

**EFFECT OF RECOGNITION ON EMPLOYEES PERFORMANCE IN FIRST BANK
PLC BRANCHES, ABUJA**

BY

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Abstract

This study investigates the effect of recognition on employees' performance in First Bank Plc, Abuja branches. The population of the study included all 20 branches of First Bank Plc, Abuja. Also, the population of staff in these branches which includes 24 in management cadre, was 483 and the sample size after using Taro Yamane formula reduced it to 219. A survey research design was adopted; using regression method and multiple regression model to estimate the variables. The data obtained were subjected to statistical analysis using the SPSS version 25.00. From the results, the study found out that recognition positively contributes to employees' performance in First Bank Plc, Abuja. Other findings were that acknowledgement of work done and the effort put in have positive and significant effect on employees' performance. The study recommended that First Bank management should continue to recognize employees' effort and work since it influences them to enhance good work performance.

Keywords: *Recognition, acknowledge of work, acknowledge of effort, and employees performance.*

Introduction

Effective recognition occurs in organisations with strong, supportive culture that understand the psychology of praising employees for their good work, apply the principles of employee recognition and encourage other employees to initiate in their working relationship. When recognition as compensation is used in an effective manner, it results in the improvement of workers' performance. In the real sense, workers have always taken recognition as part of what they feel; it results in improved work, which in turn leads to improved performance and organization's efficiency whenever adequately used. The above explained reason that led to Danish and Usman (2010), affirming that if recognition is given due and appropriate implementation, they generate an ample working atmosphere which has the ability to motivate workers that so that their productivity can be high. Deeprose (2014) did mention that good managers have a way of recognizing their workers via acknowledgement of their accomplishments and compensate them by offering tangible compensation through recognition.

From the extant literatures, studies such as Shariful, Al,Md and Selina (2013); Christiane, Robert and Susanne (2013); Ndungu (2017); Zeeshan, Liaqat, Qasim and Imtiaz (2017) studied the effect of recognition on employees performance using various organisations. This study uses First Bank of Nigeria in Abuja since none of the studied reviewed used it. This study uses combination of acknowledgment of effort and acknowledgement of work as proxies of recognition.

The objective of this study is to explore the effect of recognition on employees' performance using First Bank of Nigeria as a case study. Other specific objectives are to: examine the effect of acknowledgment of effort on employees' performance at First Bank Plc, Abuja and; determine the effect of acknowledgment of work on employees' performance at First Bank Plc, Abuja.

The scope of this study is to examine the effect of recognition on employees' performance using First Bank of Nigeria as a case study. The period of this study is 10 years, from 2008 to 2018. This period is long enough to enable the researcher come up with comparative findings. Also, the researcher has restricted the study to only areas that are related to the topic under review.

The Hypotheses are stated below

H0₁: Acknowledgment of effort has no significant effect on employees' performance at First Bank Plc, Abuja.

H0₂: Acknowledgment of work has no significant effect on employees' performance at First Bank Plc, Abuja.

Concept of Recognition

Recognition is a constructive, genuine feedback based on acknowledging people as sincere, worthy of respect, having needs, and equipped with their own personal expertise (Brun & Dugas, 2002). The Australian Office of the Commissioner for Public Employment (2011) defines employee recognition as a return on an employee's effort, dedication to work and results. The Human Resources Council of Canada (HR Council CA, 2015) used different words to define employee recognition as the acknowledgement of an individual or team's behavior, effort and accomplishments that support the organization's goals and values. Recognition is the demonstration of appreciation for a level of performance, an achievement or a contribution to an objective. It can be confidential or public, casual or formal. It is always in addition to pay (Pitts, 2015).

Concept of Employee Performance

Employee performance is the outcome or contribution of employees to make them attain goals (Herbert, John & Lee 2000). Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong 2000). Employee performance is originally what an employee does or does not do. Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work and cooperativeness. (Güngör, 2011). Afshan, Sobia, Kamran and Nasir (2012) define employees' performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employees' performance is the ability to

achieve the set objectives within the required timelines and parameters (Yusuf, Mohammed & Kazeem, 2014).

Empirical Studies

Christiane, Robert and Susanne (2013) investigated the causal effect of public recognition on employee performance. They hired more than 300 employees to work on a three-hour data-entry task. In a random sample of work groups, workers unexpectedly received recognition after two hours of work. They found that recognition increases subsequent performance substantially, and particularly so when recognition is exclusively provided to the best performers. Remarkably, workers who did not receive recognition are mainly responsible for this performance increase.

The above study is current but similar study can be conducted in Nigeria using the same variables but different organizations such as First Bank Plc, Abuja. The study indicated the population of the study but failed to state how sample size was derived from the population of the study or how questionnaire was administered to the respondents. The study failed to indicate the statistical tool adopted or used in analyzing the data.

Ndungu (2017) determined the effects of reward and recognition on employee job performance in Kenyatta University. Moreover, the relationship between other factors affecting performance (working environment and leadership styles) and performance was also explored with the help of responses collected from employees working in Kenyatta University main campus, Nairobi. A descriptive research design was used in the investigation of the effects of rewards and recognition on Kenyatta University staff performance. Stratified random sampling and purposive random sampling were used in sampling design. Questionnaire as research instrument was used and was distributed to 360 employees of Kenyatta University. In total, 332 usable responses were received which were analyzed through SPSS 20.0. Standard procedures were used to process and represent findings. Inferential statistics (person correlation analysis) and multiple regressions were then applied. Results showed significantly positive relationship between reward and recognition, with employee performance. In addition a very positive and significant relationship was also observed between job performance and the independent variables (extrinsic rewards,

intrinsic rewards and financial rewards, recognition rewards, working environment and leadership styles). Results also showed that salaries and fringe benefits as well as job security are weak in Kenyatta University, causing dissatisfaction and low employee performance.

The study used Kenyatta University to study the effect of reward and recognition on employees performance and similar study can be conducted using First bank Plc Branches in Abuja. The study failed to indicate the population of the study but only indicated the sample size of the study and did not show how the sample size was gotten in the study. The study used correlation and regression to analyse the data, which are unique.

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

The above study is current and was conducted using education sector at district Gujranwala but failed to indicate the country which the study was conducted. However, similar study can be conducted using first bank Plc branches in Abuja. The study failed to indicate the statistical tool such as regression and correlation. The regression could have indicated the cause and effect relationship between the dependent and independent variable while correlation could have been used to indicate the strength and degree of the relationship between the dependent and independent variable.

Expectancy Theory

The expectancy theory, suggests that workers are more likely to be motivated to perform when they perceive that there is a strong link between their performance and the compensation they receive (Mendonca, 2002). According to Robbins (2003), expectancy theory refers to the strength and attractiveness of individual's expectation of the outcome produced by performance.

The attractiveness of expected compensation for given input will determine one's motivational

soundness according to this theory and whether that compensation responds to individual's personal goals. Robbins (2003) explained that there are three relationships; effort – performance, performance – compensation and compensations – personal goals which will direct one's behavior. Expectancy Theory (Vroom 1964) predicts that one's level of motivation depends on the attractiveness of the compensations sought and the probability of obtaining those compensations (Bohlander & Snell, 2004). If workers perceive that they may get valued compensations from the organization, they tend to put greater effort into work. Expectancy Theory includes three dimensions, which are, expectancy, instrumentality and valence, the level of all of which must be high if desired behaviors are looked forward to in workers' work.

Expectancy theory of motivation explains the link between motivation and performance. The theory proposes that performance at individual level depends on high motivation, possession of the necessary skills and abilities, an appropriate role and understanding of that role (Savaneviciene & Stankeviciute, 2010). According to Vroom (1964) “the effects of motivation on performance are dependent on the level of ability of the worker, and the relationship of ability to performance is dependent on the motivation of the worker.” The effects of ability and motivation on performance are not additive but interactive.

From the above theory, First bank branches in Abuja motivate their employees through recognition with the expectation that they will perform their assigned duties perfectly and contribute to organizational performance. If an employee is expected to increase customers' patronage, the organization only needs to recognize the employees for the past performance in order to ensure that they do more.

Methodology

The study adopted survey research design. The reason for using survey research design is because the researcher used primary data through the use of structured questionnaire. The population of the study comprises of the workers of 20 branches of First Bank of Nigeria located in FCT, Abuja. According to pilot study conducted, the target population in this research was 483, drawn from customer care, marketing, general services and operations.

Table 1: Population of Selected First Bank Staff in FCT, Abuja

S/N	Job Descriptions	Population
1	Customer Care	125
2	Marketing	187
3	General Services	54
4	Operations	117
	Total	483

Source: Field Survey, 2019

Taro Yamane (1971) sample technique was used to estimate a sample size out of the study population. The Yamane (1971) formula is given by:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- n = Sample Size
- 1 = Constant
- N = Population Size
- e = Margin of error (5%)

Substituting into the formula we have:

$$n = \frac{483}{1 + 483(0.05)^2}$$

$$n = \frac{483}{1 + 483(0.0025)}$$

$$n = \frac{483}{2.2075}$$

$$n = 219$$

Proportional allocation formula was applied to each stratum to ensure even-spread as captured in Table 2.

The proportionate formula used is given as:

$$nr = \frac{nrh}{N}$$

Where:

- nr = Number allocated to each class strata
- n = Sample Size
- rh = Total population of each strata
- N = Population Size

Table 2: Sample of Selected First Bank Staff in FCT, Abuja

S/N	Job Descriptions	Population of Staff	Sample Per Category
1	Customer Care	125	$\frac{125 * 219}{483} = 57$
2	Marketers	187	$\frac{187 * 219}{483} = 85$
3	Managers	54	$\frac{54 * 219}{483} = 24$
4	Operations	117	$\frac{117 * 219}{483} = 53$
	Total	483	219

Source: Field Survey, 2019

The data collection technique employed was the use of structured questionnaires with stratified random sampling. The questionnaire was designed in five-point likert scale. The questionnaire was administered by with the help of a research assistant (Abdul Yahaya) across the 20 branches of First Bank of Nigeria PLC located in FCT, Abuja. The study questionnaire was tested to ascertain the reliability of the instrument and the result indicated that all the variables were reliable with a crouchback’s alpha of 0.87 for employees’ performance, acknowledgement effort 0.78 and acknowledgement of work 0.88. The study also used regression and correlation. The regression was used to establish the cause and effect relationship between the dependent and independent variables, while correlation was used to determine the strength and degree of the relationship between the dependent and independent variables.

The model is:

$$EMP = a + \beta_1 AKE + \beta_2 AKW + \pi \dots\dots\dots 1$$

Where:

- EMP = Employees' performance
- AKE = Acknowledgement of effort
- AKW = Acknowledgement of work
- β = coefficient
- a = constant
- π = error terms

Analysis and Discussion

Table 3: Acknowledgement of Effort

Items – acknowledgement of effort	5	4	3	2	1
The management of First Bank Plc branches in Abuja always acknowledged staff hard work	59(26.95)	55(25.11)	15(6.85)	44(6.85)	46(21.00)
The management of First Bank Plc branches in Abuja always acknowledged staff time used in obtaining the result	61(27.85)	56(25.57)	13(5.94)	33(15.07)	54(24.66)
The management of First Bank Plc branches in Abuja always acknowledged staff energy on the work	45(20.55)	54(24.66)	20(9.13)	29(13.24)	71(32.42)

Source: survey, 2019

Table 3 indicates the respondent percentage on each question relating to Acknowledgement of effort used by the management of First Bank Plc branches in Abuja. It shows that majority of the respondents agreed and strongly disagreed on various questions. The percentage is in bracket while the number of respondents is outside the bracket.

Table 4 Mean of Acknowledgement of Effort

Variables	5	4	3	2	1	FX	N	Mean	Remarks	Sectorial mean
Hardwork	59	55	15	44	46	694	219	3.17	Very high	3.06
Time	61	56	13	33	54	688	219	3.14	Very high	
Energy	45	54	20	29	71	630	219	2.88	Low	

Author’s Computation, 2019

From table 4, it shows that acknowledgement of effort by the management of First Bank Plc branches in Abuja is very high and this implies that the sectoral mean is more than average. This also means that the management of First Bank Plc in Abuja acknowledges the effort of their staff.

Table 5: Acknowledgement of Work

Items- acknowledgement of work	5	4	3	2	1
The management of First Bank Plc branches in Abuja always acknowledged employees perfect work	67(30.59)	77(35.15)	33(15.07)	14(6.39)	28(12.79)
The management of First Bank Plc branches in Abuja always acknowledged those employees who ensure that organization realized effectiveness in work	78(35.62)	66(30.14)	29(13.24)	19(8.68)	27(12.32)
The management of First Bank Plc branches in Abuja always acknowledged those employees who ensure that organization realized effectiveness in work	71(32.42)	59(26.94)	31(14.16)	29(13.24)	29(13.24)

Source: survey, 2019

Table 5 indicates the respondent percentage on each question relating to acknowledgement of work used by management of First Bank Plc in Abuja. It shows that majority of the respondents agreed and strongly agreed on various questions related to management of First Bank Plc in Abuja. The percentage is in bracket while the number of respondents is outside the bracket.

Table 6: Mean of Acknowledgement of Work

Variables	5	4	3	2	1	FX	N	Mean	Remarks	Sectorial mean
Perfect work	67	77	33	14	28	798	219	3.64	Very high	3.61
Effective work	78	66	29	19	27	806	219	3.68	Very high	
Efficient work	71	59	31	29	29	771	219	3.52	Very high	

Author’s Computation, 2019

From table 6, it shows that Acknowledgement of work used by management of First Bank Plc in Abuja is very high and this implies that the sectoral mean is more than average. This is also mean that acknowledgement of work by management of First Bank Plc in Abuja is highly practiced by management of First Bank Plc in Abuja.

Table 7: Employees Performance

Items- Employees performance	5	4	3	2	1
The employees of First Bank Plc quality of output is unique	8(33.33)	9(37.5)	3(12.3)	2(8.33)	2(8.33)
Employees are committed to work at First Bank Plc, Abuja	7(29.17)	10(41.67)	2(8.33)	1(4.17)	4(16.17)
Employees always attended to customers at a very high speed	9(27.5)	10(41.67)	2(8.33)	1(4.17)	2(8.33)

Source: survey, 2019

Table 7 indicates the respondent percentage on each question relating to the employees performance in First Bank Plc, Abuja. It shows that majority of the respondents agreed and strongly agreed on various questions related to the growth. The percentage is in bracket while the number of respondents is outside the bracket.

Table 8 Mean of Employees Performance

Variables	5	4	3	2	1	FX	N	Mean	Remarks	Sectoral mean
Quality of output	8	9	3	2	2	91	24	3.79	Very high	3.78
Employees commitment	7	10	2	1	4	87	24	3.62	Very high	
Employees speed	9	10	2	1	2	95	24	3.95	Very high	

Author’s Computation, 2019

Table 8 shows that employees’ performance in First Bank Plc, Abujais is very high and this implies that the sectoral mean is more than average. This also means that employees performance in First Bank Plc, Abuja is very high. That is, First Bank Plc have good workers.

Table 9: Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
AKE	204	1.11	5.00	3.0661	.78060
AKW	204	1.00	4.90	3.6181	.88710
EMP	24	1.00	5.00	3.7891	.84521
Valid N (listwise)	24				

Source: SPSS, 25 Version, 2019

The table 9 revealed the result of descriptive statistics which shows the mean and standard deviation. The mean value of acknowledgement of effort (AKE) is 3.06, the mean value of acknowledge of work (AKW) is 3.61, the mean value of employees performance (EMP) is 3.78. The table also recorded standard deviation of the variables for AKE as 0.78, AKW is 0.88 and EMP is 0.84.

Table 10 Correlation Analysis

		EMP	AKE	AKW
EMP	Pearson Correlation	1	-.221	.521**
	Sig. (2-tailed)		.241	.033
	N	24	24	24
AKE	Pearson Correlation	-.211	1	-.033
	Sig. (2-tailed)	.241		.544
	N	24	219	219
AKW	Pearson Correlation	.521**	-.033	1
	Sig. (2-tailed)	.033	.544	
	N	24	219	219

Source: SPSS, 25 Version, 2019

Table 10 indicates that there is a weak positive association between acknowledgement of effort and employees performance in First Bank Plc, branches in Abuja. There is a weak positive association between acknowledgement of work and employees performance in First Bank Plc, branches in Abuja.

Table 11: Regression Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.672 ^a	.561	.550	.782721

a. Predictors: (Constant), AKE, AKW

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.511	2	2.561	7189.912	.000 ^b
	Residual	211.191	22	3.811		
	Total	211.002	24			

a. Dependent Variable: EMP

b. Predictors: (Constant), AKE, AKW

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.321	1.527		1.411	.00
	AKE	.041	0.044	.041	3.009	.000
	AKW	.507	0.088	.507	2.981	.000

a. Dependent Variable: EMP

Source: econometric output, 2019

Decision Rule: 5% level of significance

The regression result shows that the model is fit for the study since the f-statistics is significant at 5% level of significant. The result also shows that acknowledgment of effort has positive effect on employees’ performance in First Bank Plc, branches in Abuja while acknowledgment of work also has positive effect on employees’ performance. These effects are significant since the P-values are less than 5% for the variables (acknowledgement of work and effort) by ensuring that employees performance in First Bank Plc, branches in Abuja increases. Thus, we can reject the null hypotheses while concluding that acknowledge of work has a positive and significant effect on employees’ performance in First Bank Plc, branches in Abuja. Also, acknowledgement of

effort has a positive and significant effect on employees' performance in First Bank Plc, branches in Abuja.

The $R^2 = 0.61$ indicates that only 61% of variation on recognition (acknowledgment of work and effort) can be used to explain by employees performance in First Bank Plc, branches in Abuja but 39% can be explained by other factors not noted in the regression model which is referred to as error term.

Discussion of Findings

The results of the analysis concluded that recognition positively contribute to employees performance in First Bank Plc, branches in Abuja. In this case, the study conforms to the findings of Ndungu (2015); Zeeshan et al (2017) who concluded that there is a significant relationship between recognition and employees performance. The study also is in line with the expectancy theory which suggested that workers are more likely to be motivated to perform when they perceive that there is a strong link between their performance and the recognition they receive (Mendonca 2002). According to Robbins (2003), expectancy theory refers to the strength and attractiveness of individual's expectation of the outcome produced by performance.

Conclusion and Recommendation

The study concluded that recognition positively contribute to employees performance in First Bank Plc, Abuja. Also, that acknowledge of work has a positive and significant effect on employees performance in First Bank Plc, branches in Abuja. It was further concluded that acknowledgement of effort has a positive and significant effect on employees' performance in First Bank Plc, branches in Abuja. The study recommended that first bank management should continue to recognize employees' effort and work since in order to enhance good work performance.

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