

# The relationship between rewards, recognition and motivation

**Ms. P Saisudha**

Department of MBA

Institute of Aeronautical Engineering

[k.saisudha@iare.ac.in](mailto:k.saisudha@iare.ac.in)

**Ms. I Shireesha**

Department of MBA

Institute of Aeronautical Engineering

[i.shireesha@iare.ac.in](mailto:i.shireesha@iare.ac.in)

**Dr.Vara Lakshmi Thavva**

Professor & Head MBA

Institute of Aeronautical Engineering

[t.varalakshmi@iare.ac.in](mailto:t.varalakshmi@iare.ac.in)

## ABSTRACT

A synthesis of rewards, recognition, and motivation promotes employee engagement and performance in different organizational contexts. The interrelationship of these different elements and how they influence productivity on individual and group levels have been covered in this paper. The intrinsic and extrinsic rewards are analyzed for their immediate effects on levels of motivation, while recognition is studied as an important external contributor to a workplace's value perception. The paper integrates literature reviews together with the psychological theories of motivation like Herzberg's Two-Factor Theory and Deci and Ryan's Self-Determination Theory to build a framework understanding of how rewards and recognition act as motivating factors intrinsically and extrinsically. Findings suggest that whereas extrinsic rewards often lead to short-term motivation, it is recognition that leads to long-term engagement and satisfaction. This research signifies the understanding of how purposefully used combinations of rewards and recognition will give maximum motivity to employees and contribute to improved organization productivity.

## Key Words:

Rewards, Recognition, Motivation, Extrinsic Motivation, Intrinsic Motivation, Job Satisfaction, Organizational Performance, Employee Engagement, Performance Management, Incentives.

## NOMENCLATURE

Nomenclature that can be used to describe the relationship between rewards, recognition, and motivation:

### Intrinsic Motivation (IM)

Refers to motivation driven by internal factors such as personal satisfaction, growth, and the inherent value of the work itself.

### Extrinsic Motivation (EM)

Refers to motivation driven by external factors such as rewards, recognition, promotions, or other tangible benefits.

## 2. Rewards (R)

The tangible and material incentives provided to individuals, which can include financial rewards (bonuses, raises) or other forms of compensation.

### Recognition (Rec)

Acknowledgment of an individual's efforts, achievements, or contributions, typically non-monetary (e.g., praise, certificates, awards, public acknowledgment).

### 3.Motivational Impact (MI)

The overall effect that rewards and recognition have on an individual's level of motivation, influencing job performance, engagement, and satisfaction.

### 4. Organizational Commitment (OC)

The emotional attachment and loyalty an employee feels towards the organization, often influenced by recognition and the alignment of rewards with personal values.

## 1. INTRODUCTION

In the context of modern organizations, understanding what drives employee motivation is crucial for achieving sustained growth and success. Rewards refer to tangible, often extrinsic incentives provided by an organization, such as salary increases, bonuses, promotions, or benefits. On the other hand, recognition involves non-material acknowledgments of an individual's contributions, While rewards and recognition serve different motivational purposes, their combination has the potential to create a powerful motivational force. The relationship between rewards, recognition, and motivation is complex and multifaceted. and driven to achieve their personal and professional goals. Therefore, understanding how rewards and recognition interact with motivation is fundamental for organizations aiming to improve employee performance, enhance job satisfaction, and foster a positive organizational culture.

## 2. BODY OF THE PAPER

### 1. Conceptual Framework: Defining Key Elements

**Rewards:** Rewards are external incentives or compensations provided to employees in recognition of their efforts, performance, or achievements.

**Recognition:** Recognition refers to the acknowledgment and appreciation of an individual's work, behavior, or accomplishments

**Motivation:** Motivation is the psychological process that drives individuals to pursue and achieve goals. 2. Rewards and Motivation: Extrinsic Motivation

Rewards are most often associated with extrinsic motivation, which is the drive to perform an activity to achieve an external outcome, such as a monetary reward, a promotion, or other forms of material benefit.

Relationship between rewards and motivation is not without its complexities. Over-reliance on extrinsic rewards can lead to reward dependency, where employees may only perform tasks to gain rewards, and lose sight of intrinsic satisfaction.

**Recognition and Motivation: Intrinsic Motivation**

Recognition makes employees feel valued, appreciated, and respected for their contributions, which fosters a sense of accomplishment and personal satisfaction.

When employees feel recognized and acknowledged, they develop an emotional connection to their work.

**The Synergy Between Rewards, Recognition, and Motivation**

Research suggests that the best outcomes are achieved when both extrinsic and intrinsic motivators are combined.

**Timing and Consistency:** Both rewards and recognition must be timely and consistent. Delayed or inconsistent rewards can lead to feelings of unfairness or demotivation. Similarly, recognition should be immediate and specific to be meaningful.

**3. EQUATIONS**

The relationship between rewards, recognition, and motivation, we can conceptualize a few equations based on theoretical frameworks, such as Self-Determination Theory (SDT), Vroom's Expectancy Theory, and other motivational models. These models explain how different types of rewards and recognition influence an individual's motivation. Motivation

**1. Self-Determination Theory (SDT) Equation**

Self-Determination Theory emphasizes the importance of intrinsic and extrinsic motivation. The equation below represents how extrinsic rewards (such as recognition and tangible rewards) can influence intrinsic motivation:

$$M = f(R_{intrinsic}, R_{extrinsic}, P)$$

**2. Vroom's Expectancy Theory of Motivation**

Vroom's Expectancy Theory suggests that motivation is the result of rational calculations. The equation for motivation can be described as:

$$M = E \times I \times V$$

**3. Equity Theory Equation**

Equity Theory suggests that people are motivated by fairness and will compare their input-to-output ratio with others. The equation can be represented as:

$$\frac{I_a}{O_a} = \frac{I_b}{O_b}$$

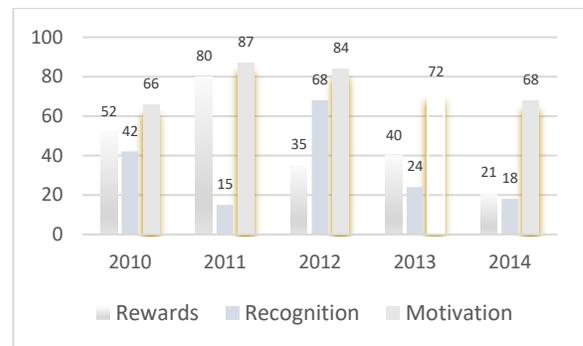
$$(M) = f(\text{Rewards (R)}, \text{Recognition (Re)})$$

**4. FIGURES**

**Rewards:** At the top. Depicted as external motivators (e.g., salary, promotions).

**Recognition:** To the right, showing internal appreciation (e.g., praise, public acknowledgment).

**Motivation:** Placed in the center, indicating how both rewards and recognition contribute to overall motivation.



**5. Tables**

the relationship between Rewards, Recognition, and Motivation. It breaks down how each type of reward and recognition influences motivation:

Factor	Type	Description	Impact on Motivation
Rewards	Extrinsic	Tangible rewards such as salary, bonuses, promotions, or incentives.	Drives extrinsic motivation, encouraging individuals to perform for material gain or advancement.
	Intrinsic	Internal rewards like job satisfaction, skill	Encourages intrinsic motivation, leading individuals to perform for personal fulfillment or growth.

		development, or personal growth.	
Recognition	Public Recognition	Acknowledging achievements in front of peers, such as awards or ceremonies.	Enhances social motivation, boosting the individual's sense of belonging and pride.
	Private Recognition	Personal praise or feedback given in private settings.	Strengthens self-esteem and encourages continued effort, especially for those who value privacy.
Motivation	Extrinsic Motivation	Motivation driven by external rewards such as money, status, or recognition.	Primarily driven by external rewards and recognition. Increases when external incentives are high.
	Intrinsic Motivation	Motivation driven by internal factors like passion, interest, or personal goals.	Enhanced by intrinsic rewards and positive recognition. Typically more sustainable over time.

Rewards (extrinsic and intrinsic) and Recognition (public and private) both influence Motivation, but they operate differently based on whether the motivation is extrinsic (driven by external factors) or intrinsic (driven by internal desires).

Extrinsic rewards might provide immediate motivation but may not be as sustainable as intrinsic rewards, which foster deeper, longer-term engagement.

Public recognition appeals to those who value social validation, while private recognition caters to those who prefer personal acknowledgment.

**6. REFERENCE STYLE**

references related to the relationship between rewards, recognition, and motivation, you typically follow a specific citation style (e.g., APA, MLA, Chicago, etc.). Below, I'll provide examples of how to cite scholarly works in APA style (common in social sciences) related to the topic of rewards, recognition, and motivation.

**Books:**

Deci, E. L., & Ryan, R. M. (2000). The "What" and "Why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227-268. [https://doi.org/10.1207/S15327965PLI1104\\_01](https://doi.org/10.1207/S15327965PLI1104_01)

**Journal Articles:**

Eisenberger, R., & Cameron, J. (1996). Detrimental effects of reward: Reality or myth? *American Psychologist*, 51(11), 1153–1166. <https://doi.org/10.1037/0003-066X.51.11.1153>

**Book Chapters:**

Herzberg, F. (1966). Work and the nature of man. In D. A. Kolb & J. M. Rubin (Eds.), *Organizational behavior* (pp. 249-259). Prentice-Hall.

**Online Resources:**

Gagne, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331-362. <https://doi.org/10.1002/job.322>

**2. MLA Style:**

Deci, Edward L., and Richard M. Ryan. "The 'What' and 'Why' of Goal Pursuits: Human Needs and the Self-Determination of Behavior." *Psychological Inquiry*, vol. 11, no. 4, 2000, pp. 227–268. [https://doi.org/10.1207/S15327965PLI1104\\_01](https://doi.org/10.1207/S15327965PLI1104_01).

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Eisenberger, Robert, and Judy Cameron. "Detrimental Effects of Reward: Reality or Myth?" *American Psychologist* 51, no. 11 (1996): 1153–1166. <https://doi.org/10.1037/0003-066X.51.11.1153>.

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