

THE ROLE OF RECOGNITION AND REWARD SYSTEMS IN STRENGTHENING POSITIVE RELATIONSHIPS AMONG EMPLOYER AND EMPLOYEE WITH REFERENCE TO INFORMATION TECHNOLOGY SECTOR IN TELANGANA STATE

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Abstract

Systems of rewards and recognition have become essential tools for improving relationships at work and encouraging employee engagement, particularly in fast-paced sectors like information technology (IT). Effective recognition and reward systems are essential for fostering loyalty, trust, and good employer-employee relations in Telangana State's fiercely competitive IT industry, where organizational commitment and employee retention are ongoing problems. Through an analysis of their effects on employee motivation, job satisfaction, and organizational citizenship behaviour, this study investigates the importance of recognition and reward systems in fostering relationships within organizations. The study illustrates how customized recognition programs both monetary and non-monetary—help lower attrition, boost productivity, and foster an appreciation culture through a combination of theoretical understanding and empirical data. The results highlight

Keywords: Recognition, Reward Systems, Relationships, Information Technology, Telangana State.

I. INTRODUCTION

Human capital is regarded as an organization's most valuable asset in the cutthroat business world of today. Keeping a motivated and dedicated workforce is strategically essential, especially in the highly innovative and dynamic Information Technology (IT) sector. The ability of IT companies to effectively manage their workforce—not just in terms of performance and skill sets, but also in cultivating enduring and positive employer-employee relationships—is a major factor in their success. In order to accomplish this, recognition and reward systems have become crucial HR procedures. Acknowledging an employee's contributions, efforts, and accomplishments is known as recognition, whereas rewards usually consist of both monetary and non-monetary benefits intended to reinforce desired behaviours. When combined, rewards and recognition give workers a feeling of worth, community, and gratitude that has a direct influence.

Over the past ten years, Telangana State's IT industry has grown significantly, making it one of India's top technology hubs. The competition for qualified workers has increased due to the quick growth of international IT companies and start-ups in places like Hyderabad. As a result, there are now issues like high employee turnover, burnout, and disengagement. In this situation, reward and recognition programs become essential for keeping talent on staff as well as for fostering enduring relationships between employers and employees by fostering loyalty and trust.

Even though recognition and reward systems are widely used, little emphasis has been placed on how they can promote relational outcomes as opposed to just performance-based ones. Many businesses prioritize monetary rewards over the social and psychological benefits of recognition, which foster close relationships at work. Therefore, it is pertinent and timely to investigate how Telangana State's IT industry's recognition and reward systems contribute to the development of positive working relationships between employers and employees. The purpose of this study is to examine how reward and recognition programs affect interpersonal relationships in businesses and how they support worker engagement, organizational loyalty, and general workplace harmony. The study aims to shed light on Telangana IT companies' practices in order to develop reward and recognition schemes that go beyond.

II. LITERATURE REVIEW

Delić, A., & Mahmutović, I. (2025) They discovered that reward and recognition programs are generally accepted as essential HR procedures that affect worker motivation, behaviour, and satisfaction. While rewards are material or intangible advantages intended to reinforce desired performance, recognition generally refers to the

acknowledgment of employee accomplishments, contributions, and efforts. According to studies, successful recognition and reward schemes foster a culture of gratitude, which raises staff morale and fortifies ties between employers and employees. [9].Malik, P., et al (2025)Collaboration, trust, and organizational harmony all depend on good employer-employee relations. Employees respond with loyalty, trust, and increased engagement when they believe that rewards and recognition are just and meaningful, according to social exchange theory. They emphasized that receiving recognition strengthens relationships and lowers the intention to leave because it creates a feeling of perceived organizational support. Organizations with strong recognition systems experience lower attrition rates and higher levels of commitment, according to research conducted in the global IT sector. [20].

Hansamali, H. G. C., et al (2024)several studies demonstrate that recognition and rewards act as strong motivators. Herzberg's Two-Factor Theory emphasizes recognition as a key motivator that enhances job satisfaction, whereas the absence of recognition can lead to dissatisfaction. Empirical evidence indicates that both monetary and non-monetary rewards significantly influence employees' intrinsic and extrinsic motivation [13]. Berber, N., & Gašić, D. (2024)In the IT industry, where workers frequently deal with stress and workload issues, rewards and recognition are crucial instruments for preserving motivation and contentment. The IT sector faces particular difficulties with employee engagement and retention because of its fast technological advancements and fierce talent competition. Research conducted in Indian IT companies reveals that workers frequently place an equal value on non-cash benefits like peer recognition, flexible work schedules, and career advancement opportunities as they do on cash incentives. Recognition and reward programs are essential for striking a balance between performance standards and worker well-being, especially in states like Telangana, which has grown to be a significant IT hub[6].

Wardhani, W. N. R., et al (2023)although extensive research has been conducted on recognition and rewards as drivers of performance, limited studies have explored their role in strengthening the employer-employee relationships in the Indian IT sector. Much of the existing work focuses on rewards as motivational tools, often neglecting their relational and cultural dimensions [32].S. Ivanov (2023) Furthermore, there are still few empirical studies that focus on the Telangana IT sector, which is growing quickly and has a high workforce mobility rate. This leaves a research gap that calls for investigating how, in this particular regional context, recognition and reward systems not only enhance performance but also cultivate loyalty, trust, and constructive relationships.[16]. Mohamed, A. M. (2023) they have researched a significant area because it has been the focus of reward satisfaction. Nonetheless, the primary focus of researchers has been on the study of pay (financial reward) satisfaction and its influence on various work outcomes, with particular attention paid to turnover. Other research in the literature on turnover has consistently found a connection between job satisfaction and the intention to leave. [17]. Okwuise, U. Y., & Ndudi, E. F. (2023) more than ever, organizations are realizing that they must strike an equitable balance between the work that employees do for the company and the work that the company does for the employee. One of the primary justifications for rewarding and recognizing staff members within the company is to achieve this balance. [24]. Enemuo, J. I., & Olateju, I. A. (2021) in order to achieve this balance, the organization focuses on three key strategic elements: recognition, benefits, and compensation. Numerous research studies on the subject have demonstrated that the most prevalent issue facing organizations in the modern world is that they fail to recognize the crucial element of recognition, which is the high-return, low-cost component of a well-balanced reward system. Encouraging employees to feel valued and appreciated is a major goal of recognition. According to research, employees who receive recognition typically exhibit greater confidence, self-worth, openness to new challenges, and inventiveness. [10] [11].

Reza, M., Vorobyova, K., & Rauf, M. (2021) reward System plays a vital role in enhancing employee creativity. The main objective of the study was to investigate the effect of reward system on employee creativity in Credit and Saving Share Company case of Bale zone branches. Simple random sampling techniques was used to select a sample of 158 respondents from target population of 260.Data was collected using open & close ended questionnaire [26] [3]. Somoye, K. G., & Eyupoglu, S. Z. (2020)the general objective of this study was effect of reward system on employee creativity in Credit and Saving Share Company case of Bale Zone Branches and in order to answer the research questions, the researcher used a software SPSS 21 version for data operation and analysis. The result of descriptive statistics indicated that practice level of both intrinsic & extrinsic rewards in is low. In addition, the results of Pearson correlation show there is a significant and positive relationship between extrinsic reward, Intrinsic reward & employee creativity [30] [2]. Mugaa, L. G. (2019)the result of regression analysis indicates almost 76.3% of employee creativity is explained by extrinsic & intrinsic rewards. Similarly, the result indicates intrinsic reward is more contributing factor to employee creativity than extrinsic reward [19] [1].Rai, A., et al (2018)the researcher concluded that in addressing employee creativity and for accomplishment of organizational goal, it is important for the management to make effective use of both extrinsic& intrinsic reward system for their employees. In addition, the management needs to assess reward practice of similar institutions & make necessary adjustments [27] [28] [4] [12].

Prouska, R., Psychogios, A. G., & Rexhepi, Y. (2016)This study looks at how reward systems affect the connection between perceptions of company performance and an organizational strategy founded on total quality management (TQM) principles. Major findings include: the use of extrinsic reward practices, such as profit sharing, gain sharing, employment security, and comp time, exhibited a significantly positive moderating effect on the relationship between TQM and perceived firm performance; higher levels of firm performance were significantly correlated with greater use of TQM practices, but not with greater use of quality rhetoric in formal

strategic documents or informal strategic discussions. Including high-quality rhetoric in the formal and informal strategy is not enough in terms of the implications for practitioners.[25] [7] [15].Diankenda, E. (2015)The current study offers empirical evidence that management needs to "walk the talk" when it comes to TQM initiatives, as the anecdotal literature has frequently argued. Furthermore, an organization should use reward practices that specifically complement its TQM-based strategy in order to achieve even higher levels of firm performance.[8] [5].

Research Gap

- The majority of earlier research has mostly looked at rewards and recognition from a performance standpoint, emphasizing motivation, productivity, and retention. Their contribution to enhancing trust, workplace harmony, and employer-employee relationships, however, has not gotten much attention.
- There is a lot of research on reward and recognition programs in Indian companies, but not much of it focuses on the IT industry, which has particular difficulties like high employee turnover, long hours, and stress at work.
- Hyderabad, in particular, is one of the IT hubs in Telangana that is expanding the fastest in India.
- Despite its importance, little empirical research has been done on how reward and recognition programs work in this particular region and how they support the development of long-lasting employer-employee relationships.
- Numerous studies have concentrated on monetary rewards, frequently ignoring the significance of non-monetary acknowledgment like

III.Objectives of the Study

- ❖ To examine the role of recognition and reward systems in strengthening positive relationships between employers and employees in the IT sector of Telangana State.
- ❖ To analyze the impact of monetary and non-monetary rewards on employee motivation, job satisfaction, and organizational commitment.
- ❖ To evaluate how recognition practices contribute to building trust, loyalty, and long-term employer-employee relationships.
- ❖ To identify the challenges faced by IT organizations in implementing effective recognition and reward systems.
- ❖ To suggest strategies for designing recognition and reward frameworks that foster both performance and positive relational outcomes in the IT sector of Telangana.

IV.Hypotheses of the Study

H1: Recognition and reward systems have a significant positive impact on strengthening employer-employee relationships in the IT sector of Telangana State.

H2: Monetary rewards significantly influence employee motivation, organizational commitment job satisfaction.

V. RESEARCH METHODOLOGY

Research Design

The study uses a descriptive and analytical research design to investigate how reward and recognition programs can improve employer-employee relations in Telangana State's IT industry. This design makes it possible to identify current practices and assess how they affect relational outcomes like loyalty, trust, and organizational commitment.

Research Approach

Primarily, a quantitative research methodology is utilized, with the assistance of qualitative insights when required. While qualitative inputs (such as interviews or open-ended responses) may offer a deeper understanding of employee perceptions, quantitative analysis will aid in testing the hypotheses.

Population and Sample

Sample Size: A sample of 550 respondents have been considered adequate for quantitative analysis using statistical tools.

Sources of Data

Primary Data: Gathered using a structured questionnaire with Likert scale items addressing motivation, trust, and employer-employee relationships, as well as recognition practices, reward systems, and job satisfaction.

Secondary Data: Information about IT company recognition and reward systems was gathered from industry reports, research articles, organizational reports, HR policy documents, and scholarly journals.

Research Instrument

- A structured questionnaire will be designed with the following sections:
 - Demographic details (age, gender, experience, designation, etc.)
 - Recognition systems (monetary and non-monetary)
 - Reward practices and their impact on motivation and satisfaction
 - Employer-employee relationship factors (trust, loyalty, commitment)

VI. Data Analysis

Descriptive Statistics: Mean, standard deviation, frequency distributions. Reliability Testing: Cronbach's Alpha to test internal consistency of constructs.

Inferential Statistics:

- Correlation Analysis (to study relationships between variables).
- Regression Analysis (to measure the effect of recognition and rewards on relationships).
- ANOVA or t-tests (to examine differences across demographic groups).
- Structural Equation Modeling (SEM) may be used if advanced relational modeling is required.

Table 1: Gender of the Respondents

Gender of the Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	350	63.6	63.6	63.6
	Female	200	36.4	36.4	100.0
	Total	550	100.0	100.0	

Source: Compiled data using SPSS

Graph 1: Gender of the Respondents

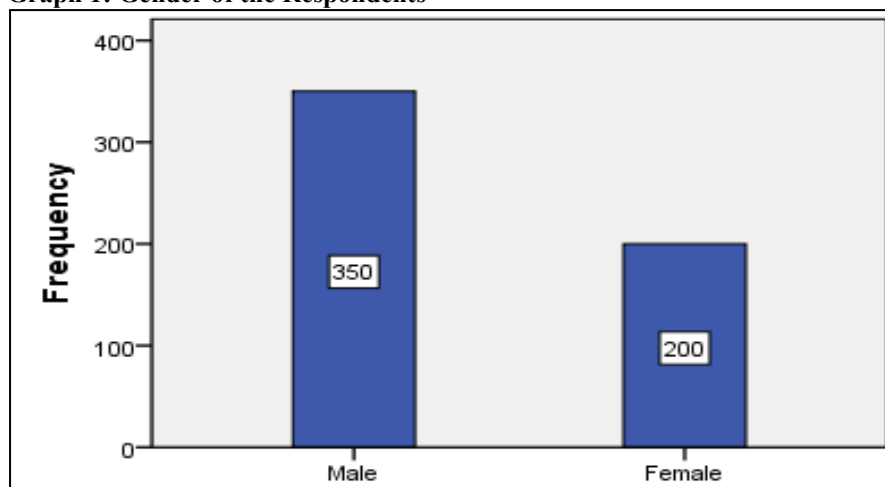
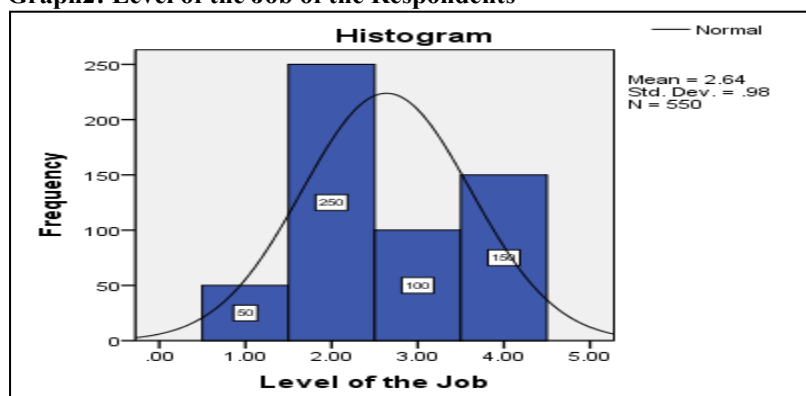


Table 2: Level of the Job of the Respondents

Level of the Job					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Entry Level	50	9.1	9.1	9.1
	Mid-Level	250	45.5	45.5	54.5
	Senior Level	100	18.2	18.2	72.7
	Managerial	150	27.3	27.3	100.0
	Total	550	100.0	100.0	

Source: Compiled data using SPSS

Graph2: Level of the Job of the Respondents



Interpretation:

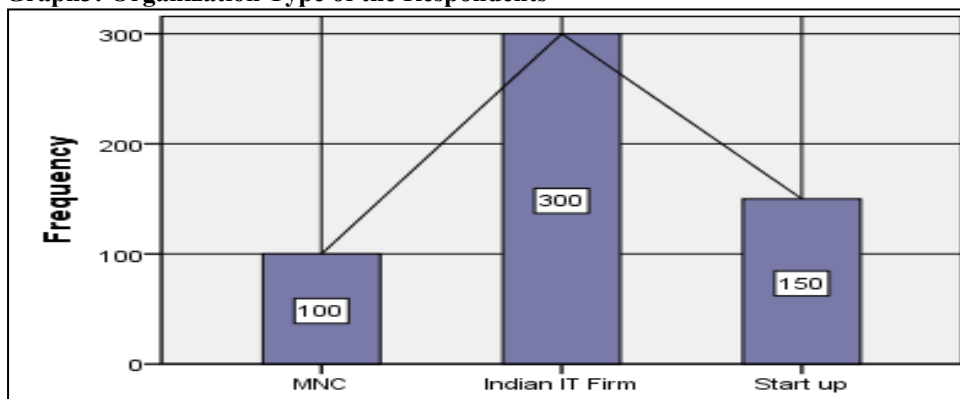
Mid-Level positions make up the largest share (45.5%) of all jobs. Managerial roles follow with 27.3%. Senior-Level positions represent 18.2%. Entry-Level positions account for only 9.1%.

Table 3: Organization Type of the Respondents

Organization Type		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MNC	100	18.2	18.2	18.2
	Indian IT Firm	300	54.5	54.5	72.7
	Start up	150	27.3	27.3	100.0
	Total	550	100.0	100.0	

Source: Compiled data using SPSS

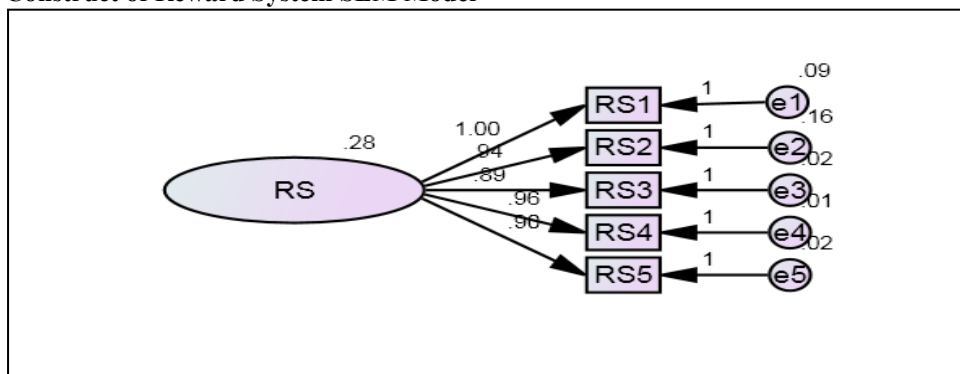
Graph3: Organization Type of the Respondents



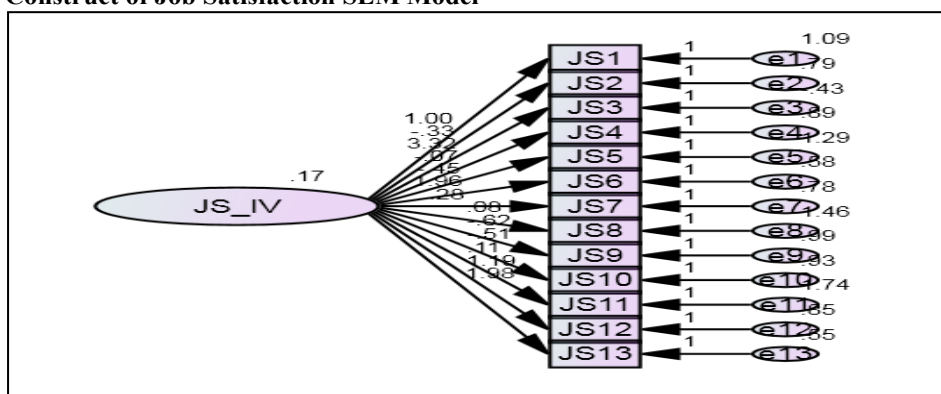
Interpretation

The dataset is dominated by Indian IT firms, which make up 54.5% of all organizations. 27.3% are startups, indicating a significant presence of up-and-coming businesses. The smallest group, represented by 18.2%, are MNCs (Multinational Corporations).

Construct of Reward System SEM Model



Construct of Job Satisfaction SEM Model



CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	26	9771.050	65	.000	3.624
Saturated model	91	.000	0		
Independence model	13	12126.105	78	.000	155.463

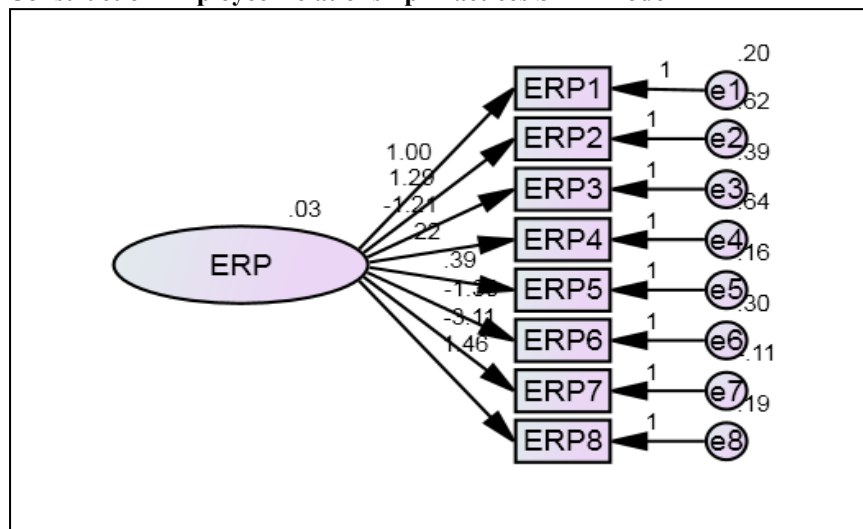
Source: Compiled data using SPSS and AMOS

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.522	.513	.530	.000
Independence model	.530	.522	.538	.000

Source: Compiled data using SPSS and AMOS

Construct of Employee Relationship Practices SEM Model



Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	26	9771.050	65	.000	2..524
Saturated model	91	.000	0		
Independence model	13	12126.105	78	.000	155.463

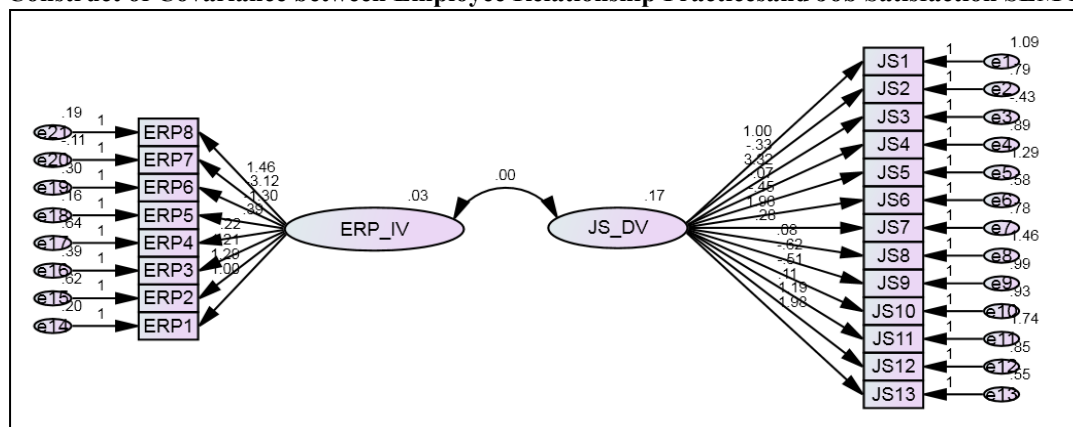
Source: Compiled data using SPSS and AMOS

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.522	.513	.530	.000
Independence model	.530	.522	.538	.000

Source: Compiled data using SPSS and AMOS

H1,2: Recognition and Reward Practices have a significant positive impact on strengthening employer–employee relationships leading to Job Satisfaction in the IT sector of Telangana State.

Construct of Covariance between Employee Relationship Practicesand Job Satisfaction SEM Model



Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	26	9771.050	65	.000	1.324
Saturated model	91	.000	0		
Independence model	13	12126.105	78	.000	155.463

Source: Compiled data using SPSS and AMOS

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.522	.513	.530	.000
Independence model	.530	.522	.538	.000

Source: Compiled data using SPSS and AMOS

Default model: The hypothesized model you're testing.

The total number of parameters estimated in each model is known as the NPAR (Number of Parameters). The difference between the sample and fitted covariance matrices is measured by CMIN (Chi-Square or χ^2). A better fit is indicated by lower values. The number of constraints in the model is reflected in the DF (Degrees of Freedom). P (significance level): Indicates if the model fit differs sufficiently from a perfect fit ($p > .05$ indicates a good fit). Chi-square divided by degrees of freedom, or CMIN/DF, is a measure of relative fit. A model fit that is acceptable is indicated by lower values (< 3).

Scope of the Study

The study only looks at Telangana State-based IT companies. It closes a research gap by focusing on the relational outcomes of reward and recognition systems rather than just performance outcomes.

Limitations

- Findings may not be generalized to non-IT sectors.
- Respondent bias may occur if employees hesitate to share genuine perceptions about their organization.
- The study focuses on Telangana, limiting cross-regional comparisons.

VII. Findings

- It is found that the workforce is mature and experienced, with a relatively small share of new or entry-level employees. This may reflect a focus on retaining skilled professionals rather than large-scale recruitment of fresh talent.
- It is found that the IT sector in this dataset is dominated by Indian firms, with significant participation from start-ups. The lower MNC presence might indicate that the sample or region has more domestic than international operations.
- It is found that the Independence Model | 155.463 | Very good fit
- It is found that the tested conceptual model (e.g., relationship among job level, organization type, satisfaction, or performance) is statistically supported and valid for further interpretation.
- It is found that the IT workforce represented in the data is primarily mid-level and employed in Indian IT firms.
- It is found that the structural model tested demonstrates a strong fit, indicating that the hypothesized relationships among variables are empirically sound.
- It is found that the organizational landscape appears to be balanced but experience-heavy, with growth opportunities for mid- and senior-level roles.

VIII. CONCLUSION

This study confirms that reward and recognition programs are strategic levers for establishing solid, constructive, and long-lasting employer-employee relationships in Telangana State's IT industry, in addition to being performance-enhancement tools. According to the study's findings, employees view rewards and recognition as potent inducers of engagement, loyalty, and trust all of which eventually improve relationships within businesses. The study's main finding is the significance of both monetary and non-monetary rewards. Employees in the IT industry hold equal importance on non-monetary recognition like appreciation, flexible work schedules, learning opportunities, and career growth prospects as they do on monetary incentives like bonuses, raises and promotions. The overall efficacy of reward and recognition programs is determined by how well these two dimensions are balanced. This demonstrates that businesses must incorporate holistic recognition practices that attend to employees' emotional needs as well as their professional goals in order to avoid relying only on financial rewards. The contribution of rewards and recognition to employee retention and attrition reduction is another significant finding. Since Telangana IT workforce is highly mobile, fair, open, and inclusive recognition procedures help to lower turnover intentions and foster enduring loyalty. By enhancing workers' sense of value and belonging within the company, recognition also plays a critical role in reducing stress and burnout, which are prevalent issues in IT workplaces.

The study also highlights how reward and recognition programs can change the culture of an organization. They

foster a culture of gratitude, cooperation, and transparency when applied regularly. Through trust-based partnerships that benefit individuals and organizations, this cultural shift fortifies employer-employee relationships beyond transactional exchanges.

From a managerial standpoint, the results indicate that Telangana IT companies need to create employee-cantered, transparent, and flexible recognition and reward programs that can be adjusted to meet changing workforce demands. The need for digital and customized recognition systems has increased as a result of the post-pandemic trend toward remote and hybrid work. Employees now anticipate recognition from peer-to-peer recognition, virtual platforms, and performance-driven digital tools in addition to in-person workplaces.

In summary, reward and recognition programs are essential to determining organizational results and employee experiences rather than being ancillary HR procedures. Telangana IT companies must adopt recognition and reward programs as a long-term relationship investment if they want to stay competitive and sustainable. By doing this, businesses can increase employee happiness, cultivate greater trust, and create strong employer-employee bonds that promote innovation, retention, and expansion in the fast-paced IT sector.

IX. Recommendations

- Increase Entry-Level Hiring: The low proportion (9.1%) of entry-level employees suggests limited onboarding of new talent. Expanding graduate recruitment could enhance innovation and succession planning.
- Retention of Mid-Level Talent: Since nearly half of employees are mid-level, organizations should focus on career development programs to retain this critical workforce segment.
- Leadership Pipeline: With 27.3% in managerial roles, targeted leadership training could prepare mid-level staff for upward mobility.
- Support Start-Ups: The 27.3% start-up presence highlights growth potential; policies that provide funding, mentorship, and regulatory ease could strengthen this sector further.
- Encourage Collaboration between MNCs and Indian IT Firms: Joint projects could improve skill transfer and global competitiveness.

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