EMPLOYEE RECOGNITION PLATFORM FOR SANOFI INDIA LTD.

Sanofi India Limited, Verna - Goa

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Masterin Business Administration in Human Resources (HR)

by

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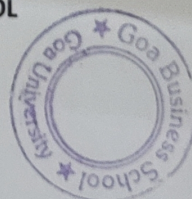
Under the mentorship of

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Goa Business School

MBA HR

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
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DECLARATION BY STUDENT

I hereby declare that the data presented to this Internship report entitled, "Employee Recognition Platform" is based on the results of investigation carried out by me in the (Masters of Business Administration) at the Goa Business School, Goa University/Pharmaceutical Industry, under the mentorship of Dr. Paresh Lingadkarand the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or it's authorities/Goa Business School will not be responsible for the Correctness of observations/experimental or other findings given the internship report/work.

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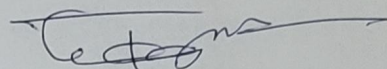Signature and Name of Student

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Date: 3/5/2024

Place: Goa University

COMPLETION CERTIFICATE

This is to certify that the internship report "Employee Recognition Platform for Sanofi India Ltd." is a bonafide work carried out by Ms. Kartika, Dayanand, Nadkarni under my mentorship in partial fulfilment of the requirements for the award of the degree of MBA in the Discipline MBA HR at the Goa Business School, Goa University/Goa Business School.
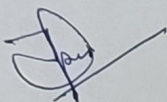
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Date: 3|5|2024

Signature of Dean

Prof. Jyoti Parwar   Goa Business School

Date: 3|5|2024

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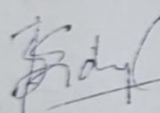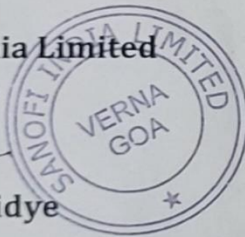
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sanofi

04th May 2024

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Miss Kartika Dayanand Nadkarni has completed her Internship Training at Sanofi India Ltd. from 15th January to 04th May 2024, as part of her college course curriculum.

We wish her all the very best in all her future endeavors.

for Sanofi India Limited

Shailendra Bidye

Head – People & Culture Goa Site

ACKNOWLEDGEMENT

I am happy to forward this Project Report titled "**Employee Recognition Platform at Sanofi India Ltd**" to Goa University as part of fulfilment of Industry Internship report at MBA (Sem IV)

I take this opportunity to express my sincere appreciation and gratefully acknowledge the guidance and help extended to us, by our Mentor Dr. Paresh Lingadkar, Assistant Professor in IMBA Department of Goa University.

I would like to take this opportunity to express my gratitude and thank the whole HR team of Sanofi India Ltd. For helping me in my project and being a great support during my internship period in the company.

The respondents of my survey who have been kind enough to spare some precious time to fill the questionnaire. It was only because of them I am able to complete my research study. We express our sincere gratitude to all the respondents for their co-operation and support.

I would also like to Thank our professors. Prof. Teja Khandolkar and Prof. Suraj Velip for being a great support in my Internship Journey.

I sincerely offer my grateful thanks to our Prof. Jyoti D. Pawar, Dean of Goa Business School, Goa university, for the inspiration given. My sincere thanks to Prof. Nilesh Borde, Vice – Dean of Goa Business School, Goa University for the guidance given to complete the Industry Internship Report.

I also thank my parents for their encouragement and constant support.

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EXECUTIVE SUMMARY

Sanofi India Ltd. Is a subsidiary of the global pharmaceutical company Sanofi, which is headquartered in Paris, France. It was established in 1956, Sanofi India has a rich legacy of over six decades in the Indian pharmaceutical industry. Sanofi India operates in various therapeutic areas including diabetics, cardiovascular diseases, vaccines, rare diseases, oncology and consumer healthcare. The company manufacturers and markets a wide range of pharmaceutical products, vaccines and consumer healthcare products to cater the diverse healthcare needs of patients in India. It focuses on innovation, research and development to introduce new and advanced treatment options for various diseases.

Sanofi India offers a diverse portfolio of pharmaceutical products across multiple therapeutic categories including Diabetes, Cardiovascular, Vaccines, Rare diseases, Consumer healthcare. Sanofi India actively engages in CSR initiatives focused on healthcare, education and community development. The company works towards improving access to healthcare services, promoting disease awareness and prevention and supporting sustainable development initiatives in communities across India.

Sanofi India limited continues to be a key player in the Indian pharmaceutical industry, leveraging its global expertise, innovative products and commitment to healthcare excellence to make meaningful impact on the lives of patients and communities in India.

Learnings from the company were leave management system, succession planning, workforce planning, Health and safety programs, Innovation, Regulatory compliance, Employee engagement and Employee recognition. The challenges faced in the company were Confidentiality, technical knowledge, cross functional collaboration and fast- paced work environment.

Chapter1 : BIRDS-EYE-VIEW

1.1 INTRODUCTION

Sanofi is a French multinational pharmaceutical and healthcare company headquartered in Paris, France. The corporation was established in 1973 and merged with Synthélabo in 1999 to form Sanofi-Synthélabo. In 2004, Sanofi-Synthélabo merged with Aventis and renamed to Sanofi-Aventis, which were each the product of several previous mergers. It changed its name back to Sanofi in May 2011. The company is a component of the Euro Stoxx 50 stock market index.

Sanofi engages in the research and development, manufacturing, and marketing of pharmacological products, principally in the prescription market, but the firm also develops over-the-counter medications. The corporation covers seven major therapeutic areas: cardiovascular, central nervous system, diabetes, internal medicine, oncology, thrombosis, and vaccines (it is the world's largest producer of the last through its subsidiary Sanofi Pasteur).

NAME CHANGE, ACQUISITIONS AND INVESTMENTS

The company dropped the -Aventis suffix of its name on 6 May 2011, after receiving approval at its annual general meeting. The reason given by the company for the change was to make its name easier to pronounce in countries such as China. In 2011, Genzyme Corporation was acquired for around $20.1 billion. This biotechnology company, headquartered in Cambridge, Massachusetts, specializes in the treatment of orphan diseases, renal diseases, endocrinology, oncology, and biosurgery. In January 2012, Sanofi co-invested in the $125 million Series A financing of Warp Drive Bio. Sanofi sought support for its internal cancer research program and also took on an obligation to acquire Warp Drive if certain milestones were met. In January 2014, Genzyme and Alnylam Pharmaceuticals, a US biotechnology company developing RNAi therapeutics, announced that Genyzme would invest $700 million in Alnylam. Under the deal, Genzyme obtained further rights to patisiran, an RNAi treatment for transthyretin - mediated amyloidosis– a condition that can result in familial amyloidotic polyneuropathy and familial

amyloidotic cardiomyopathy - and obtained rights to other compounds in Alnylam's pipeline. In March 2014, Sanofi joined the bidding for Merck & Co.'s over-the-counter health-products unit, the maker of Coppertone sunblock and the antihistamine Claritin; bids were expected to range between $10 billion and $12 billion.

In October 2014, Sanofi's directors fired US-resident chief executive Chris Viehbacher, blaming his alleged lack of communication with the board and poor execution of his strategy. Board chairperson Serge Weinberg took over as interim CEO until 2 April 2015 when Bayer Healthcare board chairman Olivier Brandicourt (appointed by Sanofi on 19 February 2015) took over. Before Brandicourt even started his new job, French government ministers Stephane Le Foll and Segolene Royal attacked the $4.5 million golden handshake he was getting from Sanofi – and his pay of about $4.7 million a year. Furthermore, in 2014, the business took a 66% stake in Globalpharma, a Dubai-based generics manufacturer. In July 2015, Genzyme announced that it would acquire the cancer drug Caprelsa (vandetanib) from AstraZeneca for up to $300 million. In the same month, the company announced a new global collaboration with Regeneron Pharmaceuticals to discover, develop, and commercialize new immuno-oncology drugs, which could generate more than $2 billion for Regeneron, with $640 million upfront, $750 million for proof-of-Concept data, and $650 million from the development of REGN2810.

In June 2016, the company announced that it had struck an asset-swap deal with Boehringer Ingelhim. Sanofi would sell its Merial animal health division (valuing it at €11.4 billion), while acquiring Boehringer's consumer health division (valuing it at €6.7 billion) and €4.7 billion in cash. The deal meant that Sanofi was now one of the global consumer healthcare leaders by market share. In July 2017, the company announced its intention to acquire Protein Sciences, a privately held Connecticut-based vaccines biotechnology company, for $650 million and with up to $100 million in milestone achievements. In January 2018, Sanofi announced that it would acquire Bioverativ for $11.6 billion and days later announced that it would acquire Ablynx for €3.9 billion ($4.8 billion). In December 2019, the company announced that it would acquire Synthorx for $2.5 billion ($68 per share), adding the lead product candidate THOR-707 (SAR444245), a form of Interleukin-2 (IL-2) being developed for use against multiple solid tumors. In

October 2022, Sanofi announced that it had stopped Phase 2 studies of THOR-707 (SAR444245) because the drug's efficacy "was lower than projected". Sanofi would take a roughly $1.6 billion impairment charge because of delays to the program.

In May 2020, Regeneron announced that it would repurchase around $5 billion of its shares held directly by Sanofi. Before the transaction, Sanofi had held 23.2 million Regeneron shares. In June, the company announced that it had agreed a potential $2 billion deal with Translate Bio, expanding an already existing collaboration for COVID-19 treatments. The company agreed to produce 60 million doses of a coronavirus vaccine for the United Kingdom government in July 2020. It used recombinant protein-based technology for Sanofi's flu vaccine along with GSK's pandemic technology and was seeking regulatory approval by the first half of 2021. Sanofi also agreed to a $2.1 billion deal with the United States for 100 million doses. In August, Sanofi announced that it would acquire Principia Biopharma for $3.7 billion, acquiring its BTK inhibitor program. The acquisition was completed in September 2020. In November, Sanofi announced that it would acquire Kiadis Pharma for €308 million (around $359 million, or €5.45 per share), expanding its immuno-oncology pipeline with the acquisition of Kiadis's three clinical compounds: K-NK002 in Phase II trials for hematopoietic stem cell transplants in blood cancer, K-NK003 for relapsed or refractory acute myeloid leukemia, and K-NK-ID101 for COVID-19. In January 2021, Sanofi announced that it would buy the British biotech Kymab Ltd and its potential first-in-class drug candidate – KY1005 –- for $1.45 billion. In April, the business announced that it would acquire Tidal Therapeutics for up to $470m. in August the company announced that it would acquire Translate Bio and its mRNA vaccine technology for $3.2 billion. On 8 September 2021, Sanofi announced that it would acquire US biotech company Kadmon Corporation for $1.9 billion. On 18 November 2021, it was reported that Sanofi would be investing $180 million in French startup Owkin, whose predictive algorithms aim to improve the research and development of new cures against cancer. In December, the company announced that it would acquire Origimm Biotechnology GmbH and its acne vaccine candidate (ORI - 001), as well as Amunix Pharmaceuticals, for an initial $1 billion plus potentially $200 million in additional milestones.

In April 2022, Sanofi broke ground on its biggest industrial investment, a $638m vaccine and enzymes production facility in Tuas, Singapore, targeted for completion in 2025. In March 2023, the company announced it would acquire Provention Bio and its type 1 diabetes therapy pipeline. In December 2023, the company has signed a 140 million dollars partnership with Aqemia, a company that solves a mathematical equation that eliminates the need for heavy computing facilities with large computing power. In January 2024, Sanofi announced that it had agreed to buy a U.S. biotech firm Inhibrx for up to $2.2 billion, with a focus on obtaining Inhibrx's INBRX-101, an experimental treatment for Alpha - 1 Antitrypsin Deficiency (AATD), an inherited rare disease that causes progressive deterioration of the lung tissue.

1.2 PRODUCTS / SERVICES

The company's product portfolio includes insulin, tablets, vaccines and injection.

1.2.1 Pharmaceutical Products

BRAND NAME	GENERIC NAME	STRENGTH
Aldurazyme®	Laronidase solution for injection	2.9mg/ 5ml
AllStar®	(Device - insulin pen)	
Amaryl® MP	Metformin Hydrochloride Sustained Release, Glimepiride and Pioglitazone Hydrochloride Tablets	500mg+1mg + 15mg and 500mg+2mg+15mg
Amaryl® M	Metformin Hydrochloride Sustained Release and Glimepiride Tablets	1mg + 500mg, 2mg + 500mg
Amaryl® M Forte	Glimepirideand Metformin Hydrochloride SR Tablets	1mg +1000mg, 2mg + 1000mg

Amaryl® MV	Metformin Hydrochloride (SR), Glimepiride and Voglibose Tablets	500mg+1mg + 0.2mg, 500mg + 2mg + 0.3mg
Apidra®	Insulin Glulisine Injection (Monocomponent Insulin Glulisine r-DNA Origin)	10ml vial, 3ml cartridges and Solostar pen
Aubagio®	Teriflunomide Tablets	14mg
Cardace®	Ramipril Tablets IP	1.25, 2.5, 5, 10mg
Cardace® Protect	Ramipril & Atorvastatin Tablets	2.5mg+10mg, 5 mg+10mg
Cardace® AM	Ramipril and Amlodipine Tablets	2.5mg +5mg, 5mg+5mg , 10mg+5mg
Cardace® H	Ramipril & Hydrochlorothiazide Tablets IP	2.5mg+12.5mg, 5mg+12.5mg, 10mg+12.5mg
Cardace® Meto	Ramipril & Metoprolol Succinate Extended Release Tablets	2.5mg+ 23.75mg, 5mg +47.5mg
Cerezyme®	Imiglucerase For Injection	400 units
Cetapin® XR	Metformin Hydrochloride Prolonged Release Tablets IP	500, 1000mg
Cetapin®V	Metformin Hydrochloride Sustained Release and Voglibose Tablet	0.2, 0.3mg
Clexane®	Enoxaparin Sodium Injection I.P.	20mg, 40mg, 60mg, 80mg

Cordarone®	Amiodarone Intravenous Infusion IP	50mg/ 3ml
Cordarone® / Cordarone® X	Amiodarone Tablets IP	100, 200mg
Daonil®	Glibenclamide Tablets IP	5mg
Daonil® M	Glibenclamide and Metformin Hydrochloride Sustained Release Tablets	5mg+500mg
Depakote®	Divalproex Gastro-resistant Tablets IP	250, 500mg
Depakote® XR	Divalproex Extended-Release Tablets IP 250mg	250mg, 500mg
Fabrazyme®	Agalsidase beta powder for concentrate for solution for Infusion	35mg
Fludara®	Fludarabine Phosphate powder for solution for Injection or Infusion	50mg
Frisium®	Clobazam tablets IP	5mg, 10mg, 20mg
Jevtana™	Cabazitaxel Injection for Intravenous Infusion	60mg/ 1.5ml
Lantus®	Insulin Glargine Injection IP (Monocomponent Insulin Glargine r-DNA Origin)	10ml vial, 3ml cartridges and Solostar pen
Lasilactone® 50	Frusemide and Spironolactone Tablets	20mg+50mg
Lasix®	Frusemide Tablets I.P. 40mg	40mg

Lasix®	Frusemide Injection I.P.	10mg/ ml
M-Nem ™	Meropenem Injection IP	500mg , 1000mg
Myoril®	Thiocolchicoside Capsules IP	4mg, 8mg
Myoril®	Thiocolchicoside Injection	2mg/ ml
Myozyme®	Alglucosidase alfa for injection (r-DNA origin) Lyophilized Powder for Concentrate for Solution for Intravenous Infusion	50mg
Plavix®	Clopidogrel Tablets I.P.	75mg
Primacor® Injection	Milrinone Lactate	1mg/ ml
Renvela Sachets	Sevelamer Carbonate Powder for Oral Suspension	0.8g
Renvela Tablets	Sevelamer Carbonate Tablets	800mg
Semi-Amaryl® /Amaryl®	Glimepiride Tablets IP	0.5mg, 1mg, 2mg, 3mg
Semi-Daonil®	Glibenclamide Tablets IP	2.5mg
Soframycin®	Framycetin skin cream	1%w/w
Solian®	Amisulpride Tablets I.P.	50mg, 100mg, 200mg, 400mg
Stilnoct®	Zolpidem Tartrate Extended Release Tablets USP	6.25mg, 12.5mg
Synvisc-One®	Hylan Polymer A & B G-F 20 Prefilled syringe	8mg/ ml
Targocid®	Teicoplanin	200mg, 400mg
Taxotere®	Docetaxel Injection I.P.	20mg/ 1ml

Taxotere®	Docetaxel Injection I.P.	80mg/ 4ml
Telsite™	Telmisartan Tablets IP	20, 40, 80mg
Telsite™ AM	Telmisartan & Amlodipine Tablets	40mg+5mg
Telsite™ AM H	Telmisartan, Amlodipine & Hydrochlorothiazide Tablets	40mg+5mg+12.5mg
Telsite™ H	Telmisartan & Hydrochlorothiazide Tablets USP	40mg+12.5mg, 80mg+12.5mg
Thymoglobuline®	Anti-Human Thymocyte Immunoglobulin (Rabbit) Powder for Concentrate for Solution for Infusion	5mg/ ml
Thyrogen®	Thyrotropin Alfa, Lyophilised Powder for Solution for Injection	1.1mg
Toujeo™	Insulin Glargine Injection	300Uml
Trental®	Pentoxifylline Extended Release Tablets USP	400mg
Valparin® Syrup	Sodium valproate	40mg/ ml
Valparin® Chrono	Controlled Release Tablets of Sodium Valproate and Valproic Acid	200mg, 300mg, 500mg
Valparin®200 Alkalets	Sodium Valproate Tablets I.P.	200mg, 500mg

Vinlep™	Oxcarbazepine Tablets IP	150mg, 300mg, 450mg, 600mg
Vinlep™ Suspension	Oxcarbazepine Oral Suspension USP	60mg/ ml

1.2.2 Special care

Therapy Area	Brand name	Generic name	Formulation	Strength
Rare Diseases	Cerezyme®	Imiglucerase	For Intravenous infusion only	400 Units/ vial
	Myozyme®	Alglucosidase alfa	For Intravenous infusion only	50 mg/vial
	Aldurazyme®	Laronidase	Concentrated Solution for Intravenus infusion only	2.9mg/5ml vial
	Fabrazyme®	Agalsidase Beta	Concentrated Solution for Intravenus infusion only	35mg/ Vial
Multiple Sclerosis (MS)	Lemtrada®	Alemtuzumab	Concentrated Solution for Intravenus infusion only	12mg/1.2ml vial

				14 mg tablets, pack of
				28 film coated tablets
Oncology	Jevtana®	Cabazitaxel	Concentrated Solution for Intravenus infusion only	60 mg/1.5ml Vial

1.2.3 Vaccines

BRAND NAME	GENERIC NAME	STRENGTH
Adacel®	Tetanus Toxoid, Reduced Diphtheria Toxoid And Acellular Pertussis Vaccine Adsorbed	One dose of 0.5ml
Avaxim® 80U/160U	Inactivated Hepatitis A vaccine, Adsorbed I.P	One dose of 0.5ml
FluQuadri®	Quadrivalent Inactivated Influenza Vaccine (Split Virion) I.P	One dose of 0.5ml
Hexaxim®	Diphtheria, Tetanus, Pertussis (acellular, component), Hepatitis B (rDNA), Poliomyelitis	One dose of 0.5ml

	(inactivated) and Haemophilus influenzae type b conjugate vaccine (adsorbed)	
Imovax® Polio	Poliomyelitis Vaccine (Inactivated) I.P.	One dose of 0.5ml
Menactra®	Meningococcal (Groups A, C, Y and W-135) Polysaccharide Diphtheria Toxoid Conjugate Vaccine	One dose of 0.5ml
Pentaxim®	Adsorbed Diphtheria, Tetanus, Pertussis (Acellular Component), Inactivated Poliomylitis Vaccine and Haemophilus Type B Conjugate Vaccine I.P.	One dose of 0.5ml
Shanchol™	Cholera Vaccine (Inactivated, Oral) I.P.	1.5ml
ShanIPV™	Poliomyelitis vaccine (Inactivated) I.P.	2.5ml ,5ml
Stamaril®	Yellow Fever Vaccine (Live)	One dose of 0.5ml
Vaxigrip®	Inactivated Influenza vaccine, split virion I.P.	One dose of 0.5ml
Tetraxim®	Adsorbed Diphtheria, tetanus, pertussis (acellular	One dose of 0.5ml

	component) and Inactivated Poliomyelitis Vaccine I.P	

1.3 SECTIONS OF THE ORGANISATIONS

1. **PACKING (I & II)**

2. **MANUFACTURING (I & II)**

3. **WAREHOUSE**

4. **QC (QUALITY CONTROL)**

5. **QA (QUALITY ASSURANCE)**

6. **HR**

7. **TECH (IT)**

8. **FINANCE**

9. **ENERGIES**

10. **ENGINEERING**

11. **CONTROLLLING**

12. **LEAN (MANPOWER HANDLING)**

13. **PMTD (LABEL MANUFACTURING)**

14. **HSE (SAFETY)**

15. **PURCHASE**

16. **SALES**

INTRODUCTION TO RESEARCH TOPIC

Recognition platform for employees at Sanofi

Employee recognition is the open acknowledgement and praise of employees' behaviour or achievement.

Employee recognition programs are methods of recognizing the accomplishment of deserving employees

or teams in a company. There are different types of employee recognitions including bonuses, written praises, verbal praises, formal recognition.

Recognition should be achievable to all team members and provided for a specific behaviours or achievements.

Employee recognition is the timely, informal or formal acknowledgement of a person behaviours, effort a business result that supports the organisation goals and values and exceeds their superior.

Employee recognition can be from a peer, superior etc. employee recognition from a peer comes from an employee's coworker who are likely on the same level in the organisation hierarchy.

It is important for employees because it is fundamental human need, when employees feel appreciated and recognized for their individual contributions they will be more connected to their work, their team and their organisation as a whole.

It contributes to a positive work environment which makes the workplace simply in resistible to workers. It helps workers to grow as employees and as an individual.

Benefits of employee recognition

Increased productivity and engagement of employees, Decreased employee turnover, greater employee satisfaction and enjoyment of work.

Improvement Team culture, higher loyalty and satisfaction scores from customers, increased retention of quality employees, decreased stress and absenteeism.

Types of recognition

Peer Recognition: - The act of publicly expressing gratitude to your coworkers for their work because peer recognition occurs amongst employees, there is no hierarchy involved which means employees can speak freely and recognize what they see as positive without consulting with their superiors or mangers first

Verbal praise: - verbal praise is defined as praise applied specifically to a certain behaviour of a person or a specific group for the purpose of attaining a desired teaching outcome.

Public recognition: - Involves praising an employees work in a venue that other people can view. This can include recognition given at in-person like meetings or conferences, written recognition from emails, social media posts or company updates.

Social recognition: - Any form of appreciation that doesn't involve a monetary component from a simple "thank you" in the hallway to callout at the weekly staff meeting. Practicing social recognition allows workers of all levels to feel valued for their contribution to the organization.

LITERATURE REVIEW

(Applebaum, 2000). For many, recognition has backdated orientation and reflects on an outstanding performance of the employees in the eyes of the recognizer.

Renowned researchers like **Herzberg et al. (1959); McGregor (1960); Vroom (1964); Porter and Lawler (1968)** whose critical work opened the avenues for unending research and theory formation in the field of employee motivation highlighted employee recognition as an essential component of motivation.

(Deci and Ryan 2000). According to the authors stipulate that organizational performance is determined by gaining intrinsic and extrinsic rewards. Other studies support this theory, which can be referred to as recognition based rather than incentive-based motivation for organizational performance

According to **Towers (2003)** he is in favour of the recognition-based reward rather than performance incentives. He refers to research that he conducted over high performing companies and concluded that (57%) of them made significantly greater use of recognition plans rather than incentives compared to the low performers (36%).

Serino (2002) highlights efficacy of recognition-based rewards referring to a research conducted on a United States bank and says that, the post-performance recognition programs generate 6.5% higher level sales per employee, compared to 4% sales per employee under cash-based incentive plan.

The efficacy of recognition-based programs emanates from **Stajkovic and Luthans (2003)** who found that use of recognition programs increased employee performance by approximate of 17%.

McAdams (2005) reiterates recognition programs involve rewards of both kinds that is; monetary as well as non-monetary nature. Modes of recognition can consist of social reinforces, such as making mention in the company newsletters, plaques or letters of commendation, travel prizes, extra time off and even the verbal appreciation privately or publicly etc.

According to **Brun and Dugas (2008)** who claim that for the beneficiary, recognition represents a reward experienced primarily at the symbolic level, however, it may also envisage emotional, practical or financial value to any extent.

Non-financial recognition-based rewards also enhance sales performances to the same level but against cost of only 4%. **Jeffrey and Schaffer (2007)** had conclusions out of their research and found that non-financial recognition-based rewards are not only motivationally superior to cash rewards but also they are favored since the employer does not need to pay out any cash.

Ms. Kaveke Grace Mutisya, Dr. Susan Were, Mr. Samuel Wabala (2007) According to the study it was found out that reinforcing the value of performance improvement would lead to increased profits while formalizing the process of appreciation would improve the employee retention rate. It recommends that reward system should be embraced in all organizations which are in the practice of improving overall personal and organizational performance by developing and promoting responsible tools and professional expertise, effective enabling environment for people and organizations to embrace a culture of sustainable development. In matters employee recognition, this study recommends use of recognition programs in the organizations. Recognition of employees' efforts and performance level and direction to follow or to keep what they already were doing has an impact in organizations bottom line in terms of profit. This is the best kind of feedback that can be provided for purposes motivation.

Christiane, Robert and Susanne (2013) researched on the causal effect of public recognition on employee performance. They hired more than 300 employees to work on a three-hour data-entry task. In a random sample of work groups, employees unexpectedly received recognition after 2 hours of work. They found that recognition increases subsequent performance substantially and particularly so when recognition is

provided to the best performers. Employees who did not receive recognition are mainly responsible for this performance increase.

Zeeshan, Liaqat, Qasim and Imtiaz (2017) examined the influence of rewards, recognition and stress on employee job performance and job satisfaction in the education sector at district Gujranwala. Questionnaire survey was used for the data collection. By using simple random sampling, 126 employees out of 150 respondents were selected. The result showed that rewards have positive impact on employees' job performance (β= .65) and job satisfaction (β= .685). Moreover recognition also has positive impact on employees' job performance (β= .43) and job satisfaction (β= .302). Furthermore results also enlightened negative impact of job stress on job performance (β= -.45) and job satisfaction (β= -.83).

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Zeeshan, Liaqat, Qasim and Imtiaz (2017) examined the influence of rewards, recognition and stress on employee job performance and job satisfaction in the education sector at district Gujranwala. Questionnaire survey was used for the data collection. By using simple random sampling, 126 employees out of 150 respondents were selected. The result showed that rewards have positive impact on employees' job performance (β= .65) and job satisfaction (β= .685). Moreover recognition also has positive impact on employees' job performance (β= .43) and job satisfaction (β= .302). Furthermore results also enlightened negative impact of job stress on job performance (β= -.45) and job satisfaction (β= -.83).

Employee Recognition is not just related to the psychological need of any individual but should also be seen as an organizational and HR management tool. According to Brun & Dogas recognition can be classified in four main categories: personal recognition, recognition of results, recognition of work practice, and recognition of job dedication. Interaction is the basis of the recognition and can be categorized as

organizational interaction, vertical, horizontal, external and social. Many studies related to the organizational performance, productivity and efficiency are referred to motivation as an essential predictor of performance. Moreover, employee recognition is an important element directly influencing employee motivation. Any individual is always in need of being recognized by his colleagues, family, supervisors and customers regardless of his job status. It is therefore unsurprising that, in previous studies recognition of efforts was ranked as the most necessary organizational practice. It is also worth mentioning that the lack of recognition represents a high risk factor contributing to the workplace suffering. **(Brun & Dugas, 2008).** Globalization, advanced technologies, and international competition contributed to the shift in the nature of work and professions, similarly, companies and businesses are affected by changes which are reflected through the way work is performed, internal processes and restructuring. These changes are an integral part of the organizational environment. The authors state that HR management practices and efforts to promote and ensure a good work environment in particular engaging staff in the decision-making process, encouraging teamwork, supporting training and development are classified as one of the organizational strategic objectives. There is a huge interest in promoting strong work ethics. Employee Recognition as it deals with human dignity and social justice can definitely be classified as an ethical practice adopted by any organization. Recognizing an employee regardless of his gender, background, culture and ethnicity goes hand in hand with emphasizing the notion of equality among people working in the same organization. Recognizing the work effort or achievement of an employee sends a positive signal about the management and the attention it pays to its workforce.

(EFFECT OF RECOGNITION ON EMPLOYEES' PERFORMANCE IN FIRST BANK PLC BRANCHES, ABUJA) The study shows that recognition positively contribute to employee's performance in First Bank Plc, Abuja. Also, that acknowledge of work has a positive and significant effect on employee's performance in First Bank Plc, branches in Abuja. It was concluded that acknowledgement of effort has a positive and significant effect on employees' performance in First Bank Plc, branches in Abuja. The study recommended that first bank management should continue to recognize employees' effort and work since in order to enhance good work performance.

(MASRI Nadine, El SULIMAN Abubakr, 2019) This research concludes that regardless of the job status, recognition represents a significant need for the employee. Moreover, employee recognition is crucial to build the employee identity, motivate and give importance to his daily tasks and a sense of contribution as well to help employee development and well-being. Having an empowered, engaged, and motivated workforce raises the organization's performance. As recognition can be monetary or non-monetary, it denotes a symbolic reward to the individual that can affect him emotionally, practically and financially.

(Studies in Business and Economics no. 14(1)/2019) Employee Recognition have a significant and positive impact on Employee Performance, which is consistent with some previous studies and indicates that Talent Management and Employee Recognition have a strong association. The results of the study further affirm that non-profit sector in general and research Institutions in specific don`t differ from the public sector and the profit-oriented businesses.

Hoogveld and Zubanov (2014) According to the research results suggest that employee recognition works best when it is provided exclusively. In group of eight workers, recognition to the best three performers in a group led to a stronger performance increase than recognition to all employees and recognition to the best performer. Interestingly, the performance increases in response to exclusive recognition are mainly driven by strong positive responses of non-recipients. We find weaker (but still positive) responses of non-recipients when only the best performer in a group received recognition, as this is a weaker signal of low relative performance than belonging to the bottom five out of eight workers. Moreover, we find that recognition for all workers in a group increases performance. Workers are also reciprocal and hence increase performance in response to recognition. On the one hand, the results suggest that recognition can be a cost-effective tool for increasing average effort, especially when recognition is limited to a substantial subset of high performers. Managers need to take into account that the provision of scarce recognition provides information to workers about the work norm prevalent in the group. When organizational performance is particularly determined by the best performing workers, scarce recognition may have limited or even adverse effects. In such cases, providing recognition to all employees is likely to be a better alternative, as doing so is more likely to boost performance of top performers.

 Hoogveld and Zubanov (2014) replicate the study in an undergraduate Micro-Economics course. They provide unexpected public recognition in a random subset of tutorial groups to the 30% best students of the group. Their findings correspond to ours, in that recognition has a particularly positive effect on the performance of non-recipient in their experiment they explained the lack of thank-you cards for everyone by stating that time constraints of the president prohibited providing cards to all. It would be interesting to see whether behavioral patterns change when it is stated that cards were deliberately made scarce. This may have important implications for the signaling value of the cards with respect to employer characteristics. Such future studies will also be helpful for managers who wonder to what extent the expression of one's gratefulness can be used strategically and repeatedly. We hope that the findings of our paper will encourage researchers and organizations to join forces and set up field experiments so as to learn about the effects of different forms of recognition in a wide variety of workplace contexts.

(Bernadette D' Silva& MS Annie Joseph 2013) this study is on the implications of corporate restructuring. They analyzed that corporate restructuring is need to counter challenges in competitive business environment. It analyzes the success rate of the corporate restructuring in India. The findings of this study most of the companies have successfully implement the restructuring program.

(Bennett1988; Mann, 1996; Graham and Ramsay, 1992; Stensaker & Fallken berg 2007) it was not only the employees that were made redundant in an acquisition, who were affected by it. Employees who kept their jobs may experience a feeling of deep loss that could mirror the sense of loss felt when a family member died. Other symptom of "survivor sickness" included depression and fatigue.

(Yoav Vardi &Yoash wiener, 1996) argues that the strategy implementation challenge is to design a reward structure that motivates people to do the things it takes to make the strategy more successful.

(Baruch and hind, 2000) there is considerable evidence to suggest that those staff who remain within an organization after significant restructuring/downsizing often experience the adverse effects of change as profoundly as those who have left.

(Hambrick & Camella, 1993) they analyzed that the employees of acquired company found them "sold" as a commodity, might suffer from feeling of worthlessness and inferior because of loss of autonomy and status.

(Craig w Fontaine, northeastern university UK, 2007) this article focuses on merger and acquisition to understanding the role of human resource management. It shows that 65% of merger and acquisition fail because of people issues and communication issues. Best practices checklist for human resource professionals while involved on merger and acquisitions. Leadership, transition team structure and all along communication at all levels are key elements.

(Muhammad Imran malik, Ashfal Ahmed, Saddam Hussain, 2010) they analyzed the effects of downsizing on lay off survivors on job satisfaction and life satisfaction, the findings of the study reveal that downsizing have negative effect on the job and life satisfaction of lay off services. The organizations go for downsizing to increase their efficiency and reduce cost but it may result in dissatisfaction among employees Cartwright & Cooper, 1994, employees occasionally experienced a loss of self-confidence and personal worth and began to question their ability to deal with things by pushing themselves very hard to prove their value to the company, even to the point of forgoing vacations and not taking sick leave when they needed to do so.

(Mandal & Dalal, 2006). The concept of reward and recognition has gained much importance in the current times and has captured the attention of organizational managers and researchers equally

(Mark, 2006). Around the world in different organizations, reward and recognition are used as motivational techniques for employee's better performance. These reward and recognition are provided in the form of monetary and non-monetary benefits for certain desirable behaviors

(Hellman, 1997) Recognition is the sense which is given to an individual for being a valued person of an organization. In more simple words recognition is monetary and non-monetary rewards offered in the public place or communicated in the work place regarding the success or accomplishment of an individual.

(Hellman, 2019) This review study concludes that there is significant relationship exists between reward and recognition and job satisfaction of employees. All the four motivation theories analysed in this study directly or indirectly emphasize upon employee's job satisfaction through reward and recognition. For example Maslow's theory strongly argues that satisfaction of lower order needs leads to the satisfaction of high order needs.

This is further supported by **Schultz (1982)** that in certain organizations employees will choose to perform such a job that will bring some benefits. In this way, they will show more commitment and work hard to achieve that target if they are assured that this will bring some reward or recognition such as salary increase, promotions, encouragement and appreciations. Therefore, it is important to relate performance with rewards and recognition.

Lawler (2003) says people are mostly rational in decision making. They thus take interest in such ventures where they find benefits or which satisfy their needs or even help them attain their set goals. In actuality expectancy theory says that people are motivated for better work performance by promise of rewards, recognition which is linked to some specific goal. This theory is thus based on the philosophy that people have much differences in their needs so is in the importance they attach to the rewards.

Alderfer (1972) According to this model all the basic needs motivate behavior at the same time and might not emerge like Maslow's Need Hierarchy Theory. It means that any need emerges any time to motivate employees regardless of the fulfilment of the other need. It can be argued that the three levels of needs in the ERG model represent reward and recognition. Existence needs such as pay and incentives corresponds with reward. Relatedness needs like social relations (family, friends and colleagues) correspond with recognition. Thus reward and recognition motivate employees regardless of any hierarchy.

Danish and Usman (2010) An employee's motivation for better performance depends on the expectation that the efforts will lead to better performance which will bring reward and recognition. In broader sense the theory supports the argument that there is a strong relationship between reward and recognition and employees job satisfaction. They justify that employees are less motivated if organization neglect the

aspects of recognition and the employees are highly motivated when there are sufficient growth opportunities in terms of reward and recognition within the organization.

(Zeb, Rehman, Saeed, & Hamidullah) This study also finds out that in organizations individuals choose such roles which result in greatest benefits to them. According Vroom expectancy theory people choose such roles which bring them benefits in one way or another. This theory explains that employees work hard when they know and expect that this behavior will lead to desirable rewards such as increase in salary, promotions, recognition and so on. Therefore, the study recommends that job satisfaction must be tied to rewards and recognition because employees achieve satisfaction and happiness when they put their energies fully in their activities. This could happen only on the basis of supportive environment and motivation. This factor also plays an important role in retaining employees in organizations. Organizations can achieve their goals and aims through motivated employees, for example, efficiency of employees can be enhanced through different tangible and intangible reward and ways of recognition such as salary, promotions, financial benefits, appreciations and certificates of achievements. This study strengthened the belief of the researcher on the basis of the review of the four motivation theories that job satisfaction of employee's is the result of motivation. For this purpose most of the studies argue that rewards and recognition such as salary, promotions, appreciation and so on contribute towards improvement in employee job satisfaction.

(Mike Robbins, 2019) Recognition is about giving positive feedback based on results or performance. Sometimes this happens in a formal way: an award, a bonus, a promotion, a raise. Sometimes recognition is given more informally: a verbal thank you, a handwritten note. All of these methods can be meaningful, especially if they're done in a timely and genuine way. They're also motivating and exciting — everyone wants their good work to be applauded. But there are some limits to recognition. First, it's performance based, so it's conditional. Second, it's based on the past, so it's about what people have already done. Third, it's scarce. There's a limited amount of recognition to go around — everyone can't get a bonus or be mentioned by name in a memo — and it can be stressful when many people are vying for a finite amount of praise. Fourth, it generally has to come from the top. Many organizations have set up programs that allow peers to highlight each other's efforts, but the major forms of recognition (promotions, raises, and so on)

usually are given by senior leaders. And while recognition that includes monetary compensation can be great, researchers from the London School of Economics found that financial incentives can actually backfire when it comes to motivating employees.

(Presslee,2023) The paper aimed to understand how would adopting the team – based recognition; help in development of employee engagement as well as efforts. The analysis was completed and found that this adoption would affect in a positive way towards employee engagement and the efforts.

Broad (2007) argues that incentives, reward and recognition are the basic factors for motivation of the employees. Reward and recognition develop an enthusiasm among employees, increase their desire for work and also establish a linkage between performance and motivation of the employees. (Flynn, 1998).

Hertzberg (1959) The Herzberg theory constitutes the same framework in support of the argument of reward and recognition and its effect on employee's job satisfaction as constituted by Maslow's hierarchy theory. The motivating factors reflect self-esteem which is actually recognition. Hygiene factor reflects the lower-level needs like physiological.

(Buford, Bedeian, & Lindner, 1995) Human resource is the most important assets among other resources. Organizations, public or private need effective and efficient human resource, because this resource generates, operates and develops the other resources of the organizations. But human resource can only be effective and efficient when they are properly motivated. Motivation is the desire to achieve specific unmet needs.

(Higgins, 1994) It is the willingness to exert more effort for a job, task or an activity. It leads to job satisfaction which ultimately causes better performance

(Arnold and Feldman, 1986) Therefore, the challenge for each and every organization is to insure that their employees are highly motivated. The level of motivation of employees is connected to an effective system of rewards and recognition

(Danish, 2010) The research paper is performed to figure out the factors which would inspire employees and understand if there is the association from the variable motivation, recognition and reward within a business

(Vijayakumar, 2013) The research aimed to identify if there was any impact of recognition and reward on job satisfaction and motivation of employees in the private banks of the city named Tirunelveli. Overall, it was found that reward and recognition as huge impact

(Mesepy,2016) This study is being conducted to understand if salary and respect of the employees or workers is a major factor for employee involvement. This study was conducted only for PT. BANK SULUTGO. As a result, it was seen that reward and recognition does provide motivation for better performance

(Baqir, 2020) The study is to inspect the effect of reward and recognition and professed superior support on employee being engaged. To analyze this the data was collected from Muslim Commercial Bank and National Bank of Pakistan.

(Ewool, 2021). The research aims to understand the relationship between employee appreciation, pleasure of the salary, and employee engagement with prominence on the role of salary satisfaction in the banking structure of Ghanaian. And also, to contribute further, the new information

(Quay,2022) The paper aimed to progress a model for the private sector staffs in Melaka, Malaysia regarding engagement of employee. There were several factors (Job security, Feedback of performance, participation of employees, recognition as well as reward) analysed in this research and found that all of the factors have positive impact on employee engagement

(Deeprose, 1994, Pratheepkanth, 2011, Qureshi, Zaman, & Shah, 2010) It is being researched and concluded that HR practices for example reward system enhances employees' performance and keep them motivated

(La Motta, 1995) In this way, organizations achieve their goals. There is a direct relationship between employee recognition and job performance. It is the result of motivation and ability at the job that leads to high performance.

(Durojaiye, 1976) Organizations recognize their employees to keep their self-esteem high and keep them passionate. The employees who are recognized in their organizations are well motivated and perform well. This is because motivated employees perform well which makes one's intent towards certain behavior

(Saunderson, 2004) Employees not only want compensation but also need to be valued by their supervisors. It will increase the employees' morale. Employees will be well motivated if they are recognized by the supervisors

(McGregor, 1960) Recognition means valuing and caring about the employees' contributions. It is essential for companies to recognize their employees

(Deci & Ryan, 2000) Other studies show that it is better to recognize employees rather than give incentives.

Employee recognition involves both monetary as well as non-monetary programs **(McAdams, 1995).** The example of employee recognition involves writing their names in the company's newsletter, letters of commendation, extra time off and verbal appreciation. This is a form of caring and appraising the employees. The non-monetary awards are more motivating than the financial award. In this way, the employees think that they are being valued.

(Syed Durrab Hussain, Dr. Abdul Khaliq, Qasim Ali Nisar, Aamir Zamir Kamboh, Shahzad Ali, 2019) The main purpose of the study is to examine the effect of employee rewards, recognition and job stress on employee performance considering the mediating role of perceived organizational support in the call-centers of Lahore, Pakistan. For this purpose, the survey questionnaire method was used. Data were collected by using simple random sampling technique from the call-centers in Lahore. After applying all the tests in SPSS and Smart PLS, we found out that employee rewards, job stress, and recognition have a strong influence on employee performance.

(Brun and Dugas, 2008) Employee recognition programmes are formal managerial initiatives designed to reward employees for sanctioned behaviours, achievements and attitudes as such, are a phenomenon of legitimate critical interest. While varying in both form and their discursive framing.

(Saunderson, 2004) The programmes share a conception of needful subjects whose desire for respect and self-esteem can be appropriated in order to produce loyal and conscientious employees by offering largely symbolic rewards for organizationally championed behaviours and achievements.

Honneth's (1996, 2012, 2014) own formulation of intersubjective recognition as a necessary condition for human growth and social progress. In doing so, it explores what happens when ERPs, formulated and implemented as an empirical practice, are evaluated against the yardstick of their own legitimating concepts and how they effectively undermine the conditions necessary for their own organizational realization.

(Ali and Ahmed, 2009; Brun and Dugas, 2008; Nelson, 2016; Stajkovic and Luthans, 1997). ERPs have been rendered increasingly immune from more established forms of critique that are concerned primarily with judging such managerial practices for their perceived tendency to deliberately obfuscate values and normative assumptions. This arises from the observation that such programmes' instrumentality or formal rationality is openly acknowledged. Secondly, despite the negative publicity that such programmes and their values have often received especially in popular culture there appears to be widespread acceptance amongst organizational members that such practices of recognition can be considered a legitimate normative grounding for pursuing efficiencies in organizational life.

Employee recognition Programme originate in the idea that singling out employees for 'praise or acknowledgement **(Silverman, 2004: 3)** will motivate them to identify more closely with organizational goals and values, and therefore work harder and smarter. This approach to rewarding employees focuses predominantly on furnishing them with usually small financial or symbolic rewards that acknowledge examples of organizationally sanctioned performance or achievement. Such programmes are relatively widespread, interpretative and critical research on them remains relatively scattered.

The research that exist tends to utilize large-scale quantitative studies to support the largely functionalist proposition that ERPs are an efficient and cost-effective instrument for boosting 384 Organization labour-force performance **(Amoatemaa and Kyeremeh, 2016; Danish and Usman, 2010).**

As **Brun and Dugas (2008)** research says, recognition is a somewhat 'polymorphous' and 'polysemous' concept that is not always easy to pin down in the managerial literature. It is readily apparent that the majority of such schemes, and their supporters, suppose that employees respond more positively to acts and gestures of managerial approval, which may consist of everything from simple verbal and written extensions of 'thanks', to non-monetary rewards and workplace perks such as reserved car parking, company-wide awards ceremonies and even parties **(Silverman, 2004)**, than to formalized systems that focus on pay and conditions.

Recognition must reward individual achievements that are closely aligned with organizational priorities and ambitions, or employees who exhibit institutionally desired behaviours and attitudes **(Deeprose, 2006).**

Honneth's notion that work, as constituted within the normative parameters of a market economy, necessarily provides a rational context for intersubjective recognition is not one that is generally shared, however. According to **Borman (2009)** and **Thompson (2016, 2019),** Honneth's approach tends to marginalize the fact that many workplace pathologies are surrounded in the economic and institutional structures of capitalism, and hence are not unavoidably susceptible to restricted organizational improvement.

For others, such as **Peter**, Honneth also appears surprisingly oblivious of the fact that his stipulation that 'repetitive work that requires no initiative' **(Honneth, 2014**: **237)** cannot be viewed as a medium for recognition yet is somehow vulnerable to local reform, flies in the face of global labour market trends.

RESEARCH GAP

Most of the employees feel recognized but not sufficiently, less than 1 quarter of employees. 23% feel underappreciated at work. 28% of workers rarely or never receive praise from their mangers. 33% are recognized only sometimes. A combined 61% of the workforce don't get regular appreciation from their

supervisors. Additional research shows that over half 59% of employees feel they have never had a boss who appreciated them. Significant employees 36% think their work is only acknowledged through formal evaluations. Only 35% of employees receive recognition monthly or weekly. 1 in 2 employees would like more recognition for their work. Employees who receive less frequent recognition want more especially those who get it less than monthly. All employees crave more recognition, even managers! Everyone wants to be recognized for their contributions and feel like a valuable member of the team and organization.

RESEARCH QUESTIONS RELATED TO LITERATURE REVIEW

1. What is the impact of employee recognition on job performance?

2. Are employees satisfied with the amount of recognition they receive at work?

3. What type of recognition do the employees mostly prefer?

4. How frequently do employees receive recognition?

5. Do employees receive enough recognition from their manager and other leaders?

RESEARCH OBJECTIVES

1. To study and examine the employee recognition platform at Sanofi ltd.

2. To explore the effect of employee recognition on employee morale.

3. To form a recognition platform for employees at Sanofi.

RESEARCH METHODOLOGY

The study is descriptive in nature. It is based on Primary and Secondary Data.

Primary Data: - Survey method was used for collecting primary data. Google forms were used for conducting the survey. A survey was carried for the study through self-developed, structured questionnaire. The questionnaire consisted of 2 parts namely:

1. Information on various aspects of study.

2. Gender of the respondents

Secondary Data: - Secondary data was collected for the study. The sources of secondary data included books and journals.

DATA ANALYSIS AND RESULTS

Employees are the most valuable assets of the company. Yet many companies treat their employees poorly. Sadly our system has fallen into a self- reinforcing command loop construct as follows: increase shareholders value at all costs without regard for the human factor.

The greatest investment you can make is in people. Employees are the backbone of any organization. According to research conducted by Gallup, disengaged employees cost companies $450 to $550 billion in lost productivity each year as a result of poor performance and high absenteeism. Investment in people improves the performance of the organisation. Additionally developing staff is one of the most effective motivator for retaining them. One of the top reasons employees have a company is the lack of development opportunities. Employees can interpret an employer's unwillingness to invest in training as a disregard for their professional development.

Research shows that, there is an economic link between employee satisfaction and company financial performance. A happy workplace culture does translate into better stock returns. Happy employees = Happy customers = Happy shareholders.

Employees need recognition and appreciation from the company. Recognition and appreciation are known as one of the key motivational factors in the workplace. As per research, 79% of people who quit their jobs cite 'lack of appreciation as their reason for leaving'. 69% of employees say they would work harder if they felt their effort were better recognized.

If the organizations are waiting until employees hit a monumental year of year of service to show appreciation, then most employee contributions are going unrecognized.

No occasion is necessary to appreciate coworkers, colleagues, and employees.

In fact, small acts of kindness and small tokens of appreciation spread throughout the year will make people feel valued all year long. There are variety of ways that an employer can appreciate an employers efforts and contributions. Employee recognition is not a fluffy idea, rather than brushing it aside, think about the benefits recognition has to offer.

Employee recognition and appreciation increases employee job satisfaction.

Statement 1: Felt Recognized in the Company

		Frequency	Valid Percent
Valid	Sometimes	32	32.0
	Rarely	50	50.0
	Never	18	18.0
	Total	100	100.0

The above table shows that 50 percent of the respondents rarely get recognition for their efforts put in the organization. Another 32 percent believes that they sometimes receive recognition from their organization. Additionally 18 percent believes that they have never received any recognition from their organization.

Statement 2. Receiving enough recognition

		Frequency	Valid Percent
Valid	No	82	82.0
	Maybe	18	18.0
	Total	100	100.0
Total		100	

The above table shows that 82 percent of the respondents do not get enough recognition for their efforts put in the organization. Another 18 percent believes that they might be receiving recognition from their organization. No employee feels in the company that they receive enough recognition for their efforts in the company.

Statement 3. Recognition received is meaningful

	Frequency	Valid Percent
yes	2	2.0
no	51	51
maybe	47	47
Total	101	100.0

The above table shows that 51 percent of the respondents do not get meaningful recognition for their efforts put in the organization. Another 47 percent believes that they might have received meaningful recognition from their organization. Additionally 2 percent respondents feel that they receive meaningful recognition for their efforts in the company.

Statement 4. Value in the company.

	Frequency	Valid Percent
No	20	20.0
Maybe	80	80.0
Total	100	100.0

The above table shows that 80 percent of the respondents may feel valued for their efforts put in the organization. Another 20 percent believes that they may be receiving value from their organization. No respondent feels that they get value in the organisation.

Statement 5. Behaviours that receive recognition

	Frequency	Valid Percent
Adaptabililty	18	18.0
Team player	30	30.0
Problem- solver	52	52,0
Total	100	100.0

The above table shows that 52 percent of the respondents feel that Problem-solver is the behaviour that helps receive recognition in the organization. Another 30 percent believes that Team player behaviour receive recognition from their organization. Additionally 18 percent respondents believe that Adaptability behaviour receive recognition.

Statement 6. Behaviours that receive recognition

	Frequency	Valid Percent
Collaboration	2	2.0
Willingness to learn	49	49.0

Being supportive	31	31.0
Reasonableness	18	18.0
Total	100	100.0

The above table shows that 49 percent of the respondents feel that for willingness to learn is the behaviour that should be given recognition in the organization. Another 31 percent believes that Being supportive in behaviour should receive from their organization. Another 18 percent respondents believe that Reasonableness behaviour should receive from their organisation.

Statement 7. Recognition that values the most

	Frequency	Valid Percent
Peer to peer recognition	81	81.0
Informal recognition	1	1.0
Rewards	18	18.0
Total	101	100.0

The above table shows that 81 percent of the respondents feel that Peer to peer recognition is the type of recognition that is valued the most in the organization. Another 18 percent believes that Rewards is a type of recognition that is valued in their organization. Only 1 percent respondents believe that Informal recognition is a type of recognition that is valued the least in their organisation.

Statement 8. Rewards that employees would like to receive

	Frequency	Valid Percent
Gift cards	31	30.7
Team lunches	49	48.5
Work anniversaries	2	2.0
Improved retention	18	17.8
Total	101	100.0

The above table shows that 49 percent of the respondents feel that Team lunches are the type of rewards that employee would like to receive in the organization. Another 31 percent believes that gift cards are types of rewards that they would like to receive in their organization. Additionally 18 percent respondents believe that Improved retention is a type of reward that they would like in their organisation. Only 2 percent of the respondents would like to receive Work Anniversaries as their reward.

Statement 9. Recognition program fair

	Frequency	Valid Percent
Disagree	18	18.0
Neutral	79	79.0
Agree	3	3.0
Total	101	100.0

The above table shows that 79 percent of the respondents are neutral that the recognition program is fair in the organization. Another 18 percent of the respondents disagree that the recognition program is fair in their organization. Only 3 percent of the respondents agree that the recognition program is fair.

Statement 10. Recognition benefits proportional to achievements.

	Frequency	Valid Percent
Yes	82	82.0
No	18	18.0
Total	100	100.0

The above table shows that 82 percent of the respondents believe that the recognition benefits are proportional to achievements the organization. Another 18 percent of the respondents believe that recognition benefits are proportional to achievements their organization.

Statement 11. Improvisation of recognition program.

	Frequency	Valid Percent
Personalized gifts	49	49.0
Employee of the month	33	33.0
Daily recognition	18	18.0
Total	101	100.0

The above table shows that 49 percent of the respondents would like to receive personalized gifts as an improvisation in the recognition program in the organization. Another 33 percent of the respondents believe that Employee of the month should be given as an improvisation in their organization. Only 18 percent of the respondents feel that Daily recognition should be given as an improvisation in their organisation.

Statement 12. Recognition benefits are accessible

	Frequency	Valid Percent
Good	31	31.0
Better	51	51.0
Best	18	18.0
Total	100	100.0

The above table shows that 51 percent respondents feel it is better that recognition benefits are accessible in the organization. Another 31 percent respondents feel it is good that recognition benefits are accessible in their organization. Only 18 percent respondents feel it is best that recognition benefits are accessible in their organisation.

Statement 13. Give other employees recognition

	Frequency	Valid Percent
Often	2	2.0
Sometimes	81	81.0
Rarely	17	17.0
Total	100	100.0

The above table shows that 81 percent respondents sometimes give recognition to others in the organization. Another 17 percent respondents rarely give recognition to others in their organization. Only 2 percent respondents often give recognition to others in their organisation.

Statement 14. Recognition for additional effort sufficient

	Frequency	Valid Percent
Agree	30	30.0
Neutral	51	51.0
Disagree	16	16.0
Strongly disagree	3	3.0
Total	100	100.0

The above table shows that 51 percent of the respondents are neutral that recognition for additional effort is sufficient in the organization. Another 30 percent of the respondents agree that recognition for additional effort is sufficient in their organization. Additionally 16 percent of the respondents Disagree that recognition for additional effort is not sufficient in their organisation. Only 3 percent strongly disagree that recognition for additional effort is not sufficient in their organisation.

Statement 15. Last recognition received from management.

	Frequency	Valid Percent
A month ago	49	49.0
A year ago	19	19.0
Not yet	32	32.0
Total	100	100.0

The above table shows that 49 percent of the respondents received recognition a month ago from the management in the organization. Another 32 percent of the respondents have not yet received any recognition from the management in their organization. Only 19 percent of the respondents received recognition a year ago in their organisation.

Statement 16. Impact of recognition on employee morale

	Frequency	Valid Percent

	Frequency	Valid Percent
Helps motivate employees	29	29.0
Promotes a positive work culture	20	20.0
Better relation with superiors	51	51.0
Total	101	100.0

The above table shows that 51 percent of the respondents believe that better relation with superiors'

impact on employee morale in the organization. Another 29 percent of the respondents believe that

motivating employees impact on employee morale in their organization. Only 21 percent of the

respondents believe that promoting a positive work culture impact on employee morale in their

organisation.

Statement 17. Company culture promote employee satisfaction.

	Frequency	Valid Percent
Neutral	83	83.0
Agree	17	17.0
Total	100	100.0

The above table shows that 83 percent of the respondents are neutral that company culture promote

employee satisfaction in the organization. Only 17 percent of the respondents agree that company culture

promotes employee satisfaction their organization.

Gender

	Frequency	Valid Percent
Female	48	48.0
Male	52	52.0
Total	101	100.0

The above table shows that 52 percent of the respondents are Male and 48 percent of the respondents are

Female. In the company there are more male operators than female operators. As per the above tables

above survey we can see that female operators receive less recognition in the company than the male

operators, the recognition for females is also not fair in regards to the male operators. Many female

operators have not yet received any recognition from the management. All the responses regarding the employee culture given by female are neutral. Male operators receive more recognition, male operators received recognition a year ago or a month ago. Male employees agree that company culture promotes employee satisfaction.

Formation of Recognition platform for the operators at Sanofi.

1. Created Mail Id's for All operators

The company had an onboarding site through which I created the email Id. For the operators.

2. Meeting with the Manager's

The managers had got the password for email id of the operators, the email id was created from head office and the one-time passwords were sent to their respective managers. I contacted the managers and took the passwords for adding them in the Bravo platform.

3. Taking One-Time Passwords from Managers

All the passwords were noted down on the laptop of the company and then added to the bravo platform.

4. Adding the operators to Bravo platform

The operators were added to the Bravo platform through laptop but the company wanted them to connect them to the bravo platform through the mobile.

5. Connecting the Bravo platform to their Mobile Phone

The last step was to connect the Bravo platform to the mobile. Once I logged in to their bravo platform there was a QR code which helped the operators to connect the bravo platform to their mobile phones. They are always in shifts, every week they change their shifts. Therefore it took almost a month to complete the Bravo platform for the operators.

All the steps and process were completed to enable the operators to use the platform successfully.

RESEARCH FINDINGS AND DISCUSSIONS

1. Retention is a year-round concern.

2. Authenticity is the variable that makes recognition most meaningful.

3. Weekly or Monthly recognition has the best impact on employee value.

4. Manager recognition has the largest impact on employees across the company.

5. When employers have recognition platforms, Employee values goes up.

6. Employee with recognition platform are more likely to recommend an organisation as a great place to work.

7. Having access to employee recognition platform makes employees more likely to receive recognition from All groups.

8. Platform access makes it easier for employees to give recognition to others.

9. Employees with a platform access are more likely to say the organisation does a good job of recognizing everyone on the team.

<u>Discussion</u>

As a manager, we get that you might not have extra time in your day to plan elaborate employee recognition. However, quick words of appreciation can have a huge and positive impact. Giving a nod to great work makes employees feel seen and valued, and helps keep them motivated. If they put in the notable effort or go the extra mile to get the results, showing appreciation is always warranted. Whether the manager is continually impressed or an employee has started to really stand out, giving them the shoutout they deserve is never a bad shout. When the managers recognise employee efforts, the employee are more likely to feel connected to the manager and team. Employees are the thread that connects your organisation. The company cannot achieve a level of reliance unless the employees know that the manager value their efforts and acknowledge their efforts

CONCLUSION

In conclusion, reward and recognition platforms are powerful tools for enhancing employee motivation and driving performance. By linking rewards to performance and creating a culture of recognition, organisations can create a positive work environment where employees feel valued, motivated and engaged. So, it's essential for organisations to invest in well-designed reward and recognition programmes to unlock the full potential of their workforce.

Implementing a reward and recognition programme can bring several benefits to organisations, impacting various aspects of their operations.

MANAGERIAL IMPLICATIONS

Managers should recognize the employees and appreciate their value in the company. This will increase and boost their morale value. There will also be increase in loyalty from the employees side towards the company. They will also feel motivated and willingly work for the company. Engaging and duly recognizing employees need not be a complex task. Managers should give the feedback and appreciate the employees because they have the best insight into what is going on in their department.

Chapter2 : TASKS HANDLED

2.1 Onboarding Digital

Onboarding digital is a task in which I checked the email id's of all the employees and created email id's who didn't have earlier. In that we have to add their department, manager, site and if they have access to computer.

2.2 Shift schedule handling

Shift schedule handling was a task in which I had to change the shifts of all the operators as per the previous week in the company. For example: if one operator is in AA shift that is the operator is in first shift in first week I had to change his shift schedule to BB shift that is second Shift in the second week and CC shift that is third shift in the third week of the month and the process goes on.

2.3 ID card Status

ID card status was to check if everyone had an Id card with them. In Sanofi only permanent employees had an Id card such as Executives and Operators, casuals were given employee card but they were not given Id cards. So I had to check whether all the permanent employees had got their Id cards which were ordered from the Head office.

2.4 Excility

Exility is a website where employees can check their Salary slips. My work in this Exicility was to create passwords for all the operators as they did not have email id before I created them for the employee recognition platform and as they had got the email id now they could access the Exicility so I created the one-time passwords for the operators.

2.5 Data for Workday

Data for workday was a task in which I had to add them to the workday with all the information such as their email ids, employee codes, department, managers and which site they belong to. As they were not added as they had no email id yet.

2.6 List of email users

In this task there was a dump of email users in which I had to check only the people who are active oin the company and that too verna site because the dump contained all the employees of Bombay, Hyderabad and Goa site. I had to first check who are in the goa site, then check if they are still active in the company. There were total 2 lists with me one was active employee list till date and other one was the dump so I had to cross check and verify the users.

2.7 Manager list

In this task I had to check whether the operators were correctly added to the list with their respective managers through the help of their departments. Every department had one manager such as Packing I, Packing II, Manufacturing I and many more.

2.8 Transport

In this task I had to check whether the employees still use transport from all the employees who are active till date and where is their pick up and drop. And if they have stopped their transport I had to confirm it with them on call and then delete them from the transport list.

2.9 Sanofi Premier League

Sanofi Premier league is a CSR initiative taken by Sanofi. It was scheduled on 7th of April. In this I had to handle the team, their jerseys and contact their co-ordinators. I had to also check the teams by contacting each player by asking them if they are available on 7th April. I had to distribute the jerseys among them, I had to check the snacks and refreshments which were given to the employees of Sanofi.

2.10 Apprenticeship

Apprenticeship, in this task I handled the apprenticeship portal in which I had to add the new apprentices who join and register them to the portal, give them training, inform them about the rules and regulations regarding the dressing, timings, punching of their fingers in the respective departments.

2.11 Joining

Joining was done by my superior but the person was not present for 3 days so during that time I had to do the joining procedure which is the onboarding survey, HSE Training and Quality induction which were mandatory on first day of joining. Later on I ductions were scheduled for them.

2.12 Interview calls

In this task I had to call students for interview for apprenticeship positions in departments such as QC (Quality assurance), Production (Manufacturing I, Manufacturing II, Packing I, Packing II)

2.13 Billing and PO (purchase order)

In this task I had to check the billing Number and the Purchase order Number and if the bill is paid or not with the bill they have in their system.

2.14 Induction Scheduling for New joiners

In this task I had to schedule Induction for New joiners who are at executive positions. Induction is basically giving training to the employees by HOD of the department. And Induction of Operators were done by Managers. I had to contact them and ask about their schedule of the day and set the time for Induction.

Chapter3 : Learnings

1. **Research and development**: Learning about the complex process of drug discovery and development, including preclinical research, clinical trials, quality check, quality assurance and regulatory approval.

2. **Regulatory Compliance**: Understanding the stringent regulations governing the pharmaceutical industry, including FDA approvals and good manufacturing practices (GMP).

3. **Innovation**: Witnessing the importance of innovation in developing new drugs and therapies to address unmet medical needs.

4. **Supply Chain Management**: Understanding the intricacies of supply chain management in ensuring the timely and efficient delivery of pharmaceutical products to patients worldwide.

5. **Global Health**: Recognizing the impact of impact of pharmaceutical companies on global health initiatives, including access to essential medicines and vaccines in underrated populations

6. **Risk Management**: Learning to navigate risks inherent in the pharmaceutical industry, including regulatory, financial and reputational risks and implementing strategies to mitigate them.

7. **Talent Acquisition**: Learning effective strategies for attracting and recruiting top talent in highly specialized fields such as research, clinical development and regulatory affairs.

8. **Employee Development**: Understanding the importance of ongoing training and development programs to enhance skills and keep up with evolving scientific and regulatory requirements.

9. **Performance Management**: Implementing performance management systems that align with the unique needs of pharmaceutical companies including metrics related to scientific achievements, regulatory compliance and patient outcomes

10. **Workforce planning**: Understanding the importance of strategic workforce planning to anticipate and address future talent needs, particularly in areas experiencing rapid scientific advancements or regulatory changes.

11. Employee Engagement: Recognizing the importance of employee engagement initiatives to promote a positive work culture, reduce turnover, and increase productivity and innovation.

12. Health and Wellness Programs: Implementing comprehensive health and wellness programs to support employees' physical and mental well-being, including access to healthcare benefits and resources for managing stress and work-life balance.

13. Succession Planning: Establishing succession planning processes to identify and develop future leaders within the organization, particularly in critical roles where expertise and institutional knowledge are paramount.

14. Leave Management System: Leave management system is a software solution and process designed to streamline and automate the management leave requests and absences within an organisation. The leave should be manually updated in the software of operators.

15. Recruitment and selection: Learnt a variety of valuable skills and gain practical knowledge like job posting and advertisement, candidate sourcing, resume screening, interview techniques, candidate experience, onboarding support, compliance and documentation.

Chapter4 : Challenges

1. **Technical Knowledge**: Understanding the scientific and technical aspects of pharmaceutical research and development was challenging without a background in healthcare.

2. **Confidentiality**: Handling sensitive information related to intellectual property and password data requires to maintain strict confidentiality and adhere to data privacy regulations.

3. **Fast-Paced Environment**: The fast-paced nature of pharmaceutical companies especially during drug development and regulatory submissions may require interns to adapt quickly to changing priorities and deadlines.

4. **Cross-Functional Collaboration**: Collaborating with cross-functional teams, including researchers, requires effective communication and teamwork skills.

5. **Ethical Considerations**: Understanding and addressing ethical considerations in HR practices, such as conflicts of interest and compliance with industry regulations and codes of conduct.

6. **Recruitment Challenges**: Recruiting and retaining top talent in highly specialized roles such as scientists, clinical researchers, and regulatory experts, can be challenging due to competition and scarcity of qualified candidates.

7. **Cultural Sensitivity**: Working with diverse teams and stakeholders from different cultural backgrounds requires to demonstrate cultural sensitivity and adaptability in the interactions and communications.

8. **Adapting to Digital Tools**: Familiarizing with digital tools and HR software used for talent acquisition, performance management, and employee engagement in a virtual work environment.

9. **Learning Curve**: Managing the steep learning curve associated with understanding the pharmaceutical industry's unique terminology, processes, and organizational dynamics during a relatively short internship period.

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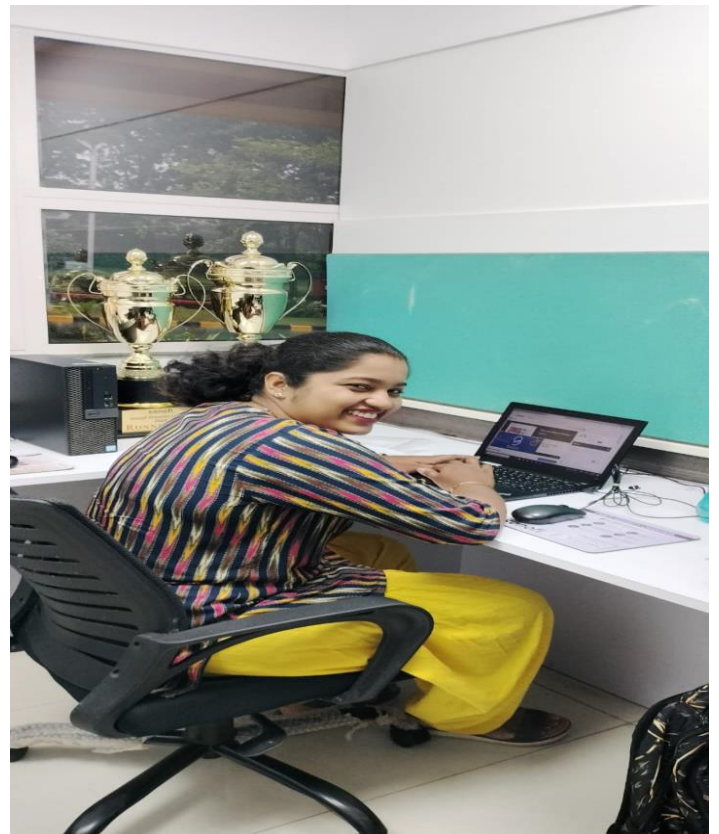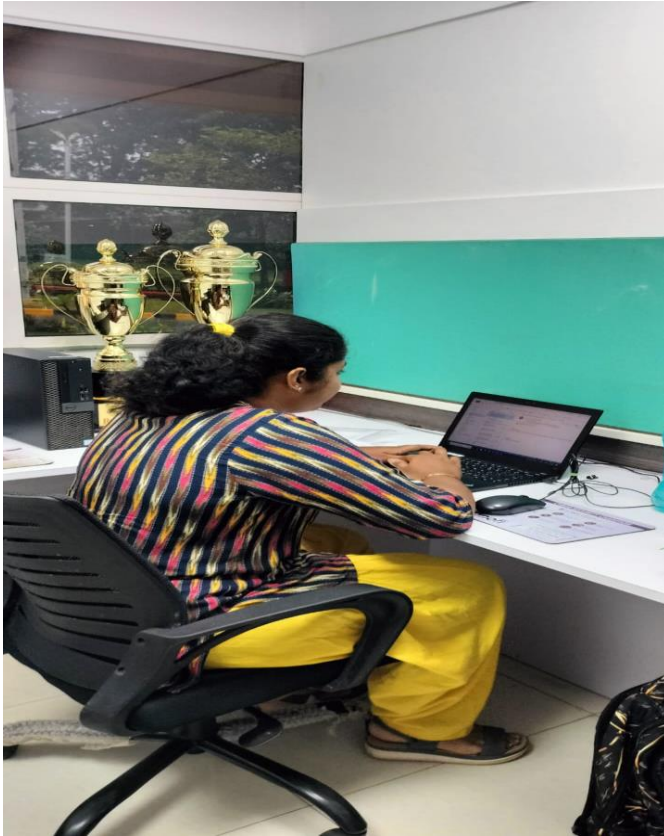
APPENDIX I

SAMPLE OF WORK DONE

ID	Did you have	Did you r	How ma	How many	What did you do amongst the following things ment	How many recognition and Bravo appreciations have you be	Did you take any
1	Yes	Yes	4	3	Mentoring/Guidance session	4	yes
2	Yes	No	0	1	Small celebrations/Team lunch	2	no
3	Yes	Yes	2	3	Reaching out to team member on personal occasion	10	NO
4	No	No	10	0	Candid/informal interaction	1	Yes
5	Yes	Yes	1	1	Emphasizing on IDP updation	1	yes
6	Yes	Yes	10	0	Mentoring/Guidance session	0	1
7	Yes	Yes	1	0	Small celebrations/Team lunch	0	Initiated a step t
8	No	No	1	0	Candid/informal interaction	0	1
9	Yes	Yes	0	2	Emphasizing on IDP updation	1,Umakant Mitkari Thanks for demonstrating PTW behavior (Th	Allocating work
10	Yes	Yes	01	02	Reaching out to team member on personal occasion	Taking lead to carry out digital QDCI and capturing details direc	yes. Informed th
11	Yes	Yes	0	1	Candid/informal interaction	nil	no
12	Yes	Yes	1	0	Daily discussion	0	NO
13	No	No	2	0	i have gone for marriage	1	0

APPENDIX II

PHOTOS WHILE YOU ARE AT WORK

EMPLOYEE RECOGNITION PLATFORM SURVEY

Dear Respondents,

This is Kartika Nadkarni (HR Intern) at Sanofi India Limited. I am conducting a survey regarding employee recognition platform which is created for the employees of the company. Employee recognition platforms can help you celebrate your internal achievements, boost morale, and improve your company culture. employee recognition survey are important because they provide organizations with valuable insights into the effectiveness of their recognition programs. Recognition platform is very important nowadays to motivate and encourage the employee to be more productive, it can be in various forms peer to peer recognition, manager led recognition. Employee recognition platform helps you celebrate your internal achievements, boost morale and improve company culture. I assure you that the information given by you will be strictly confidential and will only be used for academic purpose only.

Thanking you.

NOTE :- PLEASE MARK TICK AGAINST ANY ONE OPTION WHICH YOU THINK IS MOST APPROPRIATE.

* Indicates required question

1. 1. HOW OFTEN DO YOU FEEL RECOGNIZED IN COMPANY? *

   Mark only one oval.

   ◯ Always

   ◯ Often

   ◯ Sometimes

   ◯ Rarely

   ◯ Never

2. 2. DO YOU FEEL YOU RECEIVE ENOUGH RECOGNITION? *

Mark only one oval.

- ( ) Yes
- ( ) No
- ( ) Maybe

3. 3. IS THE RECOGNITION YOU RECEIVE MEANINGFUL? *

Mark only one oval.

- ( ) Yes
- ( ) No
- ( ) Maybe

4. 4. DO YOU FEEL VALUED AT THE COMPANY ? *

Mark only one oval.

- ( ) Yes
- ( ) No
- ( ) Maybe

5. 5. DO YOU KNOW WHICH OF THESE BEHAVIOURS RECEIVE RECOGNITION? *

Mark only one oval.

- ( ) Adaptability
- ( ) Team player
- ( ) Willingness to learn
- ( ) Intrinsic motivation

6. 6.WHICH BEHAVIOURS DO YOU THINK SHOULD RECEIVE RECOGNITION? *

Mark only one oval.

- ( ) Reasonableness
- ( ) Being supportive
- ( ) Collaboration
- ( ) Willingness to learn

7. 7. WHICH RECOGNITION TYPE DO YOU VALUE THE MOST ? *

Mark only one oval.

- ( ) Peer to peer recognition
- ( ) Informal recognition
- ( ) Rewards
- ( ) Social Recognition

8. 8. WHAT REWARDS WOULD YOU LIKE TO RECEIVE? *

Mark only one oval.

- ( ) Gift Cards
- ( ) Team lunches
- ( ) Work Anniversaries
- ( ) Improved Retention

9. 9. IS THE RECOGNITION PROGRAM FAIR ? *

Mark only one oval.

◯ Strongly disagree

◯ Disagree

◯ Neutral

◯ Agree

◯ Strongly agree

10. 10.ARE THE RECOGNITION BENEFITS PROPORTIONAL TO ACHIEVEMENTS ? *

Mark only one oval.

◯ Yes

◯ No

11. 11. HOW CAN HR IMPROVE RECOGNITION PROGRAM? *

Mark only one oval.

◯ Personalized gifts

◯ Teamwork Award

◯ Employee of the month

◯ Daily recognition

12. 12. HOW ACCESSIBLE DO YOU FIND RECOGNITION BENEFITS? *

Mark only one oval.

◯ Good

◯ Better

◯ Best

13. 13. HOW FREQUENTLY DO YOU GIVE OTHERS RECOGNITION? *

Mark only one oval.

( ) Always

( ) Often

( ) Sometimes

( ) Rarely

( ) Never

14. 14. IS THE RECOGNITION FOR ADDITIONAL EFFORT SUFFICIENT? *

Mark only one oval.

( ) Strongly agree

( ) Agree

( ) Neutral

( ) Disagree

( ) Strongly Disagree

15. 15. WHEN DID YOU LAST RECEIVE RECOGNITION FROM MANAGEMENT? *

Mark only one oval.

( ) A week ago

( ) A month ago

( ) A year ago

( ) Not yet

16. 16. WHAT IS THE IMPACT OF RECOGNITION ON EMPLOYEE MORALE? *

Mark only one oval.

- ( ) Helps motivate employees
- ( ) Promotes a positive work culture
- ( ) Better relation with superiors
- ( ) Increased customer satisfaction

17. 17. DOES THE COMPANY CULTURE PROMOTE EMPLOYEE SATISFACTION? *

Mark only one oval.

- ( ) Strongly disagree
- ( ) Disagree
- ( ) Neutral
- ( ) Agree
- ( ) Strongly agree

Demographic Details

18. 1. Gender *

Mark only one oval.

- ( ) Male
- ( ) Female

Google Forms