NONPROFIT EMPLOYEE RECOGNITION:

AN INTRINSICALLY-BASED

PROGRAM

by

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ABSTRACT

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This study hypothesizes that nonprofit employees will choose non-monetary motivational factors based on intrinsic values over monetary factors such as better pay, benefits, etc. when asked what is most important. Limited funding plays an important role in dictating the means of recognizing employees who have gone above and beyond their expected job duties. Both qualitative and quantitative methods have been used in order to gather the most comprehensive data. A group interview was conducted to assist in generating ideas with regards to an intrinsically-based recognition program. A job motivational survey was distributed amongst the employees in order to understand the needs of nonprofit employees. Based on the results from the motivational survey and the information gathered from the group interview, nonprofit employees do, in fact, choose intrinsically-based recognition over extrinsic rewards.

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CHAPTER 1

INTRODUCTION

1.1 Literature Review

Job satisfaction within a nonprofit organization can be difficult due to a high degree of burnout in the social service field (Arches, 1991; Ben-Zur & Michael, 2007; Schwartz, Tiamiyu, & Dwyer, 2007; Söderfeldt, Söderfeldt, & Warg, 1995). Burnout is highly associated with care giving and service occupations such as teaching, nursing, therapy, and social work (Ben-Zur & Michael, 2007). For example, Ben-Zur and Michel (2007) state that, "40% of school psychologists have shown levels of emotional exhaustion higher than burnout norms" (p. 65). Um and Harrison (1998) describe the primary aspects of burnout as work size, time spent with clients, role conflict/role ambiguity, and work support. Job dissatisfaction and an employee's desire to quit are part of the process of burnout (Um & Harrison, 1998). Ben-Zur and Michael (2007) discuss burnout among social workers "indicating that they experience emotional distress, high levels of general anxiety and depression and high burnout as measured by perceived lack of personal accomplishment" (p. 65).

In this study, job satisfaction is defined as an employee's overall approval and contentment in his/her position within the agency. Within this study, nonprofit organizations are defined as "private, nongovernmental organizations that do not aim to maximize profits for the distribution to their owners or controllers, but that do have some service objectives to members, users, or other beneficiaries" (Ben-Nar, 1994, p. 747). In 2005, there were approximately 1.4 million (up from 1.3 million in 2000 and 1.1 million in 1995) nonprofit organizations within the United States (Urban Institute, 2008). According to the Nonprofit Almanac 2008, nonprofit organizations accounted for 8.11% of all wages and salaries within the United States in 2006.

This study is based on findings that both intrinsic and extrinsic motivation is greatly influenced by financial reward (Alvarado; 1996; Brandl & Güttel, 2007; Leete, 2000; Notz, 1975; Pritchard, Campbell, & Campbell, 1977; Saleh & Hyde, 1969; Theuvesen, 2004; Travis, 2006). Some argue that intrinsic work motivation is inherent and cannot be attained any other way; those who are not naturally intrinsically motivated are, in turn, extrinsically motivated and seek rewards for their work performance (Saleh & Hyde, 1969). Intrinsic rewards can be described as those which allow an employee to feel capable and self-determined as an effective employee within the organization (Crewson, 1997; Notz, 1975; Pritchard, Campbell & Campbell, 1977). Extrinsic rewards include mostly monetary rewards, or rewards that impact the employee's finances, such as health benefits, merit increases, promotions, and pay raises (Crewson, 1997). Saleh and Hyde (1969) describe the two orientations, extrinsic and intrinsic motivation, as being part of Maslow's Hierarchy of Needs.

Simons, Irwin, and Drinnien (1987) explain that Maslow's theory is based in humanistic psychology. Humanists concentrate on individuals' potential and how individuals strive towards the highest level of capability. Maslow developed a hierarchy of needs for humans that begins with the most basic of needs: physiological, which includes oxygen, food, and water (Simons, Irwin, & Drinnien, 1987). The hierarchy pyramid continues with safety needs, needs of love, affection and belongingness, needs for esteem and finally the needs for self-actualization or fulfilling one's individual potential in life. According to Saleh and Hyde (1969) intrinsic orientation relates to the highest need on Maslow's pyramid – self-actualization, whereas extrinsic orientation is most often connected to lower needs such as security (Figure 1.1).
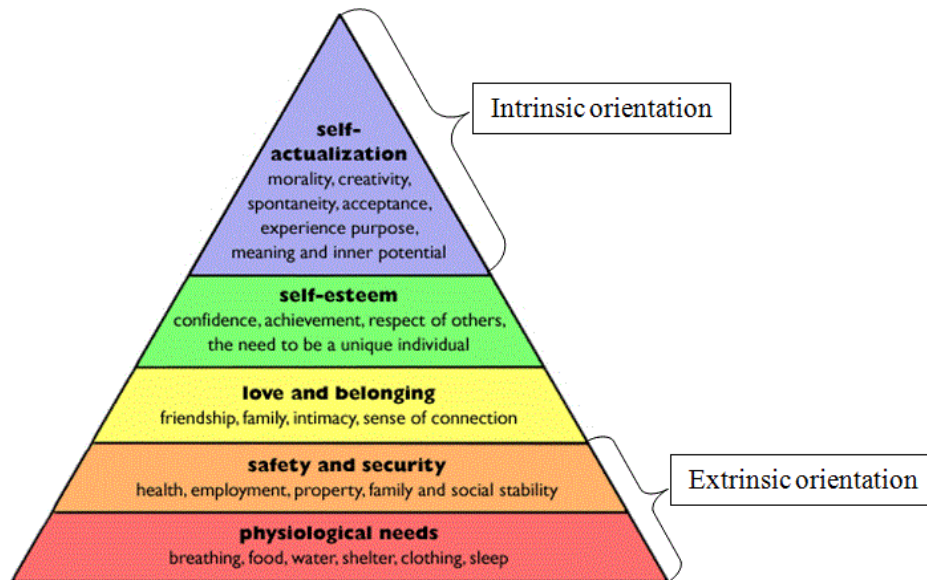
Figure 1.1 Maslow's Hierarchy of Needs

There have been many research studies done on the effects of extrinsic rewards on an employee's intrinsic motivation at work (Notz, 1975; Saleh & Hyde, 1969; Pritchard, Campbell & Campbell, 1977). Much of this research suggests a reward system should reflect an employee's motivational style. An employee's poor job performance may be a result of the agency not fully understanding the employee's motivation (Crewson, 1997).For example if an employee who is intrinsically motivated receives a monetary reward for a job well done, that may decrease the possibility that intrinsic motivation will inspire his/her future performance because they know that a monetary reward is possible. Crewson states that "the implication is that an inner sense of accomplishment has been removed as a motivator" (1997, p. 501). Pritchard, Campbell, and Campbell (1977) explain a theory that describes the effects extrinsic rewards have on an individual. The theory is based on the previous idea of understanding an employee's motivational style. Notz (1975) further describes the difficulty of understanding motivational style by stating:

 The introduction of an extrinsic reward places the individual in a dependent position relative to the source of the reward. The locus of causality for his behavior changes from self to the external reward. The individual's perception of self-control, free choice, and commitment deteriorates and so thus does his task motivation (p. 885).

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Management procedures in nonprofit organizations have, in the past, been very distinct from those of for-profit organizations. Management in for-profit companies expected that their employees executed their jobs in a manner that was most beneficial for the company. Nonprofit management also wanted what was most beneficial for the company, but they had to consider what was in the best interest of their clients first. In recent years, there has been a dramatic shift in nonprofit organization management towards a more for-profit style with regards to quality management, human resources, strategic planning, and pay-for-performance systems (Theuvsen, 2004). Systems such as pay-for-performance and others have had a significant impact on motivational style of nonprofit management and ultimately nonprofit employees and have created a more extrinsically-focused work environment (Alvarado, 1996). In the nonprofit arena, there is a lot of controversy around the idea of a pay-for-performance system. There are some who are morally opposed to a pay-for-performance system, while others argue that funding simply does not allow for such a system to exist without taking away the funding of services for more clients. Still others debate that pay-for-performance systems encourage employees to be more efficient in their work and work harder for their reward (Brandl & Güttel, 2007). Brandl and Güttel (2007) describe three kinds of pay-for-performance systems: individual-based, function-based, and performance-based. The individual-based system focuses mostly on characteristics of the individual such as education, experience, age, etc. A function-based system is geared more towards the duties and responsibilities within that position at the agency. Finally a system that is based on an employee's actual performance and attainment of goals within the position is the performance-based system.

Research has been conducted with both nonprofit and for-profit employees to determine differences in motivation between the two types of fields. Rainey (1982) found that altruism and helping others played an important role in motivating nonprofit employees, whereas monetary rewards were a key component to influencing for-profit employees. When discussing a pay-for-performance system, it is important to remember that employees who

value "income maximization and status improvement" would value the system more than employees who are interested in "loyalty, formalism, and self-actualization" (Brandl & Güttel, 2007, p. 181). Altruistic acts are important to understand when looking at employee satisfaction and motivation because "altruism is necessary for understanding not only our profession but also ourselves" (Wakefield, 1993, p. 408). Altruistic acts can influence such things as "career choice, employment trajectories, long-term satisfaction and dissatisfaction, and even such practical topics as burnout" (p. 408).

Little research has been done on other types of non-monetary recognition programs within a nonprofit agency that might boost nonprofit employee morale and help to avoid burnout by keeping employees motivated. Burnout has been described as not only physical tiredness but also emotional and a sense of lacking personal accomplishment (Arches, 1991). Arches (1991) describes the overlap in literature between job satisfaction in social work and burnout. When looking at job satisfaction, an employee who lacks personal accomplishment at work is likely to have difficulty finding motivation. Low work autonomy, or an employee's lack of ability to make decisions within their position, is a factor that is associated with burnout and job dissatisfaction. Other factors include: lack of challenge on the job, low degrees of support, role ambiguity, low professional self-esteem, high degree of work pressure, dissatisfaction with agency goals, and many more (Arches, 1991).

Many employees of nonprofit organizations have a shared value of social justice and working towards the betterment of society (Crewson, 1997; Theuvsen, 2004; Travis, 2006; Perry, 2000). Organizational goals and values are key components for nonprofit organizations that help to develop a cohesive groupthink among employees (Brown, Yoshioka, & Munoz, 2004). An organization's "groupthink", or a group's ability to think similarly in order to minimize conflict and reach consensus, plays a very key role in helping to develop organizational goals, values and mission (Brown, Yoshioka, & Munoz, 2004).

Kristof (1996) describes three main components that influence an employee's attitude towards the mission. The first is awareness. Kristof explains that the mission must be on the minds of the employees while at work. Next, employees must agree on the expressed mission. In order for employees to be truly intrinsically motivated and potentially work for less pay, the organization needs to have a mission that the employees agree upon and are willing to work towards. Finally, employees must see the connection between what they do at work and fulfilling the mission (Kristof, 1996). Brown, Yoshioka, and Munoz (2004) acknowledge that "when employee values are aligned with the organizational values (values congruence), they (the employees) should experience higher levels of satisfaction and commitment" (pg. 32).

<u>1.2 Theoretical Background</u>

Job satisfaction and employee motivation are associated with many theories that attempt to explain human behavior. Exchange theory is one of the primary theories associated with an employee recognition program, or employee motivation. Homans (1958) describes how any interaction between individuals exists as an exchange of both material and non-material goods. In comparing human rewards and costs, Homans uses an example of a pigeon being conditioned to perform certain actions when given a reward. Over time, if the pigeon is not rewarded for certain acts he will no longer perform them. The concept of employees receiving something (rewards) in return for their performance and commitment to the job is not a new concept. Johnson and Rhodes (2005) describe exchange theory as being a part of human nature and state that "human behavior is believed to be purposeful and goal directed" (p. 9). Exchange theory suggests that people make decisions based on a cost-benefit analysis (Johnson & Rhodes, 2005). The exchange theory suggests that balance and equilibrium are key elements of exchange (costs and rewards) between individuals – both material and non-material goods (Homans, 1956).

Another theory found to be connected with employee recognition is expectancy theory. Alvarado (1996) states that "expectancy theory assumes that people will make decisions among

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alternative behavioral choices based on their expectation that certain behaviors will lead to desired outcomes" (p. 294). Individual performance plays a large role in expectancy theory. An individual must believe that financial incentive will be involved if they improve performance. They will also most likely make choices that will impact the outcomes in a favorable manner for themselves (Theuvsen, 2004). Furthermore, theorists believe that the employee who exerts the most effort is likely to perform the best, as well as experience both intrinsic and extrinsic rewards for their performance (Travis, 2006).

Perry (2000) argues that a theory of public service motivation needs to be more formalized within the literature and within society for many reasons. By formalizing the public service motivation theory, Perry thinks that the theory will help to identify individuals who are motivated in such a way to work in the nonprofit sector. Wakefield (1993) maintains that while many believe that humans are inherently egotistic, the basic principles of the social work profession are rooted in altruism and doing good for others. He argues that "virtually all social work interventions are concerned in one way or another with client deprivation and with the facilitation of an altruistic social or clinical response to that deprivation" (p. 408). In performing altruistic acts many employees of nonprofit organizations are faced with various difficulties on a daily basis. These difficulties include client problems, complex social situations, limited resources, lack of funding, modest financial compensation, and many others.

Another theory associated with burnout within the social work profession is Hope Theory. Within the social work profession, hope is a very crucial aspect in working with clients who are experiencing traumatic events. Within their study, Schwartz, Tiamiyu, and Dwyer (2007) describe the purpose of their study as not only a measure of determining burnout among social workers but also working with administrators to develop a positive environment within their organization that "might not only reduce the incidence of staff burnout, but also increase something that is intrinsic to social worker effectiveness" (p. 104). Schwartz, Tiamiyu, and Dwyer (2007), explain that the social workers who work with clients, who are dealing with

tragedies on a daily basis, need to develop and instill a sense of hope in order to pass that hope along to the clients. By instilling hope within not only themselves but also their clients, social workers are better able to change communities and develop whole communities of hope (Schwartz, Tiamiyu, & Dwyer, 2007). Through their study, a theory of hope is developed and the authors encourage social work administrators to train their employees on this theory. Schwartz, Tiamiyu, and Dwyer (2007) state that "as people become increasingly familiar with how hope theory is applied, they are likely to become better able to find ways to align organizational practices with hope-instilling goals" (p. 116).

CHAPTER 2

METHOD

Both qualitative and quantitative measures were used during this study. This research represents a mixed methods investigation. There is quantitative data deriving from an employee motivational survey and past job satisfaction surveys conducted by the agency; qualitative data deriving from answers to open questions within a voluntary group interview session conducted by the author will also be analyzed in this study. In order to determine the needs of the participating staff at the nonprofit agency, a group interview was conducted to better understand the employee's perspective with regards to an intrinsically-based recognition program that increases employee motivation. "Group interviews" can also be described as the process of generating and investigating exchanges between participants in a group setting (Barbour, 2007, p. 2). Frey and Fontana also suggest that group interviewing is a setting that "will provide data on group interaction, on realities as defined in a group context, and on interpretations of events that reflect group input" (1991). This study looks at whether nonprofit employees will choose non-monetary motivational factors over monetary factors such as better pay, benefits, etc. when asked what is most important. It is hypothesized that non-monetary motivation based on intrinsic values will be chosen by the employees over monetary factors. The nonprofit organization in this study includes 46 employees, 38 of whom participated in the group interview. The nonprofit agency is located in a metropolitan area in the southwestern United States. Once an organization with the purpose of assisting individuals who were HIV positive the agency has recently expanded its mission in order to meet the needs of low-income, medically underserved individuals in the metropolitan area as well.

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The chief rationale for using this combination of sources of data is that it was felt that a complete picture could not be generated by any one method alone. Each source of data represents an important piece in the job satisfaction puzzle. The goal of the quantitative data is to provide an end summary of the state of employee job satisfaction within the nonprofit agency as well as the associated motivational factors. The qualitative data has helped to determine what kinds of non-monetary measures might work best with nonprofit employees as well as guide and develop the implementation of a program for the employees themselves.

2.1 Participants

The nonprofit agency has three locations in three different counties. Every other month the agency conducts an all-staff meeting in order to keep employees informed and to help communicate the vision of the agency. A group interview, consisting of paid employees who have volunteered their time, was conducted at the September 2010 agency all-staff meeting; all employees were given the opportunity to participate. The group interview was held at the all-staff meeting in order for more employees to be available to participate. A total of 38 out of 46 employees listened and participated in the group interview discussion. Snacks were provided in order to encourage a more relaxed atmosphere and as a way of showing appreciation for their participation.

Each participant signed an Institutional Review Board approved consent form before the group interview began (see Appendix A). The consent form contains information regarding the purpose of the study, risks and benefits of participating in the study, details about the privacy and confidentiality of the data. The consent forms were signed and dated by each participant prior to beginning the group interview. In order to improve understanding of employee satisfaction, all levels of employees were invited to participate in the group interview discussion.

2.2 Procedure

Employees who volunteered to participate were seated in a circular formation in order for participants to communicate more fully. The group interview lasted for about 90 minutes and a digital recording device was used in order to capture the full discussion. A topic guide (see Appendix B) helped to order the questions being asked and keep the discussions on track. The topic guide consisted of questions regarding experiences and attitudes associated with job satisfaction and an employee recognition program, values and attitudes of the employees, and personal philosophies regarding a recognition program.

In addition to the information provided by the group in the interview, an employee motivational survey was conducted at the time of the group interview. The motivational survey was distributed to the 38 employees who attended the group interview at the all-staff meeting. The respondents were not asked any identifying information such as name or job position.

CHAPTER 3

RESULTS

3.1 Qualitative Data Analysis

The group interview session was digitally recorded. The author also kept detailed notes throughout the session, which were used in the analysis as well. Through the notes and bits of digital recording, the thoughts and opinion of the interviewees were coded and several themes and patterns emerged.

3.1.1 Consistency

From the start of the group interview, several comments were made with regards to consistency in an employee recognition program throughout the whole organization. Because the agency is separated into three different locations, several employees stated that the main location, where the administrators are, is the central focus of the recognition. Employees at the other two locations were the most vocal about maintaining consistency with regards to a recognition program in order to feel included and not left out as many times satellite offices can feel. Creating a recognition program that is "internalized" within the agency is an important characteristic that several employees emphasized. When asked a follow-up question regarding the meaning of internalization, several employees referred to internalization as being adopted from within the "core beliefs of the agency."

When asked about what comes to mind when they hear the term "employee recognition program," the responses were varied. Most employees acknowledged that certain recognition programs help employees "know that what you do is valuable," that they can "create an environment to do more," and that they can "help ward off burn out." Some individuals recognized the need for recognition not only by a supervisor but also among co-workers as well.

One employee stated that recognition among co-workers is important in order to develop a positive and supportive working environment.

3.1.2 Current Recognition

The group interview then turned to the topic of what has been done at this particular agency in the past to recognize employees. Several employees immediately stated that a "birthday alert" email is sent out prior to an employee's birthday in order for co-workers to wish them a happy birthday and possibly get them a card. Jean Fridays, in which employees are allowed to wear jeans to work, is another recognition event that takes place to help employees relax in the workplace. Within the walls of the agency, several plaques are hanging that represent a "Distinguished Service Award" as well as a "Director's Choice Award." These awards are voted on by the employees themselves on an annual basis. Again, several employees mentioned the lack of fairness with regards to these awards due to the large number of employees housed at the main office, whereas the smaller offices may not have an opportunity to show who is deserving of the award. For the past several years, the board of directors of the agency has voted to allow the employees to take off the week of time between Christmas and New Year's Day in order for employees to rest, relax, and rejuvenate in order to begin a new work year. This act by the board is a way of recognizing the employees for their work that they have accomplished throughout that year.

Another added recognition example that the agency has put in place is the 9/80 work schedule program. It was described as consisting of eight consecutive nine hour workdays and one eight hour workday. On the tenth day, for most agencies it is a Friday, the employee has the day off. Employees in the group interview stated that the tenth day that they have off allows them to rest from the long work week and spend time with their families. This particular nonprofit agency has, for the past several years, been in a financially stable position to be able to provide bonuses to their employees each year during the holiday season. Employees appreciate the bonuses and the supervisors are happy to recognize the hard work.

3.1.3 Future Recognition Ideas

When asked about other ideas that might motivate and help employees become more recognized within the workplace, the participants became very involved and made a long list of ideas with a non-monetary theme that could be put into place. The list includes ideas like" "hand written notes from supervisors or co-workers," "a recognized parking place," "work anniversary cards," "bulletin board for employee pictures of pets or family," "Sonic happy hour runs in the afternoon," "potluck lunches," "board game day," "silly awards," and "a 'Kudos' or 'Perks' board to recognize employees on a bulletin board." These are most of the ideas, or some variation of these ideas, that the participants discussed in the group interview. Again, a concern was brought up during the group regarding consistency across the three locations of the agency. Communication and uniformity within an agency with several locations was an issue to be addressed with employees.

3.*1.4 Unwanted Program Recognition Characteristics*

The next question asked the participants what they did not want in an employee recognition program. Several participants expressed that many times recognition within an agency can become a competition and can lead to favoritism and/or a popularity contest among other co-workers or supervisors. Another feature that many participants stated they did not want was a recognition program that was too "business-like" and did not allow freedom for employee ideas and recognition amongst co-workers. Finally another concern was that some people care more about being recognized than others and those individuals will be the ones who will be planning, organizing, doing, everything to recognize others with no one to help shoulder the work-load. Another important question arose: who is going to maintain a recognition program? This particular agency developed an idea that worked for them in order to help maintain a recognition program for the employees. The participants decided that the best way to keep the program going would be to implement a staggering committee that would rotate off each 6 months or year. The recognition committee would consist of an individual from each location of

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the agency as well as an administrator. The committee members would schedule a phone conference call once a month in order to discuss future ideas and implement current ideas for recognizing employees.

3.2 Quantitative Data Analysis

A motivational survey (Appendix C) was conducted prior to the start of the group interview. The survey was utilized in order to encourage the employees to begin to think about motivational techniques before the start of the group interview. The focus of the survey is around non-monetary means of motivation. Most nonprofit organizations are not in the financial position to reward employees with financial incentives, therefore the purpose of the group interview and the survey were to determine what would be most motivating for nonprofit employees.

The age range of the group interviewees was from 24 to 70+ (see Appendix D). Employees ranging from 21-30 account for 33%; employees who are 31-40 years of age consists of 8%; 41-50 years old makes up 21%; 51-60 is 31% of the group interviewees; 61-70 years of age was 5% and 70+ makes up 3%. Of the 38 nonprofit employee participants, 84% were female and 16% were male. The ethnicity breakdown of the employee participants included Caucasian (64%), African American (11%), Hispanic (18%), Asian (4%), and Native American (2%).

The motivational survey asks the participants to place an "X" next to the top six statements that would motivate them in their work. The following chart depicts the overall results from the motivational survey.

Table 3.2 Motivational Survey Results

#	Question	Responses	%
1	Feeling my job is important	25	11.0%
2	Respect for me as a person	20	8.8%
3	Getting along well with others on the job	17	7.5%

Table 3.2 – *Continued*

4	Opportunity for self-development and improvement	17	7.5%
5	Good pay	17	7.5%
6	Opportunity to do interesting work	15	6.6%
7	Knowing what is going on in the organization	15	6.6%
8	Large amount of freedom on the job (chance to work not under direct or close supervision)	14	6.1%
9	Chance for promotion	13	5.7%
10	Fair vacation arrangements	13	5.7%
11	Steady employment	12	5.3%
12	Being told by my boss when I do a good job	12	5.3%
13	Good physical working conditions	9	3.9%
14	Pensions and other security benefits	9	3.9%
15	Chance to turn out quality work	7	3.1%
16	Getting a performance rating	5	2.2%
17	Agreement with organization's objectives	4	1.8%
18	Having a written job description	2	0.9%
19	Adequate rest periods or coffee breaks	1	0.4%
20	Having an employee counsel	1	0.4%
21	Having a local employee paper	0	0.0%
22	Not having to work too hard	0	0.0%
23	Attending staff meetings	0	0.0%
24	Knowing I will be disciplined when I do a bad job	0	0.0%
25	Working under close supervision	0	0.0%

The statement that is marked the most number of times was "feeling that my job is important." An employee recognition program can help give an employee that feeling of importance on the job through recognition by their co-workers and supervisors. The next most popular statement was "respect for me as a person." Appreciation for an employee can be as simple as showing them that they are a respected individual within the organization. This survey

did have one statement that could be directly compensatory related - good pay. It could also be argued that fair vacation arrangements and a chance for a promotion has a monetary value. Fair vacation arrangements does not necessarily mean more vacation, just what is fair and appropriate for that position within the organization. A chance for a promotion, it could be argued, might mean a change in job titles but may not always include a raise in salary. With that being said, better pay accounts for only 7% of the total responses and 10% of the top ten results. As prior research has also indicated, these results also show a strong indication that nonprofit employees will choose non-monetary motivational factors over monetary factors such as better pay, benefits, etc. when asked what is most important.

The nonprofit organization had conducted two job satisfaction surveys prior to the start of this research study. In 2009 the agency had a researcher come to speak to the employees and asked them to fill out a job satisfaction survey that the researcher had created. The survey was given to the employees again in 2010. The questions and results are broken down into further detail in Appendix E. The overall results of the survey (shown below), indicated a decline in job satisfaction at the agency. Fewer individuals responded "strongly agree" to the survey; instead more employees selected "neutral" for their responses to the job satisfaction questions. Overall, "strongly agree" typically indicated a more satisfied response and "strongly disagree" implied a least satisfied response in the job satisfaction survey.

CHAPTER 4

DISCUSSION

Within any organization, particularly nonprofits, it is important to be aware of the employees' attitudes and feelings. If the general morale of the agency is down, many times productivity is down as well, which is why it's important to recognize the need for a recognition program. Setting in motion a plan to maintain a positive work environment may help to alleviate low employee drive and motivation. Before beginning the process of implementing a recognition program, it is important to develop a cohesive strategy with the end results in mind. Not only should goals be set relating to what the agency wants to accomplish by implementing this program but also a budget needs to be developed.

Once the administrators have an idea of what the goals of the recognition program should be, some input from the employees would be helpful in determining if it will be successful or not. The employees will also be the ones who should have vested interest in maintaining a program that will help keep them motivated and ultimately satisfied in their jobs. Developing a committee that incorporates several employees is a vital step in being able to implement and maintain the program.

Once the committee is developed, implementation of the strategy regarding the recognition program can begin. After a few months following up with the employees to identify whether the program is working or not are the next steps. Are the employees more motivated in their work? Are they experiencing job satisfaction? If the employees do indicate that it is a positive working environment, then the program can become internalized and policies and procedures can be developed to help it grow roots within the agency.

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To conclude the group interview, the author asked "what would be the best means for starting a program at this agency and maintaining it in the future?" Based on the information discussed in the group interview, a flowchart was developed in order to better implement and maintain an employee recognition program.

Figure 4.1 Employee Recognition Flowchart

According to the development of a recognition program flowchart, the administrators of the organization were beginning to acknowledge the dissatisfaction within the organization and wanted a recognition program implemented in order to motivate and inspire the employees within their jobs.

<u>4.1 Limitations and Future Research</u>

There were several limitations to this study. Due to time constraints and the timing of the study, the hypothesis and method had to be altered. Because of these changes, no recognition program was implemented within the nonprofit agency. A follow-up group interview would have been conducted had a program been implemented for a certain amount of time. The interviewees were aware that due to the timing, implementation would not be feasible, which is why the concluding discussions involved developing a program within their agency. It would be interesting for future research to analyze satisfaction before and after the implementation of a recognition program. Another limitation is that the group interview and the analysis were only done on this one particular organization, which consequently might reflect the trend for this single organization. Other nonprofits might have varying answers depending on the state of satisfaction within the organization. This particular agency might have even had different results at a different point in time in their history or in the future. Further research should explore the implementation of a recognition program with several different nonprofit agencies as well as for-profit agencies. This research is limited to the opinions and ideas of nonprofit employees.

The size of the group interview was also a limitation. Several employees who may have wanted to share their thoughts and opinions may not have felt comfortable with the number of people involved in the group interview. Others may have been influenced by co-workers and not have been honest in their responses. Due to the large amount of participants in the group interview, the digital recording was not able to pick up all of the participant's responses to the guided questions that were asked. Future research should look into doing smaller group interviews with the nonprofits employees in order to encourage a more relaxed and comfortable

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atmosphere. Other factors besides job satisfaction might also be important to study with regards to employee motivation such as commitment to the organization, employee attendance, job performance ratings, trust in management, and belief in organizational mission.   Future research is vital to determining the most effective way to help motivate nonprofit employees in their jobs and ultimately help clients and society as a whole. Group interviews are limited because the findings may not represent the broader views of society but rather those of the interviewees in the group. Therefore, no broad generalization may be made based on what was discovered in the group interview.

<div align="center">4.2 Implications for Future Social Work Practice and Policy</div>

Education and training should be a top priority regarding intrinsic motivational style and employee recognition programs within nonprofit organizations. Motivational style and recognition programs are crucial for social workers to understand in order to demonstrate the value of their work and in due course provide the most effective services for the community. By educating social workers via conferences, workshops, and many other mediums such as webinars, teleconferencing, case studies, regarding intrinsic rewards and motivational aspects of nonprofit employees they are then better equipped to tackle burnout, practice self-care, and understand their own motivational styles in the workplace. Education and training as per the National Association of Social Workers Code of Ethics is an important piece to social work practice. The NASW Code of Ethics states in section 3.08 that social work administrators "should take reasonable steps to provide or arrange for continuing education and staff development" (NASW, 2008). It is the ethical duty of social workers to stay current on important themes and trends regarding social work practice and policy (NASW, 2008). NASW can develop policies and procedures for nonprofit organizations that wish to implement a recognition program within an agency that creates an atmosphere of importance for the work that social workers provide to communities across the United States.

APPENDIX A

CONSENT TO PARTICIPATE IN A
RESEARCH STUDY

INFORMED CONSENT

PRINCIPAL INVESTIGATOR NAME:
Alicia Barker

TITLE OF PROJECT*:*
Non-profit employee recognition: An intrinsically-based program

INTRODUCTION
You are being asked to participate in a research study. Your participation is voluntary. Please ask questions if there is anything you do not understand.

PURPOSE:
The purpose of this research study is to understand and gather information regarding an employee recognition program within a nonprofit organization.

DURATION:
Your participation in this group interview will last approximately one hour.

PROCEDURES:
At the beginning of the group, you will be asked to complete a short survey regarding non-profit organizations. After the survey, the group will then begin discussion. The group will be asked to discuss how they view an employee recognition program being developed within a nonprofit agency and how best to apply the program most effectively. No questions will be directed to you individually, but instead will be posed to the group. You may choose to respond or not respond at any point during the discussion. The group interview discussion will be audiotaped so we can capture comments in a transcript for analysis.

POSSIBLE BENEFITS:
Research is designed to benefit society by gaining new knowledge. After the group interview concludes, a recognition program will be implemented and you might benefit from that program. This research may be of benefit for future employees in nonprofit organizations.

COMPENSATION:
There will be no monetary compensation available, but you may partake in a provided lunch meal for participating in this study.

POSSIBLE RISKS/DISCOMFORTS:
We do not anticipate any risks or discomfort to you from being in this study. Even though we will emphasize to all participants that comments made during the group interview session should be kept confidential, it is possible that participants may repeat comments outside of the group at some time in the future. Therefore, we encourage you to be as honest and open as you can, but remain aware of our limits in protecting confidentiality.

ALTERNATIVE PROCEDURES/TREATMENTS:
If employees are not able to attend or choose not to attend the group interview, they can request that I email them the questions asked during the group interview. They will be allowed to email me their responses to the group interview questions.

WITHDRAWAL FROM THE STUDY:

You are being asked to take part in a research study. To join the study is voluntary. You may refuse to join, or you may withdraw your consent to be in the study, for any reason, without penalty.

NUMBER OF PARTICIPANTS: We expect 17 participants to enroll in this study.

CONFIDENTIALITY:
Every effort will be taken to protect your identity as a participant in this study. You will not be identified in any report or publication of this study or its results. Your name will not appear on any transcripts; instead, you will be given a code number. The list which matches names and code numbers will be kept in a locked file cabinet. After the group interview tape has been transcribed, the tape will be destroyed, and the list of names and numbers will also be destroyed.

With regards to audiotape: (a) the interviews or sessions will be audio or videotaped; (b) the cassettes will be coded so that no personally identifying information is visible on them; (c) they will be kept in a secure place (e.g., a locked file cabinet in the investigator's office); (d) they will be heard or viewed only for research purposes by the investigator and his or her associates; and (e) they will be erased after they are transcribed or coded. If you wish to keep the recordings because of the requirements of your professional organization with respect to data or because you may wish to review them for additional analyses at a later time, the statement about erasing them should be omitted and you should state that they will be retained for possible future analysis.

If in the unlikely event it becomes necessary for the Institutional Review Board to review your research records, then The University of Texas at Arlington will protect the confidentiality of those records to the extent permitted by law. Your research records will not be released without your consent unless required by law or a court order. The data resulting from your participation may be made available to other researchers in the future for research purposes not detailed within this consent form. In these cases, the data will contain no identifying information that could associate you with it, or with your participation in any study.

CONTACT FOR QUESTIONS:
Questions about this research or your rights as a research subject may be directed to Alicia Barker at (817) 800-4642. You may contact the chairperson of the UT Arlington Institutional Review Board at (817)-272-3723 in the event of a research-related injury to the subject.

CONSENT:
Signatures:
As a representative of this study, I have explained the purpose, the procedures, the benefits, and the risks that are involved in this research study:

_____
Signature and printed name of principal investigator or person obtaining consent

_____
Date

By signing below, you confirm that you have read or had this document read to you. **You have been informed about this study's purpose, procedures, possible benefits and risks, and you have received a copy of this form. You have been given the opportunity to ask questions before you sign, and you have been told that you can ask other questions at any time**

You voluntarily agree to participate in this study. By signing this form, you are not waiving any of your legal rights. Refusal to participate will involve no penalty or loss of benefits to which you are otherwise entitled, and the you may discontinue participation at any time without penalty or loss of benefits, to which you are otherwise entitled.

_____

SIGNATURE OF VOLUNTEER   **DATE**

PUBLICATION:
With regards to publication: If the results of this research are published or presented at scientific meetings, your identity will not be disclosed.

We may wish to present some of the audio / video tapes from this study at scientific conventions or as demonstrations in classrooms. Please sign below if you are willing to allow us to do so with your recorded data.

_____

SIGNATURE OF VOLUNTEER   **DATE**

APPENDIX B

GROUP INTERVIEW DISCUSSION GUIDE

Introduction (10 min.)

- Welcome participants and introduce yourself.
- Explain the general purpose of the discussion and why the participants were chosen.
- Discuss the purpose and process of group interviews
- Explain the presence and purpose of recording equipment.
- Outline general ground rules and discussion guidelines such as the importance of everyone speaking up, talking one at a time, and being prepared for the moderator to interrupt to ensure that all the topics can be covered.
- Review the process of taking a break.
- Address the issue of confidentiality.
- Inform the group that information discussed is going to be analyzed as a whole and those participants' names will not be used in any analysis of the discussion.

This study is intended to elicit and clarify the knowledge and attitudes of HSNT employees in order to assist in developing an effective non-monetary employee recognition program. I say "non-monetary" due to the limited funds with nonprofit agencies. By non-monetary, I mean a recognition program that is NOT based on bonuses and one that is able to be used on a daily basis.

Discussion Guidelines:

I would like the discussion to be informal, so there's no need to wait for us to call on you to respond. In fact, I would encourage you to respond directly to the comments other people make. If you don't understand a question, please let me know. I am here to ask questions, listen, and make sure everyone has a chance to share.

If we seem to be stuck on a topic, I may interrupt you in order to discuss moving on. If you aren't saying much, I may call on you directly. If I do this, please don't feel bad about it; it's just my way of making sure I obtain everyone's perspectives and opinions.

I do ask that we all keep each other's identities and remarks private. I hope you'll feel free to speak openly and honestly.

As discussed, I will be tape recording the discussion, because I don't want to miss any of your comments. No one outside of this room will have access to these tapes and they will be destroyed after my report is written.

Let's begin. Let's find out some more about each other by going around the room one at a time. Tell us your first name. I'll start.

Discussion

Today we're going to be talking about an employee recognition program. What comes to mind when you think about employee recognition?

What, if anything, has been implemented in the past at HSNT in terms of a recognition program?

Have you ever experienced a positive employee recognition program? What did it look like?

What about any negative experiences with an employee recognition program?

Do you believe an employee recognition program would be valuable at HSNT? Why or why not?

Because HSNT in a non-profit, their funds are very limited and controlled by the funders. So today, I'd like to explore the idea of a non-monetary recognition system that can be used on a very regular basis. Are there any ideas that you have with regards to a non-monetary system?

APPENDIX C

QUESTIONNAIRE USED IN SURVEYS ON MOTIVATION

<u>Questionnaire Used in Surveys on Motivation</u>

Please indicate by placing an "X" next to the six items from the list below which you believe are the most important in motivating you to do your best work.
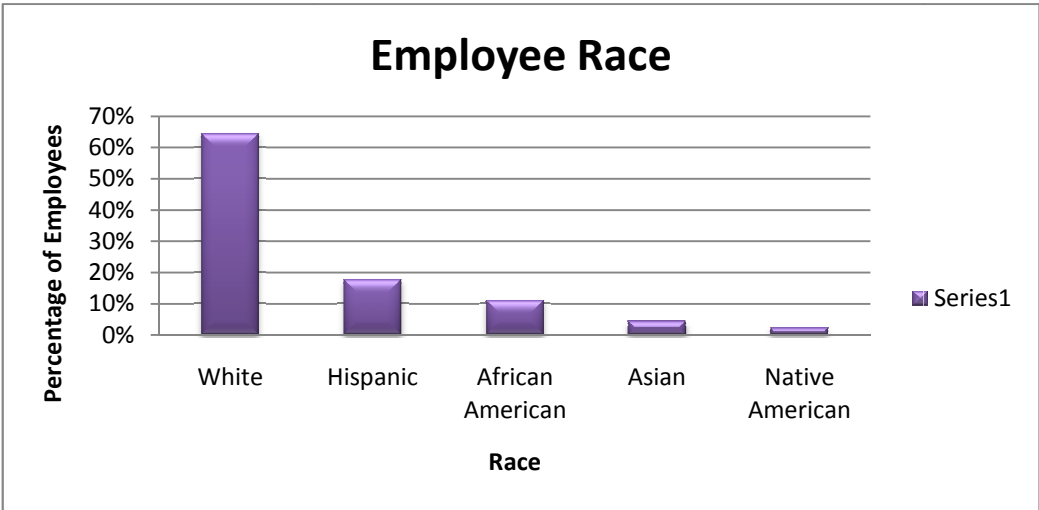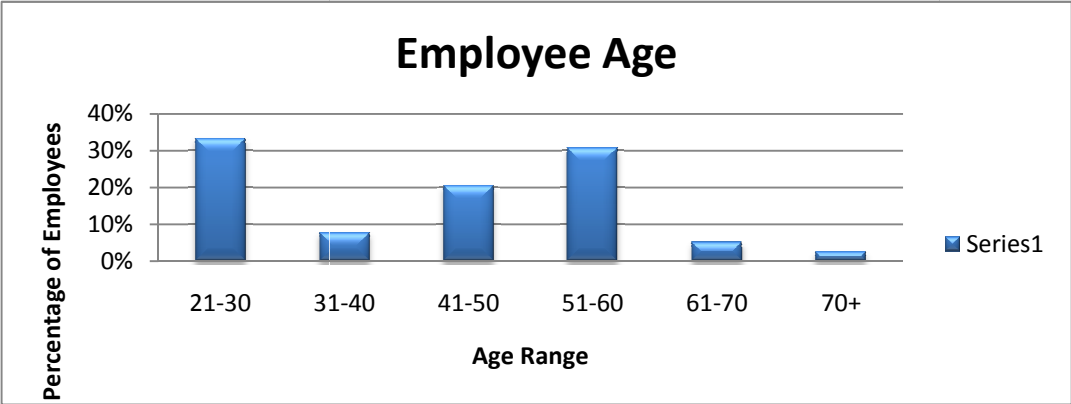
1. _____ Steady employment

2. _____ Respect for me as a person

3. _____ Good pay

4. _____ Good physical working conditions

5. _____ Adequate rest periods or coffee breaks

6. _____ Chance to turn out quality work

7. _____ Getting along well with others on the job

8. _____ Having a local employee paper

9. _____ Chance for a promotion

10. _____ Opportunity to do interesting work

11. _____ Pensions and other security benefits

12. _____ Not having to work too hard

13. _____ Knowing what is going on in the organization

14. _____Feeling my job is important

15. _____ Having an employee counsel

16. _____ Having a written job description

17. _____ Being told by my boss when I do a good job

18. _____ Getting a performance rating

19. _____ Attending staff meetings

20. _____ Agreement with organization's objectives

21. _____ Opportunity for self-development and improvement

22. _____ Fair vacation arrangements

23. _____ Knowing I will be disciplined if I do a bad job

24. _____ Working under close supervision

25. _____ Large amount of freedom on the job (chance to work not under direct or close supervision)

Source: Montana, P., & Charnov, B. (1993). *Management*. Hauppauge, NY: Barron's

Educational Series, Inc., p. 200. Reproduced with permission from Barron's Educational Series,

Inc.

APPENDIX D

EMPLOYEE DEMOGRAPHIC INFORMATION

Employee Age

Percentage of Employees vs. Age Range

Bar chart showing percentage of employees by age range:
- 21-30: ~33%
- 31-40: ~7%
- 41-50: ~20%
- 51-60: ~31%
- 61-70: ~5%
- 70+: ~2%

Series1

Employee Gender

Percentage of Employees vs. Gender

Bar chart showing percentage of employees by gender:
- Male: ~15%
- Female: ~84%

Series1

Employee Race

Percentage of Employees vs. Race

Bar chart showing percentage of employees by race:
- White: ~64%
- Hispanic: ~17%
- African American: ~11%
- Asian: ~4%
- Native American: ~2%

Series1

APPENDIX E

JOB SATISFACTION SURVEY RESULTS

Overall Job Satisfaction Results for the 2009 and 2010 Survey
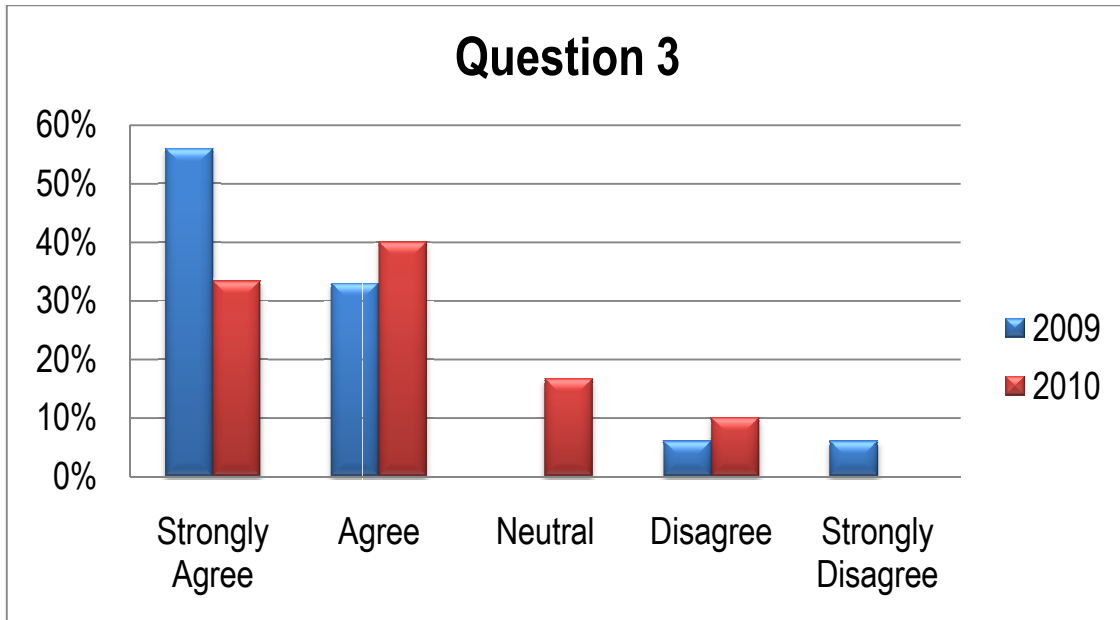

Job Satisfaction Survey
Overall Results
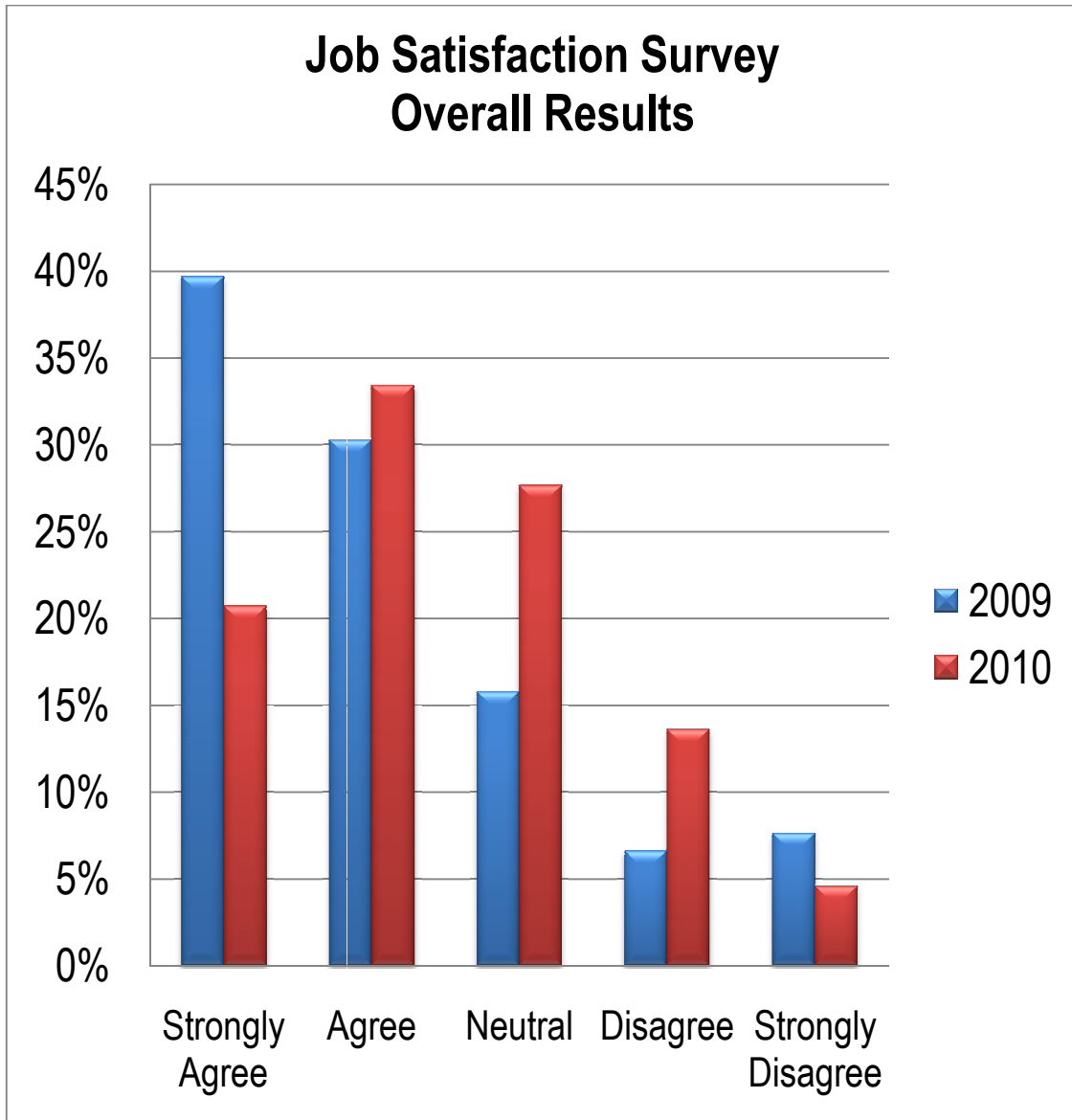
1. Senior management has clearly communicated the organization's vision, mission, purpose, and values.
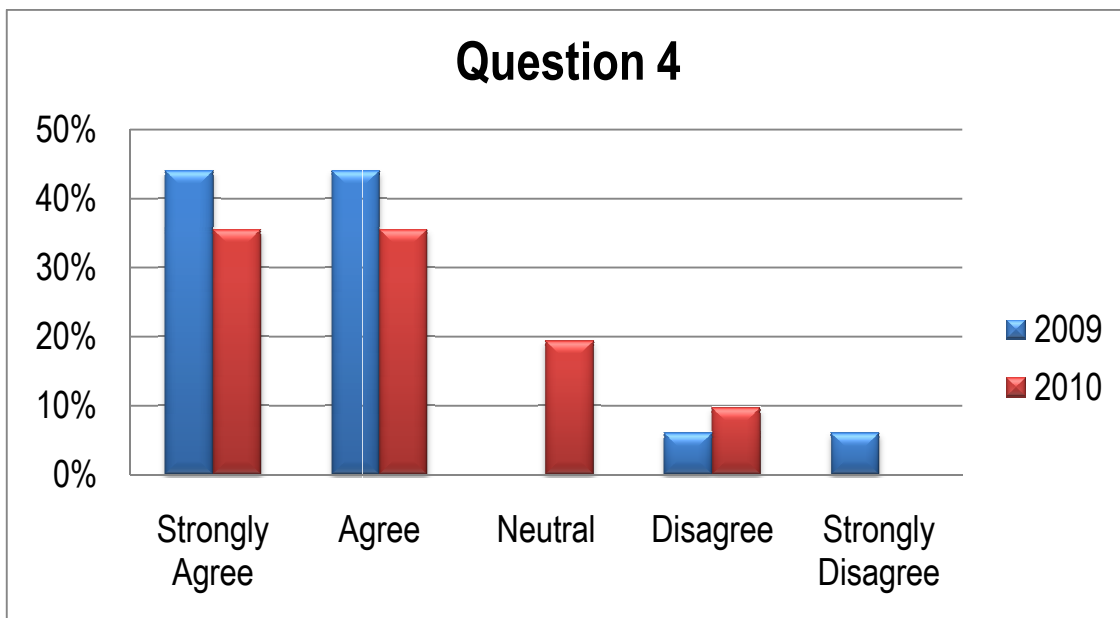
Question 1
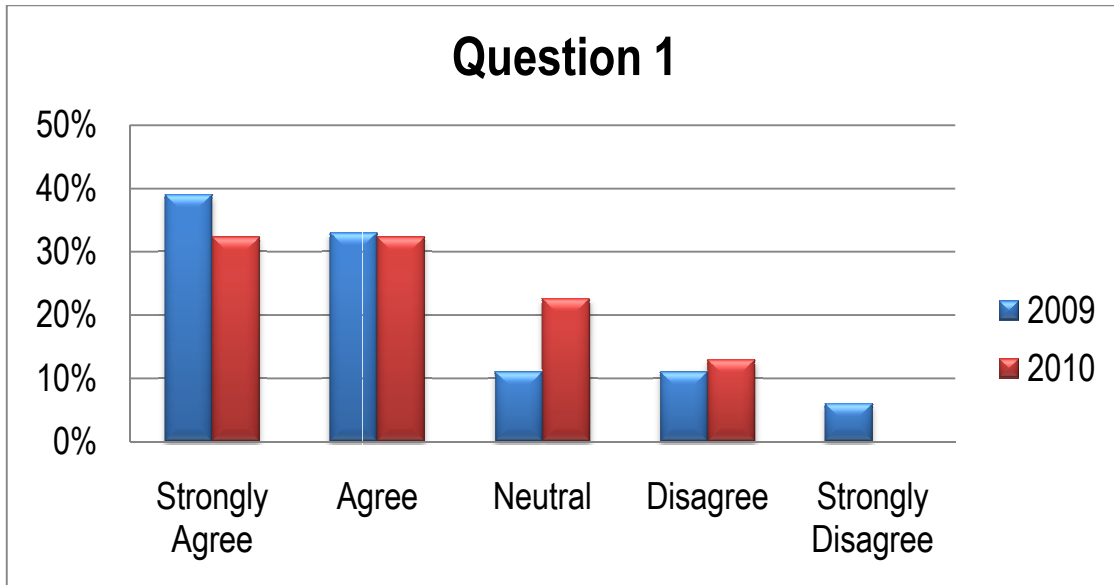
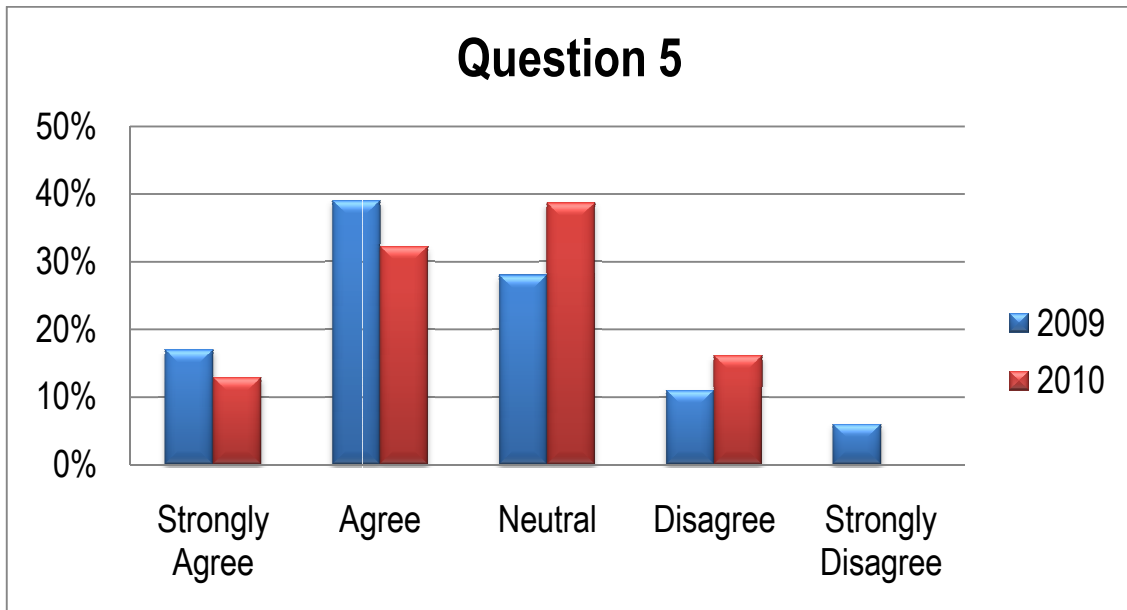2. At HSNT, I am clear on the organization's goals and future direction.

Question 2
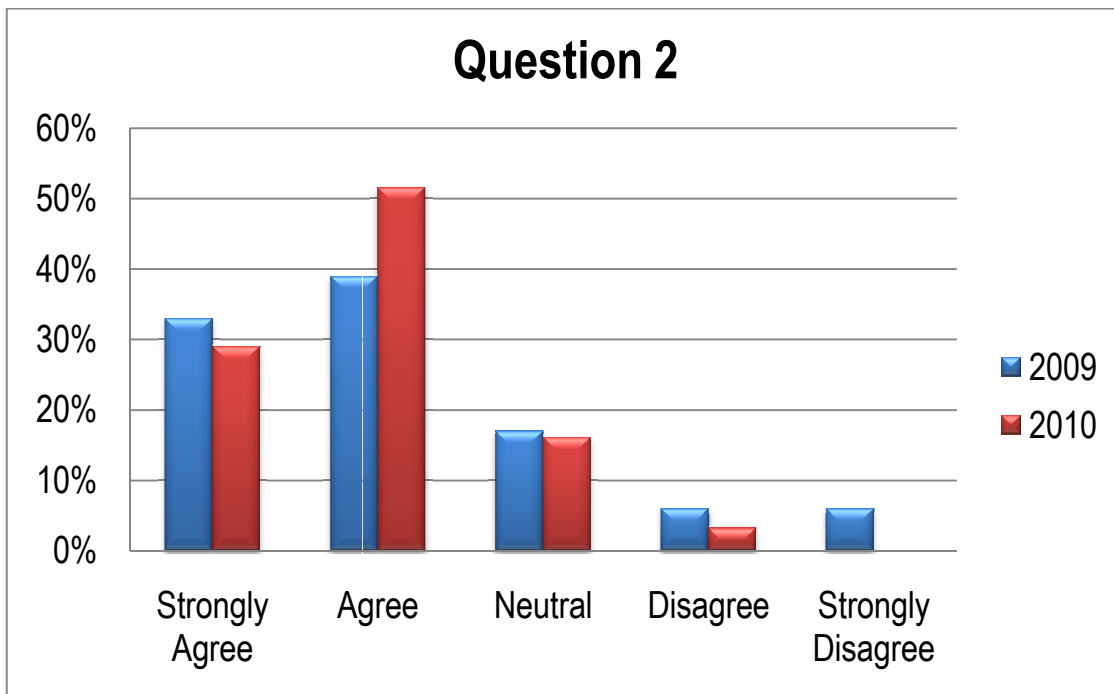
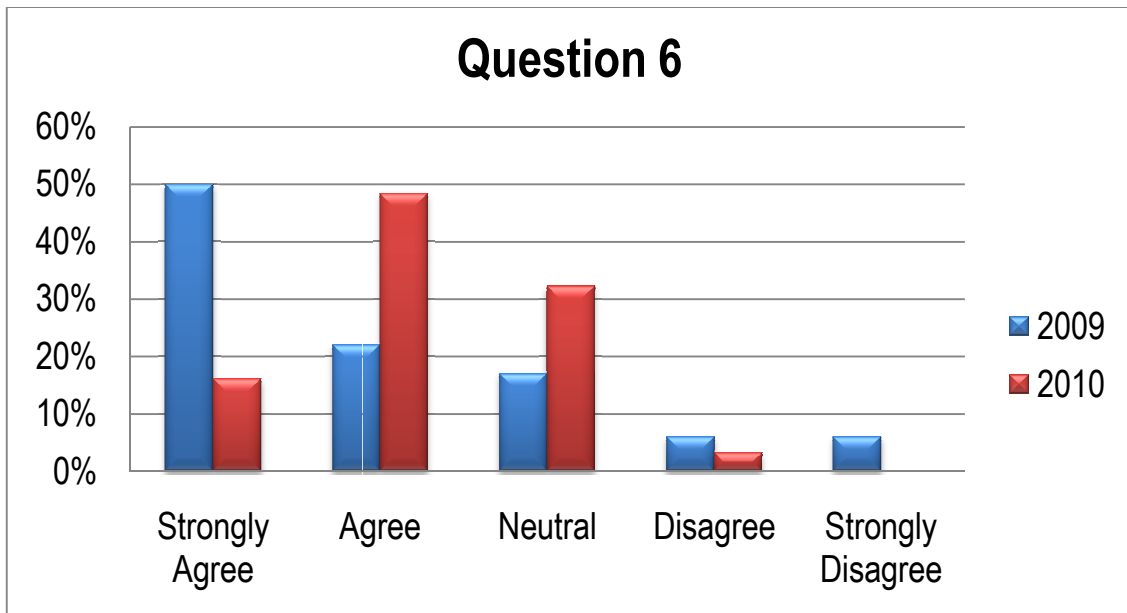3. HSNT strives to carry out its mission in the normal course of operation.

Question 3

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
2009	56%	33%		6%	6%
2010	33%	40%	17%	10%	

4. I have a clear understanding of how my work relates to the overall goals and objectives of HSNT.

Question 4

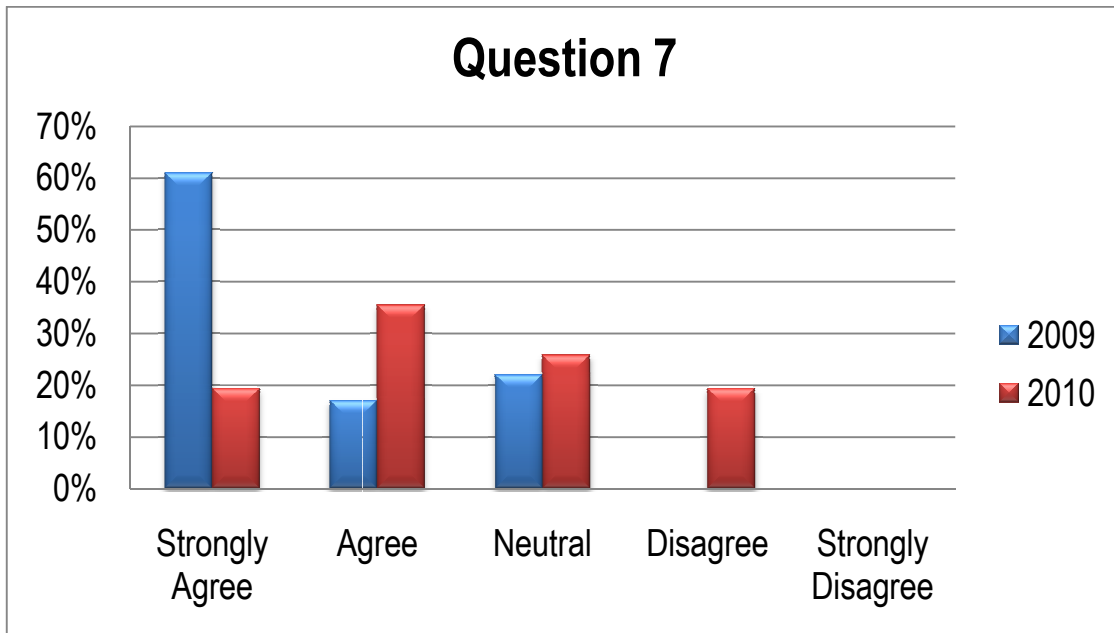|	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
2009	44%	44%		6%	6%
2010	35%	35%	19%	9%	

5. Management strikes a good balance between emphasizing long-range plans and short-term goals and strategies.

Question 5

Bar chart comparing 2009 and 2010 responses:

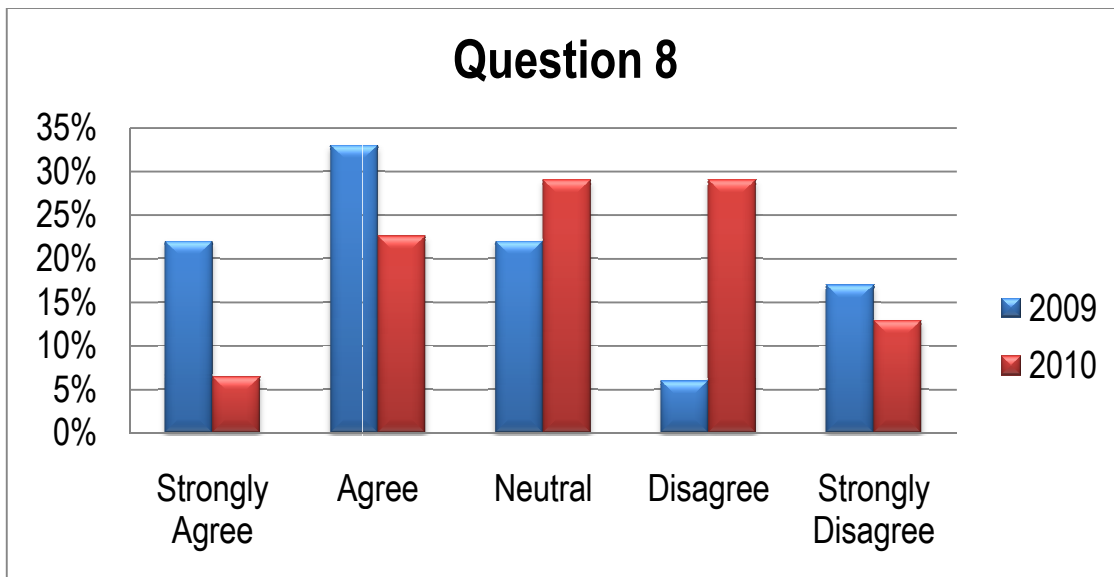| Response	2009	2010
Strongly Agree	17%	13%
Agree	39%	32%
Neutral	28%	39%
Disagree	11%	16%
Strongly Disagree	6%	0%

6. HSNT does a good job of being responsive and adaptive to changes in client needs and needs of the community we serve.

Question 6

Bar chart comparing 2009 and 2010 responses:

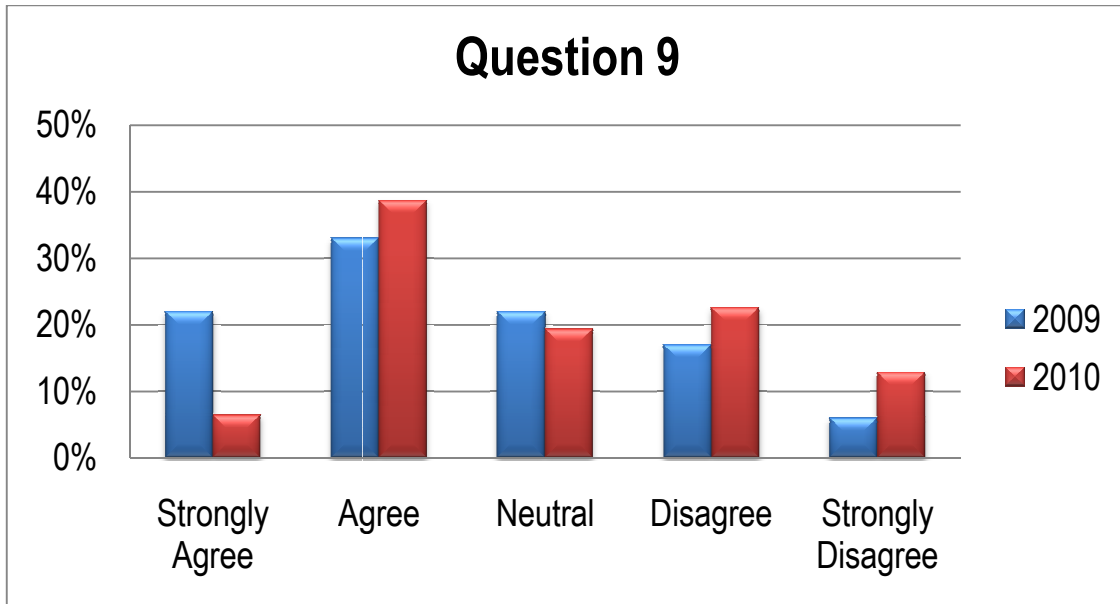| Response	2009	2010
Strongly Agree	50%	16%
Agree	22%	48%
Neutral	17%	32%
Disagree	6%	3%
Strongly Disagree	6%	0%

7. I feel free to ask others for help at HSNT whenever it is necessary to get the job done.
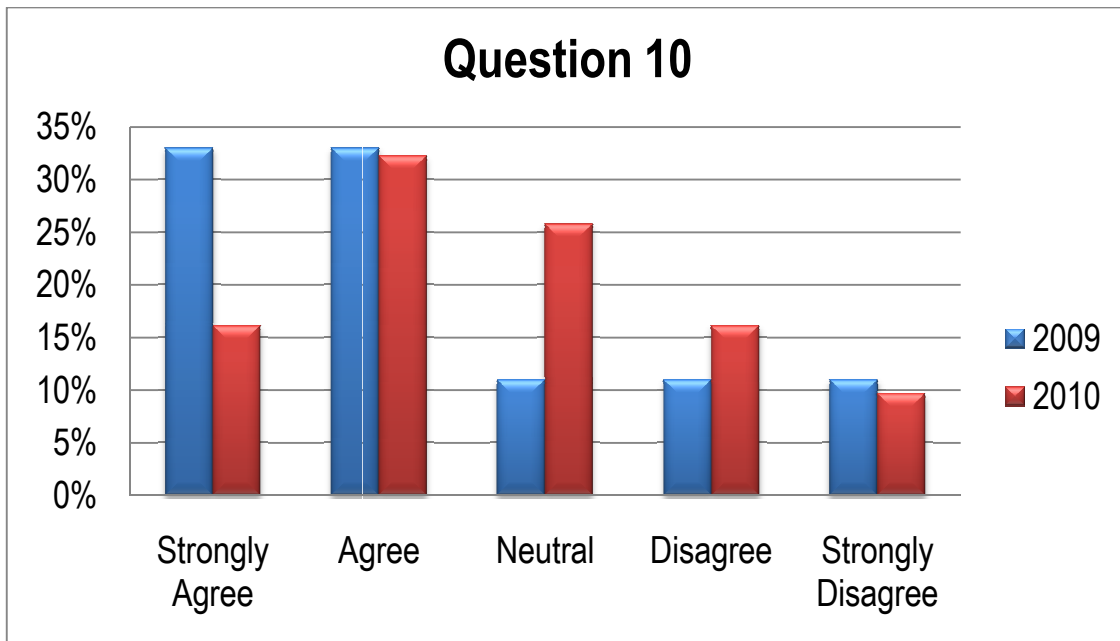
Question 7

8. I feel HSNT communication flows effectively and honestly from upper management to employees.

Question 8

9. When changes are made at HSNT, I hear about it in a timely manner.

Question 9

A bar chart comparing 2009 and 2010 responses. Y-axis shows percentages from 0% to 50%. Categories: Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

- Strongly Agree: 2009 ≈ 22%, 2010 ≈ 6%
- Agree: 2009 ≈ 33%, 2010 ≈ 39%
- Neutral: 2009 ≈ 22%, 2010 ≈ 19%
- Disagree: 2009 ≈ 17%, 2010 ≈ 22%
- Strongly Disagree: 2009 ≈ 6%, 2010 ≈ 13%
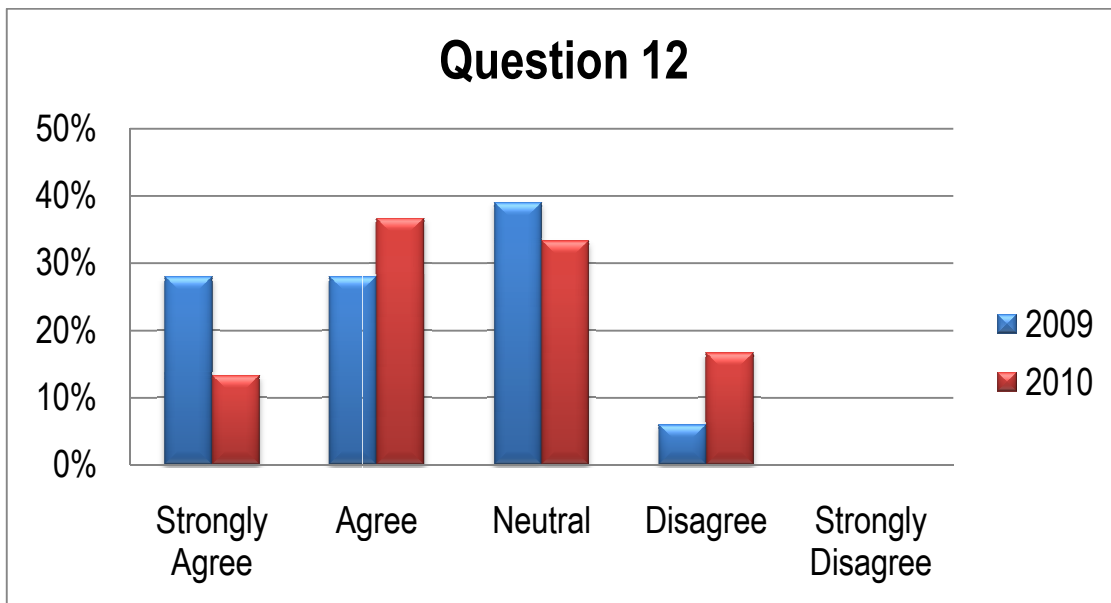
10. When changes are made that effect my area of responsibility, the changes are communicated to me prior to their implementation.
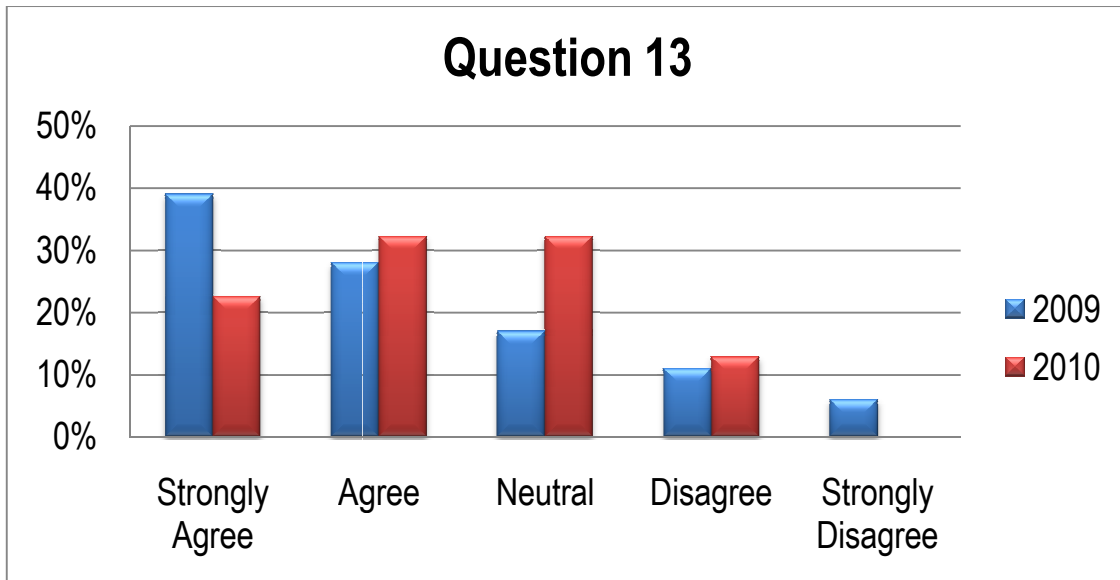
Question 10

A bar chart comparing 2009 and 2010 responses. Y-axis shows percentages from 0% to 35%. Categories: Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

- Strongly Agree: 2009 ≈ 33%, 2010 ≈ 16%
- Agree: 2009 ≈ 33%, 2010 ≈ 32%
- Neutral: 2009 ≈ 11%, 2010 ≈ 26%
- Disagree: 2009 ≈ 11%, 2010 ≈ 16%
- Strongly Disagree: 2009 ≈ 11%, 2010 ≈ 10%

11. Necessary information to do my job and respond to client's needs is communicated on a timely basis.
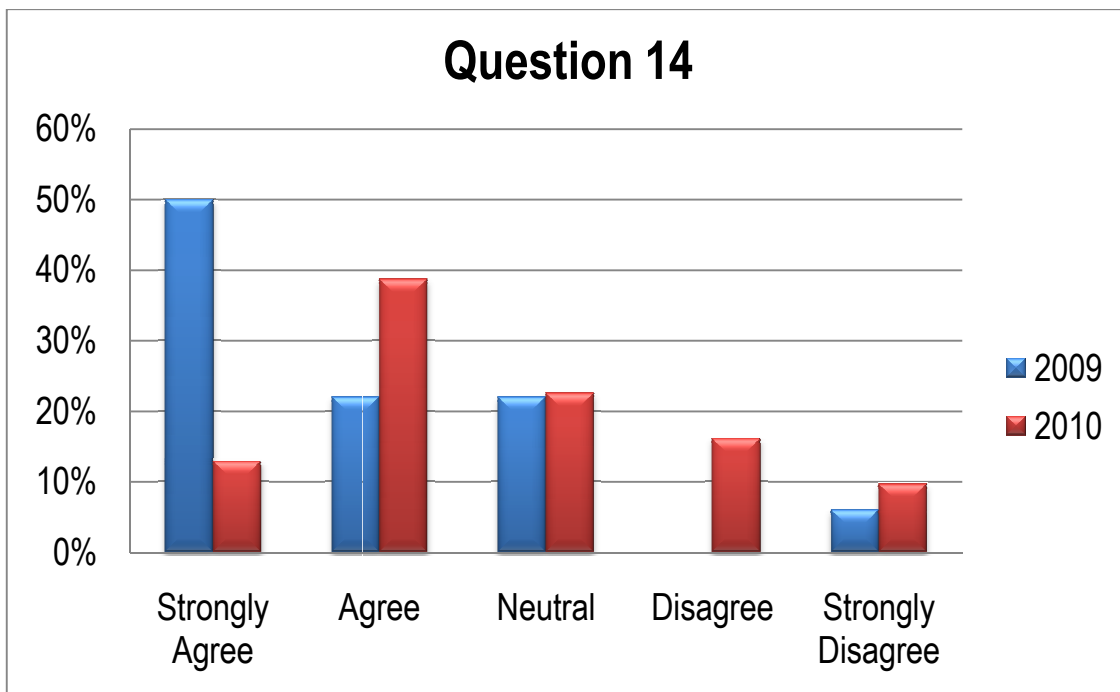
Question 11
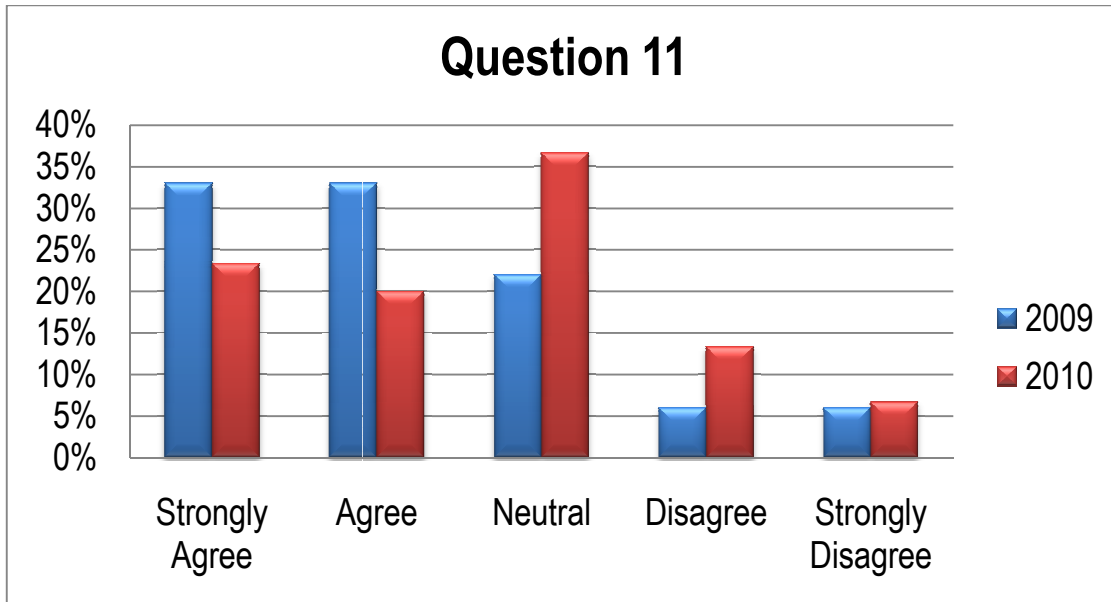
12. When I need information from other departments, I get what I need in a timely and efficient manner.

Question 12

13. I am encouraged to offer ideas and suggestions for new or better ways of doing things.

Question 13

A grouped bar chart comparing 2009 (blue) and 2010 (red) responses. Y-axis ranges from 0% to 50%.

- Strongly Agree: 2009 ≈ 39%, 2010 ≈ 22%
- Agree: 2009 ≈ 28%, 2010 ≈ 32%
- Neutral: 2009 ≈ 17%, 2010 ≈ 32%
- Disagree: 2009 ≈ 11%, 2010 ≈ 13%
- Strongly Disagree: 2009 ≈ 6%, 2010 = 0%

14. At HSNT, I am able to make decisions and solve problems.

Question 14

A grouped bar chart comparing 2009 (blue) and 2010 (red) responses. Y-axis ranges from 0% to 60%.

- Strongly Agree: 2009 ≈ 50%, 2010 ≈ 13%
- Agree: 2009 ≈ 22%, 2010 ≈ 39%
- Neutral: 2009 ≈ 22%, 2010 ≈ 22%
- Disagree: 2009 = 0%, 2010 ≈ 16%
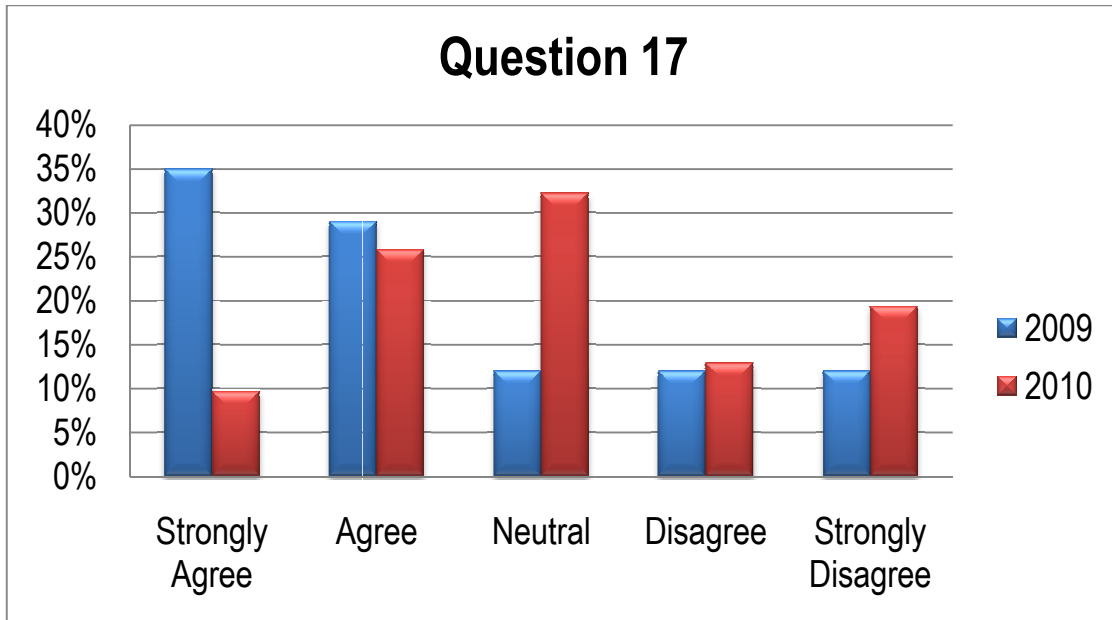- Strongly Disagree: 2009 ≈ 6%, 2010 ≈ 9%

15. People at HSNT, feel free to communicate "up the ladder" to get answers to clients' requests.
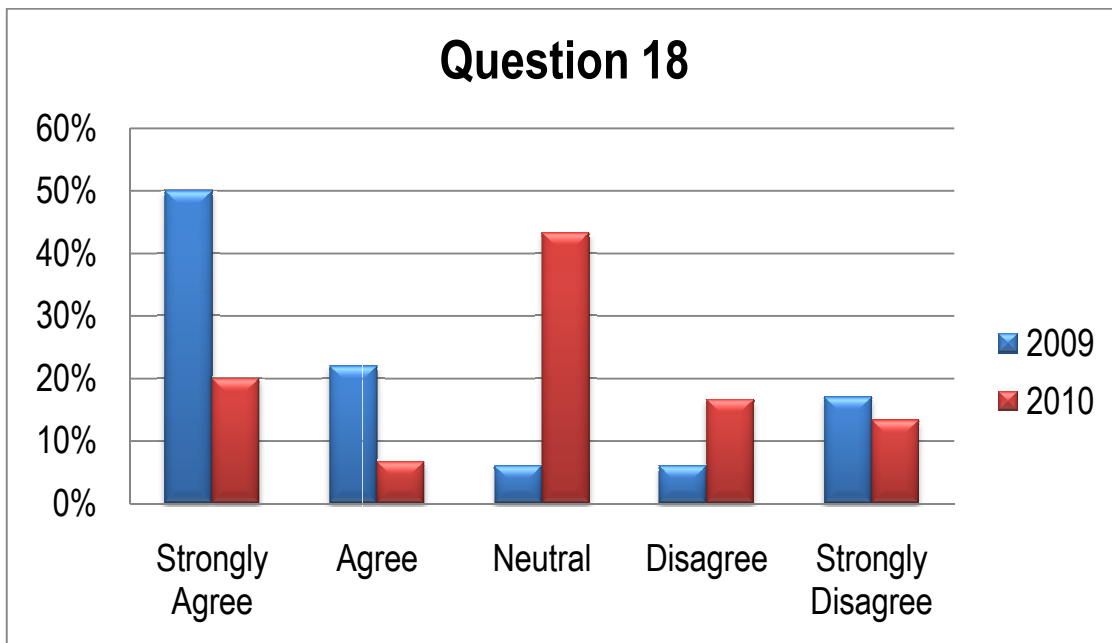

Question 15
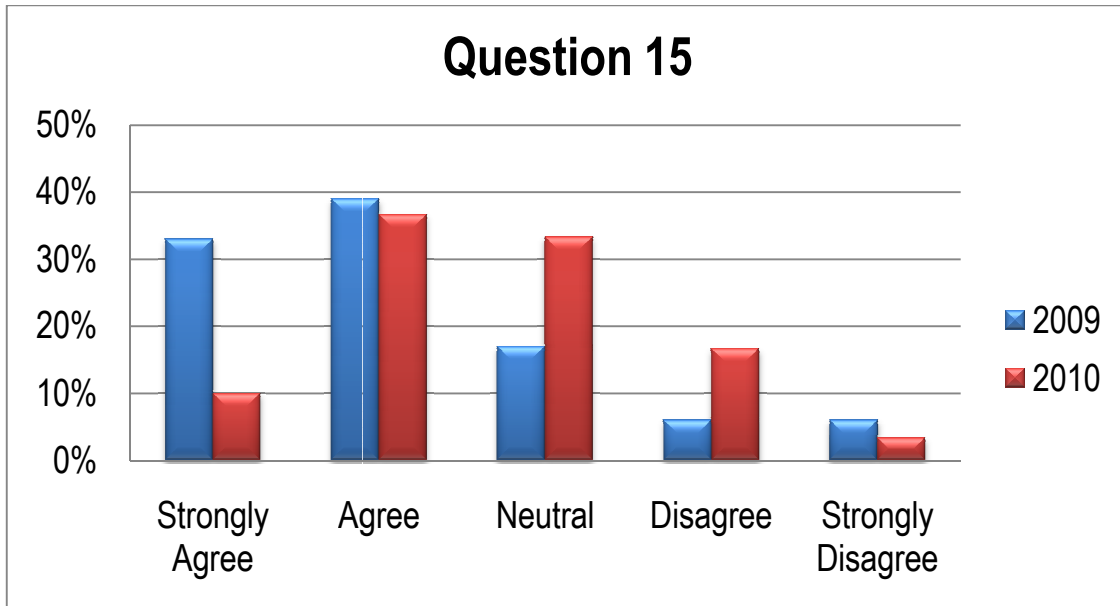
16. When employees at HSNT communicate "up the ladder" they get results.
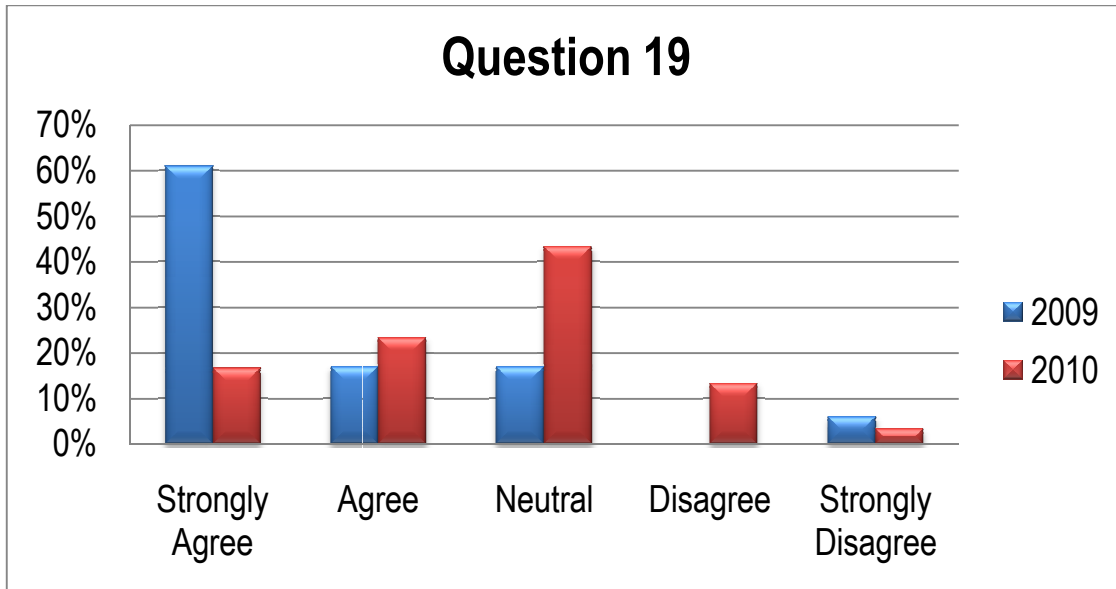

Question 16
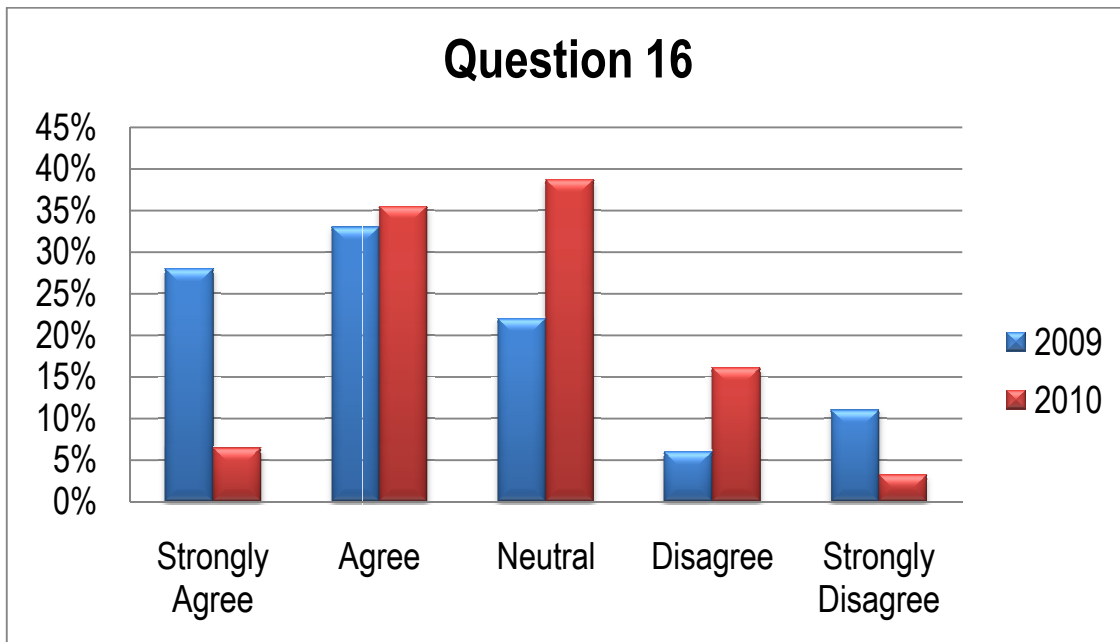
17. At HSNT, all qualified employees and applicants have equal opportunities for advancement.
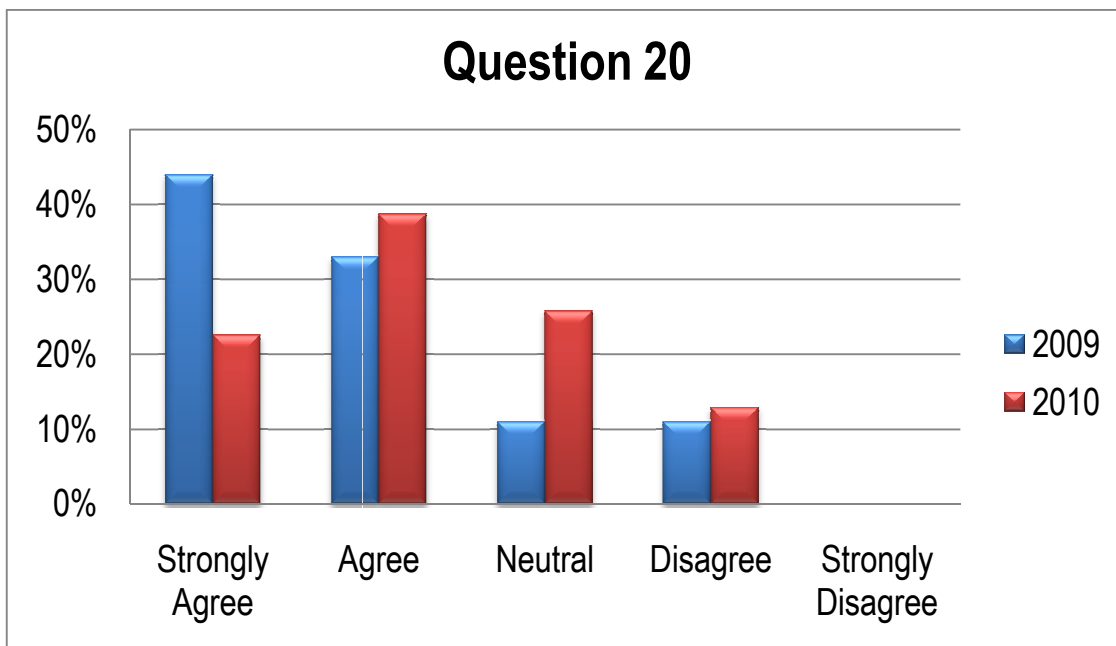
Question 17

18. Promotions are based of qualifications and merit.
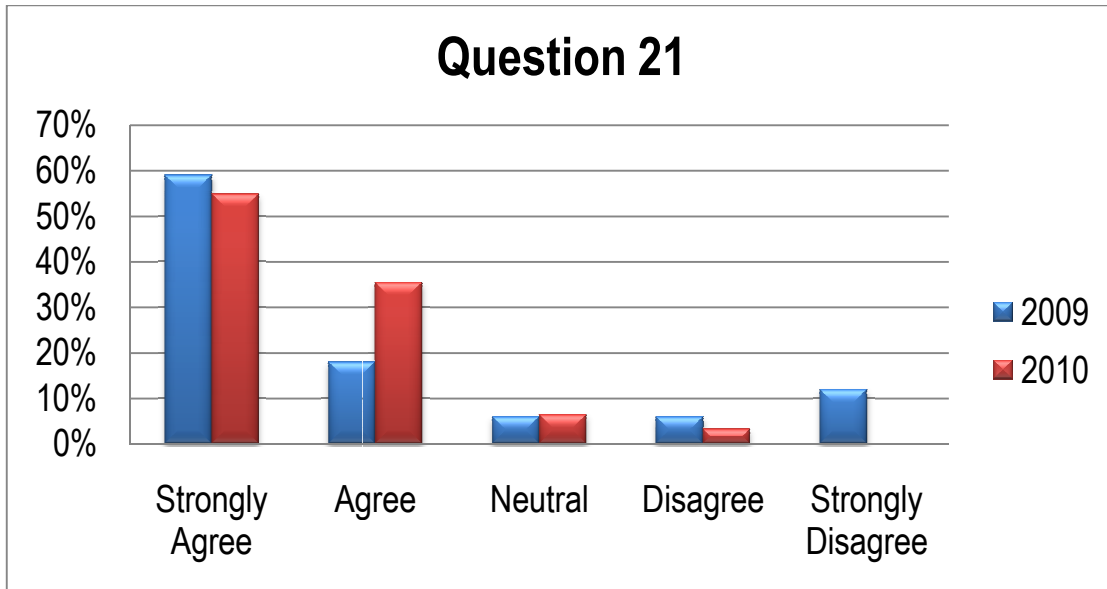
Question 18

19. HSNT offers me the necessary training and provides the necessary resources to do my job well.
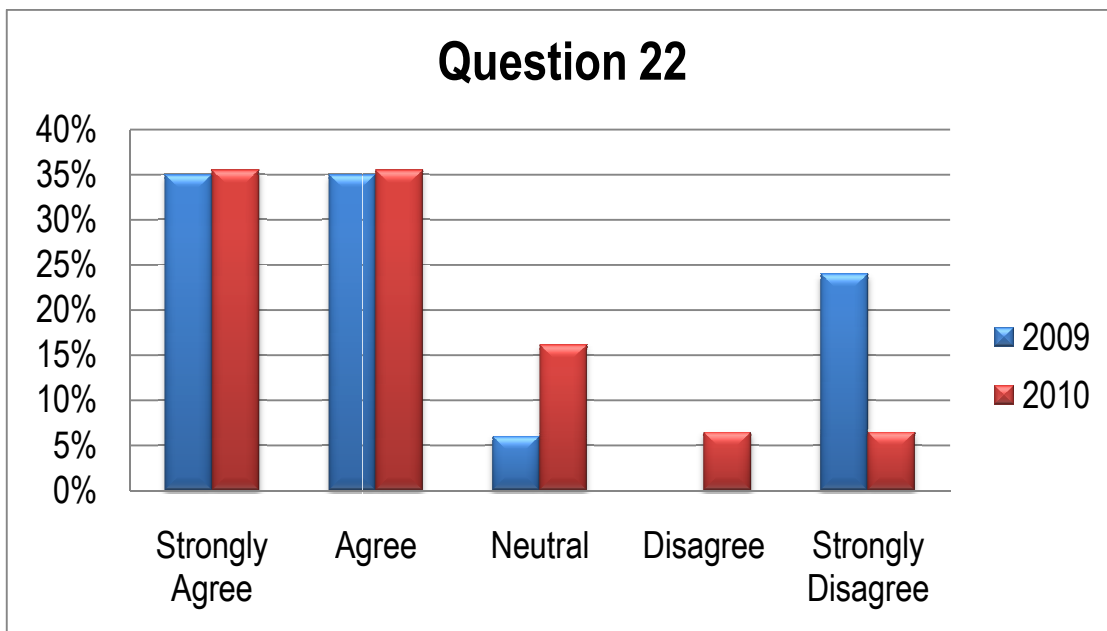
Question 19

20. I feel employees at HSNT do a good job of living the purpose and mission of the organization.

Question 20

21. I believe HSNT has an exciting future.

Question 21

22. I believe the results of this opinion survey will be used to help create positive changes at HSNT.

Question 22

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BIOGRAPHICAL INFORMATION

Alicia Barker is a social worker who received her MSSW in December 2010 from the University of Texas at Arlington with a focus in community and administrative practice. Alicia received her BSW from Texas Christian University. She is currently working full-time at a nonprofit domestic violence agency as the transitional housing coordinator. Past research has involved repeat victims of domestic violence and substance abuse. Future research might involve victims of domestic violence and their ability to become self-sufficient in a transitional housing program.