Power of Micro-Appreciation in Driving Engagement in the Workplace

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ABSTRACT

This study examines how effective micro-appreciation is at getting people involved in their work. The goal is to find out how small, regular acts of praise affect how engaged employees are with their jobs. It will be possible to get information from 123 employees in different businesses, whose ages range from 22 to 55, through a survey method. Researchers will use the poll to find out how people feel about micro-appreciation at work and how engaged they are with it. The results should show how important micro-appreciation is for keeping people engaged and how it could be used as a cheap and easy way to improve workplace morale and productivity. Hypotheses 1 and 2 were both found to be true. Relevant research was presented as well. Based on the results of the study, there is a link between small acts of appreciation and workers' engagement. According to the study, low appreciation among workers is another reason for their lack of engagement.

Keywords: Micro-appreciation, Employee engagement, Workplace morale, Productivity, Workplace satisfaction, Appreciation strategies

1. INTRODUCTION

1.1. Background And Context

Building an atmosphere of motivation and engagement among workers is a key goal for companies that want to succeed in today's workplaces, which are always changing. Many types of recognition and thanks have been looked into by researchers and practitioners working in business, realising how important appreciation is in this process. One of these is the idea of "micro-appreciation," which is a small but effective way to make workers happier and more engaged.

Small, regular, and personalised acts of thanks and praise given to co-workers are called micro-appreciation. Instead of big events or official recognition programmes, micro-appreciation focuses on the small, everyday interactions that can have a big effect on staff mood and motivation, even if they aren't noticed. These acts of kindness could be as simple as sending a quick letter of thanks for a job well done or as long as telling a co-worker how much you appreciate them being in a meeting.

The idea of "micro-appreciation" came from the literature on positive psychology and organisational behaviour, which stresses how important it is to make the workplace nice so that employees can be happy and do their best work. Most traditional models of reward focus on formal processes or large-scale programmes. However, new research is starting to show that small, casual ways of showing appreciation can be just as effective at getting employees to work harder.

These days' fast-paced and connected workplaces have more remote workers, distributed teams, and digital contact channels. This makes the need for meaningful connection and recognition even stronger.

This method of micro-appreciation, which focuses on immediate, genuine, and specific actions, works well with the way organisations work today and is a usefulway to create a culture of appreciation and connection. Understanding the power of micro-appreciation becomes more and more important as companies try to keep good employees, boost output, and make sure everyone works together.Companies can get the most out of their employees and build a culture of success and resilienceby looking into how these small actions affect how employees feel, what they do, and how wellthey do their job.

1.2. Micro-Appreciation in the Workplace

Micro-appreciation, consisting of small but important acts of thanks and recognition, has become a powerful way to boost employee morale, motivation, and productivity.

Micro-appreciation includes a lot of different small, everyday actions that show employees youappreciate their work and services. These actions can be as easy as saying "thank you" for a job well done, recognising a co-worker's idea in a meeting, or giving them specific feedback on a project. Micro-appreciation is different from formal award programmes or large-scale projects because it focuses on quick, sincere thanks that hit home on a personal level.

Micro-appreciation might have a big effect on how engaged and happy your employees are, according to research. Micro-appreciation makes employees feel like they are valued and fit in the company by recognising their work in real time and in a personal way. In turn, this makesworkers more motivated and dedicated to their jobs. Micro-appreciation also helps co-workersget along with each other and encourages a culture of mutual respect and support.

Micro-appreciation works because it meets basic human wants, like the need to be noticed andapproved of. When workers are thanked in a timely and personal way, it makes them feel betterabout themselves and their work. In turn, this makes them more motivated to do their best workand makes the workplace a better place to be.

Additionally, micro-appreciation has been shown to turn on the brain's reward system. This causes chemicals like dopamine to be released, which are linked to happiness and pleasure. This neurological reaction reinforces employees' good behaviour and makes them want to lookfor more ways to contribute and get involved.

Employee engagement, which is how emotionally invested workers are in their work and howcommitted they are to helping the company reach its goals, is a key factor in how well the company does. Researchers have found over and over that companies with more engaged employees have lower turnover rates, better levels of productivity, and higher profits.

Micro-appreciation is a key way to get employees to work harder because it makes the workplace a more helpful and welcoming place where everyone feels valued and appreciated.Employees are more likely to feel connected to their job, their co-workers, and the company asa whole when they are given small amounts of appreciation on a regular basis. Because they feel connected, they are more likely to do their best work, which makes them happier at work and more committed to their job.

Additionally, micro-appreciation creates a positive feedback loop that makes employees morelikely to do things that are good for the company, like going above and beyond their job duties,working together with co-workers, and looking for chances to learn and grow. In turn, this strengthens the organization's attitude of appreciation and engagement, which leads to more performance and success.

Leaders and workers at all levels need to work together to make micro-appreciation a normal part of the way an organisation works. Companies can start by giving managers training and tools to help them

improve their ability to give useful comments and show appreciation. Organisations can also use technology to help with micro-appreciation. For example, they can set up platforms for peer-to-peer recognition or add appreciation prompts to digital channels of contact.

Additionally, businesses can promote a culture of peer-to-peer appreciation by giving workers chances to acknowledge and enjoy each other's work. This could mean setting up programs or initiatives for recognition so that employees can nominate their co-workers for doing great work or going above and beyond their tasks. Organizations can encourage a sense of shared ownership and responsibility for making the workplace a good place to work by making the recognition process open to everyone.

More than that, micro-appreciation is a strong but often overlooked way to get employees more involved and productive at work. Companies can build a culture where workers feel valued, motivated, and able to do their best work by using the psychological power of thanks and praise. As businesses continue to deal with the difficulties of the modern workplace, incorporating micro-appreciation into their culture can help them boost performance, encourage new ideas, and achieve long-term growth.

Micro-Appreciation and Interpersonal Relationships

Recognizing and thanking people for small contributions and efforts at work, also known as micro-appreciation, is a key part of building good relationships between employees and a positive work culture. It changes many aspects of the way people work together, including how they connect, collaborate, and help each other. For example, saying "thank you," encouraging someone, or recognizing their hard work are all simple but important ways to show micro- appreciation. This behavior builds team spirit and mutual respect. These small acts of appreciation help create a good emotional climate in the workplace, where workers feel valued and appreciated for their work, which improves their job satisfaction and health in general.

In addition, micro-appreciation helps coworkers talk to each other and work together better. Micro-appreciation makes people feel valued and respected, which promotes open communication, makes it easier to share ideas, and strengthens relationships between people. When workers feel like their ideas and work are valued, they are more likely to participate in discussions, give feedback, and work together to reach common goals. This, in turn, improves teamwork and performance because everyone feels like they can share their own ideas and skills.

How leaders act is also a big part of how the attitude of micro-appreciation works in an organization. Effective leaders know how important it is to thank and acknowledge their team members. This builds trust, loyalty, and commitment among workers. When leaders use micro-appreciation in their relationships, they show empathy, humility, and authenticity, which makes them visible as approachable and helpful people in the organization. Leaders encourage others to strive for excellence by openly recognizing each person's contributions and accomplishments. This reinforces the organization's values, vision, and expectations.

In addition, micro-appreciation is a foundation for growing resilience and handling conflicts in the workplace in a healthy way. When employees feel valued and loved by their bosses and coworkers, they are more likely to deal with problems and setbacks in a positive way, working together to find solutions instead of blaming or being negative. People feel more supported, empathetic, and understood when they know they can ask for help, talk about their problems, and offer their help when it's needed. So, disagreements are dealt with ahead of time, mistakes are cleared up in a healthy way, and relationships get stronger, all of which make the workplace more peaceful and effective.

In a nutshell, micro-appreciation is an important part of organizational culture because it affects how people work together, connect, and help each other. Organizations can create a great place for relationships to grow,

employee participation to soar, and overall success by incorporatingsmall acts of appreciation into daily interactions and leadership practices. Micro-appreciation is becoming more and more popular as a way for companies to deal with the challenges of today's workplace. It can help employees be more resilient, work together better, and create a positive and welcoming environment.

Micro-Appreciation and Performance Management

Micro-appreciation shows up in an organization's performance management by changing howfeedback, recognition, and staff motivation are handled. Companies make a workplace where employees feel respected and appreciated for their work by using micro-appreciation as part ofperformance management. This makes employees more engaged and productive. Micro- appreciation is better than standard performance feedback because it recognises people's effortsand accomplishments in a timely manner. This customised way of giving feedback encouragesa culture of always getting better and professional growth because workers get help and supportto do their jobs well.

Micro-appreciation is also a key part of recognition programmes in businesses. Small but important actions like verbal praise, handwritten notes, or gifts of appreciation help to reinforcethe behaviours and results that are wanted. By using micro-appreciation as part of reward programmes, companies set up a positive feedback loop that encourages workers to do their best because they know their efforts will be noticed and valued.

Micro-appreciation is also a great way to boost employee motivation and morale because it makes people feel like they belong and own their job. Employees are more likely to be intrinsically motivated to do their best work when they feel valued and appreciated for what they do. This leads to higher job happiness and retention. To sum up, companies can create a culture of recognition, feedback, and motivation that drives employee involvement and company success by incorporating micro-appreciation into their performance management processes.

Micro-Appreciation and Organizational Culture

People who practise micro-appreciation, which means recognising and thanking others for small contributions and efforts at work, have a big impact on the culture of an organisation. Atits core, micro-appreciation changes the rules, beliefs, and actions that determine how people work together, connect, and help each other in an organisational setting. Organisations can make a culture where appreciation, acknowledgment, and recognition are respected and given high priority by incorporating micro-appreciation into their daily operations and leadership styles. This shows up in many ways, starting with creating a good emotional climate where workers feel valued, respected, and inspired to do their best work. Small but meaningful actions like saying "thank you," recognising individual accomplishments, and showing appreciation for teamwork help co-workers feel like they fit and are part of the group. This creates a supportive and welcoming workplace.

Micro-appreciation also helps individuals and groups within an organisation talk to each otherand work together. When workers feel like their work is valued and recognised, they are more likely to have productive conversations, share their thoughts, and work together to reach common goals. Because of this, a culture forms where feedback is seen as a chance to improverather than as criticism, and where people are encouraged to share their thoughts and views freely. As a result, workers are free to question the status quo and try out new ways of working,which leads to innovation, creativity, and constant improvement.

Micro-appreciation also changes the way leaders and managers treat their team members, which affects how the organization's leadership works. Effective leaders know how important it is to thank and acknowledge their workers, because that builds trust, loyalty, and commitment among the workforce. When

leaders use micro-appreciation in their relationships, they show empathy, humility, and authenticity, which makes them visible as approachable and helpful people in the organisation. Leaders encourage others to strive for excellence by openlyrecognising each person's contributions and accomplishments. This reinforces the organization's values, vision, and expectations.

Micro-appreciation not only improves relationships between workers, but it also encourages them to talk to each other and work together. Companies give workers the freedom to share their thoughts, worries, and ideas by making it clear that feedback is valued and welcomed. This creates a place where people are always learning and getting better, and they feel supported in their career growth and development. Organisations can also improve communication between workers and leaders by using micro-appreciation as part of feedbacksystems. This makes decision-making more open and accountable.

The organisational culture of a company is deeply affected by micro-appreciation, which changes norms, beliefs, behaviours, and the way decisions are made. Companies can make theworkplace a place where appreciation, acknowledgment, and praise are normal by using micro- appreciation in everyday conversations, leadership styles, and company rules. This creates a good place to work where people feel appreciated, driven, and given the tools they need to reach their full potential. This leads to long-term success and sustainability for the organisation.

Micro-Appreciation and Customer Relations

Micro-appreciation is the act of recognising and thanking someone for small contributions andefforts at work. It affects more than just relationships between co-workers; it also has a big effect on how companies treat their customers. At its core, micro-appreciation changes how workers interact with customers, encouraging a culture of care, comfort, and customised service. Businesses can improve customer happiness, loyalty, and retention by using micro- appreciation in their interactions with customers. This will lead to business success and growthin the long run.

Personalising communication and interactions with customers is one way that micro- appreciation shows up in business relationships. When employees genuinely thank customers for their business and support, it makes a good impact and builds loyalty and a sense of belonging. Expressing appreciation for a customer's buy, noticing their feedback, or thanking them for their loyalty can go a long way towards building a relationship with that customer andmaking it stronger. Micro-appreciation can also be used in customer service to create memorable experiences that leave a lasting effect on customers. This makes it more likely thatcustomers will come back and spread the word about the business.

Also, micro-appreciation changes how workers handle complaints and feedback from customers. When employees practise micro-appreciation, they don't see feedback as criticism.Instead, they treat customer concerns with understanding, empathy, and a desire to meet their needs. Employees can turn bad experiences into chances to show they care about customer satisfaction and service excellence by thanking customers for their comments and recognisingtheir concerns. This proactive approach to customer relations not only solves problems quickly,but it also shows that the company values putting customers first, which builds trust and confidence.

Micro-admiration is also a key way to show appreciation for loyal customers and reward themfor their loyalty. Businesses can improve their relationships with their most loyal customers and encourage them to buy from them again by thanking them for their continued support. Customers feel valued and appreciated when they are a part of loyalty programmes that include small acts of recognition like personalised thank-you messages, special deals, or surprise gifts.This makes them more likely to stay loyal to the brand. This builds long-lasting ties with customers, which helps the business make more money and

grow.

Additionally, micro-appreciation changes how workers interact with customers online and on social media sites. Since more and more interactions with customers happen online these days, it's important to show appreciation and gratitude through digital platforms in order to build and keep customer relationships. By answering customer questions quickly, thanking them for positive feedback, and dealing with complaints in a caring and professional way, employees can build a positive online presence that boosts the company's credibility and image. Companies can use user-generated content and word-of-mouth marketing to spread their brand message and reach more people by using micro-appreciation in their social media exchanges.

To sum up, micro-appreciation has a big impact on how companies deal with their customers. It changes how employees talk to customers, handle feedback and complaints, show appreciation for loyal customers, and talk to customers in digital channels. Companies can make memorable experiences for customers that make them happy, loyal, and likely to tell others about the business by using micro-appreciation in their meetings with customers and service projects. In turn, this leads to business success and growth by keeping customers longer, getting them to buy from you again, and improving the company's image and credibility in the market.

By showing small amounts of appreciation, you can help your company develop a customer-centred mindset where everyone knows how important it is to put the customer first. This attitude to the customer not only gives the company a competitive edge, but it also helps it build a name for great service and care for customers. In today's competitive business world, micro-appreciation is a strong way to build a culture that cares about customers and leads to success and growth. Micro-appreciation has a big effect on how companies treat their customers because it creates a culture of thanks and recognition that puts customers' needs first and leads to great service.

1.2.1 Equity Theory

Equity theory is an idea in psychology that was first put forward by J. Stacy Adams in 1963, which says that people are driven by wanting to be fair and equal in social interactions. According to this theory, people try to keep the balance between what they put into a situation (like time, effort, or resources) and what they get out of it (like rewards, praise, or benefits) when compared to other people.

Equity theory says that people check to see if they are being treated fairly by comparing their input-output numbers to those of other people in the same situation. When people think there is a mismatch, either because they think they are not getting enough reward or because they think they are getting too much reward, they may feel badly or unfairly treated. That feeling of unfairness can make people act in different ways to make them feel more fair, like changing the things they do, the results they get, or the things they compare themselves to.

Equity theory has effects on many areas, such as social fairness, interpersonal relationships, and organisational behaviour. Employees may look at their efforts and awards at work and compare them to those of their co-workers to see if they are being treated fairly. If they think there is unfairness, they might lose motivation or interest in their work, or they might even do things like not showing up for work or leaving to fix what they see as a mismatch.

Equity theory can help organisations make sure that their reward systems, performance reviews, and decision-making processes are fair and equal for everyone. Companies can improve their workers' job satisfaction, motivation, and general health by making sure they feel like they are being treated fairly.

Overall, equity theory shows how important fairness and equality are in social interactions and helps us understand how people see and react to what they think are imbalances in these interactions.

1.2.2. Positive Organizational Scholarship

A theory in the field of organisational studies called Positive Organisational Scholarship (POS) tries to explain and improve the positive dynamics, processes, and results that happen in organisations. POS, which started in the early 2000s, is different from standard paradigms that focus on problems because it looks at the good things, strengths, and high-performance practices that are already in place in organisations. A big part of POS is looking at what it means for organisations to be good, which includes the pursuit of excellence, honesty, creativity, and kindness by both people and groups.

One of the main ideas behind POS is the idea of "positive deviance," which means looking into organisations that have shown great performance and resilience. By looking at these examples, experts and practitioners can find the best practices and strategies that lead to great results. This information can then be used to create interventions that improve the effectiveness and dynamics of organisations. Additionally, the grateful inquiry method that is built into POS encourages a positive approach to the growth and change within an organisation. Appreciative inquiry tries to get people in an organisation to be more creative, work together, and come up with new ideas by focusing on strengths and chances instead of weaknesses and problems.

In addition, POS stresses how important good relationships, social capital, and moral behaviour are to the health and success of an organisation. Higher levels of employee engagement, satisfaction, and success have been linked to relationships that are based on trust, respect, and support. It is also important to create a positive organisational atmosphere that values honesty and integrity in order to ensure long-term success and sustainability. Organisations can stay true to their ideals and gain stakeholders' trust by incorporating ethical concerns into their daily operations and decision-making processes.

In conclusion, Positive Organisational Scholarship is a useful way for students and practitioners to look at and encourage positive dynamics in work settings. By focusing on strengths, virtues, and high-performance practices, POS gives people and groups ideas and ways to improve their health, effectiveness, and long-term viability. The ideas and methods of POS could help organisations make good changes and grow as they work in environments that are becoming more complex and changing all the time. POS focuses on important ideas like grateful inquiry and positive deviance. Positive deviance looks at exceptional cases of performance and resilience to find best practices. grateful inquiry focuses on strengths and opportunities to encourage creativity and teamwork. Overall, POS gives researchers and practitioners useful information and ideas for making organisations work better and last longer by boosting positive dynamics and improving performance.

1.3. Engagement in the Workplace

Employee engagement is a key factor in the success of any business because it affects retention, productivity, and general performance. It's hard for companies to get and keep employees who are highly engaged in the modern workplace, which is marked by fast changes, a diverse workforce, and constantly changing technology.

Employee engagement is the emotional dedication that workers show towards their company and its goals, shown through extra effort, excitement, and a feeling of purpose at work. How motivated employees are to add to the success of the organisation, go above and beyond what is expected of them, and make sure their personal values are in line with those of the organisation.

Employee engagement is affected by many things, including personal, job-related, and organisational issues. According to Pink (2009), things like autonomy, mastery, and meaning are very important for

getting people involved at the individual level. Employees are more likely to be involved when they have control over their work, chances to get better at their skills, and a clear sense of purpose that is in line with the company's goals.

Levels of engagement are also affected by things related to the job, such as the range of tasks,feedback, and chances to learn and grow. People are more likely to be engaged and committedto their roles if they think their jobs have value, are challenging, and help them grow as people.

Leadership style, organisational attitude, and ways of recognising employees all have a big effect on how engaged they are with their work. Transparency, empathy, and trust are all signsof good leadership. These traits create a positive work setting that encourages engagement. Inthe same way, an organization's culture that values variety, innovation, and the health and happiness of its workers encourages them to be engaged and committed.

Companies need to measure employee engagement to see how well their engagement efforts are working and find places where they can be improved. To find out how engaged employeesare, people use a variety of methods, such as polls, interviews, and just observing.

To get a quantitative picture of employee involvement, surveys like the Gallup Q12 survey andthe Utrecht Work involvement Scale (UWES) are often used. These polls usually check thingslike job satisfaction, commitment to the company, and extra effort made on their own time to find out how engaged workers are.

Qualitative methods, like focus groups and one-on-one interviews, give you a better picture ofhow engaged your workers really feel. By asking workers for detailed feedback, companies can get a more complete picture of the things that affect engagement and change their strategiesto fit.

Employee involvement has big effects on how well an organisation works in many areas, such as productivity, innovation, and keeping employees. Employees who are engaged are more likely to do a better job because they are driven to put in extra effort and strive for excellence in their roles (Bakker & Demerouti, 2008). Then, this leads to better performance and productivity at the organisational level.

Also, workers who are engaged are more likely to act in new ways, which helps the organisationbe creative and flexible. Companies can use their workers' creativity to drive innovation and stay ahead of the competition in the market if they feel free to share their thoughts, try out newmethods, and question the status quo.

Engaging employees is also a key part of keeping them and lowering turnover (Saks, 2006). Engaged workers are more loyal to their companies and less likely to look for work elsewhere.This lowers the costs of turnover and keeps the knowledge and skills of the company. Also, engaged workers promote their companies, which brings in top talent and improves the employer brand's reputation.

Employee involvement is a complex idea that is affected by factors related to the employee, the job, and the company. Companies can boost employee engagement and enjoy the benefitsit brings to their overall efficiency by figuring out what makes people interested in their jobs and using accurate ways to measure them. In today's fast-paced and competitive business world, investing in employee engagement pays off in a big way. It increases productivity and innovation, lowers turnover, and boosts the employer brand's image.

There is no doubt that a highly engaged staff is good for business. Gallup studies show that companies with highly engaged workers make 21% more money, are 17% more productive, have 41% fewer absences, and have 59% fewer employees leave. A culture of engagement also encourages new ideas, creativity, and a feeling of community, in addition to these real benefits.When employees feel appreciated and in charge,

they are more likely to go the extra mile andgive their best ideas.

1.3.1. Job Characteristics Theory (JCT)

Job Characteristics Theory (JCT) is one of the main ideas in organisational psychology. It triesto explain how certain job characteristics affect workers' mental health and how those traits affect their work. Starting in the 1970s with the work of J. Richard Hackman and Greg R. Oldham, JCT say that the way a job is set up has a big effect on how motivated, satisfied, andproductive workers are. This idea is based on five important job traits: a variety of skills, knowing what the job is, how important it is, having the freedom to do it, and getting feedback.Skill variety is the range of skills and tasks that are needed for a job. It affects how challengingand engaged workers feel in their work.

Task identity, on the other hand, is how much employees can see how their work will affect others. This gives them a feeling of ownership and satisfaction when they finish a task. Task significance, on the other hand, looks at how the job is seen to affect other people or the organisation. This helps employees feel like their work has purpose and value. Another important factor is autonomy, which refers to how much freedom and control workers have over making decisions and completing tasks, allowing them to take responsibility for their work.

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Another important factor is autonomy, which refers to how much freedom and control workershave over making decisions and completing tasks, allowing them to take responsibility for theirwork. Lastly, feedback means giving workers clear, up-to-date information about their work, so they can see how they're doing and make any changes they need to. These aspects of the jobaffect each other to create the experiences and outcomes of workers, affecting things like intrinsic motivation, job satisfaction, and task success. Companies can make jobs that promoteemployee engagement, health, and productivity by understanding JCT principles. This will eventually lead to the success and effectiveness of the company.

To go even further, skill variety is a key factor in keeping workers engaged because it gives them chances to use and improve a wide range of skills and abilities. High-skilled jobs give workers a lot of different things to do at work, which keeps them from getting bored and givesthem a sense of challenge and growth. For example, a software worker who is working on a project that includes coding, testing, and debugging tasks is likely to be more engaged than onewho is just doing repetitive coding tasks.

By including different skill standards in job descriptions, companies can boost employee motivation and job satisfaction, which can lead to better work and a higher rate of employee retention.

Task identity also helps keep employees engaged by giving them a sense of meaning and ownership over the work they do. When employees can see the results of their work, they are more likely to feel like they've accomplished something and are happy in their jobs.

For instance, a graphic designer who works on a marketing campaign from the beginning to the end would feel more task identity than someone who only designs graphics and never sees the finished result. Companies can boost their workers' sense of contribution and engagement in their work by giving them jobs with clear outcomes.

Similarly, job significance affects employee engagement by drawing attention to how important the work is. Workers who think their jobs help other people or the company are more likely to be driven and interested in their work.

For example, people who work in healthcare and see how their care directly affects their patients' health are more likely to feel fulfilled and like their work has a meaning. Organisations can make tasks more meaningful by stressing how important it is for workers to help the company reach its goals and make a difference in other people's lives. This will increase engagement and commitment.

Autonomy is a key factor in getting employees to be more engaged because it gives them a sense of control and freedom over how they do their job. People who have jobs with a lot of freedom are able to make decisions, set goals, and decide how chores are done. This gives them a sense of responsibility and ownership over their work.

For instance, workers who have flexible work hours or the power to make decisions are more likely to be engaged and motivated than those who are strictly managed. Companies can use their employees' creativity, initiative, and natural motivation by giving them freedom and trust. This leads to better levels of engagement and performance.

Lastly, feedback is a key part of getting employees involved because it gives them information and direction about their work. Giving workers regular, helpful feedback helps them figure out what they're good at and what they need to work on, so they can make the necessary changes and grow in their roles. For instance, workers who get feedback on their work performance on time are better able to meet standards and do a great job with their tasks. Regular performance reviews, open lines of communication, and training on how to give and receive feedback successfully are all things that organisations can do to improve their feedback systems.

1.3.2. Social Exchange Theory

Social Exchange Theory (SET) is one of the most important ideas in social psychology. It tries to explain how relationships work by looking at how people trade resources with each other. SET is an idea that was created in the middle of the 20th century. It says that social interactions are based on the concept of reciprocity, which says that people give and take in order to get the most benefits and the least amount of harm (Homans, 1958). At their core, SET sees relationships between people as transactions in which tangible and intangible resources are traded, like love, support, knowledge, and things (Blau, 1964). SET says that people interact with each other in social situations because they want to get something fair in return. This is what creates and keeps social networks and ties together.

The main idea behind Social Exchange Theory is that people choose to participate in social trades based on the rewards and costs they face. Reward is the good thing that happens or helps people as a result of their interactions, like companionship, mental support, or physical help. On the other hand, costs are the bad things that happen or the things that people give up when they interact with others, like time, effort, or emotional input. SET says that people figure out how happy they are with a friendship by comparing the benefits and drawbacks of the interaction. When the benefits are greater than the drawbacks, people see the connection as positive and are more likely to keep interacting with each other.

Social Exchange Theory also says that people interact with others based on the concept of reciprocity,

which means that they feel obligated to give back what they receive. People follow this reciprocity rule when they're with other people, which encourages them to be kind to others and keep their promises in relationships. For example, if someone gets help or support from a friend, that friend may feel obligated to return the favour in the future. This keeps the friendship going.

Aside from that, SET stresses how comparison levels and comparison levels for alternatives affect how people see their interactions. People have different comparison levels when it comes to what they think they earn or are entitled to get in a relationship based on their past experiences and social norms. The comparison level for alternatives, on the other hand, is how people think about the results they might get from different relationships or actions. SET says that people figure out how happy they are with a relationship by comparing the benefits and drawbacks they experience to their reference levels. People think a relationship is satisfying if the results are better than what they expected. People may become unhappy and try to change or end the relationship if the results aren't good enough compared to their expectations or if better options are available.

Also, Social Exchange Theory tells us that there are various kinds of social exchanges, including one-way exchanges, two-way exchanges, and three-way exchanges (Emerson, 1976). People directly trade rewards and duties with each other in reciprocal exchanges.

Negotiated exchanges happen when both parties talk about and agree on the terms of the deal. Examples of negotiated exchanges include business deals and contracts. In generalised exchanges, on the other hand, resources are traded without clear expectations of instant reciprocity. This is usually based on social obligations and norms of reciprocity.

That being said, Social Exchange Theory gives us a complete way to think about how relationships and social exchanges work. SET helps us understand why people do the things they do and how to keep social networks and ties strong by looking at how people trade resources with each other and the ideas of reciprocity, rewards, costs, and comparison levels. Social Exchange Theory is still one of the most important theories in the study of human behaviour and social contact because it can be used in many areas, such as organisational behaviour, interpersonal relationships, and economic transactions.

1.3.3. Self-Determination Theory (SDT)

Edward L. Deci and Richard M. Ryan came up with Self-Determination Theory (SDT) in the 1980s as a way to understand what drives people to act and behave in certain ways. According to Deci and Ryan (1985), SDT is based on the idea that people have basic psychological needs for autonomy, competence, and relatedness, which fuel their motivation and well-being. Autonomy is the need to feel like you're in charge of your actions and decisions; competence is the need to feel like you can do things well; and relatedness is the need to feel like you're connected to others and respected by them. SDT says that people are more likely to feel intrinsic drive, vitality, and psychological well-being when these basic psychological needs are met.

Edward L. Deci and Richard M. Ryan came up with Self-Determination Theory (SDT) in the 1980s as a way to understand what drives people to act and behave in certain ways. At its heart, SDT says that people have natural psychological needs for autonomy, competence, and relatedness, which are what motivate them and keep them healthy. Autonomy is the need to feel like you're in charge of your actions and decisions; competence is the need to feel like you can do things well; and relatedness is the need to feel like you're connected to others and respected by them.

SDT says that people are more likely to feel intrinsic drive, vitality, and psychological well- being when these basic psychological needs are met. Also, SDT separates various kinds of motivation, namely intrinsic

motivation (doing things because you enjoy them or feel good about them) and extrinsic motivation (doing things because of rewards or pressures from outside sources).

There is a link between intrinsic motivation and more persistence, creativity, and well-being. Extrinsic motivation, on the other hand, can be more controlled or more autonomous. Examples of controlled extrinsic motivation are identified or integrated regulation and external or introjected regulation. SDT stresses how important it is to encourage intrinsic drive and internalisation of extrinsic reasons in order to achieve optimal health and functioning.

SDT also says that a person's social environment is very important in supporting or blocking their basic psychological needs and motivational processes. Setting up conditions that support autonomy, like giving people choices, recognising their points of view, and giving them important reasons, is more likely to help them meet their autonomy needs and be motivated on their own.

Instead, environments that are controlling and involve forcing, pressuring, or imposing outside goals can make people lose their independence and drive, which can lead to problems like disengagement, resistance, and mental distress.

Research in SDT has shown that it can be used in many areas, such as work, schooling, healthcare, sports, and relationships. For example, teachers who encourage students to be independent, give them useful feedback, and make them feel like they fit in the classroom are more likely to boost their students' intrinsic motivation, engagement, and academic success.

Similarly, companies that encourage workers to be independent, offer chances to improve their skills, and build supportive relationships are more likely to have a motivated, dedicated, and high-performing workforce.

To sum up, Self-Determination Theory (SDT) gives us a complete way to think about what drives people, how they act, and how healthy they are. In SDT, the value of autonomy, competence, and relatedness is emphasised. This helps us understand what motivates and flourishes people. SDT also has practical implications for promoting optimal functioning and well-being in many areas of life by focusing on the role of the social environment in meeting people's basic psychological needs. SDT continues to make important contributions to our knowledge of human behaviour and motivation through its empirical study and real-world applications.

1.4. Link Between Micro-Appreciation and Engagement in the Workplace

People often define micro-appreciation as small acts of thanks and recognition given to employees for their work or contributions. This is a very important way to get people more involved in their job. According to research, showing appreciation to employees on a regular basis and in a sincere way can have a big effect on their drive, happiness, and loyalty to their job and the company. Companies can build a culture of appreciation among their workers by regularly recognising their hard work, achievements, and contributions. This builds relationships, boosts morale, and creates a positive work environment.

Self-Determination Theory (SDT) says that one important way that micro-appreciation makes people more engaged at work is by meeting their basic psychological needs. SDT says that people are naturally motivated and happy because they have wants for autonomy, competence, and relatedness. This is met by micro-appreciation, which gives employees a sense of competence and thanks them for their skills and contributions. It also encourages autonomy by giving them the chance to make meaningful contributions and relatedness by making social connections stronger and making people feel like they belong in the organisation. Because of this, workers who feel valued are more likely to be self-motivated and interested

in their work.

Additionally, micro-appreciation is a strong way for employees to build good relationships withtheir bosses or co-workers. Research shows that good social interactions and helpful relationships at work are important for keeping employees engaged. Employees can strengthenrelationships, build trust, and encourage a sense of camaraderie within teams by genuinely thanking their co-workers for their work and accomplishments. Additionally, when managers show respect for their workers' efforts, it builds trust and loyalty towards the company, whichleads to more involvement and dedication. So, micro-appreciation helps create a good work environment that encourages workers to be engaged and work together.

Micro-appreciation has also been shown to have a direct effect on happiness at work and in general. Studies have shown that feeling appreciated and being happy with your job are strongly linked. Workers who feel valued and noticed are happier with their jobs generally. Regular expressions of gratitude and appreciation have also been linked to lower stress levels,higher levels of happiness and fulfilment, and better mental health in general among workers.Companies can improve job satisfaction and well-being by making the workplace a place whereefforts are valued and celebrated. This will lead to more engagement and productivity.

Micro-appreciation is also important because it helps employees feel like they fit and have an identity in the company, which are both very important for getting people to work hard. Whenworkers feel like their company cares about them and loves them, they are more likely to believe in its mission, values, and goals, which makes them more committed and loyal. Also, companies that make appreciation and recognition a big part of their culture are seen as more caring, supportive, and focused on their workers, which makes them feel even more like they belong and are attached. People who work for the company are more likely to go above and beyond in their jobs and show more interest and commitment to the company.

micro-appreciation is a key factor in getting people more involved at work by meeting their basic psychological needs, fostering positive relationships, improving job satisfaction and well- being, and creating a feeling of organisational identity and belonging. Organisations can create a positive work environment that encourages engagement, productivity, and general success bymaking genuine expressions of appreciation a regular part of their culture.

2. REVIEW OF LITERATURES

A. Kaarninen A. (2023) dealt with the employees of the goal organisation and how thankful they are to work. The study also wanted to find out where and how people show appreciation.It was found that employees felt grateful at work, according to the study. It was also thought that the atmosphere at work was positive. The idea for growth is to hold an appreciation team meeting. The goal is to get people talking more about appreciation at work, make people feel more appreciated, and create an environment that values appreciation. Companies should knowtheir workers and how they'd like to be thanked.

RAMYA, S. et al. (2023) came to a more general conclusion about keeping good employees by creating a happy work environment. Any workplace that recognises and awards workers fortheir hard work is seen as having the best work culture, and top players prefer to work somewhere like that. The piece also talks about different ways to recognise employees, such asthrough verbal thanks, rewards and incentives, chances to advance in their careers, and programmes that help people balance their work and personal lives. This article talks about thepros and cons of various types of recognition programmes and gives advice on how to create and run successful recognition programmes.

Garg, N. et al. (2023) looked at how authentic leadership, appreciation, and personality traits that match between the boss and the employee can affect how engaged they are at work. Therewas a link between real leadership and work engagement as well as a link between appreciationand work engagement. Appreciation played a part in the link between real leadership and participation at work. This means that an honest boss might get people more involved in their work by showing appreciation. Talking about how important it is to feel valued at work.

Weiss, M., et al. (2023) came to the conclusion that positivity in organisations encourages whatis good and life-giving in order to find and promote the best in people. The recent focus on positive practices, which are behaviours that make employees feel better and improve the performance of the organisation, is an example of this. A quantitative study of positivity in a team-based food service setting showed that positive behaviours, the social climate, job engagement, and task success are all strongly linked. The results show that in a high-stress, high-service environment, positivity can boost team members' engagement and performance by encouraging them to do good things for others that show appreciation, affirmation, and respect. This can make work more important.

Bregenzer, (2022) found that employee voice (i.e., speaking up at work with good ideas) can make the company run better. However, not nearly as many studies have looked at how voiceaffects the individual employee. The JD-R model of job needs and resources was used to makethis. The results supported the plan we had come up with. We found that the way that importantjob and personal tools work together affects whether and how voice can motivate employees over time.

Nadkarni, A. et al. (2022) looked into how job uncertainty has been shown to negatively affecthealth and happiness many times. The study was based on the theory of conservation of resources (COR). Its goal was to find out how social stressors and the experience of appreciation at work affect the link between job insecurity and three measures of well-being:

(a) job satisfaction, (b) emotional irritation, and (c) engagement (dedication to the job). Whendealing with job insecurity, theoretical implications will be talked about about the role of moreor less social contacts at work (shown by the feeling of appreciation as well as social stressors).

Pfister, I. B. et al. (2020) came to the conclusion that companies have a hard time keeping goodemployees when the business world is unstable and competitive. People are leaving their jobsmore often for a variety of reasons, one of which is that they don't think they are being rewarded properly. The results give behavioural psychologists something to think about when they wantto improve how they handle talent. Extrinsic and intrinsic rewards are both important for keeping workers interested and, eventually, keeping them on board. The study showed how organisational rewards might affect trust in the workplace, motivation at work, and keeping workers. The results help make talent management methods better.

Waltz, L. (2020) looked at how engaged and satisfied young nurses were with their jobs. A descriptive and exploratory qualitative method was used to talk to 33 young nurses in nine focus groups. Five themes showed areas that both help and hurt job engagement and happiness.Some of the themes are (1) professional relationships, (2) rewards, (3) communication, (4) professional growth, and (5) staffing and task. Nurse leaders are responsible for making the workplace a place where nurses of all generations can feel supported and respected. The concerns raised by young nurses help them do their jobs.

Hiayes, J. W. (2020) looked into how idle workers cost U.S. companies $350 billion a year onaverage. The point of this case study was to look at some of the ways that communication business leaders get their workers involved. The interpretations of the data were checked by other members to make sure they were reliable. Based on the methodological triangulation of the data that was gathered, three main themes

emerged: rewards and recognition, giving employees more power, and fostering a relationship between leaders and employees.

Vásquez, M. E. G. (2020) concluded that many businesses today fight and try to stay in business by lowering prices and costs by redesigning business processes and laying off workers. "New thinking and new approaches have become necessary for organisations to survive and to create sustainable growth and development" (Luthans, Norman, Avolio, & Avey, in press; see also, Bakker & Schaufeli, 2008) because going out of business and cutting costs can only go so far. This part suggests a new way to do things: get people involved. I'm going to argue and show that involvement can really make a difference and give businesses an edge over their competitors.

White, P. (2017) discussed about building on the "Stress-as-Offense-to-Self" theory. This study looks at how appreciation can predict job happiness over time, through subjective success and anger towards one's organisation. It was based on a three-wave study that took place every two months and included 193 employees from six Swiss companies. It was found that subjective success and feelings of anger can mediate each other twice. In a reversed mediation model, there was no mediation. The results show how important it is to show appreciation for not only workers' feelings of success and job satisfaction, but also how they feel about the company as a whole.

Winner, J. (2017) said that the goal of this study is to look into how the virtue of respect changes from generation to generation. The material that was gathered is looked at in two steps. First, exploratory factor analysis, confirmatory factor analysis, reliability, and validity values are used to look at how adaptable the scale is. In the second step, ANOVA and post hoc analysis are used to look into how the appreciation numbers change over time. The findings showed that there were statistically important differences between generations in four types of appreciation: "have" attention, awe, present moment, and loss/adversity. Only one part of the appreciation scale, ritual, doesn't change a lot between people of different groups who answered. On top of that, younger generations do worse than older generations on subscales of enjoyment.

Lisekerka, L. A et al. (2016) aims to show how the Motivating By Appreciation Inventory and the Appreciation at Work training work, how far they've come, and how true they are. Design: Surveys, pre- and post-interviews, and data from the inventory reports were some of the methods that were used. After looking at the Appreciation Inventory data, we saw that they stay the same over time. Surveys done before and after the Appreciation at Work training showed that a lot of people had changed for the better.

Fagley, N. (2016) says that the chapter looks at previous research that supports a model that guesses how Appreciative Inquiry might affect workers' physical health. The physiological responses that are linked to the feeling of satisfaction are looked at in studies. The writers show that positive emotions and processes of appreciation work hand in hand. They also say that more real-world research is needed in the area of positive organisational change practices.

White, P. (2016) focused on a study that looked at how two types of appreciation—appreciation from supervisors and general appreciation from the work environment—affect people's decision to show up for work. The study also looked at how resources and stress affected these effects. This will help us figure out a) what kind of appreciation is best for employees and b) whether appreciation stops people from not showing up for work by making resources available. It was found that both types of appreciation make workers more productive. Because of this rise in resources, employees are less stressed, which lowers presenteeism. Also, praise from everyone is better than appreciation from a supervisor.

Baker, A. (2008) found that one of the most important things that can be done to help workers feel truly

valued for their work is to show appreciation in the ways that they prefer. Research has shown that finding the right words to express appreciation (and doing things that use those words) can help workers feel more appreciated (White, 2016b, 2017). Over 100,000 people who filled out the MBA Inventory showed that words of affirmation are the best way for 47% of respondents to show respect for their work. Quality time (25%) and acts of service (22% of workers) are also things that a lot of them want.

Somerville, S. (2015) looked into how about 1% of the more than 200,000 people who filled out the Motivating by Appreciation Inventory were randomly chosen to represent each primary language (1,000 people for Words of Affirmation, 500 people for Acts of Service, 500 people for Quality Time, and 300 people for Tangible Gifts). Then, the respondents' choices for action items were added up. Results: Many themes were found, along with the most-wanted acts of appreciation in each language. These were: Words of Affirmation: let me know when I handled a tough situation well; Acts of Service: offer to do some menial tasks so I can focus on more important things for me; Quality: let's go to lunch together and not talk about work; and Tangible Gifts: give me a visa gift card or a gift card to my favourite store or restaurant.

I. Pfister. (2015) focused on this study has helped us learn more about how people show gratitude at work and gives useful information for businesses. The results of these studies show how employees use an online tool to show their appreciation for coworkers. Additionally, the outcomes show the exact ways that people want to be thanked at work. Even though there were no differences in how the behaviours turned out, this is still an interesting topic for more study.

S. Kates (2014) focused on the project that had four main goals: 1) Longitudinally test to see if appreciation predicts well-being; 2) Find out if some sources of appreciation are more important than others; 3) See if appreciation interacts with stressors in a way that makes the effects of stressors less strong if appreciation is high; and 4) Use diary methods to look at the short-term effects of appreciation on well-being and see how they interact with positive and negative emotions. There is evidence that appreciation has positive benefits over time, which is shown in the first and third papers written as part of this project. They also tried to separate between-person and within-person effects, which supports previous research that says an effect that happens at one level doesn't always mean it will happen at another. The second goal of this dissertation project was to find out if there are more or less important sources of praise. It was clear from our data that supervisors and co-workers were the most important sources of appreciation.

Groeneveld, A. (2015) looked into how academic medical centres can fully deal with physician burnout by creating attitudes that support health. One thing that has been seen to promote a culture of health is a sense of appreciation. Using a new survey, the authors found several factors that affected how much teachers at a big, metropolitan university felt appreciated. They also got information on gender and job identity. Results showed that structured ways to thank patients, community building programmes, measures at the top of the licencing system that hold doctors accountable for their health, and efforts by organisational leaders to be more welcoming can all help improve how much appreciation people feel.

Geue, Charles E. (2014) reviews research on appreciation, suggests ways it could be used in the workplace, argues that appreciation is a key part of happiness and success at work, and encourages more study along this line. They also say that even though spirituality and appreciation have a lot in common and are probably connected in a way that makes sense, it is best for study purposes to look at them as separate concepts for now.

Garg, et al. (2014) focused on the interviews with some framework and a look at company records were used to gather information. Yin's 5-step way of analysis was used to look at the data, and three themes emerged: communicating clearly and simply, rewarding and recognising good work, and training and

development. One important suggestion is for managers of non- profits to act on the results by doing things like adding more award and recognition programmes to get employees more involved. That could lead to positive social change, like making the quality of life better for workers and people in the community, and possibly makingthe local non-profit community last longer.

3.   METHODOLOGY

3.1. Aim

The goal of this research is to find the relationship between micro-appreciation and engagementamong employees in the workplace.

3.2. Objective

To study the relationship between micro-appreciation and employee engagement in theworkplace.

3.3. Hypotheses

1.   H1 – There is a positive relationship between micro-appreciation and the engagementamong employees in a workplace.
2.   H2 – Low engagement among the employees is a result of low appreciation.

3.4. Variables

1.   Independent Variable – Appreciation at Work
2.   Dependent Variable - Different dimensions of work engagement, including Intellectualengagement, Social engagement, Affective engagement, and Overall engagement.

3.5. Inclusion Criteria

1.   Participants must be adults aged 18 years or older.
2.   Participants must be currently employed full-time, part-time, or on a contractual basisin an organization.
3.   Participants can be from diverse industries, such as healthcare, technology, finance, manufacturing, etc.

3.6. Exclusion Criteria

1.   Individuals under the age of 18 are excluded from participation due to legal andethical considerations.
2.   Individuals who are currently unemployed or not actively engaged in any form ofemployment are excluded from the study.
3.   Participants who are volunteering or engaged in unpaid work positions are excludedfrom the study.

3.7. Sample Details

Convenience Sampling method was used to recruit a representative sample of 123 working professionals from the target population from the Delhi NCR region, that is from Gurgaon, Delhi, and Noida.

3.8. Design

The research approach for this study will use an observational design, using survey method, togather data from working professionals. The study is descriptive in nature and based on quantitative design and investigation.

3.9. Tools Used

1.   Informed consent form
2.   Demographic details sheet
3.   Appreciation at Work Rating Scale - Paul White (2012) – "Appreciation at Work Rating Scale" by

Paul White and Kurt Bragg is a tool that can be used to find out how much appreciation workers feel at work. This scale is meant to measure different parts of appreciation, such as recognising, thanking, and validating employees' work and contributions. The scale is usually made up of a list of statements or questions that workers answer based on how appreciated they think they are at work. Most of the time, participants use a Likert scale to rate how muchthey agree or disagree with each statement (for example, strongly agree, agree, neutral, disagree, strongly disagree). Organisations can use the Appreciation at Work Rating Scale to find out how their employees feel about being appreciated atwork. Understanding how workers feel about being appreciated can help companiesfigure out what they can do better and start a culture of recognition and appreciation,which will boost morale, engagement, and satisfaction.

4. ISA Engagement Scale - This scale can be used to find out how engaged your workers are. It was created after three university research studies showed that the scale was statistically valid and reliable. The studies also showed that the scale measured engagement in a way that was easy to understand. According to most academic study, "engagement" is a positive state of mind at work that has a numberof different parts or facets. There are three parts to engagement: intellectual, social,and emotional. This is what the ISA engagement measure is based on. These threethings told us how engaged each person was as a whole. The scale can be used as part of a larger employee attitude poll to find out how engaged people are and howthat affects other things at work, like leadership style, communication, job design, and so on, which can be found out using different questions. The ISA scale is helpful because it lets employers look at engagement as a separate factor. Other popular engagement tools, on the other hand, tend to mix up all of these different factors into one scale, making it hard to tell what issues are affecting engagement levels. People usually rate things on a Likert scale, which lets them say how much they agree or disagree with each statement. The scores from all of these things are then added together to get a measure of engagement as a whole.

3.10. Procedure

After selection of tools and objectives to be pursued, Appreciation at Work Rating Scale and ISA Engagement Scale were given to working professionals. The questionnaires were administered on a random basis, with the consent of every individual. Following the ethical approval, participants will be asked to complete demographic questionnaires, providing necessary background information. The collected data will then undergo rigorous statistical analysis, and employing linear regression analyses, regression models to explore the relationships and patterns within the data. This comprehensive procedure aims to illuminate the intricate relation between micro-appreciation and employee engagement in the workplace.

3.11. Statistical Analyses

Micro-appreciation was measured using the 20-item version of the Appreciation at Work Rating Scale created by Paul White & Kurt Bragg, and engagement was measured using the ISA Engagement Scale by Dr. Ivan Svetunkov.

The two scales were scored with a 5-point Likert scale, and a 7-point Likert Scale respectively. The Appreciation at Work Rating Scale was scored with 1 to 5 points indicated strongly disagree to strongly agree and the ISA Engagement Scale was scored with a 7-point Likert scale, ranging from strongly disagree to strongly agree. They have been used in many studies,tested in various settings and populations, and found to have a good reliability and validity.

SPSS version 26 will be used to conduct the following:

1. Descriptive statistics will be employed to summarize demographic information.

2. Correlation analyses will be conducted to explore the relationship between different dimensions of the child-parent relationship and the child's social intelligence.

1. RESULTS

The goal of this research is to find the relationship between micro-appreciation and engagement among employees in the workplace.

1.1. Descriptive Statistics

The descriptive statistics provide insight into the average levels and variability of engagement and appreciation at work among the study participants. The mean values give an indication of the central tendency of responses, while the standard deviations provide information about the spread or dispersion of responses around the mean.

Table 1 Descriptive statistics of study variables

		Mean	Standard Deviation
1	Intellectual engagement	8.51	4.99
2	Social engagement	7.79	4.07
3	Affective engagement	7.47	5.01
4	Overall engagement	23.78	13.39
5	Appreciation at work	41.86	18.39

Table one represents the descriptive statistics (mean and standard deviation) of all the study variables – Overall engagement (Intellectual engagement, social engagement, Affective engagement), Appreciation at work.

1.2. Linear Regression Analysis

Table 3 linear regression table with Appreciation at work as predictor of work engagement.

Criterion	Predictors: Appreciation at work								
	B	S.E.	β	t	R	R^2	Adj.R^2	α	F
Intellectual engagement	.24	.01	.88	20.92**	.88	.78	.78	-1.553	438.03**
Social engagement	.17	.01	.79	14.64**	.79	.63	.63	.37	214.33**
Affective engagement	.24	.01	.88	20.72**	.88	.78	.77	-2.60	429.50**
Overall engagement	.65	.02	.90	23.24**	.90	.81	.81	3.786	540.49**

**significant at 0.01 level ($p < 0.01$)

Table three represents the linear regression with Appreciation at work as predictor of work engagement. Appreciation at work explained about 81%, 78%, 63%, 78% of positive variance on Overall engagement, Affective engagement, social engagement, Intellectual engagement.

The results indicate that "Appreciation at work" significantly predicts each dimension of work engagement (Intellectual engagement, Social engagement, Affective engagement, and Overall engagement), as evidenced by the significant t-values ($p < 0.01$).

The standardized coefficients (β) show strong positive relationships between Appreciation at work and all

dimensions of work engagement. This suggests that higher levels of appreciationat work are associated with higher levels of engagement across all dimensions.

The R-squared values indicate that Appreciation at work explains a substantial proportion of the variance in each dimension of work engagement, ranging from 63% to 81%.

These findings support the hypothesis that micro-appreciation in the workplace plays asignificant role in driving employee engagement across different aspects of work.

2. DISCUSSION

This study investigated the relationship between appreciation at work and employee engagement. The findings provide strong evidence that micro-appreciation, acknowledging andvaluing small contributions, is a powerful tool for driving engagement across various aspects of work.

Employees reported moderate to high levels of engagement in all categories measured, with overall engagement averaging 23.78. Appreciation at work scores were even higher, with a mean of 41.86. This suggests a positive baseline sentiment towards recognition in the workplace.

The linear regression analysis revealed a remarkably strong correlation between appreciation and engagement. Appreciation at work significantly predicted 81% of the positive variance in overall engagement, indicating a substantial influence. Similarly, appreciation explained a significant portion of the variance in affective engagement (78%), social engagement (63%), and intellectual engagement (78%).

These results highlight the power of micro-appreciation in fostering a positive work environment. By acknowledging and valuing employees' efforts, regardless of magnitude, organizations can significantly boost employee engagement across various dimensions. This, in turn, can lead to increased motivation, productivity, and overall well-being within the workforce.

In conclusion, this study demonstrates that micro-appreciation is a critical factor in driving employee engagement. By implementing practices that recognize and celebrate employees' contributions, organizations can cultivate a more engaged and thriving work environment.

2.1.Implications and Applications

The information in Tables 1 and 3 strongly suggests that micro-appreciation is a powerful way to get employees involved in many areas of their work. This part will talk about what these results mean and how they can be used. It will focus on how small acts can help create agreat workplace.

A Wellspring of Engagement:

The high mean scores for appreciation at work (Table 1) show that people in the study samplegenerally had a good view of being recognised. There are strong links (Table 3) between appreciation and all three types of work engagement: intellectual, social, and emotional. This is a great example of a positive view. The R-squared values, which range from.63 to.81, showthat respect accounts for a large part of the variation in how engaged employees are with theirjobs. To put it more simply, workers who feel valued at work are more interested in their intellectual tasks, their interactions with coworkers, and their general emotional health at work.

The psychological idea of reward fits well with these results. When you show appreciation forsomeone's hard work, willingness to work with others, or positive mood, they are more likely to keep doing those things. When workers are thanked for their hard work, it strengthens the link between their actions and good results, which encourages them to keep working hard andmaybe even do more. A more engaged staff is fed by this cycle of praise and support.

Beyond the Bottom Line:

Micro-appreciation has more good effects than just getting people to work harder. Research shows that there is a strong link between engaged employees and a number of perks for the company. Employees who are engaged are more likely to be creative, productive, and happy with their jobs [1]. They are also less likely to quit, which cuts down on costly employee change.

The present study strengthens this link by focusing on the various ways that appreciation can affect involvement. Appreciation not only stimulates the mind, which leads to more output andbetter problem-solving skills, but it also stimulates the social mind, which leads to better collaboration and teamwork. Appreciation also builds a good emotional connection to the workplace by encouraging affective engagement, which may help lower stress and burnout.

By fostering a culture of small acts of recognition, companies not only care about their workers'happiness, but also their own growth.

2.2.Cultivating a Culture of Appreciation:

This study's results can help businesses use the power of micro-appreciation more effectively.Here are some practical applications:

Leadership by Example: Leaders decide how the atmosphere of an organisation will be. When leaders show gratitude for what their employees do, it sends a strong message and pushesmanagers and coworkers to do the same.

Formal and Informal Recognition: it's important to use more than one method. Formal programmes of recognition can be powerful, but they should be paired with regular, unofficialshows of thanks. A heartfelt "thank you" or a quick thank you in public can mean a lot.

Specificity Matters: General praise doesn't mean much. Appreciation that works draws attention to the specific action or effort that is being praised. This makes the message more personal and shows that you really appreciate the employee's work.

Timeliness is Key: showing thanks as soon as possible has a bigger effect. A quick "well done"at the end of a successful job has a bigger impact than a thank-you months later.

Tailoring Appreciation: Not every worker reacts the same way to being thanked. Some peoplemight like being recognised in public, while others might want to be recognised in private. Figuring out what each person wants lets you show your thanks in a more powerful way.

2.3. Limitations and Future Directions

Some problems that might come up with the study are the following:

1. **Cross-Sectional Design:** Since the data was only taken at one point in time, it's not possible to draw any firm conclusions about how variables change over time. You mightbe able to figure out which way a cause goes, or the link could go both ways.

2. **Limited Scope:** The study only looks at the link between perceived organisational support and burnout. It doesn't look at other factors that might affect this relationship, like leadership styles, emotional intelligence, or how people behave as members of thegroup.

   There are some things that could go wrong with this study. The following points show possible directions for future research:

a. **Experimental or longitudinal designs-** These can be used to find out exactly what causes burnout in the workplace and how one event can cause another.

b. **Different factors-** Other study could investigate the effects of various factors that are connectedto current ideas. The way job requirements, leadership styles, and the culture of the company can all

affect the connection between the two ideas.

c. **Testing the impact of interventions-** Future study could look into practical ways to show appreciation at work and get people more involved, like reward and recognition systems and changes to the way people do their jobs.

d. **Effect on job performance-** It's important to look at how the correlation found can affect thingslike employee productivity, profits, and customer happiness at work. So, the connection between how employees act and how well a business does its job can be studied.

e. **Cross Cultural Research-** More study could be done to see if the link between the two ideas isstill valid in different cultural settings and business fields.

2.4. Hypotheses Testing

Hypothesis 1 (H1): There is a positive relationship between micro-appreciation and the engagement among employees in a workplace.

Our regression analysis, as depicted in Table 3, provides compelling evidence in support of thishypothesis. The coefficients (β) associated with each dimension of work engagement— Intellectual, Social, Affective, and Overall engagement—demonstrate consistently positive values, indicating a direct and positive relationship between appreciation at work and employeeengagement. Moreover, the statistically significant t-values and high R-squared values underscore the robustness of these associations. Therefore, based on the findings, we can assertthat there is indeed a positive relationship between micro-appreciation and engagement amongemployees in the workplace.

Hypothesis 2 (H2): Low engagement among the employees is a result of low appreciation.

Our analysis of the regression results provides support for this hypothesis as well. Specifically, the regression coefficient for Overall engagement demonstrates a significant positive relationship with appreciation at work. This implies that as levels of appreciation increase, overall engagement among employees also tends to rise. Thus, it is reasonable to infer that lowengagement levels among employees may indeed stem from inadequate levels of appreciationwithin the organizational context.

In light of these findings, it becomes evident that micro-appreciation plays a pivotal role in driving engagement within the workplace. By validating both hypotheses, this study underscores the importance of fostering a culture of appreciation as a means to enhance employee engagement and organizational effectiveness. These findings not only contribute tothe existing body of literature on employee engagement but also offer practical insights for organizational leaders and managers seeking to optimize workplace dynamics and promote employee well-being.

In conclusion, the empirical evidence presented in this study lends credence to the efficacy ofmicro-appreciation in driving engagement in the workplace, thereby affirming the central premise of our research titled "Power of Micro-Appreciation in Driving Engagement in the Workplace." Moving forward, further research endeavours could delve deeper into the mechanisms through which micro-appreciation influences employee behaviour and organizational outcomes, thereby advancing our understanding of this critical aspect of organizational dynamics.

3. CONCLUSION AND SUMMARY

In conclusion, this study examined the intricate relationship that exists between employee engagement and micro-appreciation in an organizational context. Several significant findings have been obtained from a careful review of the hypotheses and the regression analysis that followed, illuminating the revolutionary potential of micro-appreciation in fosteringengagement at work.

The results categorically corroborate the theory that there is a close relationship between micro-appreciation and several aspects of employee engagement. The regression analysis supported hypothesis 1, which proposed a positive association between micro-appreciation and engagement. The findings of the study indicate that there are noteworthy and positive correlations between work-related appreciation and employee engagement in terms of Intellectual, Social, Affective, and Overall domains. These findings reinforce the critical role that micro-appreciation plays in promoting employee commitment and motivation.

Furthermore, the regression results provided empirical support for Hypothesis 2, which proposed that poor appreciation might be the cause of low employee engagement. The findingsof the research indicate that there exists a negative correlation between low levels of appreciation and staff morale and commitment. Specifically, lower levels of appreciation are associated with lower levels of overall engagement.

These findings highlight the significance of fostering an appreciation culture in the workplaceand have significant implications for managers and organizational leaders. Organizations may foster a work climate that promotes increased engagement, productivity, and overall success by respecting and recognizing the contributions of their workers via little acts of appreciation.

In conclusion, this study emphasizes the effectiveness of micro-appreciation in raising employee engagement. This study adds to the expanding corpus of research on employee engagement and organizational behavior by confirming the predictions and clarifying the processes by which appreciation affects employee behavior. Future studies in this area will becrucial for revealing new information and recommended procedures for improving working relationships and developing an appreciative culture.

The study's statistics clearly show that micro-appreciation is an effective strategy for raising staff engagement levels in the cognitive, social, and affective domains. Organizations may achieve employee well-being and organizational success by cultivating a more motivated, productive, and pleasant workforce via the implementation of an appreciation culture. The power of "thank you" should never be underestimated.

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