomplishments: The company must also keep showing appreciation when holding meetings and other events so as to increase the visibility of the accomplishments.
- The firm should plan official events to celebrate significant performance milestones to enhance the involvement of employees.
- The company must aim to ensure that the supervisors make regular constructive feedbacks that facilitate improvement in performance.
- The firm should foster a culture of appreciation of the supervisors in order to encourage workers.
- Effects of this policy 1 Defined incentives should be used to reward commitment and performance by employees by the company.
- The firm should be able to provide avenues through which employees can be responsible and accountable.

CONCLUSION

It has been concluded that recognition and appreciation are important in increasing work commitment among employees. Financial rewards, non-financial compensation, and managerial appreciation have a positive effect on the motivational levels of the employees, their loyalty, and commitment to their duties. Feeling highly appreciated and recognized, employees are more inclined to put in additional effort, show a stable improvement in their performance, and exhibit a high degree of engagement in their work. The research shows that the organizations that have good recognition strategies establish a positive atmosphere that enhances the emotional attachment and commitment to the organizational objectives.

It is also concluded that both the tangible and intangible types of appreciation have a direct impact on work commitment. Trust, job satisfaction, and long-term loyalty are developed with the help of regular recognition (especially after the achievements are made), timely feedbacks, and structured recognition programs. Supervisor



appreciation especially has a significant impact on the interest of the employees to commit themselves and work towards the success of the organization. It is, therefore concluded that recognition and appreciation practices should be given priority by organizations to enable them to have a motivated, dedicated and a productive workforce.

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