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The Experiences of Employees' Job Recognition in The East Coast Casinos

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Walden University

College of Management and Technology

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Jonathan A. Marcellus

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Walden University
2021

Abstract

The Experiences of Employees' Job Recognition in The East Coast Casinos

by

Jonathan A. Marcellus

M.Phil., Walden University, 2020

MS, Fairleigh Dickinson University 2005

BA, Fairleigh Dickinson University, 2004

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

May 2021

Abstract

Employee recognition is common in many organizations, while the absence of recognition may also be widespread in other organizations. Limited employee recognition may produce discouragement and unease in employees' perceptions of performance, productivity, and engagement level. The problem was that limited job recognition inhibited performance in East Coast casinos. The purpose of this phenomenological study was to explore employees' lived experiences regarding job recognition in East Coast casinos. How do employees describe their lived experiences regarding job recognition in casinos on the East Coast was the research question. The perspectives of social cognitive theory and social processing theory served as the conceptual framework that grounded this study. Seventeen employees from different East Coast casinos were recruited using purposeful sampling and interviewed for this study. Data were collected via semistructured telephone interviews and were analyzed and thematically interpreted for patterns. Findings indicated that some employees believed they obtained recognition from their supervisors and some employees believed they did not obtain recognition from their supervisors. Overall, employees who believed they were recognized were happy, satisfied, and willing to perform at their highest level. The findings of the study also suggested that employees who felt that they were not recognized were unhappy, unsatisfied, and unwilling to work harder. These findings may contribute to social change as they could benefit the casinos, employees, and the public if productivity and job satisfaction were improved.

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Dedication

This dissertation is dedicated to God and my lord and savior who has given me the dream, the inspiration, the ability and much more to accomplish everything in my life including this doctoral dissertation. Then, this dissertation is dedicated to my lovely wife Florise Marcellus who is the love of my life, my support, my encouragement, and someone I can count on for understanding. She is the solid rock of my life. Further, this dissertation is dedicated to my remarkable sons named respectively Brandon Jonathan Marcellus and Jurrien Jonathan Marcellus who have inspired to push myself to the highest level by even completing my Ph.D. dissertation. This dissertation is also dedicated to my father pastor Alfred Anselio Marcellus and my late mother Amitielle Francois Marcellus who worked extremely hard to give me and my siblings all they could. They instilled love, value, dignity, integrity, hard work, discipline, perseverance, diligence, love for God and others and much more. Lasty, I dedicate this dissertation to my wonderful aunt Marie Yolane Saint Usaire and her family who opened the door for me with their home, assets, and resources to make things possible for me by giving me the opportunity to stand on my two feet when I immigrated in the United States 30 years ago.

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I want to thank my almighty God and savior Jesus Christ once again for allowing me to achieve this doctoral dissertation and the three previous degrees I had already earned. I want to acknowledge my remarkable wife Florise Marcellus and sons Brandon and Jurrien Marcellus for inspiring me throughout this journey. I also want to acknowledge my doctoral dissertation committee chair Dr. Kenneth J. Levitt for his hard work, diligence, and leadership; committee member Dr. Maja Zelihic for her contribution throughout this process; and university researcher reviewer (URR) Dr. David Gould for helping me vigorously and swiftly to get this study correct and for the lessons he taught me during this process. I also thankful to the participants of this study. Without them, this dissertation would not be possible. I also want to acknowledge Walden University enrollment specialist Thelma Molieri who worked with me very diligently to make the enrollment process very smooth when I was returning to Walden to complete my doctoral degree.

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Chapter 1: Introduction to the Study

Employee recognition is defined as timely and formal or informal acknowledgment of an individual or team's conduct, effort, or business outcome that anchors a company's objectives and values and which were beyond usual expectations (Hedger, 2017). McGrory (2012) discovered that there is an increase of 63% in productivity rate and 61% in engagement rate in companies that promote employee recognition events. Many companies perceive employee recognition as the appropriate thing to do though its main fundamental objective to bolster and inspire greater performance and superior efficiency (Saunderson, 2016).

The key to any organizational success is the personnel contribution to the organization. Many organizations realize today the importance of employees' reward and recognition programs. Thereafter, they perceive the reward and recognition programs to contribute to their employees (Zeb et al., 2014). In the East Coast casinos, deficiency in employee recognition practice has inhibited job performance, which has led to inhibited serviceable and, in turn, financial performance (Cote, 2019). Mohiuddin et al. (2014) discovered that the East Coast casino serviceable performance deteriorated by 35% and the financial performance by 27% due to lack of employee recognition. Thus, the question "how do employees describe their lived experiences regarding job recognition in the East Coast Casinos" became the question to research for this dissertation. Empowerment, recognition, employee motivation, and market orientation are unmistakable factors that meaningfully influence job satisfaction (Vaseer & Shahzad, 2016).

A lack of knowledge exists in the literature on this topic relative to the East Coast casinos (Butler et al., 2019) and this study may add to the body of knowledge about limited employee recognition. The findings of this study could be used to promote positive social change by providing methods and strategies to boost value, dignity, social justice, and the development of workers of all casinos in the East Coast surrounding communities. The community of the East Coast casinos could become greater with the promotion of social change, which this study might help reinforce. This chapter includes the background of the study, the problem statement, the purpose of the study, the research question, the conceptual framework of the study, the nature of the study, definition of terms, assumptions, scope, and delimitations, limitations, the significance of the study, significance to theory, significance to practice, significance to social change, and summary and transition.

Background of the Study

The success of any company derives from its workers' contribution and a balance must exist among the contribution of workers to the company and the contribution of the company to its workers (Zeb et al., 2014). Thus, in part many contemporary companies have understood the essential role of reward and recognition to their workers to promote their contribution in those companies (Zeb et al., 2014). Recognition is a factor that shapes views and conduct across three key methods. They are the workers' views of management recognition compartment, the views of colleague recognition compartment, and personnel sense of the recognized behavior (Wilches-Alzale & Jeffrey, 2016). Personnel recognition is the most critical component that leads to employee engagement,

productivity, and satisfaction (Rosiek et al., 2016). Employees play a crucial role and are considered priceless resources in an organization. Business organizations are unlikely to achieve their success without their employees backing and commitment (Sahir et al., 2018).

Employee recognition should not be a one-time per year thing if organizations want to maintain an involved and fruitful workforce. Employees' appreciation should be a year-round practice and employees should be recognized for presenting exceptional work (St. Gerard, 2016). Workers tend to perform better, work more diligently, assist in recruiting outstanding personnel for the company, and go above and beyond for the consumers when they feel recognized (Lencioni, 2015). As such, employees who feel ignored by their managers may dislike their jobs regardless of the level of pay they have obtained and how satisfied they may be with their jobs, otherwise.

Employee recognition plays a more effective and significant role in business performance than previously understood (Nelson, 2016). Recognition makes people of any age feel valued and special. For example, the celebration and honor of previous and current workers at Forbes, Hever & Wallhave, Inc have developed into a tradition worthy of permanence, which even expanded to many of their respected associates (Clemens, 2019). The most effective and fastest manner to inspire subordinates to continue doing a good job besides providing them with monetary rewards is to express appreciation to them by expressing admiration for the manner an employee took care of a previous project; in other words, compliment the employees work. However, managers may

prevent expressing such recognition fearing that employees may receive the recognition as half-hearted recognition or seek greater compensation for their work. (Ennis, 2018).

Employee motivation is essential to organizational performance. Employee motivation also creates a hopeful and positive attitude on the job. Incentive motivation is the factor that drives the fashion objectives to affect conduct. The incentive is the pledge for better motivation. Many times, incentives are issued as increases to compensation. The incentive symbolizes more compensation or benefit to a team member in recognition of employee accomplishment or outstanding job. There are more sources of motivation other than money. They are known for exciting and difficult chores and assignments, praise, great interactive connections, and more (Ozimec & Lisanin, 2011). The practice of worker recognition should be a habit. When companies refrain from promoting recognition programs, performance, productivity, and service quality may decline. Employees who feel unappreciated or unvalued lack full engagement and motivation. The absence of motivation may produce an unfavorably damaging effect. Leaders are obligated to recognize the contribution that front-line workers make. Organizations should significantly promote appreciation venues to keep their workforce inspired, focused, and committed (Smith, 2010).

Recognition enhances performance regardless of workers' perception (Lourenco & Niza, 2017). Krawcke (2018) discovered, from surveying a sample of 2415 workers from 10 countries, that there is a compelling parallel between loyalty and acknowledgment. Krawcke (2018) further found that among 512 American workers who believed their employers promote employee recognition, 87% of them believed they have

formed a solid bond with their direct supervisor. Krawcke (2018) further indicated that among the workers who felt that their employer lacked such practice, the number declined to 51%. Recognition is a concrete avenue to elevate worker performance. Management recognition as part of a company's recognition program not only makes workers believe that they are a part of a larger society and a greater aim, but also enhances workers' performance as well while accentuating the whole objective of hospitality and the achievement of the group (Bell, 2018).

Sheridan (2020) discovered that job recognition overrides many motivational factors including sufficient training, interaction with colleagues, physical working environments, and career advancement. This study further postulated that employees' perceptions regarding the recognition they obtained explained 56% of the variance in their level of engagement. Thus, Sheridan concluded that people want to be recognized and appreciated for doing an excellent job. Further, researchers concluded that most individuals desire to perform excellently at the workplace, and upon achieving such performance level, they expect recognition from their supervisors. Harney (2019) implemented a study revealing that employee recognition was identified by the American Psychological Association (APA) as one of the five significant aspects contributing to healthy workplace environments. The other four aspects were identified as work-life balance, health and safety, employee growth and development, and employee engagement.

Vaadi (2019) uncovered that inconsistency in recognition programs undercuts the programs and causes many employees to feel horrible as if there was no recognition

program at all. Thus, recognition programs should be realistic in terms of time and budget. Vaadi concluded that recognizing the best performers rewards them. In addition, recognition inspires the same behavior in other employees. Finally, Vaadi suggested that it is an organizational advantage to praise the actions that should be duplicated.

Although there may be thousands of studies on rewards and recognition systems, the notion that this study is based on the current real-life experiences of the current casino employees from a different position and job levels in the East Coast casinos, this study may become more appropriate and significant enough for the casino leaders and owners to have a better sense of urgency to revisit their recognition program application based upon the results of this study. Further, this study was necessary because its findings could assist casino leaders in promoting successful employee recognition and reward programs. Such programs can boost satisfaction, productivity, engagement, and morale. To my knowledge, no specific study on the experiences of employees regarding job recognition in the casinos on the East Coast has been conducted. A lack of knowledge in employees' experiences relative to job recognition in the East Coast casinos exists. Perhaps my study would clarify, explore, understand, and describe the employees' experiences regarding job recognition in the East Coast casinos. This study may add knowledge relative to employee recognition in the literature.

Problem Statement

Poor employee job recognition produces negative outcomes including deteriorated employee relationships, inadequate communication among management and employees, and decreased respect toward management, which in turn leads to a detrimental impact on

employees' attitudes, conducts, and employee retention (Butler et al., 2019). While many recognition programs are limited in promoting worker engagement and job satisfaction, the number of organizations promoting them is greater than 85% (White, 2017). Top performing organizations are 37% more likely to practice recognition that enhances performance (Eubanks, 2018). Payne (2017) uncovered that 83% of workers show an upbeat experience when they feel that their employers recognize them for their great performance at the workplace while only 38% have a similar feeling if they have not obtained recognition for a job well done. Although many negative issues derive from the deficiency in employee recognition in organizations, no previous studies have addressed them in the East Coast casinos from a scholarly perspective. Thus, a gap in the application of rewards and recognition in the East Coast casino operation exists (Patarakhuan & Sununta, 2017). The social problem was that deficiency in employee recognition leads to lower job performance in organizations (Yilkal Fentie, et al., 2018). The specific problem was that limited employee recognition inhibits performance in East Coast casinos (Cote, 2019).

Purpose of the Study

The purpose of this qualitative phenomenological study was to explore and describe the employees lived experiences regarding job recognition in casinos in East Coast casinos. Those employees were classified as the housekeepers, dealers, cocktail servers, and management employees who were the participants for the interviews of this study. Research in business and management can carry out several goals based upon the philosophical and disciplinary background, the goals, the research question of the study,

the nature of the research design, and the number of cases that are to be studied (Mills et al., 2010). No limitations exist in terms of the underscored philosophical position ranging from positivism to interpretivism, and constructionism, descriptive, exploratory, and exploratory objectives (Mills et al., 2010). Further, a researcher can obtain specific understanding and knowledge into the study (Farkuhar, 2012). The interviews were very private and confidential. The study was limited to adult employees only. In other words, the selected casino employees for the interviews were no younger than 18 years old.

Research Questions

The research question was: How do employees describe their lived experiences regarding job recognition in casinos in East Coast casinos?

Conceptual Framework

The conceptual framework of this study was built on the concept of Bandura's (1986) social cognitive theory, and Salancik and Pfeffer's (1978) social processing theory as developed by Montani et al. (2017), which the authors summarized as the concept of employee recognition and meaningfulness that explains how two different sources of recognition, which derive from managers and coworkers, can contribute to positive employee behavioral involvement in the workplace. In the seminal study where the authors developed the concept of employee recognition and meaningfulness, Montani et al. (2017) explained that employee recognition by managers and by coworkers to one another is causally related to positive behavioral involvement and meaningfulness for the employee. This conceptual framework is derived from the notion that the contribution of managerial recognition to the employees' behavioral engagement and the recognition of

coworkers among themselves can be explicated through the view of social cognitive theory (Bandura, 1986).

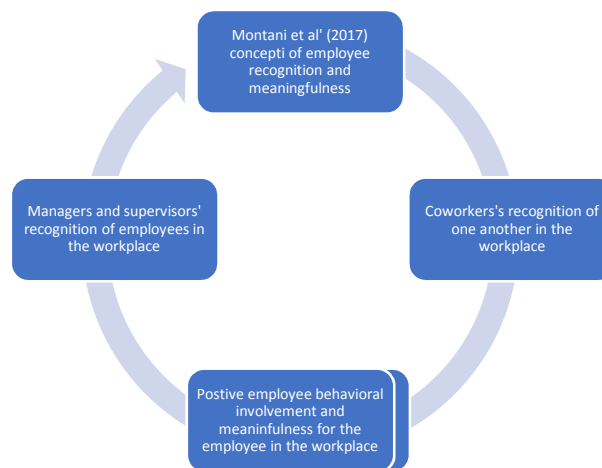
The view of the social cognitive theory stressed that a significant part of human behavior is controlled by the person's ability to set and anticipate the wanted results of prospective behaviors through cognitive representations of the future to guide and encourage the behavioral endeavor in the present (Bandura, 1989). Such an ability can only be enhanced through manager recognition and coworkers' recognition of one another (Stajkovic & Luthans, 1998). The concept of employee recognition and meaningfulness deriving from the social information processing theory of Salancik and Pfeffer (1978) implies that participative leadership bears the common perceptions and beliefs which innovation is an organizationally welcome and advantageous effort within a group when the group obtains satisfactorily managerial recognition among themselves. Thus, participative leadership creates effectively committed personnel to attribute a positive connotation to innovation and thus to be driven to invest their strength in related innovative actions to boost organizational performance (Odoardi et al., 2019).

Limited employee recognition in the East Coast casinos' employees has inhibited performance in East Coast casinos (Cote, 2019). Montani et al.'s (2017) concept on employee recognition and meaningfulness offers a conceptual lens to explore, understand, and describe the employees' lived experiences regarding recognition in the casinos of the East Coast. This conceptual framework is suitable for the purpose that this study is aiming to meet. Montani et al.'s (2017) concept of employee recognition and meaningfulness has also been extended by other authors such as Lysova et al. (2019) who

wrote that managers failing to acknowledge the important contributions of their employees may harm workers' ability to maintain meaningfulness, and thus possibly leads to turnover (Montani, Boudrias, & Pigeon, 2017). See Figure 1 for an image concept of employee recognition.

Figure 1

Concept of Employee Recognition and Meaningfulness



Nature of the Study

A phenomenological study is about lived experiences and helps to understand the meaning of people's lived experiences. A phenomenological study explores what people experience and focuses on the understanding of a phenomenon (Moustakas, 1994).

Phenomenology is strongly grounded in philosophy (Moustakas, 1994). A

phenomenological study is an in-depth study of structures and consciousness as experienced from the first individual's point of view. The key structure of an experience is the experience intentionality as it is being directed toward something as it is an

experience of or about an object (Husserl, 2001). Understanding the lived experiences of an individual symbolizes phenomenology as a philosophy and a technique. The technique of phenomenology includes exploring a small number of topics through extensive and protracted engagement to promote patterns and relationships of meaning.

Phenomenological research is rooted in experience to attain comprehensive accounts (Moustakas, 1994). Such accounts thus create the foundation for a philosophically structural examination to describe the core of the experience. The main objective is to understand the significance of the experience for the participants who had lived it (Moustakas, 1994).

The advantage of a phenomenological study is its ability to the flexibility to discover and understand meanings attached by individuals to sufficiently researched concepts including coping, resiliency, and adaptation (Adams & Dahdah, 2016). A phenomenological study is also able to identify various forms of experience varying from experience, thought, memory, imagination, emotion, desire, and volition to bodily awareness, embodied action, and social activity including linguistic activity. The make-up of these types of experience normally requires intentionality, which is the directedness of experience toward things in the world. Human experience symbolizes things through specific concepts, thoughts, ideas, and images, which are the constructs of a meaning or a content of a given experience that are separate from the things that are presented or intended (Husserl, 2001).

The purpose of a phenomenological study is to produce an understanding and description of a specific phenomenon in-depth and reach the fundamental nature of

participants lived experience of the phenomenon (Adams & Dahdah, 2016). The nature of this study was a qualitative phenomenological study research design to describe, explore and understand the lived experiences of employees regarding job recognition in the East Coast casinos, which was the key focus of this doctoral dissertation. A phenomenological study using a purposeful sampling of current employees of East Coast casinos was conducted. The participants of the study were current employees from various departments and casinos on the East Coast. MAXQDA is the software I used to code and analyze the collected data from telephone interviews because it was easy to use and learn. Further, it was 100% identical with Microsoft and Apple software and it was user friendly. For my research design, I obtained qualitative data. In-depth telephone interviews were used to collect the data needed for this qualitative study. Seventeen current adult employees of the East Coast casinos were selected as participants for the interviews. The employees were at least 18 years old.

My data collection took place in the form of telephone interviewing. Interviews are instruments mainly designed for the collection of qualitative data. As data collection instruments, they are prevalent because they are flexible. Interviews are active communications among two or more individuals creating a negotiated contextually driven outcome. Interviews take place in a structured or semistructured style to produce insights and concepts. When organizing and contemplating an interview, completeness, tact, precision, accuracy, and confidentiality must be taken into consideration. Interviews demand specialized talents from the interviewer because the interviewer needs to have a decent partnership with the participant to make sure that an in-depth and legitimate set of

data is obtained and transcribed successfully (Silverman, 1997). Thus, to answer the research question “How do employees describe their lived experiences regarding job recognition in casinos on the East Coast?” I made certain that completeness, tact, precision, accuracy, and confidentiality took place when I organized the interviews. I also made certain that I was trained and prepared to conduct the interviews to the point where collected data were sufficient, and objective for the study. I also made sure that an extremely in-depth, ample, and justifiable set of data that fully described the employees’ lived experiences regarding job recognition in the East Coast casinos was obtained.

Definitions

The following terms are operationally defined according to the meaning that is given to them in this study.

Effective: Having the desired results or successful in creating wanted outcomes (Erber, 2014).

Employee morale: Description of the emotions, attitude, satisfaction, and overall outlook of employees during their time in a workplace environment including mental and emotional belief and attitude (Ramsey, 1997).

Employee recognition: Communication between management and employees which rewards them for reaching specific goals or producing high-quality results in the workplace and improve performance. Recognizing or honoring employees for this level of service is meant to encourage repeated actions by reinforcing the behavior you like to see repeated (Saunderson, 2016).

Ineffective: Not producing any significant or desired effect (Saunderson, 2016).

Job engagement: Emotional connection an employee feels toward his or her employment organization, which tends to influence his or her behaviors or level of effort in work-related activities. The more engagement employees have with their company, the more effort they put forth (Mehta & Mehta, 2019).

Job performance: The work-related activities expected of an employee and how well those activities are executed. Many business personnel directors assess the job performance of each employee on an annual or quarterly basis to help them identify suggested areas for improvement (Mehhta & Mehta, 2019).

Job satisfaction: Contentment (or lack of it) arising out of the interplay of employees positive or negative feelings toward their work (Mehta & Mehta, 2019).

Perceptions: A way of regarding, understanding, or interpreting something; a mental impression (Yuill, 2018).

Values-based recognition programs: The alignment of recognition initiatives with organizational values (Simmons, 2009).

Assumptions

The assumption that praising employees for their outstanding performance boosts their ego and drives a prerequisite for higher pay is perceived and accepted by many companies. The reality is that management recognition is a critically forceful influence on performance and morale. Otherwise, workers' willingness to produce exceptional work becomes nonexistent (Farkuhar, 2012). Another assumption is that money is the best way to encourage employees. In effect, money is only one manner to motivate

employees. Wages and dividends are considered the key factors for motivation. Many businesses do not take the necessary steps to motivate their employees by providing them what they genuinely desire and that is recognition, praise, and opportunities to grow (Bates, 2009).

These assumptions were meaningful to the context of this study because this study's focus was on employees lived experiences relative to job recognition that is connected to organizational performance. Further, this study covered in-depth the aspects of employees' praise and recognition in terms of describing and exploring their lived experiences regarding job recognition relative to performance. These factors mentioned above were scientifically studied and elaborated upon in the literature review section to discover all the possible facts about employee recognition, its effectiveness or lack thereof, and job performance.

Scope and Delimitations

The specific aspects of the research problem of this study that were addressed were limited employee recognition or its absence, which led to a decline in job performance, lack of employee engagement, and a decline in job satisfaction. Zeb et al. (2014) concluded that a meaningful relationship exists among employees' job satisfaction, reward, and recognition. Employee recognition has a significant effect on happiness. Employee recognition is also one of the main indicators of happiness, and happiness has affected job satisfaction specifically older employees (De Guzman et al., 2014). Recognition is linked to job satisfaction. Accentuation on employee recognition should be a part of the management strategy, particularly in the fast-food industry to

decrease employee turnover (Mohsin & Lengler, 2015). Some often perceive recognition as a distinct factor from performance. Recognition is arguably a necessary component specifically in a workplace where people consistently converse about work. Using the time to recognize and encourage employees' outstanding behavior indicates to them that such conduct should continue. Thus, such conducts are employed as indicators of what management expects from the remaining employees (Eubanks, 2018).

This specific focus was selected because the casinos of the East Coast could be facing issues of productivity and engagement because of limited employee recognition practice, which has led to organizational performance decline and may lead to the financial and reputational decline within the casinos of the East Coast. The findings of this study could be employed as a directory to promote successful employee recognition programs within the casino industry, specifically on the East Coast. Because this study was exploring and describing the employees lived experiences regarding job recognition in casinos on the East Coast, promoting successful employee recognition programs in the East Coast casinos could create an improvement in the casinos' performance. This study could provide strong support and impetus for increased performance in the East Coast casinos. The sample of this study were employees from several casinos departments and dissimilar positions in the East Coast casinos. Thus, the East Coast casinos' employees from dissimilar casinos and job positions were the sample from which data was collected.

Limitations

Telephone interviews were used to collect data from questions posed to the participants. While there are advantages to using such a technique, there are also some

disadvantages and limitations. The limitation that I perceived was to recruit committed participants for the study. To mitigate any potentially high cost of interviewing, as the researcher and interviewer, I ran a pilot study before the main study, which provided me a learning opportunity and feedback on my interviewing skills. The pilot study occurred at my home office. Because I reside in the same local area as the East Coast casinos and many of the East Coast casinos' employees were residents of the East Coast, and further, the fact that I conducted telephone interviews, I did not need to sit down with the participants for the interviews. I could conduct the interviews from my home office via telephone. There is always bias that could influence or compromise the outcomes of the study. To manage bias, I conducted the study objectively. I did not allow my feelings, thoughts, points of view, or any form of bias to be a part of the interviews or the interviewing questions. I only recorded the responses from the participants. I made certain that their responses were the only source of data for analysis. In other words, I was open-minded while conducting the interviews for this study. I had no precise and previous insights into the specific problem that this study aimed to address within the East Coast casinos. Thus, I did not and could not prejudge the results of this study.

The topic of recognition has certainly been studied for decades. I chose this topic for the study because I have heard from at least 15 current East Coast casinos 'employees complain that they intended to leave the casino industry as they were not satisfied with the level of recognition they had obtained from their supervisors. Further, many of them had mentioned that they had been discouraged to perform their job at a high level, and their morale level had decreased. Some of them even left the casinos for careers outside

the casino industry. Many of them mentioned that they have been absent often because of the limited and unsatisfied employee recognition they have obtained. Having been a former employee of the East Coast casinos myself, I had experienced similar issues from my former managers, even as a manager. In fact, from my recollection, employee recognition was not strongly emphasized. I had always wondered how limited employee recognition has affected the East Coast casinos' performance.

As a doctoral candidate, I decided to read about the issue of recognition within East Coast casinos from an academic perspective because of what I had heard from many current employees and experienced myself. Based upon my intensive academic readings of peer-reviewed journals and articles between January and May 2020, I found only one study which identified East Coast casinos experiencing a significant decline in performance because of poor employee recognition (Cote, 2019). As I could not find many academic studies on the topic of employee recognition within the East Coast casinos, although the topic of recognition more broadly has been researched to a great length for decades, as a doctoral candidate, I decided to research the topic of employee recognition within the East Coast casinos for my dissertation. The rationale expressed above makes this topic special, necessary, and significant for my doctoral dissertation.

Significance of the Study

This study was significant because its outcomes could help the senior casino managers think strategically about better employee recognition programs to make sure the following took place: (a) Employees' encouragement level after contributing their effort to their workplaces improve; (b) Casino employees may improve trust in the

casinos as their employers; and (c) Their job performance level may increase. This study may add to the existing knowledge in the literature by examining, understanding, exploring, and describing the lived experiences of employees regarding job recognition in the casinos on the East Coast. The results of the study can also be used as an avenue for the casino leaders to strengthen their casinos' ability to compete globally and promote positive social change.

This qualitative study may offer valuable insight into the implementation of strategies and policies to formally advance and influence policy, and in turn, to build stronger employee recognition programs within East Coast casinos. The findings may help the casino industry leaders understand the detrimental effects of limited employee recognition within East Coast casinos on their employees and consequently the East Coast casinos' performance. East Coast casino executives, department heads, managers, and supervisors could apply the information from the study findings in their management and policymaking.

A deeper understanding of the employees' lived experiences of their job recognition may allow policymakers to focus on improved employee recognition programs and better understand the importance of promoting such programs that may also help to create a better engaged, satisfied, and performed workforce. Following Walden University's mission and vision of positive social change, this study aimed to bring positive social change in the management practice of East Coast casinos and communication among their employees. The knowledge gained from this study may sustain the initiative of improved employee recognition efforts in promoting social

change. Communities surrounding East Coast casinos, regardless of demographics, and creed may be encouraged to use these findings to improve other industries' employee recognition programs. Understanding the essentiality of better or stronger recognition programs may help all business organizations including East Coast casinos achieve better employee job satisfaction, morale, and engagement level, lower turnover rate, and increase in organizational performance.

Significance to Practice

The recommendations could be applied to promote better employee recognition programs. Consequently, positive change may take place in the casino employees lived experiences and perceptions regarding recognition and job performance, and thus the casino and hospitality industry. Also, the surrounding communities could improve from an economic standpoint.

Significance to Theory

The potential contribution of this study was based upon the notion that more information could be added to the body of the literature in the discipline of management relative to successful employee recognition. A lack of knowledge exists in the literature relative to employees lived experiences regarding job recognition in East Coast casinos. This study may add to the knowledge of employee recognition in the literature. Thus, knowledge might be added to the discipline of management.

Significance to Social Change

This study was significant to positive social change because of the following. Its findings could be used to include improved employee recognition programs as part of the

casino industry culture worldwide. Further, its findings could also be applied to help other businesses in the surrounding communities of East Coast casinos to create better recognition programs that will enhance their employees' engagement, and satisfaction level, and ultimately their performance. If East Coast casinos and other businesses in their communities reach higher organizational performance, it may be an economic advantage for those communities.

Summary and Transition

I emphasized an overview and introduction of this chapter. Thereafter, I briefly discussed the background of the study. The problem statement, the purpose of the study, the research question, and the conceptual framework of the study were elaborated upon. Further, the nature of the study, the term definitions, assumptions, the scope and delimitations, limitations, the significance of the study, the significance to theory, the significance to practice, the significance to social change, and the summary and transition were the sections that provided a synopsis of what followed in this study.

The purpose of this qualitative phenomenological study was to describe and explore the employees lived experiences regarding job recognition in casinos on the East Coast. Data were collected through telephone interviewing. The results of this study may be used to construct recommendations about how to eliminate or significantly decrease limited employee recognition and promote successful employee recognition in the East Coast casinos. In Chapter 2, the literature relevant to successful employee recognition and its effects on engagement, job performance, job satisfaction will be examined and

reviewed. Further, Chapter 2 touches on employee's lived experiences relative to job recognition as well.

Chapter 2: Literature Review

The social problem was that lack of employee recognition leads to lower job performance by 23% (Yilkal Fentie et al., 2018). The specific problem was that limited employee recognition inhibits performance in East Coast casinos (Cote, 2019). Sidhu and Nizam (2020) uncovered that limited employee recognition led to a major downturn in employee performance by 39.2%, which affects the casino industry performance by 31.8%. Lack of employee recognition in the hospitality sector affects employees' morale productivity negatively, which in turn reduces performance in the casino industry (Azeez et al., 2019). Employee recognition programs in many organizations are perceived as unproductive for numerous reasons. Two of these reasons are group-based infrequency of recognition programs that occurs only during the performance review and inauthentic employee recognition which is cynical (White, 2015). When employees believe that recognition is taking place out of obligation rather than desire, they may become disengaged and may feel insulted (Schaefer, 2017). However, praise and recognition are two ingredients that influence workers to contribute their best effort and perform at the highest level. The purpose of this qualitative phenomenological study was to describe and explore the employees lived experiences regarding job recognition in casinos on the East Coast. The following sections relative to employee recognition, perceptions, experiences, and performance were expanded in this chapter.

Literature Search Strategy

The literature about employee recognition and employee perceptions and experiences relative to performance were reviewed. The databases and search engines

EBSCOHOST, ProQuest, Thoreau, and Google Scholar were searched. The keywords and search terms included: *job recognition, employee praise and appreciation, lack of recognition and consequences, job satisfaction, work satisfaction, job performance, employee performance, employee productivity, employee trust, employee happiness, turnover, burnout, retention, employee engagement, employee attitude and feeling, recognition in the hospitality industry, statistics on employee recognition, and employee morale*. The research explored in this chapter are current as they are within 5 years from now and peer-reviewed. My sources were obtained from high-level academic sources such as the *Journal of Applied Psychology, Journal of Leadership, Accountability and Ethics*, and many more.

Conceptual Framework

The conceptual framework of this study was built on the concept of Bandura's (1986) social cognitive theory, and Salancik and Pfeffer's (1978) social processing theory as developed by Montani et al. (2017), which the authors summarized as the concept of employee recognition and meaningfulness that explains how two different sources of recognition, derived from managers and coworkers, can contribute to positive employee behavioral involvement in the workplace. In the seminal study, where the authors developed the concept of employee recognition and meaningfulness, Montani et al. (2017) explained that employee recognition by managers and by coworkers to one another is causally related to positive behavioral involvement and meaningfulness for the employee. This conceptual framework was derived from the notion that the contribution of managerial recognition to the employees' behavioral engagement and the recognition

of coworkers among themselves can be explicated through the view of social cognitive theory (Bandura, 1986).

The view of the social cognitive theory stresses that a significant part of human behavior is controlled by the person's ability to set and anticipate the wanted results of prospective behaviors through cognitive representations of the future to guide and encourage the behavioral endeavor in the present (Bandura, 1989). Such an ability is enhanced through manager recognition and coworkers' recognition of one another (Stajkovic & Luthans, 1998). The concept of employee recognition and meaningfulness deriving from the social information processing theory of Salancik and Pfeffer (1978) implies that participative leadership bears the common perceptions and beliefs in which innovation is an organizationally welcome and advantageous effort within a group when the group obtains satisfactorily managerial recognition among themselves. Thus, participative leadership creates effectively committed personnel to attribute a positive connotation to innovation and thus to be driven to invest their strength in related innovative actions to boost organizational performance (Odoardi et al., 2019).

Limited employee recognition in East Coast casinos' employees has inhibited performance in East Coast casinos (Cote, 2019). Montani et al.'s (2017) concept of employee recognition and meaningfulness offered a conceptual lens to explore, understand, and describe the employees' lived experiences regarding recognition in the casinos of the East Coast. This conceptual framework was suitable for the purpose that this qualitative phenomenological study aimed to meet. Montani et al.'s (2017) concept of employee recognition and meaningfulness has also been extended by other authors such

as Lysova et al. (2019) who wrote that managers failing to acknowledge the important contributions of their employees may harm workers' ability to maintain meaningfulness, and thus possibly leads to turnover (Montani et al., 2017).

Montani et al. (2017) concept regarding employee recognition and meaningfulness has further been applied in Pigeon et al.'s (2017) work, which suggested that psychological empowerment is accomplished when employees view meaningfulness, self-competence, self-determination, and effect in their work function. Moreover, Pigeon and al.'s (2017) work underlined that psychological empowerment creates behavioral empowerment, which implies to positive attitude and willingness to enhanced performance that an employee applies to boost job efficacy and be part of the decision-making process (Pigeon et al., 2017). Montani et al.'s (2017) concept of employee recognition and meaningfulness as partly rooted in the social cognitive theory emphasized that this concept can be successfully inspired by manager recognition and coworker recognition. Moreover, this concept encompasses when employees obtain personal appreciation from their boss for their contributed efforts and outstanding performances, their views that their outcomes are likely to take place are expanded and thus self-control their future behavioral involvement (Stajkovic & Luthans, 1998).

Bandura's (1986) social cognitive perspective, which the Montani et al.'s (2017) concept of employee recognition and meaningfulness is partly grounded upon has been used in the organizational realm to foresee and empirically show a direct motivational effect of manager recognition in-role performance (Stajkovic & Luthans, 2003). Also, by applying the social information processing aspect of Salancik and Pfeffer in which the

Montavi et al.'s (2017) concept of employee recognition and meaningfulness is also partly framed upon, recognition is anticipated to instantaneously form the employee's sense of meaningfulness in the work environment. Additionally, the workplace behavior concept developed by Hackman and Oldman's (1976) job characteristics model or Khan's (1990) model of employee engagement has classified meaningfulness as the main process connecting the attributes of the workplace environment with the work results (Fried, 1991., Humphrey et al., 2007). Thus, the clearest predictor of employee engagement arises (Mary et al, 2004, Shamic, 1999). Thus, Montani et al. (2017) anticipated meaningfulness to be a specific indicator in pushing the effects of recognition on employees' behavioral engagement. Thus, Montani et al.'s (2017) concept of employee recognition and meaningfulness was appropriate for this doctoral dissertation.

Literature Review

Employee recognition can considerably affect the degree of employee performance and contribute to the success and positioning of an organization. Employee recognition is an interrelated variable that affects employee performance. Employee performance is visualized as a strategic instrument that fosters strategic goals that boost employees and thus organizational performance. Employees' need for recognition, esteem, and social status remains to be a higher-order necessity regardless of time and context (Masri & Suliman, 2019). Employee recognition has the most influence and significant relationship with employee performance. Thus, business organizations should create employee recognition policies and assure that their employees are aware of them

(Okoth, 2019). Employee recognition is always a significant influence on employees' job performance (Jaleta et al., 2019).

The Nature of Employee Recognition, Job Performance, and Engagement

Normal practices of attention, recognition, and appreciation about workers' talent, performance, work, and life quality in working environments symbolize a nurturing culture in an organization (Cheung & Wai-Keung Yeung, 2015). A study of 432 professionals of public institutions by Harvard Business School found that appreciation and employee recognition were the origins of warmth between managers and employees. Further, friendly, and cooperative interaction among coworkers were warm because of appreciation and recognition. Also, the stress level was low (de Souza Zarife, 2019). The effect of rewards and recognition on in-role and extra-role performance is utterly intermediated by employee engagement (Johnson, 2017). The relationships between top management, middle management, line management, support, employee engagement, and reward and recognition are arbitrated by quality performance (Ferdousi et al., 2019). Employees ought to be recognized for everything (Wurm, 2018). Popular work that workers are recognized for includes covering shifts, intervening to assist with a computer, helping in organizing an event, and going above and beyond to adjust a schedule to attend a meeting (Wurm, 2018).

While most American companies have in their practice some form of the employee recognition program, many American employees feel unappreciated or unvalued because those recognition programs are unsuccessful (White, 2015). Although the intent to recognize their employees as well, the process usually leads to an

unintentionally negative effect (White, 2015). In the pharmaceutical industry, only 47% of pharmacists believed they had been recognized for a job well done while the other 53% felt that their effort was unnoticed by management. Thus, the employee retention rate in the pharmaceutical industry rose to 10%. The first two numbers failed to meet the organizational and departmental objectives that represent the top-class performers within the healthcare trade. The turnover rate of pharmacists went from 2% to 13% and most of the turnover took place during 5 years of employment because employees in the pharmaceutical industry were discouraged and dissatisfied with their job because of limited recognition (Hager, Chmielewski, Porter, Brzozowski, Rough, & Trapskin, 2017).

The absence of successful employee recognition can produce a stressful workplace environment (Saunderson, 2016). Feedback, recognition, and growth are some of the most popular aspects that produce a positive experience. Payne (2017) stressed that 83% of workers exemplify an upbeat experience when they feel that that they are recognized for their great performance at the workplace while only 38% have similar feelings if they have not obtained recognition for a job well done. Only 63% of workers in the healthcare sector had viewed themselves fairly or strongly recognized for their inputs and only 80% in the real estate industry had felt the same manner (Gaul, 2019).

Sittisom (2020) indicated that the number of employees who love their job is 26% while 21% of employees were not passionate about their job. White (2015) suggested that only 30% of American employees are emotionally committed to their job while 25% of them hate their job. The study of White (2015) further concluded that most Americans

are dissatisfied with their employment. The more and better practice of recognition in the workplace can make a positive difference (Giulioni, 2015). Lack of employee recognition, work overload, and bad managers are some of the reasons why many phenomenal employees resign (McCaroll, 2017). Smalley (2017) indicated that the absence of successful employee recognition, companies' bad reputation, and lack of career advancement are some factors that lead to turnover. Unhealthy employee relationships resulted from lack of employee recognition have created a damaging impact on employee attitudes, behavior, and personnel retention (Butler et al., 2019).

The challenge of motivating employees to engage in their job and increase their satisfaction could derive from many components including lack of trust with management, lack of job recognition, and lack of pay for their labor (Cote, 2019). Moynihan (2019) found that organizations have recognized and praised only one in three employees for a job well done in 7 days. It is quite common in many employers that their workers feel their most fruitful labor goes unnoticed (Moynihan, 2019). Those employees are likely to express that they will quit in the following year (Moynihan, 2019). Limited employee recognition or the absence/lack of it has caused problems such as job dissatisfaction, high turnover, and decreased performance among employees, managers, and thus the casinos on the East Coast. Accordingly, this study could provide a piece of in-depth knowledge in the literature by focusing specifically on the expansion of problem statement that leads to the study of the employees' perceptions and experiences regarding job recognition in the East Coast casinos.

Employee recognition, job satisfaction, job salaries and benefit, training, job security, and development are the factors affecting employee motivation. Among those factors noted above, employee recognition played the most positive and substantial factor relative to workers' performance (Okoth & Florah, 2019). Susskind et al., (2018) found through their study a direct correlation between line-level employee recognition, customer satisfaction, and unit-level sales. Through their study, it is found that line-level workers' recognition for their delivery of service is largely connected to their opinion of their colleagues and management support. Increasing of companies on workers to innovate was emphasized. Insights on the quality of the relationship among leaders and followers based upon the recognition they have obtained from their leaders for their contribution regarding their innovative work creation was further underscored. Also, it was concluded that the leader-follower cooperative relationship is determined by the leader's views of their followers' innovative effort (Schuh et al, 2017).

EI and Abubakr (2019) provided abundant insights on the essentiality to promote employee recognition that enhances work performance in Qatar. Their study further analyzed the relationship between talent management and employee recognition and recommended alleyways to develop current management practices. The study finally concluded that people's need for recognition, esteem, and social status persists to be a higher-order necessity. Vaseer and Shahzad (2016) claimed in their study on employee recognition that recognition is one of the factors having a meaningful impact on job satisfaction, which in turn leads to positive outcomes on service quality. Their study further uncovered that such positive outcomes have enabled managers to facilitate the

augmentation of job satisfaction and service quality, which thus create superior employee performance and satisfaction within the hospitality industry in the United States.

Recognition does not need to be a company-supported program. It can take place on an individual leader to follower interaction. Exemplifying interest is one of the best fashions to recognize an employee for outstanding performance. To make the recognition event successful, a leader should approach the follower and question the follower about the well-done job. For instance, a leader should begin by stating that the follower employed a fascinating style by doing such work. The highlighted behavior or performance and the follower's ideas will be passed along to another follower. The leader's attention to the subordinate performance or behavior is usually a fashion to rouse followers to continue performing in the same manner that they have been. A few more ways to recognize employees are recommended and they are what follows: I appreciate you are staying late to get that report out, how do you feel about how we can slash the time of this project? or I am aware you have been extremely busy, I have appointed a temporary help for you on this project (Ennis, 2018).

Many ways to recognize employees for exceptional performance on the job exist so that they will continue to keep the same level of performance. Paying employees for a well-done job does not have to be with money. Making them feel invaluable in their position as human beings exceeds the monetary value. Everyone wants to feel special. No one wants to be a nobody, and everyone wants to be somebody. Additional recommendations on how to best recognize employees include having them to have a say in decisions that impact their job, nominating them to enroll in some special courses,

taking them on bonus trips, asking them to lead a meeting or a workgroup, and praising them in public to make certain their colleagues are aware to the degree that their work is appreciated. Further, positive comments about them at the company's podium during meetings, a pat on the back from the CEO, a surprising lunch invitation, and stopping by the hallway merely to exchange pleasantries are also suggested ways to reward and recognize employees successfully. Ignoring workers, not looking in their direction, and failing to listen to them are significant indicators that they mean nothing to you (Ennis, 2018).

The most effective approach to creating a positively dominated work environment is to repeatedly thank your employees. Thus, such a work environment produces an organization that creates and maintains a competitive advantage (The Economist, 2015). Personal employee recognition and cooperative employee engagement of hospital employees are known as the most crucial factors in employee engagement regarding treating patients in hospitals, being more productive, and achieving superior patients' satisfaction in terms of medical service (Rosiek, et al, 2016). Gaul (2018) discovered that 63% of respondents in the health care industry from a survey conducted by Harvard University in 2017 expressed affirmatively and strongly they had been recognized for their contribution. Gaul (2018) further found from the same survey that 80% of respondents in the real estate industry conveyed similar responses. Hourly workers were rated at a significantly lower level than salaried workers in terms of compensation and recognition. The recognition and growth rate for workers with moderate employment terms were lower than the workers with short employment terms (fewer than a year).

Most effective managers understand that employee recognition cannot be practiced once a year if they are to maintain an engaged workforce. Appreciating workers all year is equivalent to recognizing them for terrific performances on successful completion of a long-term venture or assisting a colleague. The appreciation must be genuine (St. Gerard, 2016).

In study by White (2017), the number of organizations promoting some form of recognition program is greater than 85%. However, White found those programs are futile in promoting worker engagement and job satisfaction. Throughout all sorts of jobs and backgrounds, worker engagement level has persisted to linger about 33% to 35% without any substantive rise within the last 5 years regardless of the enormity of energy and cash spent on employee recognition. A few factors undercutting the efficacy of recognition efforts are found. They are the generic nature of recognition, which emphasizes that all employees are recognized similarly by providing them a gift certificate or a gift. The picture is that the recognition effort is political. Further, the explanation is that an employee from IT receives the award this month and next month will be the turn for an employee from accounting. The absence of specificity suggests that even the employees are not aware of the key reason for their recognition. The point is the recognition effort is perceived as inauthentic (White, 2017).

A natural relationship exists among organizational performance management practices, workforce engagement, and market performance. Additionally, top-performing organizations in the United States are likely to employ some form of recognition practice. Top performing organizations in the U.S. accumulate increases in revenue, employee

engagement, and employee retention every year. Top performing organizations in the U.S are 37% more likely to practice recognition that generates performance. Furthermore, Top performing U.S. organizations are 29% more likely to employ feedback, 26% more likely to promote a peer feedback method, 20% more likely to use coaching for growth reasons, and 14% more likely to accentuate worker's strength (Eubanks, 2018)

Employee recognition is usually understood as a distinct factor in performance management. Recognition is a vital aspect of performance specifically in workplace environments where frequent dialogues about work occur. Making time to recognize and encourage workers indicates to them that they should proceed with the same outstanding performance and conduct. Such effort is further an indicator of the remaining workers of what is expected from them by their manager (Eubanks, 2018).

Organizational culture is the embrace of shared values, views, mindsets, and rules applied in a group that is advantageous to the well-being of its employees, the employees' recognition, and appreciation for their performance and attention paid to them (Zacharia et al.,2016). Unhealthy employee relationships resulting from lack of, or limited employee recognition created a damaging effect on employees' attitudes, behavior, and employees' retention (Butler et al., 2019). The challenge of motivating employees to engage in their job and increase their satisfaction could derive from many factors including lack of trust with management, lack of job recognition, and lack of pay for their labor (Cote, 2019). Feedback, recognition, and growth are some of the most popular factors that produce a positive experience in employees (Payne, 2017). In today's workplace, it can be difficult to visualize how employee recognition can be ruined when

its objective is to build morale and create employee engagement and bottom-line results. Meanwhile, it may not be an expense to employers. However, it is periodically and inadvertently damaged by well-intentioned managers (Giulioni, 2015).

Job performance is one of the most crucial subjects in terms of organizational performance literature. As an essential role in organizational behavior arises, managers and researchers have become primarily interested in job performance (Tuzun et al., 2018). Recognition on the other hand overrides many essentially motivational components including sufficient training, interaction with colleagues, physical working environments, and career advancement. The most potentially astonishing fact is that workers' perception of the recognition they obtained is 56% of the variance in their degree of engagement. Thus, it is concluded that people still want to be recognized and appreciated for doing an excellent job. Further, most individuals desire to perform excellently at the workplace. Upon achieving such performance, they are expecting recognition from their managers (Sheridan, 2020).

Many American companies have been unsuccessful in employee recognition efforts. The fact that only 59% of line employees within the hospitality industry in the United States express that they have been recognized by their supervisor for doing a good job is an indication of their perception that managers do not appreciate their achievements. Employee recognition appears straight-forward. However, strategic organizing and structure must be integrated into a successful recognition program more than people realize. It is a practical habit when supervisors verbalize to workers who have performed well that they have done a wonderful job. The difference is the reason they are

recognized, the fashion they are recognized, and the consistency of their recognition. A powerful recognition program is a difference in an organization that has an engaged workforce because workforce engagement is increased by 35% as a result. To create a successful recognition program, management is obligated to make certain that incentives are supported to obtain the wanted behavior. Otherwise, the recognition program will fail (Sheridan, 2020).

Workers' reward and recognition programs are key factors in workers' motivation of all forms. However, they are not aligned with the desire and expectation of hourly employees. Hourly workers have different perspectives on how they should be recognized. A disparity among the recognition this group of workers receives and the form of recognition they desire exists. Further, a disparity ranging from 20% to 40% in employee recognition and reward programs including bonuses, spot reward, wellness, and safety also exists amongst what is provided to workers and what they expect or want to obtain (Mason, 2018).

Ali and Ahmad (2017) highlighted in a study by the University of Karachi using questionnaires in which 358 junior and middle-level employees from several commercial banks in Karachi responded. Their responses revealed that recognition is directly and confidently linked to job satisfaction while they considered three vital factors which are pay, promotion, and recognition. Recognition was more crucial than the other factors in terms of job satisfaction. Job satisfaction was prominently affected by rewards and recognition. For practical reasons, management was obligated to create effective awards

and recognition programs for all workers. Recognition was not regarded in the same fashion to all workers (Colby, 2017).

Nelson (2019) hypothesized based on a study by Master Works, Inc of 500 respondents that 90% of them expressed the factors motivating them to remain in their present employer were personified respect from their manager, the managers' integrity, work/life balance, and career advancement. Nelson further postulated based upon another national survey by the staffing and recruitment firm known as Robert Half International that limited praise and recognition were classified as the leading reasons why workers resign from their jobs. Such classified reasons were ahead of compensation, limited authority, and personality conflict. Nelson also noted that Wichita state university management professor Graham found in a study of 1500 employees from several organizations that recognition was ranked the most important to them. Additionally, Nelson further indicated based upon another analysis of 65 prospective workers by professor Graham that worker incentive and recognition were classified as the top two issues resonating with employees. Besides, instant recognition from management was noted as the most influential reason, and a letter of praise for excellence in performance by a boss as the second most effective incentive.

A survey of more than 1700 respondents by Achievers revealed that rewards and recognition affect the respondents' decision to remain employed with their present employer or seek new opportunities elsewhere. More than half of the surveyed respondents intended to find new jobs in 2018. More than a quarter of them believed that the absence of recognition for their contribution with their latest employer drove their

reason to resign. Upon asking them about the main motivator to remain employed at their current employer, 74% of respondents indicated interesting work, and 69% cited recognition and rewards as their top main reasons (Harney, 2019). When companies fail to promote successful job recognition programs, they are gradually at risk of losing valuable employees (Hicks, 2019). Despite the importance of employee recognition, many companies' leaders do not give proper recognition to their employees. One recent study by Yale school of management found that organizational leaders have recognized and praised one in three employees for a job well done in 7 days (Moynihan, 2019).

From a practical standpoint, the management needs to comprehend the constructive influence of awards and recognition programs on all team members. In other words, recognition is not attractive in the same way to all team members. Some favor regular and direct feedback from their managers and others prefer it differently. Further study by Colby (2017) suggested focusing on successful awards and recognition programs in different companies to enable managers to personalize their awards and recognition programs to best cater to the workers wishes. Thus, such recognition programs will be influential to the highest degree (Colby, 2017).

Recognition is a motivation for workers. It has created stronger bonding and superior workplace atmospheres. Recognition also enhances office morale (Krawcke, 2019). The practice of attention, recognition, and appreciation regarding worker's skills, performance, work, and quality of life represent an organization's nurturing culture (Cheung & Wai-Keung, 2015). Top-performing hospitality companies specifically in North America understand clearly that workers' recognition is influential in promoting

individual performance (Bahera, 2016). Consistent acknowledgment for outstanding performance at the workplace not only motivates workers to continue their excellent performance, but it also encourages worker engagement, which is essential for retention endeavors for the best employees (Bahera, 2016).

Bahera (2016) postulated from the finding of Gallup report that only one-third of employees strongly believed they have been praised for an outstanding job in 7 days in many U.S. organizations. One of the biggest challenges many American organizations had faced is that they are not certain precisely how to recognize their team members. However, implementing a culture of recognition is not as difficult as it appears. It does not need to be an Oscar-winning celebration with lectures and extravagant applause to effectively recognize team members although much time and energy are required to implement a successful recognition program. Just a casual conversation with a very small compliment, and a swift acknowledgment at a pre-shift meeting, or a manager's simple gratitude as an employee stops by the office entrance can produce a major difference in successfully recognizing team members (Bahera, 2016).

Many hospitality companies in the United States are not leveraging suitable employee recognition programs as powerful instruments to their highest degree of potentiality. When effective recognition programs are promoted within companies, poor employee engagement, decreasing worker happiness and satisfaction, high turnover, middling job performance, and uninspired organizational culture are improved. Thus, worker productivity becomes superior, customer satisfaction rises, and boosted revenue and higher profitability occur. Further, worker experience and organizational

performance surface. It is crucial to recognize that when employee recognition programs lack within a company, a quantifiable price is paid. Additionally, it is even worse for companies in which ineffective recognition programs are part of their culture because such programs produce an environment of distrust and negativity (Johnson, 2017).

Successful employee recognition programs encompass a suitable understanding of the workers on a personal note and should mirror the organizational mission and values, and reflect the philosophy, environment, and attitude of the company. Furthermore, the management team needs to think evidently about what is in the calendar to achieve upon deciding to invest in recognition programs in terms of what they are expecting from workers through the recognition programs and how management monitors change in performance and retention ratio. In fact, according to Bersin by Deloitte, a successful recognition program can increase employee engagement rate by 14% and decrease the turnover rate by 31%. According to a Gallup report in 2016 by Johnson, higher worker engagement scores link twice to as much customer loyalty, and a 20% increase in annual revenue compared to their competitors with disengaged employees (Johnson, 2017).

The findings of an empirical study by Achievers in 2018 revealed that talent management and employee recognition can considerably affect the degree of workers' performance and thus contribute to the positioning and success of an organization. The same findings further suggested that talent management and employee recognition are interconnected variables influencing worker performance in Qatar and the Middle East. People's desire for recognition, esteem, and social status is the higher-order need regardless of time and environment. The findings of the study additionally suggested that

the management of employee recognition is essential for affecting work performance (Masri & Suliman, 2019).

If employees believe they are unknown in the sight of their managers, they just do not love their job regardless of the enormity of pay they have earned and how marvelous their job may appear to be. On the other hand, if they are recognized, they perform on a higher level, promote the organization with pride and enthusiasm, recruit other team members for the company, and go above and beyond by even sacrificing for the company's customers. Those noted above factors are more valuable than any marketing or public relation (PR) campaign. When leadership is active and genuinely interested in their followers by taking significant moments to comprehend and recognize them on a basic level, an atmosphere for greater morale, loyalty, and growth is produced within the organization (Lencionni, 2015). For many who wonder what it takes to express gratitude to workers and understand its essentiality, the power of thanking workers is based more upon the fashion of crafting a gratifying and engaging culture in a company (Mosley & Irvine, 2015). Worker engagement successively leads to superior job performance and decreases turnover intentions (Guterman et al., 2017).

Three elements lead employees to leave their employers. They lack training and development opportunities, lack/absence of employee recognition, and lack of peer relations (Sahir et al., 2018). In 2015, 51% of respondents from a survey by Wordatwork's works 2015 trends uncovered that they used recognition programs to influence specific behaviors. This was a 10% increase from the last survey in 2013, and it was a double augmentation from 2008. Stanley, a senior practice leader from human

resources associations Wordatwork expressed that organizations cannot be passive anymore and they are to provide their workers something that influences them to be better performers and have a better quality of life while they are meeting organizational goals. Many experts found that effective rewards and recognition programs are constructed on an organized and written plan. The WorldatWork survey of 457 members indicated that only 53% of U.S. companies had one. The main purpose of recognition programs is to promote engagement (Kujawa, 2015).

Individuals have a desire to be recognized and feel valued. Thus, investing time to appreciate exceptional work and providing feedback to individuals promotes the value of a company whether it is a correctional or a civilian organization (Hedger, 2017).

Managers should make certain that they get to know their employees and the form of recognition they deserve. What works for one individual may not work for another. Employees must feel that that they have obtained the right form of recognition and rewards based upon the work they put into the organization. Employee motivation is influenced if the obtained reward corresponds to the effort they have contributed to the organization. In other words, the rewards provided should not be too high or too low. It must be exactly right (Schumacher, 2015).

A site was created at Siedmen Corp's, Kinderman in 2018 to execute a recognition program that honors employees who go above and beyond minimum safety requirements. The site was considerably improved as a result (Jusko, 2019). Recognition programs should be boosted through measurement. In effect, almost four in 10 survey respondents expressed they have employed worker surveys to assess the success of their

recognition programs. Nearly the same rate of respondents expressed otherwise. This links to other business sector study because research by WorldatWork discovered that only 5% of recognition programs are assessed. Assessment is a crucial component in a recognition program. Vice president of marketing and communications of Michael C. Fina Recognition Cord Himmelstein expressed that it is almost impossible to improve something you cannot assess. In the modern world of technology and multi-generational workforce, an effective employee recognition program is even more important than constructing worker engagement and pushing business effectiveness (Global Data Point, 2017).

A study conducted by InComm Incentives in 2019 found that 60% of respondents indicated that their employer does not have a recognition program they are aware of. Thus, the findings of the study recommended that companies aiming to enhance employee morale and higher retention rate through incentive programs should contemplate doing several things that are articulated in what will follow. Respondents of the study believed that gift cards are often picked as the best choice in terms of monetary rewards. However, programs of nonmonetary rewards should be considered. The respondents of the survey signaled that their most desired type of nonmonetary praise was an in-person recognition or an email from a colleague. The study further suggested that 68% of workers at the corporate level in North America would rather select their rewards based upon their recognition for outstanding performance. The assertions noted above demonstrate the essentiality of incorporating both monetary and nonmonetary rewards and recognition programs to guarantee that workers are included in deciding on

how they should be recognized within an organization. Recognition and retention programs within a company can be priceless tools for companies to be ahead of their competitors in their recruiting endeavors. Companies implementing the noted above guidelines and ideas on recognition will be on their right way toward successfully recognizing their workers for amazing performances in a highly influential and effectual manner (Etling, 2020).

Individuals become their best when they feel noticed. Recognition is more powerful when provided instantly after a specific performance or a demonstrated action (Global Data Point, 2017). Many fashions to reward employees in a way that fits a budget exist. However, it is essential to strategize how the recognition program will be framed to accomplish return on productivity and employee retention. Additionally, it is key to understanding that companies embrace and promote recognition platforms to increase morale, boost competitiveness, revenues, and profitability, enhance quality, safety, and guest service, and decrease worker stress, absenteeism, and turnover. Many organizations initiate a recognition program. The program disappears over time because they attempt to promote too much at the same time. Then, it turns into an administrative hassle and a time-consuming nightmare (Vaadi, 2019).

Three main questions are to ask upon initiating an effective employee recognition program. These three questions are: (a) What events and actions that warrant praise? (b) How much time and resources do you have to dedicate to the program?, and, (c) How will the program be tracked? It is also best to remember that consistency in implementing and practicing recognition is the key to recognition program success. People love being

recognized. More importantly, they want to be regarded as reasonably fair. For instance, if Suzan hears that Bob obtained a birthday card while Susan did not obtain one, Suzan will feel rejected. Inconsistency will undercut the recognition program and cause many employees to feel horrible as if there was no recognition program at all. Thus, recognition programs should be realistic in terms of time and budget. Recognizing the best performers rewards those performers. Besides, such recognition inspires the same behavior in other employees. Such recognition is an organizational advantage to praise the actions that should be duplicated (Vaadi, 2019).

Another reason employee recognition programs collapse has to do with their deployment in standalone and third-party portals that are segregated from the corporate intranet where workers spend most of their time. If recognition programs are developed on a distinct destination site, they cannot be accessible and viable unless Human Resource markets it to workers and reminds them to visit the recognition portal. Such an effort is time-consuming and costly. The benefit of promoting such a program is that it always leads to a more elevated degree of sustained adoption at a much lower cost.

Another activity that produces failure in employee recognition programs is acknowledging job performance with financial commodities, which are often known as points and prizes. Employee recognition programs of this nature simply lead to a fictitious economic perspective because workers perceive those prizes as a component of their compensation package. Such programs do not motivate workers and they do not preserve talent. Further, they are costly. It is more practical for organizations to initiate a

recognition program that enables employees to display their social trophy case. Thus, the employees' engagement level will rise (Green, 2016).

Successful recognition can also be practiced through peer-to-peer recognition especially in small companies. Such recognition is as vital as recognition from leadership and costs, not even a penny. Thus, empowering employees to designate each other for nonmonetary rewards is highly recommendable. Such recognition can be demonstrated by including an additional hour of sleep time, an extra day off, or even a desired parking space. Rewards that mirror the character and culture of the company or a team is potentially more significant than providing financial rewards. Thinking about the presentation of the rewards, which can be a component of the overall organizational culture is important. Face-to-face presentations are some of the most successful sorts of social recognition. Thus, giving scratch cards in front of the team is a practical fashion to make certain the recognition of top performers for their hard work is communicated with the remainder of the team. More responsibility should be provided to those workers. Thus, a way to enable them to carry out their pursuits within their position occurs. Management should signal to those employees that they trust and respect them. Such a signal is immensely powerful regarding successful employee recognition. Further, rewarding the employees' learning and development effort is highly proficient in terms of promoting long-term employee engagement within an organization (Employee Benefits, 2017).

Organizations that embrace and develop a recognition program integrate the program into their core values. Moreover, they will potentially generate superior benefits

in general. The most recent employee recognition program survey by WorldatWork underlined that 32% of U.S. companies provided to their employees' merchandise from a catalog/website for their service reward, 21% delivered an in-person event or award presentations, and 17% provided pins, plaques, or company logo objects. 35% felt that their organizations' service anniversary programs could be enhanced by offering a more uplifting event, and 22% forecasted that their recognition programs will be more successful with better participation from senior leaders (Stolz, 2015). Employees consider their employers more seriously when they emphasized the company's values such as collaboration, passion for one's work, exceptional customer service by posting them around the walls of the organization if they are rewarded for demonstrating their excellent work that is treasured in those values (Stolz, 2015).

Employee Recognition and Productivity, Performance, and Engagement

Employee recognition is the most major vehicle for employee engagement. The Towers Watson survey discovered in 2016 that employee recognition increased employee engagement by 60%. Employee engagement created productive employees. Simply thanking an employee once does not produce engagement. Consistent recognition does just that. This level of engagement derived from consistent recognition enhances productivity. Temkim Group's research on employee engagement uncovered in 2015 that 91% of the most engaged employees perform at the highest level at the workplace. Moreover, organizations with the most engaged workforce produced two and a half times more in revenue growth than the competitors with the least engaged workforce. A Gallup

survey in 2016 confirmed that upper quartile organizations regarding engagement outperformed the bottom quartile by a 21% margin (Greenwood, 2016).

Organizations should always reward and recognize their workers throughout the year to keep them engaged and motivated to their best ability. Many companies in North America do not recognize their workers enough. An article from the *Harvard Business Review* in 2017 reported an average of 50 days since many employees obtained recognition from their managers. Once a culture of recognition is embedded within an organization, workers become more engaged and motivated. Thus, greater organizational output is achieved (Employee Benefits, 2017).

Employee recognition was identified by the American Psychological Association (APA) as one of the five significant aspects contributing to healthy workplace environments. The other four factors were identified as work-life balance, health and safety, employee growth and development, and employee involvement. To highlight how companies can treat their workers well and boost bottom-line performance simultaneously, the center for organizational excellence (COE) used the annual Organizational Excellence Award and Psychologically Healthy Awards. A survey of the winning companies' employees revealed that 82% of the employees from the companies which won the award indicated employee recognition was the number one priority for their employer (Harney, 2019).

Employee recognition created a higher level of motivation which in turn leads to augmented productivity. Organizational leaders should comprehend the mechanism of employee recognition to gain the most out of their employees. Leaders need to recognize

how dopamine works in the brain to fully grasp successful recognition and how it can lead to higher productivity. Dopamine experience does not last and once it is obtained, people want to continue obtaining it. The point is when an employee has done an excellent presentation and obtains praise and recognition for that presentation directly from the boss who the employee respects and admires, that employee wants to be praised continuously and recognized the same way again. Upon obtaining that praise and recognition, the employee becomes more motivated to present even better next time. If no warranted recognition is provided in the workplace, there is no motivation. Thus, the employees question the value and soundness of ideas and opinions they bring to the organization. Additionally, the employees question the value that they attempt to add to the organization. No organization should be in such a counterproductive situation (Shriar, 2016).

Employee recognition is equivalent to employee productivity and is then followed by management gratitude. Employee recognition is also a distinctive and positive phase that management can undertake to foster an effectively oriented mentality across all aspects of the organization. Employees strive to perform more excellently when they are certain that their efforts will be recognized by their managers and the organization. Recognition is an advantage for both the employee and the business in many fashions. When employees are aware that they will be acknowledged for a job well done, they do their job with superior passion and creativity. Further, they are likely encouraged and acknowledged by their peers and feel a better sense of connection to the organization rather than perceiving the organization as a place that only provides a

paycheck. Thus, other employees become motivated to perform better hoping they will be recognized too. Other employees have watched their colleagues obtain recognition. Thus, other employees want to be recognized as well. Moreover, other employees are likely to feel less stressed about their responsibilities as they focus more on the positive. As employees grow, customer and client satisfaction increase because organizational leaders inescapably see an increased level of enthusiasm and commitment in the employees (Waldman, 2019).

Ferdousi et al. (2019) used a survey questionnaire to collect data from 179 garment organizations in Bangladesh to establish the relationship of rewards and recognition to quality performance. Employee engagement, rewards, and recognition were identified to be substantially linked to quality performance. Ferdousi et al.' study revealed the value of rewards and recognition in boosting quality performance by inferencing when companies promote reward and recognition programs that are connected to quality performance, they can inspire their employees to realize quality targets. Ferdousi et al.' study additionally discovered that quality management arbitrated the influence of top management support, employee engagement, and reward and recognition on competitive advantage. Further, Ferdousi et al.' study suggested that the success of competitive advantage can be credited to the indirect impact of the organizational factors noted above because of quality performance. Moreover, Ferdousi et al.' study pointed out that when employees are properly recognized and rewarded for their jobs, their devotion level towards quality improvement can be augmented. Thus, a competitive advantage can be facilitated.

A study by Amity International Business school in 2015 uncovered based upon its participants from a sample of 176 bank workers in India that rewards, and recognition, and normative commitment are arbitrated by employee engagement. A link exists between employee engagement and normative commitment. The study concluded that companies should construct a reward and recognition program in a fashion which ensures employees are valued. Thus, they will feel morally obligated to continue working for those companies and perform with excellence. Deficiency of stability and security in organizations will likely produce disengaged and low-level committed employees. Rewards and recognition can enrich the fulfillment of employees in this context. Thus, positive outcomes such as employee engagement and normative commitment can be achieved specifically in private companies. Private companies have superior flexibility to create their reward and recognition programs. Thus, they should apply rewards and recognition as a vehicle to increase the advantage of creating engaged and committed employees (Ghosh et al., 2016).

Employee recognition and rewards are some of the most rapidly rising developments relative to employee engagement. Employee recognition is also one of the most influential manners to enhance employee engagement. Upon asking many U.S. organizational leaders what can be done more to enhance employee engagement, 58% of them expressed that providing recognition is the key. Bonusly's Employee Engagement and Modern Workplace Report uncovered that extremely engaged employees are 2.1 times more likely to work for an organization in which a recognition program is a part than the disengaged employees. Besides, recognition statistics have shown that employee

turnover has reduced, employee productivity has heightened, and employee morale has increased because of employee recognition. Organizational leaders can and should take advantage of promoting a strong recognition program. However, organizational leaders should make certain that those programs are specific, timely, frequent, and visible.

Recognition by itself is an advantage. However, recognition should be put into practice using tangible rewards. Thus, organizations will achieve a superior embrace and return on program costs. The report of One Deloitte in 2020 postulated that when employees obtain regular and small recognition in the shape of monetary value, points, or gratitude, they are eight times more engaged than those who obtain compensation and bonus raises once a year (Travis, 2020).

Stolz (2015) indicated that 80% of American employers surveyed by the Society for Human Resource Management (SHRM) and Globoforce out of 823 survey participants revealed they had some form of recognition program at their workplaces. SHRM further differentiated among organizations with values-based recognition programs and the ones without them. Thus, the positive effect on employee engagement with those that embraced and promoted values-based recognition was 90% and the nonvalues-based organizations' effect on employee engagement was 67%. For the values-based recognition organizations, employee satisfaction was reported to be 86% and compared to the nonvalues-based recognition organizations which were reported to be at 70%. Besides, in terms of adding humanity to the workplace, the organizations with values-based recognition programs were reported at 85% versus the nonvalues-based recognition programs which were reported at 70%. Regarding enhancing worker

relationships, the values-based recognition companies were at 84% while the nonvalues-based recognition organizations were reported at 66%. Finally, when it came to supporting companies that instill and fortify corporate values in their workers, the values-based recognition employees were reported at 88% while the nonvalues-based employers were at 42% (Stolz, 2015).

Employee Recognition in the Hospitality Industry

In the hospitality business, incentive-based recognition plans are the concrete fashions to revive the business culture and boost employee satisfaction and performance. Employees in the hospitality sector in the United States can feel that they are important members of a larger community with a greater purpose with a high level of job performance when the following forms of recognition take place. First, recognition by the guest which emphasizes that when a guest recognizes an employee by name by putting their names on Trip-Advisor and guest satisfaction surveys for delivering superior service, this form of recognition is the supreme praise. Employees should be recognized and incentivized with cash rewards by managers. Managers can also be more imaginative by offering them paid time off or developing a point system where the employees can exchange their points for a tangible gift. Second, recognition by managers underscores that when an employee demonstrates outstanding behavior, the manager notifies them of the behavior and incentivize the behavior. Recognition by managers further suggests that constructive feedback is critical to employee growth. In effect, a 2013 Harvard study discovered that the ideal positive to the negative statement is 6 to 1. People genuinely react to praise and uplifting and constructive remarks over criticism. Third, recognition

by peers highlights that while such a form of recognition may not be as influential as a guest or manager recognition, employees still enjoy praise from their colleagues. Thus, managers should openly promote the acknowledgment of peer-to-peer recognition and let others be aware of such recognition. They should further incentivize such acknowledgment with cash and other tokens of appreciation. Fourth, recognition for loyalty and tenure accentuates the notion that turnover is highly common in the hospitality sector. Thus, it is recommended that employees who are employed with the organization for an exceptionally long time should be recognized and appreciated. Those employees should also be incentivized. When workers believe that they are part of the organization and not simply another body, not only do they stick with the company, but they also perform at the highest level (Bell, 2018).

Employee satisfaction and success produce positive guest experiences. When the guests are satisfied with their experience, they are likely to come back to publicize the hotel to other guests. Thus, the hospitality business owner is satisfied, which in turn, pours the satisfaction back to the team members. Also, employee performance in the hospitality industry is boosted and a 360-degree model of success has then truly emerged (Bell, 2018). Employees in the hospitality industry ranked the recognition they acquired from their managers for outstanding delivery of excellent service using the Cronbach's alpha for this scale as 0.87 (Huang et al., 2016). Limited recognition or the lack/absence of it, overtime, and low compensation are common practices in the hospitality industry. Consequently, pressure and stress have skyrocketed in the hospitality sector. Thus, consistent emotional fatigue and complaints about labor at unsociable times have arisen

in the hospitality sector. Such situations have caused very often absenteeism and turnover within the hospitality industry (Huertas-Valdivia et al.,2018).

Job Recognition and Employee Turnover

A 2018 report performed by both the Society for Human Resource Management (SHRM) and a leading employee recognition software company known as Globoforce 2018 concluded that retaining employees has been a major challenge for Human Resource (HR). The report further indicated that 47% of HR professionals quoted retention/turnover as their primary workforce predicament in 2018. Many organizations were challenged to preserve employees in a low employment economy. Thus, employee recognition is one manner to make certain that employees are valued and unlikely to leave their employers to become the competitors' employees. Recognition is an essential part of successful organizations. A 2018 study by Human Resource research and consulting firm Bersin, Deloitte discovered that the highest performing companies were 1.7 times more likely to promote a reward and recognition culture that practiced consistent rewards and recognition as a major component of their organizational stratagems than the lowest-performing companies (Zielinski, 2018).

Workers' welfare arbitrates the relationship between rewards and recognition and turnover intention. Rewards and recognition are influential factors that expand employees' psychological welfare and lessen the turnover intention of personnel even in an executive capacity. Thus, it is hypothesized that turnover intention is significantly negated by rewards and recognition. The key issue that influences turnover is work-life balance (Langove & Isha, 2017). Lack of employee recognition, companies' bad

reputation, and lack of career advancements are some factors that lead to turnover (Smalley, 2017).

Companies, where employee recognition programs are integrated into their core values, have realized that those programs created a superior investment in their return. Thus, turnover intentions are reduced. Further, companies promoting values-based worker recognition programs also seem to be more successful when they invest more in those programs. Organizations that invest at least 1% of payroll in values-based recognition programs tend to express that those programs helped them bring together new job candidates, achieve learning and advancement objectives, realize cost control ideas, and maintain personnel. Many human resources (HR) professionals expressed that recognition programs have become an ideal avenue to develop workplace culture and support personnel. The most prevalent recognition programs were the ones that backed health and wellness, promote relationships and teamwork, display personnel appreciation, offer advancement and learning opportunities, and enhance communication and transparency (Weintraub, 2016).

Rewards and recognition are linked to lower degrees of burnout, turnover intention, and a higher degree of job satisfaction (Scanlan & Still, 2019). Business organizations have spent a sizable capital of cash to hire the top performers. The turnover rate has decreased considerably when they spent much capital on successful employee recognition programs. Additionally, worker satisfaction is also augmented accordingly. Recognition is the main factor in terms of creating a strong and fruitful workplace environment. It is also a successful path to make certain that the top performers are

satisfied (Allen, 2016). In the contemporary world of business in the United States, employee retention and turnover are some of the key predicaments for the largest companies that were surveyed by the Society for Human Resource Management (SHRM) and the Globoforce. The SHRM survey findings revealed that the main effective way to tackle and resolve both issues is through a recognition program that mirrors the philosophical standards of the organization (Stolz, 2015).

Lack of significant employee recognition produces burnout in the healthcare industry in nurses with more years of experience and millennial categorized nurses aged 21 to 33. Meaningful and successful employee recognition may augment compassion satisfaction, positively affects retention, and boosts job satisfaction. Because of significant employee recognition, companies can increase financial savings by decreasing turnover rates and harmful events linked to burnout (Kelly, Runger, & Spencer, 2015). Mohsin and Lengler (2015) uncovered that to decrease turnover in the fast-food industry in Hamilton, New Zealand, managers should strategize with a focus on successful recognition of its workforce, which may lead to a sense of job security, and which in turn could create loyalty among its workforce.

Review and Synthesis of Researchers' Views on Employee Recognition

Several academic experts have expressed their views on successful recognition and limited recognition in correlation to job performance, employee perceptions, employee engagement, absenteeism, productivity, and turnover to establish the pros of organizational embracement of successful recognition programs enshrined in business practice and culture and the detriment that limited/lack of employee recognition in

organizations has created. For instance, the study of de Souza Zarife (2019) indicated that the practice of successful employee recognition and appreciation were the origins of warmth among managers with employees, and employees with peers. The research of Ferdousi et al. (2019) revealed that organizational quality performance facilitated camaraderie among senior managers, job satisfaction and benefit, training, job security and employee advancement, and employee recognition. The findings of Ferdousi et al. (2019) further discovered that employee recognition is the most important and considerable factor that increases job performance. The experts of employee recognition in this section of the study affirmed that companies cannot succeed without successful employee recognition as part of their platforms for what will follow. McCaroll (2017) found that lack of employee recognition is one of the reasons that led to top-performing employees' resignation. Further, Butler et al. (2019) hypothesized that the absence of employee recognition led to unhealthy personnel relationships, which in turn produced a detrimental effect on employees' attitudes, behavior, and employee retention. Finally, the study of Payne (2017) concluded that 80% of U.S. employees displayed a positive experience when they believed they were recognized for their outstanding performance while 38% felt a similar fashion when they have not received recognition for their outstanding performances. These findings confirmed the notion of organizations' inability to be legitimate or reputable organizations without successful employee recognition programs.

Recognition experts in this chapter of the dissertation have proved based upon their findings that successful employee recognition within an organization is the key to

employee engagement, which creates excellence in employee performance and thus organizational performance. Johnson (2017) reiterated based on a survey conducted by Bersin and Deloitte that effective employee programs can increase employee recognition ratio by 14% and decrease turnover ratio by 31%. Moreover, the investigation of Johnson (2017) found based on a Gallup report that higher employee engagement scores were linked twice as much to customer loyalty and a 20% increase in annual revenue compared to competitors with disengaged workers. Furthermore, Gutherman et al. (2017) postulated that employee recognition produced employee engagement, which thus generates superior job performance continuously and decreases employee turnover intentions.

Summary and Conclusions

I provided a review of the literature and some of the key findings over the last 5 years. They were concise, insightful, resourceful, rigorous, and contributory to the theme of this dissertation or the purpose of the study. I also concluded that they were very instrumental in describing and exploring the perceptions and experiences of employees regarding job recognition in organizations and how the deficiency of employee recognition influenced organizational performance. Moreover, it was conclusive that the uncovered findings of this chapter also highlighted the impact of successful employee recognition in organizations. The insights postulated in the literature review section could be used in helping organizational leaders promote, embrace, and understand how to implement and practice successful employee recognition to ensure that their employees are satisfied, their engagement level skyrockets, their job performances' level increase, and turnover intention rates are decreased. Thus, organizational performance can improve

significantly to an extraordinary degree. Although much were studied and learned in this chapter in terms of the benefits and advantages that successful employee recognition has brought to organizations rendering them efficacious and the deficiency of recognition leading to considerable damage in companies, a lack of knowledge still exists in the literature review regarding the specific research question that this dissertation aimed to address which was “ How do employees describe their experiences regarding job recognition in casinos in the East Coast?”

There was a discovery of recent findings that cover many insights found from several academic and professional journals and articles shaping this chapter, which was the literature review of this dissertation. Many lessons and concepts regarding limited employee recognition, job performance, employee engagement, employee productivity, and turnover were studied, analyzed, compared, contrasted, and synthesized in this chapter. I present the methodology of the study to explore and describe the employees lived experiences regarding job recognition in casinos on the East Coast in Chapter 3.

Chapter 3: Research Method

The purpose of this qualitative phenomenological study was to explore and describe the employees lived experiences regarding job recognition in casinos on the East Coast. Research in business and management can carry out several goals based upon the philosophical and disciplinary background, the goals, the research question of the study, the nature of the research design, and the number of cases that are to be studied (Mills et al., 2010). No limitations exist in terms of the underscored philosophical position ranging from positivism to interpretivism, and constructionism, descriptive, exploratory, and exploratory objectives (Mills et al., 2010). Further, a researcher can obtain specific understanding and knowledge into the study (Farkuhar, 2012). Thus, a phenomenological study research design method was used to address the lack of knowledge in the literature and the research problem and meet the purpose of this study. Telephone interviews were used to collect data. The participants of this study were the current casino employees of the East Coast from dissimilar departments. Those employees were classified as housekeepers, cocktail servers, slot attendants, dealers, and management employees. The interviews were conducted from my private office. Thus, the interviews were private and confidential. The study was limited to adult employees only. In other words, the selected participants were at least 18 years old. The sections this chapter covers are the Research Design and Rationale, Role of the Researcher, Methodology, Issues of Trustworthiness, and Summary.

Research Design and Rationale

The research question was: How do employees describe their experiences regarding job recognition in casinos on the East Coast? Employee recognition and rewards have become extremely critical in modern organizations because organizational leaders believe in part that their success depends on the employees' contribution. Further recognizing their specific suitable behavior can produce superior job performance (Zeb et al., 2014). The central concept of this study was the description of employees lived experiences regarding their job recognition in the East Coast casinos as the deficiency of employee recognition has inhibited performance in the East Coast casinos (Cote, 2019). Poor employee job recognition produces negative outcomes including deteriorated employee relationships, inadequate communication among management and employees, and decreased respect toward management, which in turn can lead to a detrimental effect on employees' attitudes, conducts, and employee retention (Butler et al., 2019). Thus, this study used the qualitative method, and the research design was phenomenological.

A qualitative study has two distinctive characteristics. The first one is that the researcher is the means through which the study is conducted. The second one is to comprehend and educate about the perspective of the social world. Those two characteristics are fundamental to a perspective of learning that perceives the learner as a builder of knowledge rather than a beneficiary of knowledge. Thus, the researcher from this standpoint gathers the data and the depictions of reality, but not reality itself. The researcher then converts the data into information through analysis and interpretation.

When the analyzed and interpreted data is put into practice to tackle frequent social issues, the data then becomes knowledge (Rossman & Rallis, 2017).

A phenomenological study is about lived experiences, which offers an in-depth study. The phenomenological study helps to understand the meaning of people's lived experiences. A phenomenological study explores what people experience and focuses on the understanding of a phenomenon (Moustakas, 1994). Phenomenology is strongly grounded in philosophy (Moustakas, 1994). The phenomenological study is an in-depth study of structures and consciousness as experienced from the first individual's point of view. The key structure of an experience is the experience's intentionality as it is being directed toward something as it is an experience of or about an object (Husserl, 2001). Comprehending the lived experiences of an individual symbolizes phenomenology as a philosophy and a technique. The technique of phenomenology includes exploring a small number of topics through extensive and protracted engagement to promote patterns and relationships of meaning. Phenomenological research is rooted in experience to attain comprehensive accounts (Moustakas, 1994). Such accounts thus create the foundation for a philosophically structural examination to describe the core of the experience. The main objective is to understand the significance of the experience for the participants who had lived it (Moustakas, 1994).

The advantage of a phenomenological study is its ability to discover and understand meanings attached by individuals to sufficiently researched concepts including coping, resiliency, and adaptation (Adams & Dahdah, 2016). The phenomenological study is also the structure of various forms of experience varying from

experience, thought, memory, imagination, emotion, desire, and volition to bodily awareness, embodied action, and social activity including linguistic activity. The make-up of these types of experience normally entails intentionality, which is the directedness of experience toward things in the world. Human experience symbolizes things through specific concepts, thoughts, ideas, and images, which are the constructs of a meaning or a content of a given experience that are separate from the things that are presented or intended (Husserl, 2001).

This phenomenological study was an exploration, understanding, and description of the employees lived experiences regarding job recognition in casinos on the East Coast. As an in-depth description of a phenomenon was involved in this qualitative study, a phenomenological design was best suited for this form of a qualitative study. From a qualitative study perspective, no other design was better appropriate to explore and describe a phenomenon except for a phenomenological study. Additionally, I chose to carry out this study using the qualitative method and phenomenological design because this method and design enabled me as a researcher the opportunity to examine, explore and describe the data within the context of its use. Further, this method and design provided me as the researcher the opportunity to explain complications that may take place in real-life circumstances that may be unnoticed in experimental or survey research. Moreover, this selected method and design provided me as the researcher an opportunity to elucidate both the process and result of a phenomenon through complete observation, reconstruction, and analysis. A phenomenological study also enabled me to study a

contemporary phenomenon within its real-life context specifically when the boundaries among the phenomenon and context are not apparent.

Narrative research, grounded theory, survey, quantitative, and mixed methods were not selected for this study because this study was about the exploration, understanding, and describing East Coast casinos' employees lived experiences. None of these methods and designs were appropriate to explore the lived experiences of the participants of this study. Only qualitative methods and phenomenological and design were appropriate to explore the lived experiences of participants for a study. Thus, a qualitative method and phenomenological design were used for this study.

Role of the Researcher

As the researcher of this study, I was an observer in the sense that I was the one interviewing the participants. I had no previous knowledge of the current problem with the deficiency or ineffectiveness of the employee recognition problem in the East Coast casinos. Thus, as the interviewer and researcher, I was open-minded during the interviewing process. As a former food and beverage manager in many of the casinos on the East Coast, I have had many colleagues and friends who are still employed in the casino industry on every level on the East Coast. I have maintained a professional relationship with many of them. A few of them are my friends; thus, I did not interview them. I focused on only obtaining responses from the interviewing questions to the participants. I made certain that the interviewing questions were objective. In other words, I asked the questions in a way to hear only the participants lived experiences with their voices. I framed the interviewing questions in a manner that did not reflect my point

of view, thoughts, feelings, and opinions. I framed the questions with the purpose to obtain only the responses of the participants based upon their lived experiences regarding their job recognition in East Coast casinos.

I contacted a few of my former colleagues to refer me to a few current employees for the interviews. Thus, I did not have a prior direct personal or professional relationship with them. Thus, chances of influence and bias on my side as the researcher and the interviewer and their side as the participants were eliminated. I made certain that the interviews were conducted strictly professional without any form of bias and conflict of interest.

I planned to use incentives such as a \$5.00 WAWA card to the participants to find, encourage, and motivate the number of participants needed for the interviews. This study was about the lived experiences of employees regarding job recognition in the East Coast casinos. Thus, the participants were the current employees of the East Coast casinos who experienced recognition events for at least 6 months. The study was about their work environment which was the casinos of the East Coast. There were no ethical issues applicable regarding interviewing the current employees about their experienced job recognition events and perspectives that I as the researcher could see. I made certain that the study was conducted on only objective factors by only asking them to describe their lived experiences of employee recognition only as they saw, knew, and understood the recognition phenomenon.

Methodology

Qualitative research derives from open-ended questions. Through qualitative data, researchers can obtain data in different manners by enabling researchers to be themselves throughout the research process rather than presenting questions with precise responses. Further, researchers can look through recordings to discover new data. Many advantages exist in qualitative research and they are what follows. Qualitative research makes it possible to understand attitudes; helps to clarify unclear and misunderstood problems; helps to describe complex problems in a manageable way; offers industry insights; enables creativity to become a driving force; is always an open-ended process; involves human experience; is flexible; provides predictive qualities; enables the human instinct to play a role; can be based on available data, incoming data, or any other data formats; and enables detailed-oriented data to be gathered (Mills et al., 2010). Thus, this dissertation used a qualitative method and a phenomenological design.

The purpose of a phenomenological study purpose is to produce an understanding and description of a specific phenomenon in-depth and reach the fundamental nature of participants lived experience of the phenomenon (Adams & Dahdah, 2016). A phenomenological study offers unique perspectives in the sense that there is value in emphasizing the research on how people view an event or rather than merely how the phenomena exist in a vacuum. Further, a phenomenological study guides a thoughtful and comprehensive understanding of a single phenomenon. A phenomenological study provides rich data, which enables a remarkably unique approach to comprehend a phenomenon as it is culled from enough people (Eriksson & Kovalainen, 2008). Thus,

this dissertation was a qualitative phenomenological study research design to describe, explore, and understand the lived experiences of employees regarding job recognition in the East Coast casinos. No limitations exist in terms of the underscored philosophical position ranging from positivism to interpretivism, and constructionism, descriptive, exploratory, and exploratory objectives (Mills et al., 2010). Further, a researcher can obtain specific understanding and knowledge into the study (Farkuhar, 2012).

Participant Selection Logic

The population of this study was the current East Coast casino employees from dissimilar casinos including front line employees such as dealers, dishwashers, cocktail servers, bartenders, and cage managers, from which a sample was selected. Homogenous purposive sampling of the current available East Coast casino employees from all classes as mentioned were used to collect data. A purposive sampling (also known as judgment, selective or selective sampling) is a sampling technique in which researchers depend on judgment when picking members of a population to participate in a study. Purposive sampling is a non-probability sampling that takes place when factors chosen by the sample are selected based upon the judgment of the researcher. Often, researchers feel that they can collect a representative sample by applying sound judgment which leads to saving time and money. The purposive sampling technique can be effective only if a limited number of participants can serve as a primary source of data because of the nature of the research design, aims, and objectives. Using a purposive sampling, personal judgment needs to be applied to select cases that enable the researcher to answer the research questions and meet the objectives of the research (Vehovar et al., 2016).

Purposive sampling is advantageous to the researcher because it is one of the most cost-effective and time-effective sampling techniques accessible. Further, purposive sampling may be the only suitable accessible technique when only there are a limited number of primary sources of data that can add to the research. Besides, purposive sampling can be successful upon exploring anthropological circumstances where the finding of meaning can be beneficial from an intuitive perspective. Homogeneous sampling's focus is on one specific subgroup in which all the sample members occupy the same position or level in the organizational hierarchy (Vehovar et al., 2016). Thus, the sampling of this study will be homogeneous purposive sampling.

Again, as a former manager in many of the East Coast casinos, I have had many colleagues. I have maintained a close professional relationship with many of them and a personal relationship with a very few of them throughout the years. Many current casino employees are their subordinates. There are many current employees I used to manage as well. They have trust and faith in me. To eliminate bias in the study, I contacted a few of my former colleagues to refer me a few of their employees to become participants for the interviews. I also offered to provide potential participants a \$5.00 WAWA gift card to attract and encourage participants. The referred current employees contacted me to be participants for my study. I applied my judgment based on my conversation with them when I decided to call them back to choose whether I will move forward with them as participants for the interviews. First, I wanted to make certain they were all different levels of employees from different East Coast casinos. My judgment was based upon the professional manner they answered the phone when I called them back. Their

professionalism in how they answered their phone said much about them in terms of getting an accurate and sincerely non-bias interview with them in my view. Twenty-three employees contacted me as participants and 17 met the criteria to be participants.

Data saturation in a qualitative study is the quality and quantity of information. It is usually defined by researchers at the juncture when no new information or themes are detected in the data (Guest et al., 2006). The sample size should be large enough to satisfactorily define the phenomenon of interest and tackle the research question in motion. A large sample size risks producing repetitive data in a qualitative study. Thus, the aim of qualitative research is the attainment of saturation, which is typically employed to purposive (non-random) samples. Such samples are applied in qualitative research studies. Saturation is crucial in qualitative research studies, which thus is often incorporated in standards used to assess the quality of qualitative research. (Glasser & Strauss, 1967). This study was conducted using a purposive sampling technique and 17 participants were participants for the interviews of this study. This number of participants was enough sample size for a qualitative phenomenological study (Salkind, 2010). If data saturation did not occur with 17 participants, I would recruit more participants to be interviewed.

Instrumentation

Instrumentation is defined as the tools or means that researchers apply to measure variables or items of interest during the process of collecting data. Instrumentation is associated not only with the instrument but also with the situations under which the selected instruments are administered. The instrument is identified as the mechanism that

researchers apply to obtain data. Moreover, researchers may be unsuccessful to understand that changes in the calibration of the measuring instruments can produce biased results during the process of obtaining data (Salkind, 2010). This study was conducted through telephone interviewing. Direct questions will be posed to the participants. Thus, data was obtained through telephone interviews. Singleton and Straits (2010) suggested that interviewing requires proficiency in training on the part of the interviewer for the use of the interview schedule. Thus, I contacted a few Ph.D. graduates who completed their qualitative studies using the interviewing technique for insights. They were also my friends. Thus, I further honed my interview skills.

The interview schedule consists of instructions to the interviewer along with the questions to be asked, and if they are asked, there are response options. Interviewers and an interview schedule allow a great deal of more flexibility than it is possible with self-administered questionnaires (Singleton & Straits, 2010). An additional advantage of using interviews is the capacity of the interviewer to clarify or repeat questions that the participant does not comprehend at first. Besides, the interviewer can assist participants to clarify their responses. Thus, interviewers can make certain that every relevant question is answered. Further, participants cannot get away with tedious, or sensitive items easily in self-administered questionnaires. Even in the case that a participant hesitates in answering a question, a careful explanation on the part of the interviewer about the question's meaning or purpose may produce an adequate answer. Besides, the response rate of the percentage of the individuals in the sample who complete the

telephone interviews or questionnaires is normally greater than comparable mail or surveys (Singleton & Straits, 2010).

I used the telephone interviews to collect data from the employees of the East Coast casinos who were the participants for the interviews to collect data. Telephone interviewing were the only form of data collection for this qualitative study. Telephone interviewing allows the researcher to save time and money considerably as another advantage. Telephone interviewing also offers the researcher the opportunity for centralized quality control over all characteristics of the data collection process such as question development and pretesting, interviewer training and supervision, sampling, call-backs, data coding, and entry. Free-flowing dialogues can occur in telephone interviews and rich data can be obtained (Given, 2008). The noted above details on telephone interviewing were the reasons why I used telephone interviews to collect data.

Pilot Study

A pilot study is a research study that tests the feasibility of an approach that will be applied later in a larger study. A pilot study can be very applicable in justifying or testing procedures for a bigger study in the future. A pilot study is an advantage to the researcher by offering a dress rehearsal that saves time and prevents problems in a future study (Frey, 2018). To recruit participants for this study, I plan to contact a few of my former colleagues who are currently employed in the East Coast casinos and ask them to refer current employees from various departments at all levels for participants of the study. Then, I plan to provide copies of the consent form to my colleagues to pass to the referred participants and select three participants for the pilot study. Essentially, I want to

determine if my instructions are understandable, if the interview questions are understandable and complete or if additional questions needed be asked, or if there are too many questions.

Procedures for Recruitment, Participation, and Data Collection

As previously stated, the research question was: How do employees describe their lived experiences regarding job recognition in casinos on the East Coast? Data collection instruments took place in the form of telephone interviewing as previously mentioned. Interviews are instruments mainly designed for the collection of qualitative data. They are active communications among two or more individuals creating a negotiated contextually driven outcome. They take place in a structured or semistructured style to produce insights and concepts. When organizing and contemplating an interview, completeness, tact, precision, accuracy, and confidentiality must be taken into consideration. During the interviews, the interviewer needs to maintain a professional relationship with the participant to make sure that an extremely in-depth and legitimate set of data is obtained and transcribed successfully (Silverman, 1997). Interviews can be face-to-face verbal interactions, face-to-face group interviews (focus groups), and telephone surveys. They can also be conducted as a one-time occurrence, as multiple longer sessions, as structured, semistructured, and unstructured (Jones, 1985).

Telephone interviewing was the instrument that was applied to collect data from the participants of the study as previously noted. I ensured that the confidentiality of the participants and the interviews occurred. Data was collected from a sample size of 17 participants of the casinos on the East Coast who are at least 18 years old. I made certain

that I was referred to participants who are English proficient, mentally stable, reasonable, credible, and physically healthy enough to be interviewed. I emphasized those characteristics when I asked my friends and former colleagues to refer me the participants. I trained myself to conduct the interviews by reading academic books and peer-reviewed articles or any other credible source available. Thus, I was better equipped to conduct the interviews. I scheduled interviews with at least six participants during a 3-week period. I spent 30 to 45 minutes with each participant for every interview. I completed the interviews in 3 weeks as indicated above.

I used MAXQDA software to code and analyze the obtained data. Seventeen participants were sufficient to obtain data for this study. If I did not have data saturation with 17 participants, I would contact more participants for the study to make sure that there is sufficient data for the study. After the participants answered the questions of the interviews, I expressed my appreciation for their time spent with me for the interviews.

At the end of the interviews, there was a debriefing process. The purpose of debriefing was to obtain qualitative feedback from the participants. Debriefing is applied to refer to the procedure whereby the researcher seeks qualitative feedback from the participants about the interviews and surrounding survey procedures. Debriefing is also applied to refer to the procedure whereby the researchers have employed justified deception. Debriefing usually occurs right after ethical research practices have taken place. The participants of the study are then asked about the interviewing process after the study is conducted to describe if deception occurred on the part of the researcher during the interviewing process. Thus, the researchers can attempt to correct any harm

that may have occurred by any potential deception. A debriefing occurs during three important stages which are during survey development, ongoing survey administration, and after survey completion (Lavrakas, 2008).

Data Analysis Plan

I used MAXQDA because it was easy to use and learn. Further, MAXQDA was user-friendly. MAXQDA has also been used to analyze interviews, transcripts, focus groups, text, video, audio, files literature reviews, images, and more. MAXQDA was also 100% identical with Microsoft and Apple software. Data were collected in this study through telephone interviewing and direct questions were posed. The interview responses of this qualitative study were analyzed and coded through MAXQDA software. First, I familiarized myself with the data sources by reading them several times after the interviews are concluded. My notes during the interviews were handwritten and typed in MAXQDA software later. I also hired a MAXQDA expert who was a methodologist to train me on the software during a 2-day period. Then, I chose a clear focus of the data by deciding which viewpoints of the data to highlight. Further, I used the software to make the analysis faster by categorizing and coding the data. I used thematic analysis of the interviews by making connections of the data. After I collected the data, I analyzed the themes, described the themes, and created a report in a clear and informative fashion.

Issues of Trustworthiness

Credibility

As a purposive sample, data saturation is applied to determine if there is sufficient data from research to foster a robust and valid understanding of the research

phenomenon. Such insight is crucial because this insight offers an indication of data cogency. Thus, saturation is usually incorporated into criteria to analyze the quality of qualitative research (Hennick & Kaiser, 2020). Although saturation is originated in the grounded theory method, to identify data sufficiency for theory implementation, saturation has also been applied outside the realm of the grounded theory method to rationalize sample sizes for qualitative research. Thus, I applied saturation as the technique to establish credibility.

Transferability

Sound research always involves some form of transferability. Every component of the existing relative studies is evaluated based upon its relevance to the new research that is forming (Andres, 2012). A suitable strategy to establish transferability in qualitative research is through applying thick description and variation in participant selection. Thick description is more than recording the work of another. Thick description transcends mere facts and superficial appearances. Thick description shows specifics, feelings, and social relationships that connect individuals. Thick description injects history into the experience. Further, thick description determines the meaning of an experience or the series of occurrences for the individuals in question. Besides, the voices, feelings, actions, and significance of intermingling people are heard (Denzin, 1989).

I described social action that enables thick interpretations of the actions that are presented and written, which will be available to many readers. Thick interpretations are nonexistent without thick description. Written reports of studies lack credibility and resonance within the research community without thick interpretations. Researchers'

thick interpretative is what helps readers realize the social actions that the study reports (Denzin, 1989). Moreover, a thick description of a sample includes the complete description of the participants of the study without compromising anonymity. Thus, their relevant demographic, and psychological characteristics will be visualized easier from the readers' perspective (Denzin,1989).

Thus, my strategy to establish transferability in this study was to make certain that thick description and interpretation took place to add credibility to this study. Yet, as this study was qualitative, findings were not expected to transferable, but the process may be.

Dependability

Dependability in a qualitative study can only occur through audit trails. Audit trails in qualitative research involve a comprehensive collection of documentation relative to all characteristics of the research (Given, 2008). Dependability is defined as whether the procedure of the study is trustworthy and consistent (Miles & Huberman, 1994). Dependability requires adapting to changes in the environment researched and in the research design itself in a qualitative study. Dependability takes place as the knowledge of the researcher has become more refined during the data collection and analysis timeframe. Dependability occurs partially during data collection (Conrad & Serlin, 2011). Pure replication is not possible for qualitative researchers. In effect, the social world is continuously being constructed and thus the idea of replication is itself a concern. Thus, qualitative researchers tend to change research questions to respond to evolving data while the researcher may reshape or eliminate original questions and add others (Conrad & Serlin, 2011).

However, researchers are obligated to report the findings of the study and they should do so with the allusion to potential changes over time. The findings of the study must go further than a snapshot and if the study is done again with the same participants in a similar context, the outcomes of the study should be the same. In other words, collecting data over time becomes necessary. Besides what was just postulated, the replicability of the study was still not possible because qualitative research does not command the conditions of the study to advance the study's replicability (Conrad & Serlin, 2011).

The audit trail provides a comparable purpose in research applications (Salkind, 2007). In research, the audit trail is used to assess decisions and analytic procedures throughout a study to validate the soundness, appropriateness, and in essence the results of the study. Because the entire parameters of a study cannot be foreseen in advance, changes often are applied throughout a study. The researcher must preserve documentation of decisions and the justification for any amendments to remember and corroborate that such actions were proper. In addition to recording procedures for credibility reasons, an audit trail in qualitative research may contain field notes or notes regarding the behaviors and actions of people and other events occurring in the situation where data are collected; methodological documentation; analytic documentation mirroring the researcher's thought processes during data analysis; and documentation of personal responses to capture the researcher's role and reactions as the study goes on occur. Ongoing developments in software for qualitative data analysis assist to

consolidate some of these processes by producing field notes and methodological journals a part of the electronic data set (Salkind, 2007).

My strategy to facilitate dependability for this study was to enable audit trails by keeping records of the participants' responses that were captured. Moreover, I created a system on my computer to record and keep safe and confidential data coding recording and processing. I had a second recordkeeping file on my desk. That file is always locked and only I will access to that file. Methodological notes explaining any continuing methodological decision and shift such as sampling decision and interview strategy were also be kept in these files.

Confirmability

Confirmability is analogous to objectivity. Confirmability is known as a criterion for neutrality. Confirmability emphasizes that the interpretations of an investigation should be rooted in the data and articulated in approaches consistent with accessible data (Schwandt & Halpern, 1988). Confirmability is equated to objectivity and reliability in qualitative research which is the methods and assessment of the precision of the truthfulness and the significance being articulated in the study. Confirmability is an accurate instrument through the two fundamentals of qualitative research when verified. The first one is to comprehend a phenomenon from the perspective of the participant. The second one is to grasp the significance that research participants give to their experiences (Given, 2008).

To determine confirmability in a qualitative study, reflexivity is the instrument used to meet such a goal. Reflexivity is defined as an attitude of attending

systematically to the context of knowledge construction, specifically to the effect of the researcher at every stage of the research process (Materud, 2001). One of the steps to develop reflexivity in research is to report research perspectives, positions, values, and beliefs, in manuscripts, and other publications. Many believe confirmability is the best, most valuable, and crucial practice to report your preconceptions, beliefs, values, assumptions, and positions that may have played a role during the research process (Kock & Harrington, 1998). I did not have any prior knowledge, belief, perspectives, and anything at all about the content of this study at this stage. If sometime during this study I had some thoughts, feelings, or opinions about any subject that could lead to the researcher's bias, I would write them into a manuscript.

Ethical Procedures

To ensure ethical procedures were followed accordingly, I first waited for the Institutional Review Board (IRB) to approve the research in terms of participants' recruitment and data collection. My IRB approval number was 02-26-21-0040506. All Walden Institutional Review Board (IRB) guidelines for informed consent and confidentiality were followed. I filed the IRB application. The IRB application included the participants' recruitment process and participant treatment. The application included study starting and ending date, study, or interviewing details, the study goal and rationale, the recruitment of participants process in terms of description and strategies I used to contact them and recruitment contact material, overall method and research plan in terms of data collection and timeline, the benefits of the study, research data security and storage in terms of confidentiality and agreement protocol, the timeframe for data storage

(a minimum of 3 years), research data storage procedures and consent procedures, the coding strategy, participants screening or recruiting strategy, the interviewing process in terms of the length of time for the interviews, compensation to the participants, the study population in terms of participant demographics, the number of participants, and any possible conflict of interest which was nonexistent in this stud. Participants were assured that all information collected in the study will be held in the strictest confidence. All the debriefing forms and questionnaires were included in the IRB application. I did not foresee any recruitment material concerns. I made certain that all data materials and participant contact procedures were kept private and confidential. Any printed document relative to participants and data collection were locked in a file cabinet within my desk and I am the only one with access to the file cabinet.

Summary

The sections covered in this chapter had a purpose, and they were interconnected for the objective of a constructive, sound, robust, and rigorous qualitative study. A description of the methodology, research design and rationale, researchers' role, participants, data collection, data analysis, and procedures for participant recruitment was identified. The purpose of this qualitative study was to describe and explore the lived experiences of the employees of the East Coast Casinos regarding job recognition. A phenomenological research design was used to conduct this study. The details on how this phenomenological study occurred including the recruitment of participant's strategy were also presented in this chapter.

Issues about trustworthiness including credibility, transferability, dependability, and conformability strategies were explained. Ethical procedures and IRB approval, participant selection logic, and data privacy and confidentiality, and conflict of interest were discussed. Chapter 4 includes the research setting, demographic, data collection, data analysis, evidence of trustworthiness, and the research findings.

Chapter 4: Results

The purpose of this qualitative phenomenological study was to describe and explore employees lived experiences regarding job recognition in casinos on the East Coast. Telephone interviews were used to collect data. The participants of this study were the current casino employees from different occupations including management from dissimilar departments on the East Coast casinos. The study was limited to adult employees (casino employees at least 18 years old) only. The research question was: How do employees describe their lived experiences regarding job recognition in casinos on the East Coast? To address this research question, the following sections will be covered: Pilot Study, Research Setting, Demographics, Data Collection, Data Analysis, Evidence of Trustworthiness, and Summary.

Pilot Study

The pilot study consisted of a telephone interview with three individuals to determine the quality level of the study, the record device accuracy, the note taking significance, and the alignment of the protocol. The pilot study was conducted on February 28, 2021 and March 1, 2021. A pseudonym was used to anonymize the participants of the study. The pilot participants obtained an interview of eight questions to express their lived experiences through a telephone interview. Every question was meticulously conveyed and posed to the individuals. Their responses were analyzed for comprehensibility. Each of the eight questions was grasped with the intended level of clarity and understanding. I recorded their responses by a digital recorder as the participants responded to the questions. The fact that the participants did not record their

answers enabled them to articulate their answers more freely. Thus, they could provide superior quality responses for the study.

Research Setting

My initial plan was to interview the participants of the study face-to-face. Because of the covid-19 pandemic, the surrounding areas of the East Coast casinos mandated that all residents maintained a 6-foot social distance. Such social distance led to the inability of having private in-person interviews with the participants. Thus, I decided to conduct the interviews by telephone. Although I had been a manager in a few East Coast casinos about 10 years ago, I did not use this previous experience to obtain interviews with the participants or to elicit responses. I asked the questions with objectivity to express their lived experiences of the recognition practice in the East Casinos. I allowed them to respond freely without any interruptions and any inputs from me as the interviewer and the researcher. No organizational conditions affected the experience of the participants during the study that influence the results of the study.

In terms of budget, there was no issue on a significant level although I intended to send the participants a \$5.00 WAWA gift card to show them my appreciation for even contemplating to participate. I did not send them the gift cards because after the participants contacted me to set an appointment for the interviews, I expressed to them that I would send them a \$5.00 WAWA gift card for their willingness to participate. They all responded that they were more than willing to participate in the study, and there was no need to send them any gift.

Demographics

This study was purposeful in the selection of participants. Over an 18-day data collection period, 23 individuals were referred to the study. Through three rounds of qualification screening requirements, 17 of them met the criteria for this study. As this study focused on the lived experiences of the employees of East Coast casinos regarding job recognition, four essential criteria were required to participate in the study.

Individuals needed to consent to the study and be recorded, be a current employee of the East Coast casinos for a minimum of 6 months, be at least 18 years old, and be fluent in English. There were 8 male and 9 female participants. The participants were categorized as follows. There were two male dealers, two female dealers, one female cage cashier manager, two female cocktail servers, one male bartender, two female dishwashers, two male dishwashers, one male cook, one female housekeeper, one male receiving clerk, one male room service attendant (bus person), and one female public area attendant. See Table 1 for a list of participant demographics.

Table 1*Participants Demographics*

Code	Gender	Age	Occupation
P1	Female	38	Housekeeper
P2	Female	44	Casino Cage Manager
P3	Male	54	Dishwasher
P4	Male	34	Receiving Clerk
P5	Male	56	Dealer
P6	Male	48	Cook
P7	Female	27	Cocktail Server
P8	Female	66	Dealer
P9	Male	41	Dishwasher
P10	Male	50	Bartender
P11	Male	57	Dealer
P12	Male	63	Room Service Attendant
P13	Female	38	Cocktail Server
P14	Female	42	Dishwasher
P15	Female	24	Dealer
P16	Female	42	Dishwasher
P17	Female	56	Public Area Attendant

Data Collection

I collected the data during the telephone interview with 17 individuals, three in the pilot study and 14 in the core study. The duration of the interviews was between 30 minutes and 45 minutes. Each participant received a verbal review of the study's consent form at the beginning of the interview to ensure that they were aware of their rights and

protections. Interviews were recorded via a Voice Tracer Digital Voice Recorder and handwritten notes. Upon completing the interview, I transcribed the interview and sent an electronic copy to the participants to review for precision. None of the 17 participants requested corrections to the transcribe. Participant obtained a debrief of their option to follow up on completing the research. Data collection followed the plan outlined in Chapter 3 except I interviewed 17 participants instead of 20.

The interviews took place in two separate locations. My private home office was one of the locations, and my professional private office located in the same locality with the East Coast casinos was the other location. The interviews were confidential at both offices. I also advised the participants to be at some private location during the interviews such that no one else could hear the content of our conversation, and they all agreed to do so. During a 3-week period, I scheduled five to six interviews successfully every week. No unusual circumstance occurred during the data collection process. No variations of data occurred either.

Data Analysis

I used MAXQDA software to code and analyze data for this study. Participants responses to interview questions were transcribed using voice recorder of the interviews through Microsoft Word 365 dictate. To determine if transcriptions were accurate based on the content of the data obtained, I reviewed notes and audio recording of interviews for meaningful assertions and patterns of ideas. I conformed that transcriptions were accurate by listening to the transcriptions to compare the conversations conveyed by the participants to words recorded in the transcript. Before data analysis occurred, I separated

and grouped the transcribed interview questions by number. Data collected during each participant interview were labeled by a participant number. I assigned each participant a number after the data collection process while importing the interviews to MAXQDA before the coding and analysis process to anonymize and maintain confidentiality of the participants.

I coded data by applying open coding throughout data analysis process. I established an emerging theme for each interview question and used open coding to code the emerging theme for each interview question. Open coding occurred by placing data in categories for comparison and understanding. Responses from participants from each interview were grouped together and assigned codes, which I documented in MAXQDA. I used MAXQDA to formulate the themes by reviewing and comparing the themes and grouping the themes based on the similarity of content.

I reviewed the recorder of the interviews, which I recorded using a recorder to identify similar words, ideas, and phrases from the participants' responses. Eight questions were posed to each participant, and the posed questions were the same to each participant to better compare responses. Then, I extracted meaningful assertions and recurring patterns of ideas from the interviews. Then, I documented the meaningful statements and recurring patterns of ideas in MAXQDA and assigned codes to those themes. Then, I looked at the codes common meaning and assigned a theme that depicted the common meanings among the codes. I created themes for the common meanings. Data were in two sections at this point. One was in my personal office desk. This is where all the notes I took as well as the recorder, in which the interviews were recorded

are. My desk is locked and only I have access to the key. The other was in MAXQDA, which is in my personal laptop, and only I have the password to the laptop.

The following eight major themes identified were: (a) great and poor recognition, (b) the effect of current employee recognition, (c) the frequency of employee recognition, (d) the encouragement or discouragement of friends and family to become employees based on obtained recognition, (e) long term vision as employee based on obtained recognition, (f) willingness or unwillingness to perform based on current recognition practice, (j) type of recognition employees desire to see, and (h) events employees want resulted in recognition. Further, I developed an exhaustive description of the findings from the data analysis. The following identified open codes were (a) often recognition by your supervisors, (b) encouragement of family and friends, (c) happy and satisfied employee based on obtained recognition, (d) unhappy and happy employee based on recognition, (e) longevity of employment based on obtained recognition, (f) nonmonetary recognition, (j) monetary recognition, (h) recognition not given by your employer, and (i) recognition given by your employer. The following identified subcodes were (a) often recognized, (b) I am not sure, (c) rarely recognized, (d) never recognizes, and (e) always recognized. I summarized the themes and codes and subcodes to create the main idea of the data, to provide an explanation of the findings in relation to the phenomenon. Fundamental structures of the phenomenon were established. Participant checking took place to authenticate the findings. Discrepancies with data were addressed by comparing audio recording of the interviews to the notes I took during the interviews for clarification, collaboration, and accuracy. Further, I conducted follow-up interviews with

the participants via phone. I reached four participants to confirm clarification and accuracy for information they reported during the interviews. It was necessary to confirm such clarifications for accuracy about those participants' account about their lived experiences about job recognition in their employers.

Evidence of Trustworthiness

Credibility

I established credibility through member checking in this study. I conducted member checking by making a transcribed copy of the participants interview available for their review through email. Participants were given the opportunity to give feedback if they wanted to elaborate, confirm, disagree, or make any changes on a subject matter in the transcriptions. No participants provided feedback although I urged them. Follow-up interviews were conducted with four participants to clarify that I inferred the information they presented correctly. I used triangulation to increase credibility of the data collected during the research. I reviewed and considered the audio recording, the notes taken, and transcription of interviews to implement triangulation during the research process. I used all data to comprehend the lived experiences of the participants.

Transferability

I used triangulation to increase the data collected during the research to address transferability. I provided abundant information on the sources of data. I made certain that the essence of the research was detailed and specific so that the audience could apply the study to other research. I also implemented purposive sampling in which participants who were selected were all current East Coast casino employees for at least 6 months

who could share their lived experiences regarding job recognition in the East Coast casinos. Further, I ensured that individuals met all criteria required to participate in this study. Those criteria included being fluent in English, being at least 18 years old, and being an employee of the East Coast casinos for at least 6 months. The East Coast casino employees were selected for this study as participants such that they could express their lived experiences, which provided understanding of the phenomenon.

Dependability

Dependability was used during the study to enhance the issues of trustworthiness. I conducted member checking during the data collecting and analyzing process. Member checking was completed after I reviewed transcripts, and after themes were established. Member checking was done in some cases in which follow-up phone calls were made with participants to verify and clarify the accuracy of data. Four follow-up phone calls occurred with four participants and all four participants substantiated and verified that the data collected from their interviews provided a precise account of their lived experiences.

Confirmability

Confirmability was used to strengthen the elements of trustworthiness. I kept a diary throughout the research process to reflect on what was occurring during the research process regarding my position, my values, and my interests. Reflexibility was also used during the research process, in which I frequently assessed my position during my interviews with participants and interpretations of data. Further, I implemented reflexibility during the research process by reflecting on the way I interpreted data collected from participants through the interviews. I gave myself ample time between

participant interviews to reflect on the data obtained from the interviews. Clearly, I received data from multiple participants (17 participants) to make certain that all data was considered in detail. Further, I interviewed all participants with an open mind, objectivity and without any preconceived notion or knowledge of their lived experiences.

Study Results

I explored the lived experiences of the employees of the East Coast casinos regarding job recognition in this study. Findings from the study revealed employees of the East Coast casinos who felt that they have not obtained recognition from their supervisors for their hard work were unhappy and unsatisfied, and careless about their job. Further, they were unmotivated to perform at the highest level, and have developed low morale accordingly. On the other hand, employees of the East Coast casinos who believed that they have obtained great recognition from their supervisors for their hard work felt the opposite effect. They were happy and satisfied, they were motivated to work harder and perform at the highest level. Further, by in large, they wanted to continue working in those casinos long term even until retirement.

Eight major themes identified were (a) great and poor recognition, (b) the effect of current employee recognition, (c) the frequency of employee recognition, (d) the encouragement or discouragement of friends and family to become employees based on obtained recognition, (e) long term vision as employee based on obtained recognition, (f) willingness or unwillingness to perform based on current recognition practice, (j) type of recognition employees desire to see, and (h) events employees want resulted in recognition. The following identified open codes were: (a) often recognition by your

supervisors, (b) encouragement of family and friends, (c) happy and satisfied employee based on obtained recognition, (d) unhappy and unsatisfied employee based on obtained recognition, (e) longevity of employment based on obtained recognition, (f) nonmonetary recognition, (j) monetary recognition, (h) recognition not given by your employer, and (i) recognition given by your employer. A description of each theme is identified below.

Great Recognition and Poor Recognition

Themes emerged related to great and poor employee recognition obtained. Many participants in this study revealed that they have been poorly recognized by their supervisors while some participants in this study revealed otherwise. Codes that emerged regarding the type of recognition participants of this study received for detecting, assessing, and capturing lived experiences in detail of participants of the East Coast casinos regarding obtained recognition were recognition not given by employer and recognition given by employer. Several participants in this study indicated that they were not given recognition by their employer while several participants in this study indicated that they were given recognition by their employer. Eight of seventeen participants indicated that they have not been given recognition by their employer. Nine of 17 participants expressed that that they have been given proper recognition by their employer.

The Effect of Current Employee Recognition

Open codes emerged from the theme the effect of current employee recognition was “happy and satisfied employee because of obtained employee recognition and unhappy and unsatisfied employee because of employee recognition.” Ten of 17

participants expressed that they were happy and satisfied employees because of the recognition they have obtained from their supervisors. Seven of 17 participants indicated that they were unhappy and unsatisfied because they have not been recognized by their supervisors. Comments from Participants 1, 3 and 5 indicated that the East Coast casinos have done a decent job recognizing employees, and they were thus happy and satisfied. The comments were the following. Participant 1 said "it makes me feel very happy and satisfied. I am also very joyful each time I enter the building of my employer because of how I have been recognized." Further, Participant 3 said "I feel well, happy and motivated and less pressured because of how they have been recognizing me. I feel good about my job, and I am very satisfied because of the way they recognize me. It is a good place to work." Participant 5 also expressed "the great recognition I have been receiving makes the job ok for me right now."

Comments from Participants 2 and 16 revealed their level of unhappiness and lack of satisfaction as employees because they have not been recognized by their employer. The comments were the following. Participant 2 mentioned, "my morale is low and so is the entire department because we have not been recognized. There are days when I really want to quit." Participant 16 mentioned "I feel humiliated, and I want to quit every day, but I can't quit because I have bills."

The Frequency of Employee Recognition

The open code for this theme were "often recognition by your supervisor." Subcodes emerged from this code were identified as often recognized, I am not sure, rarely recognized, never recognized, and always recognized. Six participants conveyed

that they were often recognized by their supervisor. They were Participants 1,3,5,7,8 and 11. Participant 12 was not sure about the frequency of obtained recognition. Participant 15 was rarely recognized by supervisors. Six participants expressed that they were never recognized, and those participants were Participants 2, 6, 10, 13, 14 and 16. Participants 4 and 9 said that they were always recognized.

The Encouragement or Discouragement of Friends and Family

The open codes for this theme were encouraging family and friends to become employees and discouraging family and friends to become employees based on obtained recognition. Nine participants indicated that they would encourage family members and friends to become participants based on the recognition they have obtained. The identified participants were Participants 1,4, 5, 7, 8, 9, 11, 12 and 15. Eight Participants indicated that they would discourage family members and friends to become employees based on recognition obtained by their employer because they have not been recognized,

Comments from some of the participants who would encourage family and friends to become employees were what will follow. Participant 8 said “I would absolutely encourage family and friends to become employees because I have been well appreciated and recognized on my job.” Further, Participant 9 said “Oh yes absolutely because they are so good to me. I would encourage friends and family to become employees.” Participant 12 also conveyed “Oh yes absolutely I would encourage friends and family members to become employees because they are so good to me.”

Comments from some of the participants who would discourage family members and friends to become employees based on obtained recognition were as follows.

Participant 5 expressed “no way I would not encourage anyone to become an employee here. They can come just for the money, but not for the long term.” Participant 10 said “not absolutely to work here, and I would not recommend anyone to come work here.”

Long Term Vision for Employee Based on Obtained Recognition

For this theme during the study, the open code was long-term vision in your employer. Ten participants suggested that they visualized long-term vision of employment based on obtained recognition. Those participants were identified as Participants 1, 3, 5, 6,7, 9, 11,13, 14, 10. Six participants expressed that they did not visualize long-term vision of employment based on obtained recognition. They were Participants 2, 4, 8, 16, 13, and 17. One participant was neutral on expressing a view on this matter and that was Participant 12. The comments for one of the participants who visualized long term vision were from Participant 9 who said “I loved to work there for a very long time or for a long term until I am retired. I have already been working there for 38 years I am not going anywhere. The company is so good to me and I love my job.” Comments from one of the participants who does not have long-term vision for his employer based on obtained recognition was from Participant 17 who expressed “I want to quit. I do not see myself there for 10 years. I feel that it is time to find employment elsewhere. I do not want to stay here any longer.”

Willingness or Unwillingness to Perform Based on Current Recognition Practice

For this theme during the analysis of the study, the open code was willingness and desire to perform better and work harder based on obtained recognition. Eight participants articulated that they are willing to perform better and work harder based on

received recognition. The identified participants were Participants 1, 3, 4, 7, 8, 9, 11, and 12. Further, eight participants articulated that they are unwilling to perform better and work harder based on obtained recognition because they have not gotten any form of recognition. Those identified participants were Participants 2, 10, 13, 6, 14, 15, 16, and 17. One participant was neutral on this question and the identified Participant was participant 5.

Comments from a few of the participants who are willing to perform better and work hard based on obtained recognition were: Participant 1 stated “I want to work harder because they recognize me.” Participant 3 stated “yes I feel like I want to perform at the highest level and do a better job because I'm willing to work harder because of the recognition I have obtained from my supervisors.” Participant 4 articulated the following: “I want to perform better because my supervisor always praises my performance, he trusts me.”

Comments from the participants who are unwilling to perform or work harder based on obtained recognition were: Participant 10 indicated, “I want to work less; I feel like working less, and I don't feel like performing at all because my supervisors don't care about me at all.” Participant 13 said the following “I am not going extra mile for this company because of the way they have recognized me. I am not encouraged to do anything extra for them.” Participant 15 stated “I don't feel encouraged because they don't encourage me as a manager, I am discouraged to work hard because I have not obtained any form of recognition.” Participant 17 expressed “they want me to keep doing my best. The recognition system discourages me to perform less on the job.” Comments

from a participant who expressed neutral perspective was “I feel just the same and the recognition practice doesn't have any effect on me.”

Type of Recognition Employees Desire to See

Two open codes were used for this theme. The identified open codes were nonmonetary recognition and monetary recognition. Twelve participants verbalized that they want to see nonmonetary recognition such as gift cards, gift certificates, points, employee of the month, pictures on the wall and plaques as a form of recognition for their hard work. The identified participants were Participants 2, 3, 4, 5, 6, 7, 8, 10, 13, 14, 15, and 16. Five participants stated that they desire to see monetary form of recognition such as raises and bonuses their hard work. The identified five participants were Participant 1, 6, 9, 11, 12, and 17.

Comments from the participants who desire nonmonetary recognition were:

Participant 1 said “I need not necessarily money as a means of recognition for my hard work, I need something useful like gift cards and points.” Further, Participant 3 indicated "I like to receive employee of the month award for my hard work." Additionally, Participant 8 said the following: "just a simple simple thank you, great job. That's the only thing I care about.”

Comments from the participants who prefer monetary form of recognition were:

Participant 1 articulated “I'd like to see a bonus and I like to have more money for my hard work.” Participant 11 indicated the following. “I would really be encouraged if they gave me some bonus for my hard work.” Moreover, Participant 12 said: “For my hard work they should always give me more money or extra money.”

Events Employees Want Resulted in Recognition

I used three open codes for this theme. The identified open codes were (a) delivery of excellence in customer service, (b) going above and beyond my job duty, and (c) excellent attendance record for the job and just doing my normal job duty. Six participants suggested that when they provide excellent or great customer service, they should be recognized by their supervisors. Three participants indicated that when they go above and beyond outside of their normal job function, they should be recognized. Eight participants expressed that when they show up for work every day, never call out, and perform their normal job duty every day, they should be praised and recognized.

Statements from some of the participants who suggested that when they provide excellence in service, they should be recognized were: Participant 6 said “When I provide excellent customer service, I should be recognized. The way I interact with the customers makes me feel happy as an employee. Providing great customer service, and just being being good with my customers are events I should be recognized for.” Moreover, Participant 10 mentioned the following. “When I provide excellent customer service, and when I make my customers smile, such events should result in my recognition.”

Comments from some of the participants who believed they should be recognized for going above and beyond their normal job functions were: Participant 8 suggested “I feel like I should be recognized every time I do something that is out of my job function.” Participant 2 mentioned “something outside of my job function should lead to my recognition.”

Statements from some of the participants who believed they should be recognized for having an excellent attendance record and showing up to work and perform their normal function every day were: Participant 7 said “Just showing up for work every day, never calling out, and being there for 20 years doing my job with such an excellent attendance record should result in my recognition such as an employee party.” Participant 11 stated “when I show up to work every day without ever calling out, I should be recognized and appreciated for that.” See Table 2 for a list of themes.

Table 2

Themes Related to Participants’ Experiences of Job Recognition

Theme	Participants	Participant Feelings
Effect of Recognition	P 1,3, 4,5, 7, 8, 9, 11,14,15	Happy and Satisfied
Frequency of Recognition	P 1,3,5,7,8,11	Often Recognized
Encouraged to Recruit	P 1,4, 5, 7, 8, 9, 11, 12, 15	Absolutely Recruiting
Long-Term Vision	P 1, 3, 5, 6,7, 9, 11,13, 14, 10	Will Never Quit
Willingness to Perform	P 1, 3, 4, 7, 8, 9, 11,12	Willing to Work Harder
Type of Recognition Wanted	P 2, 3, 4, 5, 6, 7, 8, 10, 13, 14, 15,16	Non-monetary Recognition
Type of Recognition Wanted	P 1, 6, 9, 11, 12, 17	Monetary Recognition

Discrepant Cases

Discrepant data was identified in relation to long-term vision for employees based on obtained recognition and willingness or unwillingness to perform based on current recognition practice. Thus, there were two discrepancies identified during this study. The

first one is from Participant 12 who indicated “I have no view on my long-term vision with my employer based on obtained recognition.” Such an expression was different from the other participants’ expressions on this issue because they all expressed their views based on their lived experiences regarding obtained recognition from their employer. The second one was from Participant 5 who stated, “I am neutral on my perspectives of willingness or unwillingness to perform based on current recognition practice because I feel no way or the other regarding this topic.” Such a remark was contrary to other participants’ responses because they all expressed their lived experiences or perspectives about this topic. Those two discrepancies in the data were noted and considered as insights regarding these participants lived experiences regarding obtained recognition.

Summary

This chapter presented the major findings of this study. The main themes that emerged from participant interviews were discussed with support from analysis and participants’ quotations. The main themes that were identified were (a) great and poor recognition, (b) the effect of current employee recognition, (c) the frequency of employee recognition, (d) the encouragement or discouragement of friends and family to become employees based on obtained recognition, (e) long term vision as employee based on obtained recognition, (f) willingness or unwillingness to perform based on current recognition practice, (j) type of recognition employees desire to see, and (h) events employees want resulted in recognition. The themes identified were all in relation to participants lived experiences regarding job recognition in East Coast casinos.

Many participants in this study felt that they have not obtained adequate recognition for their hard work. Some participants in this study felt otherwise. The participants who believed that they have not obtained adequate recognition were unhappy and unsatisfied with their employer. Further, by in large they were unwilling to perform at the highest level, and they did not have a long-term vision of employment with their employer. The participants who believed that they have obtained great recognition for their hard work were very happy and satisfied with their employer and they were willing to perform at the highest level. In addition, they had a long-term of employment vision with their employer. The chapter also elaborated on the form of recognition the participants wanted to see in their employer and the form of event they believed should result in recognition. In this chapter, I clarified based on the results of the study that some participants prefer monetary form of recognition for their hard work, and some wanted nonmonetary recognition for their hard work.

I also covered in detail in this chapter, the pilot study, the research setting, the demographics of the participants, data collection, data analysis, and evidence of trustworthiness. In the following chapter, I provide an explanation of these findings I will compare them to peer-reviewed literature related to this study. I provide a set of conclusions and recommendations in Chapter 5.

Chapter 5: Discussion, Conclusions, and Recommendations

I explored the lived experiences of the East Coast casinos employees regarding job recognition. The following research question was addressed: How do employees describe their lived experiences regarding job recognition in casinos in the East Coast? Participants shared their lived experiences about obtained job recognition in the East Coast casinos and, they provided understanding on how they believed the obtained recognition affected their performance, feelings, morale, their long-term view of employment, the form of recognition they believed they should receive, the frequency of recognition they have obtained, and the form of events that should result in their recognition. The purpose of this qualitative phenomenological study was to explore and describe the employees lived experiences regarding job recognition in casinos on the East Coast and comprehend the meaning of participants lived experiences.

Interpretation of Findings

Many of the findings of the study were consistent with findings in the study I identified in the literature review in Chapter 2. For instance, the data of Okoth and Florah (2019) in Chapter 2 indicated that employee recognition, job satisfaction, job salaries and benefit, training, job security and development are the factors affecting employee motivation. The comments from Participant 1 were the following. “It makes me feel very happy and satisfied because I have been recognized by my supervisors. I am also very joyful each time I enter the building of my employer because of how I have been recognized.” Participant 8 said “I would absolutely encourage family and friends to become employees because I have been well appreciated and recognized on my job.

Those two comments indicated their motivation level because of obtained recognition. Eight identified major themes were (a) great and poor recognition, (b) the effect of current employee recognition, (c) the frequency of employee recognition, (d) the encouragement or discouragement of friends and family to become employees based on obtained recognition, (e) long term vision as employee based on obtained recognition, (f) willingness or unwillingness to perform based on current recognition practice, (j) type of recognition employees desire to see, and (h) events employees want resulted in recognition.

Great and Poor Recognition

Several participants in this study indicated they have obtained great recognition by their employer in the East Coast. On the other hand, many participants in this study believed they have not obtained recognition from their employer in the East Coast. In fact, eight out of 17 participants indicated that they have not been given recognition by their employer. Nine out of 17 participants expressed that that they have been given proper recognition by their employer. The theme regarding great and poor recognition aligns with results from a study by White (2015) and Hager et al. (2017). Data from White (2015) revealed that while most American companies have in their practice some form of employee recognition program, many American employees feel unappreciated or unvalued because those recognition programs are unsuccessful. The data from White (2015) further discovered that although the intent to recognize their employees is well, the process usually leads to an unintentionally negative effect (White, 2015). Moreover, data from Hager et al. (2017) uncovered that in the pharmaceutical industry, only 47% of

pharmacists believed they had been recognized for a job well done while the other 53% felt that their effort was unnoticed by management.

The Effect of Current Employee Recognition

All participants in this study expressed the effect of the current recognition of their employer on them. Ten of 17 participants in this study expressed that they were happy and satisfied employees because of the recognition they have obtained from their supervisors. Seven of 17 participants indicated that they were unhappy and unsatisfied because they have not been recognized by their supervisors. Comments from Participants 1, 3 and 5 indicated that the East Coast casinos have done a decent job recognizing employees, and they were thus happy and satisfied. On the other hand, Participant 2 mentioned "my morale is low and so is the entire department because we have not been recognized. There are days when I really want to quit." The theme about the effect of current employee recognition somewhat coincides with findings of Bell (2018), which revealed that incentive-based recognition plans are the concrete fashions to revive the business culture and boost employee satisfaction and performance. Thus, employees in the hospitality sector in the United States can feel that they are important members of a larger community with a greater purpose with a high level of job performance (Bell, 2018).

The Encouragement or Discouragement of Friends and Family to Become Employees Based on Obtained Recognition

Some of the study participants suggested that they would encourage family members and friends to become employees in the East Coast casinos based on obtained

recognition while many indicated they would discourage family members and friends to become employees based on obtained recognition because they have not received any recognition from their supervisors. Nine participants in this study indicated that they would encourage family members and friends to become participants based on the recognition they have obtained. The identified participants in this study were Participants 1,4, 5, 7, 8, 9, 11, 12 and 15. Eight participants in this study indicated that they would discourage family members and friends to become employees based on recognition obtained by their employer because they have not been recognized. The findings derived from this theme corresponds with Lencionni's (2015) data. If employees believe they are unknown in the sight of their managers, they just do not love their job regardless of the enormity of pay they have earned and how marvelous their job may appear to be. On the other hand, if they are recognized, they perform on a higher level, they promote the organization with pride and enthusiasm, they recruit other team members for the company, and they go above and beyond by even sacrificing for the company's customers. These noted above factors are more valuable than any marketing or public relation (PR) campaign. When leadership is active and genuinely interested in their followers by taking significant moments to comprehend and recognize them on a basic level, an atmosphere for greater morale, loyalty, and growth is produced within the organization.

Long Term Vision of Employees based on Obtained Recognition

Some participants in the study indicated that they have a long-term vision of employment for their employer based on received recognition from their supervisors. The

participants who felt that they have not obtained recognition did not visualize a long-term vision of employment with their employer. Ten participants in this study suggested that they visualized long-term vision of employment based on obtained recognition. Those participants were identified as Participants 1, 3, 5, 6,7, 9, 11,13, 14, 10. Six participants in this study expressed that they did not visualize long term vision of employment based on obtained recognition. They were Participants 2, 4, 8, 16, 13, and 17. Further, Participant 9 said "I loved to work there for a very long time or for long-term until I am retired. I have already been working there for 38 years I am not going anywhere. The company is so good to me and I love my job." Participant 17 expressed "I want to quit. I do not see myself there for 10 years. I feel that it is time to find employment elsewhere. I do not want to stay here any longer."

This theme is consistent with data of Shriar (2016) in Chapter 2, which emphasized the following. Upon obtaining praise and recognition, the employee becomes more motivated to perform even better next time. If no warranted recognition is provided in the workplace, there is no motivation. Thus, the employees question the value and soundness of ideas and opinions they bring to the organization. Additionally, the employees question the value that they attempt to add to the organization. No organization should be in such a counterproductive situation (Shriar, 2016). The theme also parallels with data of Ghosh et al. (2016), which suggested the following. Companies should construct a reward and recognition program in a fashion that ensures employees are valued. Thus, they will feel morally obligated to continue working for those companies and perform with excellence. Deficiency of stability and security in

organizations will likely produce disengaged and low-level committed employees (Ghosh, 2016).

Willingness or Unwillingness to Perform Based on Current Recognition Practice

Many participants in the study described their willingness to perform based on recognition they have received from their supervisors. Many participants in this study also expressed their unwillingness to perform or work harder because they have not obtained any form of recognition from their supervisors. Participant 1 in this study stated, “I want to work harder because they recognize me.” Participant 10 in this study indicated “I want to work less, I feel like working less, and I don't feel like performing at all because my supervisors don't care about me at all.” The theme aligns with data of Greenwood (2016) in Chapter 2, which uncovered the following. Employee recognition is the most major vehicle for employee engagement. The Towers Watson survey discovered in 2016 that employee recognition increased employee engagement by 60%. Employee engagement created productive employees. Simply thanking an employee once does not produce engagement. Consistent recognition does just that. This level of engagement derived from consistent recognition enhances productivity. Temkim Group's research on employee engagement uncovered in 2015 that 91% of the most engaged employees perform at the highest level at the workplace (Greenwood, 2016). The theme is also consistent with the data of Shriar (2016) in Chapter 2, which indicated that employee recognition created a higher level of motivation, which in turn leads to augmented productivity. Organizational leaders should comprehend the mechanism of employee recognition to gain the most out of their employees (Shriar, 2016).

Type of Recognition Employees Desire to See

Some participants in the study revealed that they wanted nonmonetary form of recognition. Many participants expressed they wanted to see monetary form of recognition. Participants 2, 3, 4, 5, 6, 7, 8, 10, 13, 14, 15, and 16 verbalized that they wanted to see nonmonetary recognition such as gift cards, gift certificates, points, employee of the month, pictures on the wall and plaques as a form of recognition for their hard work. Participants 1, 6, 9, 11, 12, and 17 in this study stated that they desire to see monetary form of recognition such as raises and bonuses for their hard work. The theme is consistent with data of Etling (2020) in Chapter 2, who discovered the following. A study conducted by InComm Incentives in 2019 found that 60% of respondents indicated that their employer does not have a recognition program they are aware of. Thus, the findings of the study recommended that companies aiming to enhance employee morale and higher retention rate through incentive programs should contemplate doing several things that are articulated in what will follow. Respondents of the study believed that gift cards are often picked as the best choice in terms of monetary rewards. However, programs of nonmonetary rewards should be considered. The respondents of the survey signaled that their most desired type of nonmonetary praise was an in-person recognition or an email from a colleague. The study further suggested that 68% of workers at the corporate level in North America would rather select their rewards based upon their recognition for outstanding performance. The assertions noted above demonstrate the essentiality of incorporating both monetary and nonmonetary rewards and recognition programs to guarantee that workers are included in deciding on how they should be

recognized within an organization. Recognition and retention programs within a company can be priceless tools for companies to be ahead of their competitors in their recruiting endeavors. Companies implementing the noted above guidelines and ideas on recognition will be on their right way toward successfully recognizing their workers for amazing performances in a highly impactful and effectual manner (Etling, 2020).

Further, the theme is consistent with data of Stoltz (2015), who uncovered the following. Organizations that embrace and develop a recognition program integrate the program into their core values. Moreover, they will potentially generate superior benefits in general. The most recent employee recognition program survey by WorldatWork underlined that 32% of U.S. companies provided to their employees' merchandise from a catalog/website for their service reward, 21% delivered an in-person event or award presentations, and 17% provided pins, plaques, or company logo objects. 35% felt that their organizations' service anniversary programs could be enhanced by offering a more uplifting event, and 22% forecasted that their recognition programs will be more successful with better participation from senior leaders (Stolz, 2015). Employees consider their employers more seriously when they emphasized the company's values such as collaboration, passion for one's work, exceptional customer service by posting them around the walls of the organization if they are rewarded for demonstrating their excellent work that is treasured in those values (Stolz, 2015).

Events Employees Want Resulted in Recognition

Participants in this study wanted to see a variety of activities resulted in recognition. Those activities were identified as open codes of the theme. The open codes

were (a) delivery of excellence in customer service, (b) going above and beyond my job duty, and (c) excellent attendance record for the job and just doing my normal job duty. Six participants in this study suggested that when they provide excellent or great customer service, they should be recognized by their supervisors. Three participants in this study indicated that when they go above and beyond outside of their normal job function, they should be recognized. Eight participants in this study expressed that when they show up for work every day, never call out, and perform their normal job duty every day, they should be praised and recognized. The findings derived from the theme is consistent with data of Wurm (2018) in Chapter 2, which stated the following. Popular work that workers are recognized for includes covering shifts, intervening to assist with a computer, helping in organizing an event, and going above and beyond to adjust a schedule to attend a meeting (Wurm, 2018).

Conceptual Framework and Finding Interpretation

The findings of my study supported the premises of the concept of Bandura's (1986) social cognitive theory, and Salancik and Pfeffer's (1978) social processing theory as developed by Montani, Boudrias, and Pigeon (2017), which the authors summarized as the concept of employee recognition and meaningfulness that explains how two different sources of recognition, which derive from managers and coworkers, can contribute to positive employee behavioral involvement in the workplace. Montani et al. (2017) explained that employee recognition by managers and by coworkers to one another is causally related to positive behavioral involvement and meaningfulness for the employee. This conceptual framework is derived from the notion that the contribution of managerial

recognition to the employees' behavioral engagement and the recognition of coworkers among themselves can be explicated through the view of social cognitive theory (Bandura, 1986). The participants' expressions in this study who felt that they have obtained great recognition based on their lived experiences align with the conceptual framework of Montani et al. (2017) because they saw themselves as meaningful employees when they obtained recognition from their managers and supervisors.

Montani et al. (2017) suggested that employee recognition by managers leads to positive behavioral involvement and meaningfulness for the employee as seen as the concept of recognition and meaningfulness. Participant 1 said "it makes me feel very happy and satisfied. I am also very joyful each time I enter the building of my employer because of how I have been recognized." Further, Participant 3 said "I feel well, happy and motivated because of how they have been recognizing me. I also feel less pressured on the job. I feel good about my job. I am very satisfied because of the way my supervisor recognizes me. My employer is a good place to work." Participant 5 also expressed "The great recognition I have been receiving makes the job ok for me right now."

Moreover, Participants 1,4, 5, 7, 8, 9, 11, 12 and 15 indicated that they would encourage family members and friends to become employees based on the recognition they have obtained. Participants 1, 3, 5, 6,7, 9, 11,13, 14, 10 visualized long-term vision of employment based on obtained recognition. Participant 9 said "I loved to work there for a very long time or for long-term until I am retired. I have already been there for 38 years I am not going anywhere since they have recognized me so well. I feel meaningful

in this company. The company is so good to me and I love my job." Those comments mentioned above indicate the meaningfulness and value that participants felt and experienced when they believed they are recognized by their supervisors. Additionally, such recognition indicates their positive behavior on the job and for their employer by even willing to perform better and recruit family members and friends for their employer.

Limitations of the Study

There were two limitations with the findings of the study. The first limitation was found during the participant recruiting process. Some individuals volunteered to be participants of the study. Due to their underage status as they were under 18 years old, I declined to recruit them. Further, some individuals wanted to participate. They were employees for less than 3 months. Thus, I declined to recruit them. Recruiting underage participants, and individuals who were employees for less than 3 months could limit transferability.

The second limitation was the sample size. Seventeen East Coast casino employees were interviewed via telephone regarding their lived experiences about recognition in their employer. The sample size may have limited the breadth of information acquired from the study. Thus, this affects the transferability of findings to other populations.

Recommendations

Given the limitations of this study, more research should be conducted to find participants from different demographic locations and include a larger sample size. Demographic areas may differ in culture, income, and occupation. Research on different

demographic locations, and a bigger sample size may offer dissimilar viewpoints regarding employees lived experiences about job recognition. The research could be a replication of my qualitative study, and cover several demographic areas, which could produce a larger sample.

A quantitative research study should explore the lived experiences of other individuals about recognition not only in the East Coast casinos, but also in casinos in other regions in the United States, and even around the world in the future. Data should be obtained by conducted semistructured interviews through employees at all levels of occupation. A phenomenological study could be conducted to enable participants to share experiences about obtained recognition from their supervisors.

More research can and should be conducted by integrating the use of quantitative study in the future although much research about job recognition already exists. A quantitative study may enable the study a larger sample, by possibly using surveys to collect data from the casinos' employees specifically in the East Coast about obtained recognition. The proposed research would differ from my qualitative study because it would measure opinions, perspectives, and attitudes from a large sample size. A larger sample size may produce variations in data relating to employee recognition in casinos, specifically in the East Coast.

Implications

Implication for Social Change

Exploring the experiences of 17 employees of the East Coast casinos revealed factors that affected their perspectives about obtained recognition from their employer.

Findings in this study highlighted the importance of employee recognition as it relates to performance, employee happiness and satisfaction, productivity, turnover, and the form of recognition employees hope to receive. Findings from this study revealed that when employees are recognized for their hard work, they are motivated to work harder, they visualize long-term vision as employees, they would recruit family members and friends as employees for their workplaces, and they are happy and satisfied with their job. Further, findings in this study also revealed that when employees have not obtained proper recognition for their hard work or any recognition at all, they are unmotivated to perform or work harder, they are unhappy and dissatisfied with their job, they do not have a long-term vision of employment with their employer. In addition, they would not recruit family members and friends to become employees at their workplaces.

The study emphasized areas that there needs to be improvement in the manner supervisors recognize the employees of these East Coast casinos because the results in this study showed some participants felt that they are recognized, and others felt otherwise. Thus, improving management training on recognition, updating training on recognition, improving, and promoting recognition programs in the East Coast casinos, updating policy and procedures on recognition regularly can foster social change within the East Coast casinos and its surrounding areas by promoting the need to improve recognition programs in the East Coast casinos to increase awareness for superior practice of employee job recognition in these East Coast casinos. The results of the study clearly indicated that nearly half of the participants of the study felt that that they not

been recognized by their employer. Such factor led to their unhappiness and dissatisfaction as employees. Such issue could be highly problematic to any employer.

Methodological Implication

The methodological implication of this study is that an in-depth description of the participants lived experiences regarding job recognition occurred. In other words, a phenomenologically qualitative study was conducted to explore the participants lived experiences. The findings of the study uncovered that many participants felt that they have been recognized by their supervisors while some felt otherwise. With attention to the lack of employee recognition, the implementation of improved and robust recognition programs within the East Coast casinos, and with better policy to reinforce and implement the recognition programs, most employees may be satisfied with given recognition from their supervisors. The methodological implication of this study was accomplished from the participants of the study by sharing their lived experiences and by me using the MAXQDA technique to process and analyze data.

Theoretical Implications

The conceptual framework of this study was built on the concept of Bandura's (1986) social cognitive theory, and Salancik and Pfeffer's (1978) social processing theory as developed by Montani et al.'s (2017), which the authors summarized as the concept of employee recognition and meaningfulness that explains how two different sources of recognition, which derive from managers and coworkers, can contribute to positive employee behavioral involvement in the workplace. Thus, the conceptual framework was used to ground the study in exploring how participants of the East Coast casinos

perceived their lived experiences regarding job recognition in their employer. The results of the study revealed that participants who believed they have been properly recognized have experienced meaningfulness at their workplaces. Further, they contributed to positive behavior at their workplaces by willing to recruit friends and relatives to become employees, being happy and satisfied at their workplaces, and visualizing long-term employment. The findings of the study uncovered participants who believed they have not been recognized felt otherwise. Clearly, such discrepancy can be problematic to the East Coast casinos. The findings of the study align perfectly with the conceptual framework that grounds this study.

Recommendations for Practice

I believe that these programs and events can not only promote and improve social change in the East Coast casinos and perhaps even its surrounding areas, but they can also be a model for other casino executives to replicate in the United States and possibly in the world. Participants in this study shared their lived experiences on the kind of recognition they have obtained, and how they are affected by either obtaining it or not obtaining it. The insights shared by the participants in this study can provide understanding on recognition programs for managers and supervisors from initiation to implementation. Recommendations for practice should be robust and thorough recognition programs, and policies to make certain that those implemented programs of recognition are put in practice. Another recommendation for practice is that the mentioned above recognition programs are measured for effectiveness. One of the ways I believe the measure for effectiveness of those programs can be done for the East Coast

casinos is to run a survey program that will capture the employees' perspectives about the noted above recognition programs, and most importantly if and how the employees have been properly recognized.

Conclusions

The purpose of this phenomenological study was to explore, describe, and understand the lived experiences of participants of the East Coast casinos regarding job recognition. The findings of the study concluded many participants felt well recognized at their workplaces in the East Coast casinos while many felt otherwise. The participants who felt they have obtained great recognition from their employer expressed that they were clearly happy and satisfied with their job. Further, they were motivated to perform better or work harder, and their morale was high. They have a long-term vision of employment with the employer, and they were willing to recruit family and friends for their employer. The participants who felt they have not obtained proper recognition or no recognition at all from their employer were clearly unhappy and unsatisfied with their job, and they were unmotivated to work hard or perform better for their employer. Moreover, they wanted to quit their job, and they would discourage family members and friends to become employees for their employer.

Based on the results of the study noted above, lack of employee recognition or improper employee recognition exists in the East Coast casinos. Thus, the casino senior executives should consider taking steps to improve employee recognition within the East Coast casinos. Consequently, more employees at all levels can be happy and satisfied employees, they may be motivated to perform better, and they may be inspired to be

long-term employees rather than just being there for just a paycheck. Thus, the East Coast casinos could perform better, and their reputation may improve. Employee recognition is vital to any organization.

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Appendix A: Interview Questions

The specific interview questions are the following:

- Having been an employee of the East Coast casinos for some time, what are your thoughts and feelings on how your immediate supervisor recognizes your job performance within the last 3 months?
- How do you think the current recognition practice affects you as a casino employee?
- How often does your immediate supervisor recognize your job performance?
- Based on the current recognition practice of your employer, would you encourage a friend or relative to become an employee?
- Based on your current job recognition experience and events from your current employer, please explain how you visualize your long-term employment?
- Describe your willingness to perform based on the manner in which your supervisor last recognized your job performance.
- Based on the current recognition practice of your employer, would you encourage a friend or relative to become an employee? Why or why not?
- Based on your current job recognition experience and events from your current employer, please explain how you visualize your long-term employment?
- Describe your willingness to perform based on the fashion in which your supervisor last recognized your job performance.
- What type or sort of recognition would you like to see in your work environment?
- What events do you think should result in recognition?

The interviews will be conducted in the following manner. First, I will obtain IRB approval from Walden before I conduct an interview. As previously stated in Chapter 3 of this dissertation, I have many former colleagues and friends who I will contact to refer me to employees from different levels in the management hierarchy from different

departments and casinos on the East Coast. Front line employees will be included. As previously noted, I plan to contact 20 participants for this study. Once, I have their contacts, I will reach out to them through cell phone; or email to notify them of the study. When I get in touch with them, I will notify them that I need to send them a recruitment letter through either their email or mail. The letter will include my reason for writing them and an offer of one \$5.00 Wawa gift card to show them my appreciation for giving me the time for the interviews. In the letter, I plan to advise them that I will call within a week or two to schedule the time for either a telephone or zoom interview. In the letter, I will thank them for taking the time to read my letter about my request for an interview with them. I will express that the interview will be about 35 minutes. Thus, they can be mentally prepared to provide me 35 minutes of their time. I plan to contact and recruit 20 participants. When I begin the interviews, I will first explain recognition to them as being praised, recognized, or acknowledged by their supervisors for their great work within the East Coast casinos.

Appendix B: Recruitment Letter

To: John Doe

From: Jonathan A. Marcellus, a Ph.D. candidate at Walden University

Subject: Invitation to become a participant for an interview in an academic study

Dear John Doe

My name is Jonathan A. Marcellus, and I am a Ph.D. candidate at Walden University. I am conducting a study to complete my dissertation which is about employees' lived experiences regarding job recognition in the East Coast casinos. You were referred to me as a current employee of the East Coast casinos who works in the housekeeping department and who may have valuable experiences regarding employee recognition in your workplace which you may be able to share with me for this study. Thus, I am asking you to please spend about 35 minutes with me on the phone or through zoom or email for an interview on the topic of employee recognition in your employer. I am counting on you to join me for the interview. Just to show you my appreciation for spending some time with me for the interview, I am sending you a \$5.00 Wawa gift card. I thank you in advance for your future contribution and I hope we will talk soon.

Sincerely

Jonathan A. Marcellus, Ph.D. candidate