The Impact Recognition has on Employees in the Human Resource
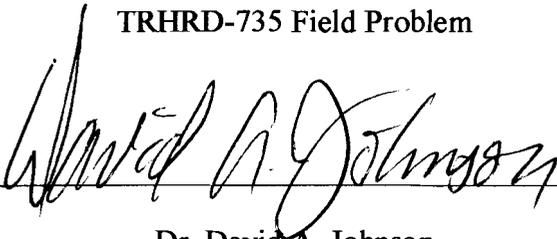
Department at Bemis Company, Inc.

by

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ABSTRACT

Have you ever heard the phrase; "People don't leave jobs or organizations, people leave people." The purpose of this study is to collect data regarding Corporate Human Resource employees at Bemis Company, Inc.'s view on the impact of recognition. Employees in Corporate Human Resources were asked to fill out a survey to measure how often their managers give recognition and how they feel they are valued as an employee based on the recognition they are receiving. This data was collected, and analyzed in order to show how recognition impacts how the employees feel they are valued.

Bemis Company, Inc. is a flexible packaging company. There are 31 employees in the Corporate Human Resource Department. A total of 23 surveys were returned which is a 74% return rate.

The survey sample of the Corporate Human Resource Department was chosen to investigate whether a formal recognition program, and performance appraisals would have an impact on employee performance. Currently, Bemis Company, Inc. does not have a recognition program and they do not perform annual performance appraisals. The culture of Bemis Company, Inc. believes that recognition should be an on-going process and that there isn't a need for employee recognition or annual performance appraisals.

Recognition and praise consistently correlate with higher retention, higher customer satisfaction, higher productivity, and higher profits. Companies that have reward programs in place show a 109% shareholder return while companies who do not have reward programs show a 52% return (Elton & Gostick, 2002).

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Chapter I: Introduction

Background

In a highly competitive market, Corporate American employees are spending more hours in their offices than in their own homes. More and more, people are beginning to value their professional careers as much as their home life. The top ten employee values are: approval, achievement, change & variety, belonging, creativity, dominance, independence, security, loyalty, and recognition (Employee Development Systems, Inc., 2003). All of these values can be found in the workplace; therefore, more time is spent at work trying to fulfill their core values. Basically, employees are looking for meaningful jobs, and organizations that meet their needs.

To develop any of the above values, there needs to be some form of employee recognition in the workplace. Workplace recognition is similar to performance in the theater. The performer gets the applause and encouragement from the audience, and their coaches. However, the applause doesn't just happen at the end. That type of recognition happens throughout the show. The same type of thing happens with athletes. Teams and athletes don't just get recognized at the end of a game, they are recognized throughout; whenever a point is scored, a turnover occurs, or great defense happens etc. Employees need the same type of ongoing recognition to keep them motivated (Elton, & Gostick, June 2006).

Imagine what would happen to a newly hired employee if they received recognition during the first few days of the job? Would an environment like that have an effect on your ability to keep new employees? How would your first job have been different if that

company had properly acknowledged your contribution and created a culture of recognition and encouragement from day one? (Elton, & Gostick, June 2006)

Statement of the Problem

Bemis Company, Inc., is the largest flexible packaging company in the Americas and a major manufacturer of pressure sensitive materials used for labels, decoration and signage. Bemis has operations in 62 locations, 11 countries, and has approximately 15, 000 employees. Bemis Company, Inc. presently does not have a recognition program nor a performance appraisal program in place. Many employees go years without receiving feedback from their supervisors or managers. Currently, recognition programs are not in place because Bemis believes that recognition should be an ongoing process that is happening on a daily basis; therefore, there is not a need for performance appraisals or a recognition program. However, without a recognition program in place, it is difficult to measure whether or not continuous recognition is actually happening.

Purpose of the Study

There is a link between motivating employees and getting results that benefit organizations. There is also a direct correlation between recognition, and how it motivates employees, reduces turnover and in turn, contributes to the organizations bottom line. (Daniel, &Metcalf, 2005). Recognition programs are a great tool for retaining our most talented employees' therefore, Bemis Company, Inc. needs to establish and maintain a recognition program in place to retain talent and stay competitive. Bemis Company, Inc. presently stays competitive as one of the top manufacturers in the industry because they are innovative. However, will Bemis employees always be self – driven or will they need some type of formal employee recognition program? Studies have shown that company

recognition programs can keep employees motivated and reinforce organizational expectations and goals. Recognition can be beneficial especially when merit budgets must be low, healthcare costs/benefit costs increase, promotions are rare, and most importantly job satisfaction is low (Daniel & Metcalf, 2005).

The purpose of this study is to determine whether or not recognition is happing in the Corporate Human Resource Department at the Bemis Company, Inc. This study will also measure whether or not employees feel valued and how much of a role their managers take in their career development.

Assumptions of the Study

1) The Human Resources Department was chosen as the study sample because ideally Human Resource Professionals tend to value recognition and rewards more than other management professionals.

2) The survey sample only considered the Human Resources Department, therefore the rest of the Bemis Company would be less likely to favor an employee recognition program.

3) Some employees are self-motivated; therefore, recognition does not have the same affect on all employees.

Definition of Terms

Corporate Human Resource Department: Consisting of 31 employees, the Bemis Company, Inc. Human Resource Department located in Oshkosh Wisconsin. All employees reside in the corporate building. All employees are a part of corporate planning in the following areas: benefits, pension, compensation, equal opportunity, recruiting, legal, wellness, accounting, and any other areas in which Human Resources would be involved.

Employee: An employee, team member, subordinate or associate in a business setting. Employees are referred to those who are employed by the Bemis Company, Inc.

Manager/Supervisor: A Bemis employee, or an employee in a business setting that has people reporting directly to them.

Performance Appraisal: A formal evaluation of an employee's performance that can be done quarterly, semi-annually, or annually.

Recognition Programs: An employee recognition program can be a great morale-building tool for any organization, whether large or small. They can to be used to recognize employees for their accomplishments. An effective recognition programs can lead to innovation, higher productivity and greater job satisfaction for the workers. Employee recognition programs could include several levels of recognition. From a simple Certificate of Appreciation to Employee of the Month to awards given on the division and company-wide level, recognition should be provided to those who exceed expectations and earn the awards. Recognition awards should not be too easy to obtain; if they are easy to achieve, they lose their meaning. The lower tier or employee recognition awards should, on the

other hand, not be too difficult to achieve or everyone will feel that the recognition program is ineffective.

Limitations of Research

1. Not all Bemis Company, Inc. departments function the same. Recognition and performance appraisals are given or not given to employees at the manager's discretion.

2. Only the Bemis Company, Inc. Human Resource Department personnel will be surveyed.

Chapter II: Review of Literature

Introduction

Evidence has shown that improved job performance is directly related to good recognition programs (Daniel & Metcalf, 2005). When recognition programs are in place, employees feel valued, therefore they become more dedicated to help the organization meet its goals.

The literature review consisted of two primary topic areas. The first was gathering of supporting documentation, and studies to show the outcome of recognition programs within organizations. Documentation was also used to determine consequences or missed opportunities of not having a recognition program. The second topic was how to successfully implement a recognition program to ensure the most effective outcome.

Employees are increasingly being asked to do more work. Demographers predict that fewer workers will be available in the post baby boom era and that those who do exist will likely have fewer skills than their predecessors. These new employees will have different values and expect their jobs to be purposeful and motivating.

Everyone wants to be appreciated. Results from a recent survey by the Council of Communication Management (Nelson, 1994) confirm that the majority of employees find recognition for a job well done to be a top motivator when it comes to employee performance. The types of recognition are simple, thoughtful, a personal kind of recognition that signifies true appreciation for a job well done (Nelson, 1994).

It is more important today than ever before to understand the importance of recognition and the value of a reward system. The concept of employee is changing as well as the nature of the work the employee is doing (Bowen, 2000). Although times,

values, and employee needs are changing, in 1949 Lawrence Lindahl asked employees to rank their jobs and tell managers what employees wanted. In a document as early as 1949, people are still concerned about employee recognition. Managers were convinced they'd say more money. However, the number one thing was feeling appreciated and "being in" on things. When employees feel recognized and involved, they're much less likely to worry about money and security (Elton & Gostick, 2002).

Employees don't only want a good salary and benefit package, they also want to be valued and appreciated for their work. Employees believe in fair treatment, and respect those giving fair treatment. They want the opportunity for advancement and involvement in the organization. A recognition program can help employers meet their organizational goals by helping attract and retain high-performing employees. In a 2003 National Association for Employee Recognition/World at Work-study (Daniel & Metcalf, 2005) it was reported that companies are aligning their employee recognition programs directly to the strategies of the organization. This same survey also indicated that:

1) Eighty seven percent of the 413 companies reported they had a recognition program.

2) Their top nine reasons for implementing a recognition program were (in order by importance):

    a. Create a positive work environment

    b. Creating a culture of recognition

    c. Motivating high performance

    d. Reinforcing desired behaviors

    e. Increasing employee morale

f. Supporting the organization mission and vision

g. Increasing retention/decreasing turnover

h. Encourage loyalty

i. Supporting a culture change

Other reasons for adapting a recognition program included: reducing costs, retaining key employees, increasing employee productivity, competitiveness, revenues and profitability, improving quality, safety and customer service, and lowering stress, absenteeism, and turnover (Daniel & Metcalf, 2005).

All companies experience turnover, it is a part of business. However, even when the economy has been at its worst, the average company turnover in North America is 20% (Elton & Gostick, 2002). Most companies will tell you that retention of valuable employees is critical for the success of the business. Unfortunately research shows that three quarters of workers don't feel committed to their organizations and only plan to stay for no more than a couple of years (Elton & Gostick, 2002). Those companies that are distinguished by how people feel on the job are most successful. According to a 2001 New York Times study, 25% of employees surveyed were driven by tears and stress; 50% were employed in a place of "verbal abuse" and "yelling"; 30% had unrealistic deadlines; and 52% said they had worked an average of 12-hour days (Elton & Gostick, 2002).

People don't leave a company, they leave a supervisor. In exit interviews, most say they're leaving for more money. A third-party survey said 79% leave due to the lack of appreciation. "How you treat employees in hard times is how they'll treat you in good times" (Davenport, 1999). The top four reasons why employers have recognition

programs are: higher customer satisfaction, higher productivity, higher profits, and lowered turnover (Elton & Gostick, 2002).

Recognition is profitable. Employees are an organizations largest assets. Like financial investors, some human capital investors are more active than others. The point is that, as the owners of their human capital, they can make choices" (Davenport, 1999).

Figure F1 is an 11-year study of 200 companies from 22 different industries that compared financial and operational performance measures of companies with performance-enhancing cultures to those companies whose cultures did not have any performance measures (Weatherly, 2006).

Figure F1: Impact of Performance-Enhancing Culture on Corporate Performance

	Organizations with Performance Enhancing Culture	Organizations without Performance Enhancing Culture
Revenue growth	382%	166%
Employment growth	282%	36%
Stock price growth	901%	74%
Net income growth	756%	1%

As shown in Figure F1, there is a large difference in revenue, employment, stock price and net income growth. The growth percent for each of these categories is much higher with companies who have a performance enhancing culture. Companies who do not have a performance enhancing culture are not experiencing as much growth as those that do.

The impact of ongoing recognition is that when you recognize someone right away, it is fresh in his or her mind. Why would you want to wait a year or six months to

encourage positive behavior? By doing this it will take you twice as long to reach your

company goals (AchieveGlobal, 2003).

Figure F2: Why is it so Difficult to Execute Strategy?, indicates organizations

should be more interested in how intangible assets are managed (Weatherly, 2006).

Figure F2: Why is it so Difficult to Execute Strategy?
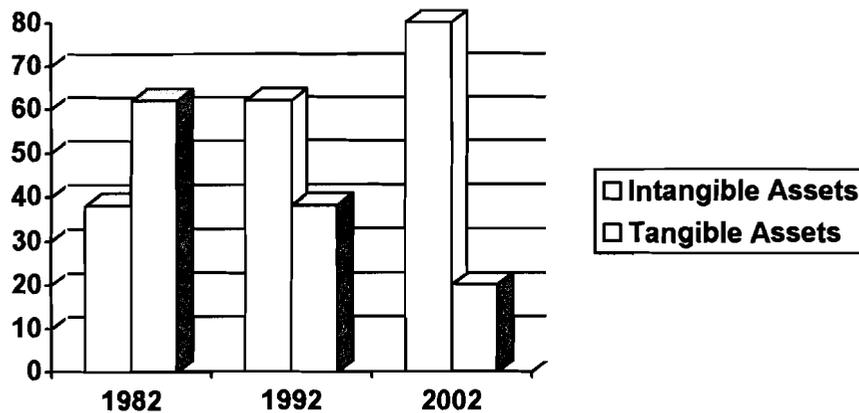
As shown in Figure F2, the source of value has shifted from tangible data assets to

in-tangible assets from 1982 to 2002. The percentages represent the percent of market

value as related to tangible and intangible assets. The shift has occurred because work now

requires more knowledge and skills than ever before. The Jackson Organization (Etlon &

Gostick, June 2006), an independent research firm, also shows that investing in

recognizing employee excellence is strongly associated with the best financial

performance.

In Figure F3: Recognition and Return on Equity; you will see four companies

listed. Two out of the four companies have implemented and executed some type of

recognition program(s) while the other two companies have chosen not to implement any

employee recognition program. The numbers on the left hand side of the graph illustrate

the organizations return on equity.

Figure F3: Recognition and Return on Equity
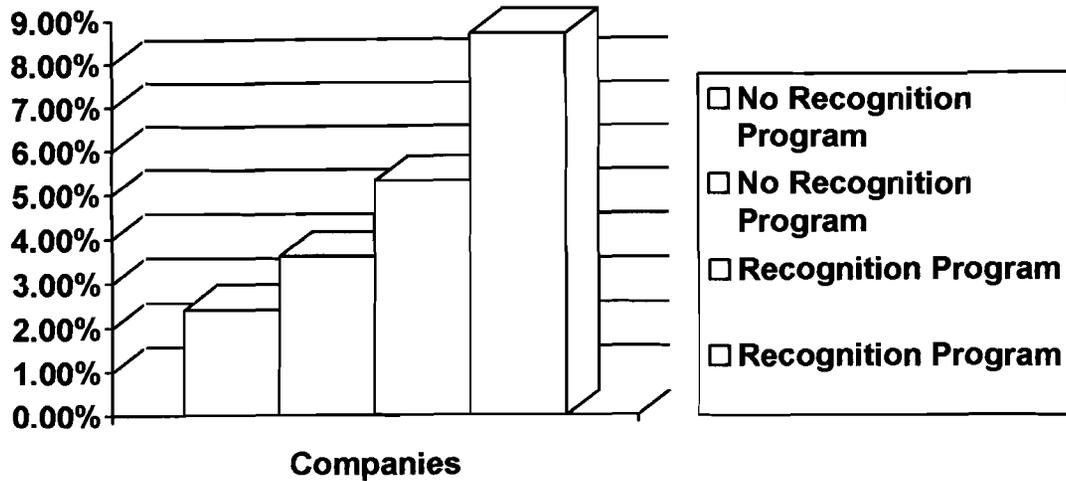
As shown in Figure F3, the companies who have implemented employee recognition

programs enjoy a return on equity that is more than triple the return of companies who

don't implement recognition programs (Elton & Gostick, June 2006).

Culture of Recognition

Creating a culture of recognition doesn't happen over night, it is something all

organizations must strategically plan like any other program they plan to successfully

implement. Impactful recognition starts when you are first interviewing a potential

employee. Ask the interviewee to share an honorable moment at their past employment.

This will show their strengths, as well as giving you ideas of how to motivate the

employee. Recognition must begin immediately. If you aren't recognizing your employee

within the first 90 days of employment, morale declines drastically. It is easier to keep

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motivation ongoing and alive, than to try to bring it back to life (Elton & Gostick, February 2006).

In the March 27th, 2006 issue of Business Week, Jack Welch a retired CEO and former editor of the Harvard Business Review, listed four motivational tools – all non-monetary and all effective. The most significant of the four tools was recognition. The retired CEO stated:

> "When an individual or a team does something notable, make a big deal
>
> out of it. Announce it publicly, talk about it at every opportunity. We use
>
> peer-to-peer recognition because it picks up a lot of things I don't see. In a
>
> healthy culture, you celebrate. You have a lot of successes. Where
>
> recognition is frequent, is aligned with core values to avoid favoritism and
>
> includes peer-to-peer component, employees don't complain of jealousy.
>
> On the contrary, employees get more upset when recognition is rare and
>
> they get ignored."

He also stated using recognition is a vital tool to help leaders and organizations achieve long-term goals and success. "The returns (of recognition) are incalculable". (Elton & Gostick, April 2006).

Rewarding failures has just as much impact as rewarding success. Many employees are afraid to make mistakes for fear of the consequences. These insecurities mean we are afraid to take risks in our job. When employees work in this type of atmosphere, growth, and innovation are stunted. It is important to realize that many mistakes made by employees are simple efforts to succeed or try something new; process improvement.

One leader discovered the truth of an effective recognition culture:

> "We must reward more than exceptional above-and-beyond behavior, but also the small steps and even missteps along the way. If we do, we encourage employees to make progress toward larger goals. We also let our people know its okay to take well-intentioned risks that will lead to innovative ideas, improved processes and better working conditions" (Elton & Gostick, April 2006).

Despite the facts that show recognition can create more profitable, and productive teams, managers have many different excuses not to give recognition. Some of those excuses could be they simply don't want to pick favorites, it's too daunting, and too much will spoil the employees. Recognition doesn't get old if it is done right. Recognition must be timely, frequent and specific. No one gets tired of hearing that they add value to the organization. A simple thank you takes only a few seconds, and truly goes a long way (Elton & Gostick, May 2006).

There are three simple guidelines for giving effective recognition:

1. Identify an opportunity to give recognition
2. Describe the behavior as immediately and specifically as possible
3. Describe the impact on you and the organization (AcheiveGlobal, 2003).

Summary

In today's collaborative work environment, we often get lost in achieving the big goal and miss smaller accomplishments along the way. When you overlook the smaller things you are passing up opportunities to increase motivation, success, and encourage positive behaviors (AcheiveGlobal, 2003). Keep your employees happy by offering them

recognition all the time. It is much more productive to identify what an employee does a good job at. This in turn will keep the employee feeling valued having continual passion for the job they are doing. It is easier to recognize someone when they are excelling and happy rather than when they are unmotivated and unhappy (Elton & Gostick, December 2005).

Money doesn't create passion, quality or innovation. We need money, but we crave recognition. Studies show that the key to employee engagement is recognition (Elton & Gostick, May 2006). When you recognize others, you are letting them know they and their efforts are valued. Recognition can communicate a message about what behaviors are important to you and to the organization. Recognition is a powerful tool to help motivate, encourage risk taking, initiative, and individual growth. Recognition is one of the most powerful tools you can use to help your organization meet their objectives (AcheiveGlobal, 2003).

Chapter III: Methodology

Introduction

The literature review created a foundation for further research regarding the impact

of recognition. Recognition in the workplace is critical to improve employee and

organizational performance. This research examined whether or not recognition is happing

in the Corporate Human Resource Department at the Bemis Company, Inc. This study

also measured whether or not employees felt valued and how much of a role their

managers took in their career development. The following chapter will outline the research

objectives, design, sample selection, and instrumentation.

Research Objectives

1. Determine whether or not managers in the Corporate Human Resource

   Department at the Bemis Company, Inc. are giving recognition to their

   employees.

2. Based on the objective above, if managers are not giving recognition, do

   employees feel valuable to their teams and to the organization?

3. Based on objective number one, if managers are giving recognition, do

   employees feel more valued as an employee on the team and to the

   organization?

Sample

The sample population included all 31 Corporate Human Resource employees at

the Bemis Company, Inc. Survey participants were notified three days before the surveys

were mailed regarding the study (Appendix A). Participants were given two weeks to

return the survey, eight people selected did not participate. The researcher observed and collected the data for four weeks.

Research Design

The research was conducted at Bemis Company, Inc. at the Curwood Corporate facility in Oshkosh Wisconsin. The researcher designed the survey instrument to measure whether or not employees were receiving recognition, and if the amount of recognition was related to whether or not the employee thought that they were an asset to their team and the company. The researcher first notified the sample group that the survey would be coming in the mail and the purpose of the survey (Appendix A).

Next, survey's were mailed out to each employee in the Corporate Human Resource Department (Appendix B). In addition to the survey, each participant received a letter that included the following information: the purpose of the survey, ensuring each participant that the survey's were confidential, and gave a deadline to complete the survey (Appendix B). Due to the small sample size, surveys were not numbered. Protecting the confidentiality of the participant was very important. Participants were not asked to write their names on the survey. Employees in the Bemis Company, Inc. plant facilities were not surveyed. This survey measured Corporate Human Resource employees only. The participants then had two weeks to complete the survey and return it to the researcher. The researcher analyzed the results for one month to determine a trend. After the surveys were collected and analyzed, the researcher sent a follow up thank you letter to the participants (Appendix D).

Instrumentation

There was only one instrument used in this research. The ten-question survey was the instrument used in this study (Appendix C). The first five questions of the survey measured whether or not employees felt like they were receiving recognition. The last five questions measured how valued the employee felt as team member and as a part of the organization.

Chapter IV: Data Analysis & Results

Introduction

This research measured the impact of recognition on Corporate Human Resource employees at the Bemis Company, Inc. There were 31 employees in the Corporate Human Resource Department and each employee was mailed a survey. Participants then had two weeks to complete the survey and return it to the researcher. Twenty-three out of 31 employees participated in this study leaving eight non- respondents. This chapter will show the analysis of the survey. Following the analysis will be a discussion based on the results.

Recognition Survey Results

The survey consisted of ten questions. (See Appendix C for an actual sample of the survey used). The first five questions measured whether or not employees were receiving recognition and how often. The remaining five questions measured how employees felt about their jobs. For example, did they feel valued, and did they feel they are impacting their team, department, and the organization? Based on the literature review, previous surveys and research of other organizations, employees appear to be less satisfied in their jobs if they receive little or no recognition. On the contrary, employees are more likely to feel valued and satisfied in their jobs if they are receive recognition on a regular basis.

On a scale of 1-5 (1 being hardly ever, and 5 being all of the time) Figure F4 shows how employees felt about the recognition that they received.

Figure F4: How often employees are recognized

Survey Question	Mean
1. My manager takes time to recognize my work.	3.22
2. My manager is aware of my accomplishments.	3.82
3. My manager communicates with me on a regular basis.	3.91
4. My manager gives credit to the appropriate team member when projects are successful.	3.96
5. My manager takes an active role in my career plans.	3.52

Based on the results, as shown in Figure F4 it appears that managers are communicating with their employees on a regular basis (rated sometimes/most of the time). The managers surveyed are also aware of their employee's accomplishments and are able to recognize the appropriate individuals. The highest scoring question was number four; my manager gives credit to the appropriate team member when projects are successful, scoring 3.96. Workplace recognition is rated at 3.22, this is the lowest rated question on the survey. Overall, the managers at Bemis Company, Inc. in the Corporate Human Resource Department are doing an average job of using recognition and trying to stay active in their employee's career objectives. However, if the managers would use recognition more often, it could have a positive impact on their employees, department, and organization.

Figure F5: How valued employees feel

Survey Question	Mean
6. I take pride in my work.	4.56
7. I have set goals for myself.	4.34
8. I make a difference in the organizations success.	4.26
9. I feel valued on my team.	3.95
10. I take an active role in my team's success.	4.17

As shown in Figure F5, the results showed higher than average scores (average being 3.0/sometimes) when measuring how valued employees feel. For the most part, the employees have taken initiatives to set goals for themselves and be held accountable for their own success. The lowest score in this section of the survey was 3.95 on question 9: I feel valued on my team. If managers would take a more active role in recognizing their employees, this score might come closer to the 4.33 average of the other questions. Managers not only need to recognize their employees, but must also make the recognition clear and personable. By properly recognizing employees, they can have an understanding of how their performance impacts their team and the organization.

Overall, the Corporate Human Resource Department at the Bemis Company, Inc. is doing an average job of recognizing their employees. A formal recognition program may be beneficial to train managers on how and when to provide appropriate and impactful recognition.

The results of the survey align closely with the literature review of this study, and Bemis Company, Inc.'s lower than average turnover rate. Bemis Company, Inc. employees over 15,000 employees, yet their turnover rate is under 14%. This rate is low in comparison to national average is about 20% (Elton & Gostick, 2002).

Research Limitations

1) Researcher did not receive 100% participation from the sample, Corporate Human Resource employees at the Bemis Company, Inc. A total of 31 employees work in this department and each was mailed a survey. A total of 23 surveys were returned; therefore, there was 74% participation rate.

2) The researcher has worked for the Bemis Company, Inc. for two years in the Corporate Human Resource Department.

3) The researcher expected the recognition survey to score a little high based on the sample group chosen. The Human Resource Department supports the importance of recognition; therefore the scores would have rated higher than other departments in the company.

4) Since the survey was given only to Corporate Human Resource employees, one cannot assume the same level of recognition in the manufacturing plants that make up most of our population.

5) The purpose of the survey was to measure the present level of employee recognition. It needs to start with Human Resources in order to create a good culture in the company. If the scores are average in the Corporate Human Resource Department, they will probably be equal to or lower throughout the rest of the company.

Chapter V: Discussion

Overview

This study measured the impact of recognition for Corporate Human Resource employees at the Bemis Company, Inc. The amount and appropriateness of recognition should align with how much an employee feels valued, and how much they value their jobs. Recognition can be used by employers to motivate their employees and increase productivity and overall profitability.

Chapter II of this study provided strong evidence from other researchers who have shown that recognition does make a positive impact on an organization. In Chapter III, the researcher discussed the methodology used in collecting data on how employees at Bemis Company, Inc. in the Corporate Human Resource Department feel about the recognition they are receiving. Chapter IV displayed the statistical findings of the survey and included a discussion of the results.

Employee recognition can go a long way, and it doesn't need to be costly, or timely. In times when organizations are closely watching expenses, rewards and recognition are a low-cost, effective way of encouraging employees to perform at higher levels (Nelson, 1994). Recognition is an important key to the success of an organization because it helps people understand how their behavior makes a difference to both their personal and the organization's goals. When this is communicated, employees feel a greater sense of ownership, accountability, and pride (AcheiveGlobal, 2003). There is not a more effective way to motivate employees than to achieve the desired goals of the organization. These means should include creating a strong, respectful and supportive relationship between the organization's managers and employees, including a focus on

genuine expressions of appreciation for specific employee achievements, service milestones, and day-to-day acknowledgement of performance excellence. Overall, recognition can be summed up by the following: nothing is better than a sincere "thank you for a job well done" (Daniel & Metcalf, 2005). If an organization's recognition system is effective, it will be a key building block to its human capital management system.

Recognition needs to be designed to provide feedback to employees about their strengths and weaknesses, including recommendations on development opportunities that impact career progression for both the employee and the organization. Recognition can be used as a tool to identify performance challenges and opportunities and identifying solutions. Options are only limited by the imaginations and creativity of the individuals who decided to utilize recognition to enhance employee performance. It is up to the management of the organization to ensure that it does not stand in the way of progress. Therefore, organizations must communicate to their employees, that recognition and rewards are forthcoming to them, and that they will continue to make investment in developing their most important asset, the people they employee (Weatherly, 2006). Overall, the power of recognition can sustain productivity, increase retention, create stronger more directed commitment, and allow managers to communicate values in a powerful, lasting way (Elton & Gostick, 2004).

Recommendations for Implementation

An application based on this research would be to implement a formal recognition program at the Bemis Company, Inc. This program would require all employees who have someone reporting to them to go through formalized training. The formalized training could start from the top once there was buy- in. The next step would be to decide as a

company, what kind of recognition to use, what tools to use to measure its effectiveness, and what the budget should be.

Once upper management has been trained and decisions have been made, the next step would be to train middle management. However, once they can feel the impact that recognition makes, it will usually carry forward to their teams and individual employees. All managers would then go through training on how to properly recognize employees by making it personal, and showing how their performance has made an impact on their team, and the company.

Research Recommendations

1) If further research is completed in a similar environment, the following plan of action is recommended:

   a. Strive towards 100% participation from the sample group, by offering an incentive such as sharing results, money, gift cards etc.

   b. Use a larger sample that includes plant employees of about 100 participants.

   c. Help survey participants better understand that the surveys are 100% confidential.

   d. Share results with the managers.

   e. Talk to the department managers to let them know more about the research and ensure that they support the research before mailing out the surveys.

2) Conduct another study in both a manufacturing environment and non-manufacturing environment.

3) Compare results of that study with the Bemis survey results.

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Appendix A: Survey Introduction Letter

Hi everyone,

I am going to be working on another survey for school and would appreciate your help since you were all so great for the last one. This particular survey is about employee recognition. I will be using this data to complete my thesis on the impacts of employee recognition and rewards.

Rest assured, your surveys <u>are confidential</u>. You will be receiving them via inter-company mail this week. The survey consists of ten questions. I would greatly appreciate your participation to gain the most accurate results.

Thank you in advance for your help. Please send the surveys back to me by <u>June 23rd</u>.

Sincerely,

Theresa Schouten

Appendix B: Survey Letter

Hi,

I have enclosed a short survey that I will be using to complete my thesis. The survey contains ten short questions. I would appreciate your participation to obtain the most accurate results.

The survey results will measure the impact of recognition at the Corporate Human Resource Department at Bemis Company, Inc.

Please complete the survey and return them to me no later than Friday June 23, 2006 via inter-company mail. All surveys are confidential.

Thank you for you participation,

Theresa Schouten

Enclosure

Appendix C: Recognition Survey

The Impact of Recognition

Please answer the following ten questions using the scale below.

1 = Never
2 = Rarely
3 = Sometimes or Not Applicable
4 = Most of the Time
5 = All of the Time

1. My manager takes time to recognize   1   2   3   4   5
   my work.

2. My manager is aware of my   1   2   3   4   5
   accomplishments.

3. My manager communicates with me on   1   2   3   4   5
   a regular basis.

4. My manager gives credit to the appropriate   1   2   3   4   5
   team member when projects are successful.

5. My manager takes an active role in my career   1   2   3   4   5
   plans.

6. I take pride in my work   1   2   3   4   5

7. I have set goals for myself.   1   2   3   4   5

8. I make a difference in the organizations success. 1   2   3   4   5

9. I feel valued on my team.   1   2   3   4   5

10. I take an active role in my teams success.   1   2   3   4   5

Appendix D: Follow Up - Thank You Letter

Hi,

Thank you everyone who participated in the survey I mailed out in June regarding

employee recognition.

The survey results will measure the impact of recognition at the Corporate Human

Resource Department at Bemis Company, Inc.

Your participation has contributed to the success of my studies for my research paper.

Thank you again for you participation,

Theresa Schouten