

Relationship of Recognition and Staff Performance in Kenya School of Government Baringo Campus, Kenya

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Abstract

Staff performance is a critical element in organization function and productivity. It is therefore paramount for the management to ensure that efforts and resources are directed towards ensuring that the human resources attain their full potential. This paper addresses the relationship of recognition on employee performance at the Kenya School of Government Baringo campus. The study employed ex-post facto research design which is a descriptive survey research design. The study population comprised of employees at various departments and sections. Stratified sampling technique was employed to select the required sample size of 23 respondents who were picked through simple random sampling technique. The departments at Kenya School of Government Baringo campus included: Administration, Catering/hospitality, Human resource, Security, Maintenance, Laundry, Library, Registry, Garden/farm, Transport, Research, Training, Accounts, ICT and Reception. A structured self-administered questionnaire was used to collect data. Descriptive statistics i.e percentages were used for data analysis using statistical Package for Social Scientist (SPSS) version 20. Findings revealed that recognition has a strong relationship with the performance of employees at KSG Baringo campus.

Keywords: Recognition, Motivation, staff performance.

1. INTRODUCTION

All organizations are concerned with what should be done to achieve sustained high levels of human resource performance. This implies how best individuals can be motivated through means such as incentives, rewards and leadership. It also entails the work they do and the organization's context within which they carry out that work (Owusu, 2012). Motivation is important in the organization since it boost morale among employees resulting to achievement of goals. According to Ali and Ahmed (2009), motivated employees help organization to become more successful since they are consistently looking forward to improve their work performance.

According to Chaudhary and Sharma (2012), motivation is the interior drive that causes a person to decide to take action. Irrespective of the crucial role that motivation plays in organizational success, managers neglect to comprehend the significance of inspiration in fulfilling their central goal and vision. Therefore in order to increase work effectiveness and performance, it is important for managers to address a number of issues including increasing motivation among employees, making them feel satisfied with their job and increasing their-job related well-being in general (Bogdanova & Naunivska, 2008).

According to Springer and Gary (2011), recognition is a critical motivational factor that counts for any employee's performance. This is because job performance that is followed by incentives that are valued and perceived as fair creates job satisfaction. This in turn will likely increase motivation to work harder to achieve high performance in the future. Webb (2007) also ascertained that, contingent reward may be perceived as knowing your workers well enough to identify their strengths and to place persons in positions where they can make positive contributions to the organization and attain rewards and recognition.

A study by Odukah (2016) on job intrinsic factor imparting on job motivation of casino hotel chefs found that, chefs are most motivated with work itself and least satisfied with growth and recognition they were accorded. The study further recommended need for increased recognition at work and creation of special incentive programs tailored to specific kitchen types. Motivation therefore is an employee's intrinsic enthusiasms and drive to accomplish activities related to work (Ali & Ahmed, 2009).

According to Sajuyigbe et al., (2013), if effective rewards and recognition are implemented within an organization, favorable working environment is produced which motivates employees to excel in their performance. On the other hand rewards also play a vital role in determining the significant performance in job and it is positively associated with the process of motivation. This is according to finding by Njanja et al. (2013)

who stipulated that, wage differential between high and low income earners has a strong relationship with morale, lack of commitment and low productivity by employees.

Ajmal et al. (2015) found out that, employees will give their maximum when they are certain of reward of their efforts by the management. According to him, among all those factors which affect employee performance, motivation that comes with rewards is of utmost importance. External rewards can be in terms of salary/ pay, incentives, bonuses, promotions, job security, etc. Intrinsic rewards are intangible rewards or psychological rewards like appreciation, meeting the new challenges, positive and caring attitude from employer and job rotation after attaining the goal.

Research has proven that, when human being are appreciated and praised they tend to improve their performance (Sajuyigbe et al., 2013). Therefore recognition by rewards can be used to improve performance by setting targets in relation to the work given e.g. surpassing some sales targets. When the employee surpasses their target, he or she can be given an additional amount to their salary this will make them strive to achieve more. Personalizing rewards is another effective way of increasing workers output (Ajmal et al., 2015). This is because when rewards tend to be so general, employees do not value them. Organizations therefore can use rewards to improve employee performance by incorporating appraisal or promotion for employees who have a good record of performance (Ajmal et al., 2015).

In conclusion, recognition through reward management is directly related to motivation which further impacts on employee performance. Employees take recognition as appreciation and a feeling of value and hence it boosts up morale of employees. This ultimately increases productivity of organizations. Managers should therefore be keen on employees who perform well since recognition can result to improved performance. Therefore the role of recognition should be taken seriously since employees are the big part of organization engine and hence the main driver in attaining any organizational goal.

1.2 Objective of Study

The objective of this study was to examine the relationship of recognition with staff performance in Kenya School of Government Baringo campus.

2.0 METHODOLOGY

2.1 Research Design

An ex-post facto study which is a descriptive type of design was adopted. This means that the study did not subject the groups to any treatment and the researcher assumed that manifestation of the effect of staff recognition on the employee performance had already occurred and hence no need to manipulate. An ex-post facto design is like a static group experimental design and is used where the conditions at the time of the experiment are not under the control of the researcher. This design is also concerned with discovering relationships among the variables. This design was found appropriate for this study since the researcher studied already existing effects of independent variable on the dependent variable without seeking to modify the effects.

2.2 Target population

The target population of this study consisted of 74 employees who work at Kenya school of government Baringo campus. This population was selected on the basis of their terms of employment whereby only permanent staff were included in the study. This was because the researchers assumed that they had already been exposed to the conditions that formed the independent variable of the study. This was derived as shown in table 2.1 below

Table 2.1 Target population

S/No	Section	Total population	% of Entire Population
1	administration	2	2.70
2	research/comm.	1	1.35
3	Accounting	6	8.10
4	Training /faculty	9	12.2
5	Catering	9	12.2
6	Housekeeping/hospitality	9	12.2
7	security	4	5.40
8	secretary	3	4.10
9	transport	4	5.40
10	farm/garden	5	6.76
11	Library	4	5.40
12	Telephone operator	2	2.7
13	Laundry	5	6.76
14	Customer care	4	5.40
15	Registry	3	4.10
16	Maintenance	1	1.35
17	Business	1	1.35
18	ICT	1	1.35
19	HRM	1	1.35
20	Total	74	100

2.4 Sample and Sampling procedure

The target population of 74 employees was purposively selected. This comprised of all levels of permanent staff in Kenya School of Government Baringo Campus. According to Mugenda & Mugenda (2003), a sample size of between 10 and 30 % is a good representation of the target population and hence the 30% is adequate for analysis. The sample size of this study was therefore 23 respondents which formed 30% of the target population. Stratified sampling technique was used whereby groups in the population were identified and then samples from each group were randomly selected e.g. training/ faculty staff, administrative staff, catering etc. The number of individuals selected from each group was selected in proportional to the sampling frame in order to get the representative sample size using a conversion ratio of 0.31 as shown in formula below:

$23/74 = 0.31$ where 23 is the sample size and 74 is the sampling frame

$23/74 \times x$ where x represents the group population

Table 2.2: Sample size matrix

S/No	Section	No. of Staff	Sample Size
1	administration	2	1
2	research/comm.	1	0
3	Accounting	6	2
4	Training /faculty	9	3
5	Catering	9	3
6	Housekeeping/hospitality	9	3
7	security	4	1
8	secretary	3	1
9	transport	4	1
10	farm/garden	5	2
11	Library	4	1
12	Telephone operator	2	1
13	Laundry	5	2
14	Customer care	4	1
15	Registry	3	1
16	Maintenance	1	0
17	Business	1	0
18	ICT	1	0
19	HRM	1	0
20	Total	74	23

3.0 RESULTS AND DISCUSSION

3.1 Awards given for good performance

Tables 3.1 are awards given for good performance

Are awards given for good performance?	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	19	82.6	82.6	82.6
No	4	17.4	17.4	100.0
Total	23	100.0	100.0	

82.6% of the respondents admitted that awards are given for good performance while 17.4 indicated that no rewards are given for good performance. As stated by Kaufman, Chapman and Allen (2013) on their findings on the effect of performance recognition on employee engagement it is paramount that organizations endeavor in motivating their employees. This is because recognition plays such a significant role in increasing employee engagement, relationships at work, innovation, and company performance, identifying and investing in the best ways to improve the strength of performance recognition should clearly be a priority for companies and managers alike. In his recommendation Sajuyigbe et al. (2013) advised that, organizations should reward employees more often in order to improve their performance compared to having the rewards only once a year. This is because frequent rewards are easily linked to the performance.

3.2 Appropriateness of awards given

Tables 3.2 are awards given appropriate?

Are awards given appropriate?	Frequency	Percent	Valid Percent	Cumulative Percent
yes	19	82.6	82.6	82.6
No	3	13.0	13.0	95.7
N/A	1	4.3	4.3	100.0
Total	23	100.0	100.0	

82.6% of the respondents admitted that awards given for good performance are appropriate, 13.0 indicated that rewards given for good performance are not appropriate while 14.3 were not sure. The feeling of majority of the respondents is in buttress with Kaufman et al., (2013) who found out that when recognition is provided appropriately, it goes a long way toward encouraging employees to increase innovation and customer service.

3.3 Satisfaction with the awards given

Table 3.3 Are you satisfied with kind of awards given?

Are you satisfied with kind of awards given?	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	11	47.8	47.8	47.8
No	12	52.2	52.2	100.0
Total	23	100.0	100.0	

47.8 of the respondents indicated that they were satisfied with the kind of awards given while 52.2 were not satisfied. Although majority of the respondents did not derive satisfaction with awards given for job performance, satisfaction from awards given is a very crucial element in motivating employees to improve on their performance. This is because job performance that is followed by incentives that are valued and perceived as fair creates job satisfaction. This in turn will likely increase employees motivation to work harder to achieve high performance in the future (Springer & Gary, 2011). Findings by Sutherland (2004), also supports the importance of giving rewards that are satisfactory. This is because according to him reward systems ought to be a significant sphere of innovation for employers. This is because the increasing diversity of the workforce suggests the need for more creative approaches to tailoring the right rewards to the right people. She also concluded that recognition and reward are part of a more comprehensive effort at keeping workers or adopting good workplace practices which can contribute to increased retention

3.4 Relationship of recognition and staff performance

Table 3.4 Does recognition Influence staff performance

Does recognition influence staff performance?	Frequency	Percent performance	Valid Percent	Cumulative Percent
Yes	13	56.5	56.5	56.5
No	10	43.5	43.5	100.0
Total	23	100.0	100.0	

From the research findings, 56.5% of the respondents acknowledged recognition as a factor that influences

their performance. The remaining 43.5 % felt that recognition does not influence their performance. The above findings underpins recommendation made by Odukas (2016) on his study on factors influencing staff motivation among employees of equator bottlers (coca cola) Kenya that Organizational policies and laws that promote employee dignity, positive attitude, and morale could push job motivation, which changes perceptions about work. That way, employees are enabled to enjoy their responsibilities, on tasks that they do and perform well in their assignments. He further indicated that staff motivation and goal achievement were directly related. This also agrees with Sajuyigbe et al. (2013) who affirmed that recognition through reward management is directly related to motivation which further impacts on employee performance. The research findings agree with Ajmal (2015), that recognition by rewards can be used to improve performance by setting targets in relation to the work given e.g. surpassing some sales targets. It is also supported by findings by Kaufman et al., (2013) who concluded that performance recognition is a strong driver of employee engagement, a key objective of high-performing companies around the world. As a result, performance recognition improves relationships between managers and employees, increases levels of individual and company-wide innovation and encourages employees to maximize their output and productivity.

3.5 Extent to which recognition Influence staff performance

Table 3.5 To what extent does recognition influence your performance?

To what extent does recognition influence your performance?	Frequency	Percent	Valid Percent	Cumulative Percent
Very low	2	8.7	8.7	8.7
Low	1	4.3	4.3	13.0
High	6	26.1	26.1	39.1
Very high	13	56.5	56.5	95.7
Neutral	1	4.3	4.3	100.0
Total	23	100.0	100.0	

From the findings, 52.2 % of the respondents indicated that recognition influenced their performance at a high extent, 43.5% very high while 4.3% could not tell. This is in conformity with what Odukah (2016) indicated in his study that, employee's recognition improves their performances which raise their motivation. This therefore means that employees would put efforts to do a good job as long as they are placed in situation that allow them utilize their talents. The results of the study also agreed with findings by Imran, Ahmad, Nisar and Ahmad, (2014) that Employee recognition is a strong motivational tool that enriches employees' energies towards the accomplishment of organizational goals and objectives. Results from this study also supports findings by Rahim and Daud, (2013) who stipulated that employees recognition have significant positive relationship with employee performance. The findings also agrees with recommendations by Erbas & Arat (2012); Ngatia (2015) and Tausif (2012) that non-financial rewards such as recognition have been highlighted to have positive relationship on employee job satisfaction and organizational performance. It also agrees with Imran, Ahmad, Nisar & Ahmad (2014), that, satisfied employees have positive attitude towards organization and their jobs thereby increasing the quality and quantity of employee performance.

4.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

4.1 Summary of Findings

Recognition is a critical motivating and stimulating factors in human resource performance. If staff are awarded and given recognition on basis of their performance, their motivation, productivity and satisfaction will be raised. The situation in Kenya school of government Baringo is as follows:

Majority of the employees agreed that awards are given for good performance and that the awards given are appropriate. This means that management should be keen to ensure that all employees who performs well in their jobs are rewarded which would be a source of motivation to them. Considering appropriateness of awards given is significant in motivating workers to perform in their jobs, Management should also ensure that awards given are appropriate.

From the study, majority of the respondents indicated that they were not satisfied with the kind of awards given although they were in agreement that recognition is an important factor that influences their performance.

From the findings a great percentage of the respondents indicated that recognition influenced their performance at a high extent.

4.2 Conclusions

The significance of recognition in daily performance of employees cannot be over underrated especially when it comes to being rewarded for a job well done. It is uncontroversial that recognition of any kind is directly related to improved performance. Going by the findings of this study, it can be easily inferred that employees' recognition is of great significance and consequently should be a concern of both the employers and employees.

The results obtained from this study unveiled that employees' recognition employing different means plays an important part in improved performance and hence, when it is not given, employees portray dissatisfaction through poor performance and non-commitment to their job. It is therefore imperative for the organization to consider the needs and feelings of its work force. From the above results of study it can be concluded that recognition has a strong relationship in influencing the performance of employees at Kenya School of Government Baringo campus.

4.3 Recommendations

Based on the study findings, it is highly recommended that recognition of employees in the institution through rewards, promotions, parties, gifts, trips and scholarships be embraced by the management since it is of paramount importance in their job performance. This is because with recognition employees can improve in Performance. Therefore Kenya school of government management and management of other organizations therefore can endeavor to develop recognition as a component of motivation among their employees and hence observe improvement and success in their job Performance

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