

**INFLUENCE OF EMPLOYEE RECOGNITION AND PROMOTION ON
PERFORMANCE OF JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND
TECHNOLOGY, KENYA**

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Abstract

Reward system is an important tool that management uses to channel employee's motivation in desired ways such as better functionality and further improved company performance. The purpose of this study was to investigate the influence of reward on the performance of public Universities in Kenya. A case study of JKUAT. This study was guided by two specific objectives which included to: determine the influence of employee recognition and evaluate the influence of promotion on the performance of JKUAT. The study adopted a case study design. Stratified random sampling technique was used to draw a sample of 28 departments from a total of 140 and random numbers were used to pick 400 respondents from a target population of 2,000 employees of JKUAT Juja main campus. Data was collected using questionnaire and document analysis instruments. An analysis was done using descriptive statistics such as mean to measure central tendency and standard deviation to measure dispersion. Frequencies and percentages were generated from the data. Chi square test was used to determine the significance and relationship between/among the variables. There was statistically significant evidence on the relationship between independent variables and performance of JKUAT, implying that there was significant influence on performance by the independent variables. From the study it was discovered that the employees were not satisfied with the current recognition program; most employees had not been recognized by the institution and most of the employees preferred promotion as a type of recognition. There was a promotion criteria in place though the employees were not aware of it and the criteria had not been implemented. Most employees had not been promoted since they joined the institution. They further agreed that a cluster of parameters should be considered for a promotion other than performance and academic qualifications. There was also an established customer care desk and the employees were aware of who their customers were. The study therefore recommends that employee recognition and promotion policies should be made aware to the employees and be implemented. Different parameters should be considered as criteria for promotion.

Keywords: Influence, Recognition, Promotion, Performance, Customer care, Revenue generation

I. INTRODUCTION

Employee rewards system refers to programmes by different organizations to reward performance and motivate employees on individual and/or group level. In designing a reward system, the organization should specify

group or organizational goals to be achieved and the specific behaviors or performance that will attract rewards. By so doing the rewards system will help management shape behavior of employees and at the same time achieve organization's goal. According to the Chartered Management Institute (2004) the notion of rewards system is gradually replacing the traditional idea of a standard pay system, as it incorporates all aspects of employee compensation into the package. According to Fay and Thompson (2001) rewards systems have a critical role in determining the organization's ability to attract high potential employees and to retain high performing employees to achieve greater levels of quality and performance.

In a globalised world characterized by competition, access to latest technology and communication systems, and an unfettered access to financial markets around the world, the ability to attract and retain qualitative workforce, as well as keep them highly motivated has however become a great challenge. Employers now require their employees to do more with less, while employees on their part, are asking for more incentives. This requires that organizations to device a system that will strike a balance, if they want to continue to have increased performance. Puwanenthiren (2011) noted that organizations are increasingly realizing that they have to establish an equitable balance between the employee's contribution to the organization and the organization's contribution to the employee. He went further to say that establishing this balance is one of the main reasons to reward employees.

Business executives around the world agree that attracting, retaining and motivating employees globally are key business objectives in the 21st century. Organizations that can provide meaningful reward strategies to employees across cultures stand to gain a competitive advantage through their human capital (Wingerup, 1999). This is supported by Carnige (1985) argument that human capital plays a pivotal role in an organizational effectiveness compared to financial capital and that people rather than finance are considered in modern times as primary source of a company competitive advantage. Concerns about employees' motivation and performance are reported globally in all professions.

As a reward for employee performance, recognition is defined as communication between management and employees which rewards them for reaching specific goals or producing high quality results in the workplace (Avalos, 2007). Recognition is treated as universally applicable and, if provided on a contingent basis in managing employee behavior, can be a very powerful reinforcer to improve performance. For organizations competing in worldwide markets, managing compensation and reward systems has always depended on understanding the economic, social, and political changes occurring in the countries in which they operate. What is emerging is that some companies are adopting global compensation and reward strategies that are aligned with and signal their global mind-sets. Rather than only reacting to and matching local conditions, the global perspective shifts to finding how they can best use compensation and rewards to compete on a worldwide basis.

Given sufficient variation in values among the people in the labor pools of a nation, firms can structure compensation policies that are consistent with the firm's culture and simultaneously attract individuals from the applicant pool who have similar values (Burguillos & López, 2013). Motivating employees by promotion has been adopted worldwide and it is considered as the simplest form of incentive pay - a promotions ladder (Savych, 2005). This requires recruits to accept lower paid port-of-entry jobs. This early period of employment is a screening process.

Businesses in Africa are struggling to find the skilled employees they require, with many skilled African graduates emigrating to developed countries (World Economic Forum *et al.*, 2011). Meyer and Kirsten (2012) agreed with this, stating that there has been a steady loss of skilled and qualified individuals from South Africa

as a result of emigration, which poses a problem because of the need for skills to promote production in the country.

Although many organizations in Kenya have put in place various strategies to motivate their employees, little is known about their impact on employee's performance. This is because the strategies adopted are not formed by empirical research hence do not reflect the wishes of employees. Njoroge (2012) who studied the relationship between reward systems and employee motivation amongst the civil service employees of the Kenyan Government, concluded that rewards given to civil servants affected the employee level of motivation and resulted in improved performance of the Ministry but not necessarily in individual employee performance in the public sector. Mutua (2011) also studied the relationship between reward management and employee motivation in the National Hospital Insurance Fund. The findings of the study showed that as a state cooperation it followed the guidelines set by the public sector compensation regulations. The regulations did not provide for other forms of non-financial rewards, which resulted in significant levels of demotivation amongst staff at the National Hospital Insurance Fund.

Promotion can make a significant increase in the salary of an employee as well as in the span of authority and control. It will help the competitors to identify the most productive employees in the business world at the same time the employees are being recognized by their own organization. The employees themselves feel to be an effective contributor and thus will be more satisfied with their job. In Kenya, most public institutions have got rare promotion opportunities. This is because of the documented policies and terms of conditions that clearly indicate criteria for promotion which is not necessarily on performance. This makes most employees move to the private institutions where employees get promoted on performance. In most public institutions, pay is spread more evenly hence driving away high performers and encourage the same type of average performance throughout the institution. Researchers, practitioners, and scholars have established that there is a positive link between reward management and desired performance. This has made most organizations in Kenya to use reward management as one of the strategies to improve organizational performance.

JKUAT Profile

JKUAT is a public university near Nairobi, Kenya. It is situated in [Juja](#), 36 kilometers northeast of Nairobi, along the Nairobi-Thika Superhighway. It offers courses in Technology, Engineering, Science, Health Sciences, Law, Agriculture, Social Sciences, Architecture and Building Sciences. The University has a strong research interest in the areas of biotechnology and engineering. The University was started in 1981 as Jomo Kenyatta College of Agriculture and Technology (JKCAT), a middle-level college by the government of Kenya with assistance from the Japanese government. Plans for the establishment of JKCAT started in 1977. In early 1978, the Kenyan president, Jomo Kenyatta, donated 200 hectares of farmland for the establishment of the college. The first group of students was admitted on 4 May 1981. The new president Daniel Arap Moi formally opened JKUAT on 17 March 1982.

The first graduation ceremony was held in April 1984 with diploma certificates presented to graduates in Agricultural Engineering, Food Technology, and Horticulture. On 1st September 1988, Moi declared JKUAT a constituent College of Kenyatta University through a legal notice, under the Kenyatta University Act (CAP 210C). The name of JKUAT officially changed to Jomo Kenyatta University College of Agriculture and Technology (JKUCAT). It was finally established as a university through the JKUAT Act, 1994 and inaugurated on 7 December 1994.

JKUAT has four Administrative Divisions, four colleges, eighteen schools, one faculty, two institutes and thirteen campuses. JKUAT has tried to put in place different initiatives to motivate its workers but despite all

the initiatives, the employees' performance especially when it comes to meeting the deadlines and actual work delivery have not improved as imagined. Many other interventions like the introduction of information transparency, the introduction of Performance Contracting, participatory decision making have not yielded much improvement. Several stakeholders have registered their trepidation to the quality of services being offered, the performance contracting coordinator has raised alarm over the delay by the various head of departments and sections and individual staff to sign their PCs and submit their quarterly progress reports and also the failure to meet the agreed-upon targets.

It has also been noted that the institution is losing many qualified teaching and nonteaching staff to private universities without being able to attract others with similar qualifications to replace them which in turn leads to poor performance of the institution. The study, therefore, investigated the influence of reward on the performance of JKUAT. Since different reward strategies have a different degree of influence on performance, this research was a case study aimed at identifying whether the reward strategies that is recognition and promotion have an influence on the performance of JKUAT one of the public universities in Kenya.

II. STATEMENT OF THE PROBLEM

The performance of public Universities in Kenya in terms of revenue generation and customer satisfaction has not been adequate as compared to their counterparts in the private sector. In 2016, the government of Kenya reduced capitation to all public Universities and expected the Universities to generate more income to enable them run activities which include payment of salaries to its employees. Since most Universities do not generate enough revenue, they are not able to reward their employees well hence making most of them demotivated and some exit to look for greener pastures.

Despite the fact that the Government of Kenya reviews Collective Bargaining Agreements (CBAs) upwards after every four years, this does not seem to encourage or retain teaching and nonteaching staff who upgrade their studies by either undertaking a Masters or Ph.D programme. This is because in most cases the workers have to down their tools to compel the government to negotiate, sign and implement the CBA. The strike makes students losing a lot of time hence lengthens the period they need to complete their respective courses. As a result of this, most students have opted to join private universities since they are assured that they would complete their courses within the stipulated period. This has made public universities lose more private students from whom they generate income from in terms of school fees. This makes public universities lose revenue in terms of fees paid by private students.

According to the Carrot Principle by Gostick and Elton (2009), the most successful managers provide their employees with frequent and effective recognition. You get people to do more by rewarding their good work than by punishing their bad behavior, and employees who feel appreciated are less likely to be disloyal or to leave the organization. This, therefore, shows that when an employee does not get recognized; he/she tends to be disloyal and look up for other opportunities elsewhere which make the organization constantly lose employees making it static in terms of innovativeness hence leaving it behind in terms of development.

A promotion raises the status of the employee who receives a promotion which is a visible sign of esteem from the employer. A promotion is a powerful communication tool about what is valued within an organization. This therefore implies that employees usually anticipate for a promotion whenever they upgrade their studies. But due to the underlying policies usually set by the government; this does not usually happen in public universities. For instance, for non-teaching staff, the policies constitute specified period of time for which an employee must serve the institution before he/she gets a promotion. On the other hand, in 2017 CUE came up with a new promotion criteria for the teaching staff which had already been implemented. As a result of this;

qualified teaching and nonteaching staff leave the public universities to seek for fair promotional policies. The focus of this study, therefore, was to find out whether reward has an influence on the performance of public universities in Kenya with the main focus on recognition and promotion.

III. RESEARCH OBJECTIVES

The study sought to investigate the influence of reward on the performance of Jomo Kenyatta University of Agriculture and Technology in Kenya with specific objectives being to determine the influence of employee recognition and to evaluate the influence of promotion on the performance of Jomo Kenyatta University of Agriculture and Technology.

IV. LITERATURE REVIEW

Theoretical Review

Theories play a very vital role in research as they provide guidance as they provide frame of reference that forms the basis for observation, definition of concepts, development of research design, and interpretation of findings. Two theories were used:

Equity Theory

Equity theory is concerned with the perception people have about how they are being treated as compared with others. Equity involves feelings and perceptions and is always a comparative process. As suggested by Adams (1965), there are two forms of equity. Distributive equity which is concerned with the fairness with which people feel they are rewarded in accordance with their contribution and in comparison with others. Procedural equity or Procedural justice, which is concerned with the perceptions employees have about the fairness with which company procedures in such areas as performance appraisal, promotion and discipline are being operated. Adams proposed that an employee's motivation is affected by whether the employee believes that their employee benefits are at least equal to the amount of the effort that they put into their work. Adams stated that if an employee believes that their work outputs are not equal or greater than their inputs then the employee will become de-motivated. Adams' theory includes the assertion that when an employee is assessing whether the outputs they receive are fair the employee will often compare their colleague's work inputs and outputs with their own. The comparison will often be made with an employee at a similar level in the organization to the employee. Subtle or intangible compensation plays an important role in feelings about equity.

Maslow's Hierarchy of Human Needs Theory

One of the most influential theories of human motivation is Abraham Maslow's Hierarchy of human needs. The hierarchy of human needs postulates that employees are motivated by five levels of needs: physiological, safety, social, esteem, and self-actualization. According to Maslow (1943), the lowest level needs are physiological needs. In an organization; these are reflected in the needs for adequate heat, air, and a base salary to guarantee survival. These are followed by the Safety needs which are the needs for security and protection from danger. In an organizational workplace, safety needs refer to the needs for safe jobs, fringe benefits, and job security. Social needs are the needs for interaction with other people, belongingness, love etc. These needs reflect the desire to be accepted by one's peers, have friendships, be part of a group and be loved. In the work environment, these needs affect the desire for good relationships with co-workers, participation in a workgroup and a positive relationship with supervisors. Esteem needs then set in; the desire for respect, which is affected by the person's standing reputation, his need for attention, recognition, achievement, and appreciation etc. Within organizations, esteem needs reflect a motivation for recognition, an increase in responsibility, high

status and appreciation for contributions to the organization. Finally, self-actualization needs relate to desire to develop one's full potential. Self-actualization refers to the desire for self-fulfillment; it is a drive for individuals for self-development, creativity and job satisfaction. They are related to developing one's full potential, increasing one's competence and becoming a better person. Providing people with opportunities to grow, to be creative, and to offer training for advancement are the means that self-actualization needs can be met with-in the organization. To achieve this, people seek growth, achievement, and advancement.

These theories were thus used in the study to explore the various reward strategies used and how they fit in the scheme of expectations of the public Universities' employees and further how these expectations shape the actions of these employees which would translate to their performance leading to organizational performance.

Empirical review

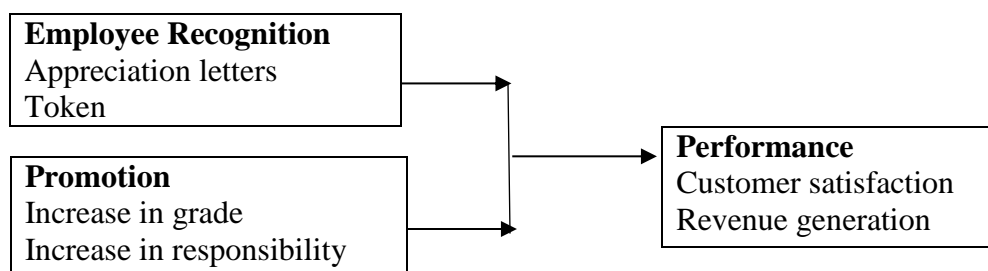
Employee recognition and organizational performance

Recognition for a job well done or full appreciation for work done is often among the top motivators of employee performance (Koch, 2005) and (Stuart, 1992). The need to feel appreciated is deeply ingrained in all employees. According to Trent, Tyson, and Jacob (2013), performance recognition is a strong driver of employee engagement—a key objective of high-performing companies around the world. They further stated that 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. They further argued that performance recognition when provided appropriately; it goes a long way toward encouraging employees to increase innovation and customer service.

Promotion and Organizational performance

Getting higher and higher promotion is the ultimate desire of each person working in any sort of organizations (Bilal, Jamil, Naintara, Sarfaraz & Raja, 2011). Teseema and Soeters (2006) concluded that there is positive relationship between promotion practices and perceived performance of employee. If organizations want to accelerate performance of employees in the organization, fair promotional opportunities should be given to employees (Park et al., 2008). Poisat (2006) agrees that employees generally value the need for autonomy and authority, and that they prefer a job that would require increased responsibility and risk. Nzuve (2007) sees promotions as providing an employee with an increase in pay and improved status. Heathfield (2005) viewed promotion as desirable by employees because of the impact it has on pay, authority, responsibility, and the ability to influence broader organizational decision making.

V. CONCEPTUAL FRAMEWORK



Independent variables

Dependent variable

Fig. 2.1: Conceptual framework

Recognition and organizational performance

As a form of reward, recognition is defined as Communication between management and employees which rewards them for reaching specific goals or producing high-quality results in the workplace (Avalos, 2007). This is probably the most important category and is sometimes called the "thank-you" category. Recognition for a job well done or full appreciation for work done is often among the top motivators of employee performance (Koch, 2005) and (Stuart, 1992). The need to feel appreciated is deeply ingrained in all employees.

According to the Carrot Principle by Gostick and Elton (2009), the most successful managers provide their employees with frequent and effective recognition. You get people to do more by rewarding their good work than by punishing their bad behavior, and employees who feel appreciated are less likely to be disloyal or to leave the organization. Further to this, it is important to provide a forum for this recognition so the employees can receive the honor in front of their peers. This will help motivate others to strive to achieve high results so they too can be rewarded for quality work (Hopkins, 1995). Therefore, employers should show appreciation and give employees credit for their work.

Various studies have shown that recognition motivates employees to perform their work better. According to Trent, Tyson, and Jacob (2013), performance recognition is a strong driver of employee engagement—a key objective of high-performing companies around the world. They further stated that 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. They further argued that performance recognition when provided appropriately; it goes a long way toward encouraging employees to increase innovation and customer service. Similarly, Christiane, Bradler, Robert, and Susanne (2013) also found out that provision of public recognition to employees causes a statistically and economically significant increase in performance.

Promotion and organizational performance

The advancement of an employee from one job position to another job position that has a higher salary range, a higher level job title, and, often, more and higher level job responsibilities, is called a promotion. Getting higher and higher promotion is the ultimate desire of each person working in any sort of organizations (Bilal, Jamil, Naintara, Sarfaraz & Raja, 2011). These were described as the chances for advancement to higher hierarchy in an organization. Teseema and Soeters (2006) concluded that there is positive relationship between promotion practices and perceived performance of employee. If organizations want to accelerate performance of employees in the organization, fair promotional opportunities should be given to employees (Park et al., 2008). Poisat (2006) agrees that employees generally value the need for autonomy and authority, and that they prefer a job that would require increased responsibility and risk. Nzuve (2007) sees promotions as providing an employee with an increase in pay and improved status.

Sometimes a promotion results in an employee taking on responsibility for managing or overseeing the work of other employees. Decision-making authority tends to rise with a promotion as well. Heathfield (2005) viewed promotion as desirable by employees because of the impact it has on pay, authority, responsibility, and the ability to influence broader organizational decision making. By getting to higher positions they could have more chances to express and develop their capability which will, in turn, give them more motivation to perform better. Promotions can be used as one kind of compensations to motivate employees.

The prestige of higher positions rather than higher wages stimulates employees to work hard to win the competition (Kiyoshi Takahashi, 2006). Promotion should be considered as a long-term incentive that is more effective on employees with stable jobs than those who change jobs frequently. According to Savych (2005) when promotion ladders are used as deferred compensation, almost all junior workers who prove themselves are promoted. The prospect of promotion encourages the good workers to stay and invest in specific human capital. Job seekers will self-select by limiting their applications to the type of jobs where they expect to succeed and be promoted out of the less well paid port-of-entry jobs.

Dang and Nguyen (2012) concluded that Promotion opportunities have a positive impact on employees' performance which leads to high organizational performance. Wan, Sulaiman, and Omar (2012) argue that employees that perceived promotion decisions as fair are more likely to be committed to the organization, experience career satisfaction, perform better and subsequently have a lower intention to leave the organization.

VI. RESEARCH METHODOLOGY

A research design is a scheme, outline or plan that is used to generate answers to research problems (Orodho, 2003). This study adopted case study design which is one of the methods of descriptive research design. This is because the information was collected through administering a questionnaire to a sample of individuals. According to Ngechu (2004), a descriptive study is concerned with finding out the what, where and how of a phenomenon. It also portrays an accurate profile of persons, events or situations. This method was preferred because it gave a report of things as they were. The design had an advantage of producing a good amount of responses from a wide range of people. At the same time, it provided a more accurate picture of events at a point in time.

The target population for the study consisted of 2,000 employees in JKUAT Main Campus both male and female in the top management, middle management, and lower cadre employees. This target population was considered appropriate for this study due to the heterogeneity of the cadres of employees because of their diversity in terms of their professional and cultural backgrounds.

Stratified random sampling method of data collection was used whereby two stage sampling was used to pick 28 departments out of 140 departments in the campus. Systematic random sampling was used to select 18 teaching departments from a total of 91 departments and 10 non teaching departments from a total of 49 departments. This was a representation of 20% of the total number of departments. Systematic random sampling was used to select 400 respondents whereby random numbers were used to pick 170 respondents teaching staff and another 230 respondents non teaching staff. This was a representation of 20% of the target population.

VII. RESEARCH FINDINGS AND DISCUSSION

The research sought to find out the department where they belonged; 15.4% of the respondents were teaching staff while 84.6% of the respondents were the non-teaching staff. This implies that JKUAT has employed more non teaching than teaching staff. The respondents were also asked to indicate their gender and age ; 53.8% of the respondents were male while 46.2% of them were female This implies the university has applied the affirmative action by the government whereby either of the gender must comprise a third (1/3) of the total employees. This therefore shows that there was no gender biases in recruiting staff general staff of Jomo Kenyatta University of Agriculture and Technology. 26.92 % of the respondents were between 21-30 years of age, 38.46% of the respondents were 31-40 years of age, 30.77% of the respondents were 41-50 years of age

and 3.85% were 50 years and above. This implies that most of the JKUAT employees were young and energetic people who are at their production age hence improving the production ability of the institution. It also implies that the institution has some employees who are old enough with a lot of experience and can be used to train the young employees as successors. The study sought to establish the grade of employees in JKUAT; 23.1% of the employees were below grade 5; 50% of the employees were between grades 5-10; 23.1% of the employees were between grade 11-14 and 3.8% of the employees had grade 15 and above. This indicates that most employees of the university are between grade 5-10 and these are employees at operational and tactical levels of management who are able to execute their roles with a lot of skills. Further, this study sought to find out the length of service of employees in JKUAT. 30.8% of the employees had a working experience of between 1-5 years; another 30.8% had a working experience of between 6-10 years while 26.9% of the employees had a working experience of between 11-15 years. 11.5% of the employees had a working experience of over 15 years. This indicates that the institution has a good number of employees who can be relied on to train the new employees on how to execute their roles given that they had enough experience. Also it implies that the respondents had enough working experience with the institution to enable them give accurate information on the phenomena under study. The study established the various levels of academic qualifications of employees of JKUAT. 15.4% of the respondents were Diploma holders while 3.8% of the respondents had a Higher Diploma. 34.6% of the respondents had an Undergraduate degree while another 34.6% had a Masters degree. 11.5% had Ph.D. This implies that most of the staff members had attained a higher level of academic qualification and thus had acquired recommendable qualifications to work effectively in the institution.

The study sought to establish whether employees had been recognized by the institution. From the findings, 34.6% of the respondents had been recognized by the employer while 65.4% were of the contrary opinion. A cross tabulation between the age of employees and the question whether the employee had been recognized by the institution indicate that the highest number of employees recognized are those aged between 41-50 years. Employees aged 40 and below recorded the highest number of non-recognition by the institution. From the findings, most young employees who comprise the highest percentage of the employees in the institution had not been recognized. In addition, a cross tabulation between grade and responses whether the employees have ever been recognized indicated that a high number of employees between grade 11-15 had been recognized by the institution. On the contrary, very few numbers of employees had been recognized who are between grades 5-10. This implies that the institution mostly recognizes employees at management level compared to those who are not in management. According to Trent, Tyson, and Jacob (2013), 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. They further argued that performance recognition when provided appropriately; it goes a long way toward encouraging employees to increase innovation and customer service hence the institution should recognize all cadres of employees. For those who had been recognized; the study sought to find out the level of satisfaction of the recognition they received. 43.8% indicated that they were satisfied by the type of recognition they received while 6.3% were not satisfied with the type of recognition they received while this question was not applicable to 50.0% of the respondents owing to the fact that they had not been recognized by their employer. This implies that the institution had not recognized most of its employees from their past achievements. Also from the findings, it shows that the kind of recognition the institution offered to its employees was satisfactory and relevant to them hence could influence them to perform better.

The respondents were asked to tick the most preferred kind of recognition they would like the employer to give from the following: Appreciation letter, bonus, promotion, verbal praise and awards. Promotion recorded the

highest percentage of 46.2% implying that most employees would like to be promoted for performing better. This is maybe due to the fact that promotion comes with a rise in pay and an increase in responsibility. Bonus and Awards recorded the lowest percentage at 11.5% implying most employees would not prefer to be given an award of a bonus for performing better. Getting higher and higher promotion is the ultimate desire of each person working in any sort of organizations.(Bilal Jamil Naintara Sarfaraz Raja, 2011). The study also sought to identify the most preferred setting for receiving recognition. Most employees had no preference on the setting for receiving recognition with 34.6% implying that they are comfortable receiving recognition anywhere. Further, 3.8% of the respondents indicated that they would appreciate being recognized for representing their supervisors, head of departments and section heads. 19.2% indicated that they would like to be recognized for their efficiency and effectiveness at a workplace. 26.9% indicated that they would appreciate being recognized for performing beyond the set targets. 15.4% indicated that they would like to be appreciated for efficiency and effectiveness, performing beyond set targets and achievement of the set targets while 23.1% indicated that they would like to be appreciated for all these mentioned parameters. The respondents were asked to indicate the most preferred work contributions that may lead to recognition. Completing tasks within scheduled time recorded the lowest response rate of 2.8% while achievement of set targets recorded the highest with the rate of 33.6%. 19.5% preferred to be appreciated for all the parameters.

The study also sought the respondent’s opinion on statements about employee recognition in regard to performance of JKUAT. On the statement whether the criteria for recognition program has been clearly explained to the employees, 11.6% agreed while 88.4% disagreed. This had a mean of 3.96, a mode of 4.00 with a standard deviation of 1.08. This implies that the institution has not made aware the criteria for recognition. On statements whether employees were satisfied with their organization’s current recognition program, 3.8% of the respondents agreed that to the statement, while 96.2% disagreed. This exhibited a mean of 4.04, a mode of 4.00 with a standard deviation of 0.72. This shows that the current recognition program is not satisfactory to the employees. In addition, on statements whether the employees receive a token whenever they perform well, 15.4% of the respondents agreed to this statement while 84.6% were neutral to this statement. This statement had a mean of 3.65, a mode of 4.00 and a standard deviation of 0.20. This implies that the institution does not give tokens as a form of recognition. On statement whether the organization appreciates the employees for performing better, 23% of the respondents strongly agreed to this statement, while 77% disagreed. This had a mean of 3.650, a mode of 4.00 and a standard deviation of 1.20. This indicates that the institution does not appreciate employees for performing better. According to the Carrot Principle by Gostick and Elton (2009), the most successful managers provide their employees with frequent and effective recognition. You get people to do more by rewarding their good work than by punishing their bad behavior, and employees who feel appreciated are less likely to be disloyal or to leave the organization. On statements whether all employees should be recognized whenever they perform better, the responses had a mean of 1.2308 and a mode of 1.00 with a standard deviation of 0.43. 76.9% of the respondents strongly agreed to these statements and 23.1% agreed. This implies that whenever an employee performs better he/she should be recognized hence motivating them to work harder.

Table 1: Extent of Agreement of Statements on Employee Recognition

	Agree %	Disagree (%)	Mean	Mode	SD
Criteria for recognition had been clearly explained to employees	11.6	88.4	3.96	4.00	1.08

Employee satisfaction with the current recognition program	3.8	96.2	4.04	4.00	0.72	
Received token whenever they performed well	15.4	84.6	3.65	4.00	0.20	
Employee appreciation for better performance	23	77	3.65	4.00	1.20	
All employees should be recognized for better performance	23.1	76.9	3.70	1.0	0.43	A chi square

test done showed that Pearson Chi-Square statistic, $X^2 = 35.304$, and a $p = 0.015$. This means that employee recognition is related to performance of JKUAT ($p = 0.015$). Size, 0.3 being a medium effect size and 0.5 being a large effect size. It also shows that there is a low degree of association between employee recognition and performance of JKUAT ($\Phi = 0.06$, Cramer's V of 0.006 at 0.033 and 0.042 degrees of significance). Hence employee recognition slightly influences performance of JKUAT.

The study investigated on whether the employees had been promoted since they joined the organization, 38.5% indicated that they had been promoted while 61.5% indicated that they had not been promoted. This implies that most employees had not been promoted since they joined the institution. This might have an implication in performance as concluded by Park (2008) organizations should give fair promotional opportunities to employees if they want to accelerate performance of the organization. For those who had been promoted; when asked what led to the promotion, 5.9% indicated that it was as a result of positively responding to the advert 17.6% indicated that it was out of the period of service while 5.9% indicated that it was a cluster of the above factors in addition to academic qualifications. 47.1% indicated that it was not applicable. This implies that mostly during promotions, the institution considers the period of service an employee has stayed in the institution. The respondents were asked to state whether they have been given a challenging task upon completion of a given training, from Table 4.18; 20.9% said yes while 79.1% were of the contrary opinion. This implies that despite the institution training its employees, challenging work had not been offered thereafter to test whether they can put into place the skills gained. The study further sought to find out on whether increase in responsibility would influence performance. From the findings, 81% of the respondents indicated that if their responsibilities increased, their performance would be enhanced while 19% were of the contrary opinion. On further probing of the respondents, 45% indicated that they would feel obligated to work better for the institution, 15% indicated that it would make them to be more innovative at workplace while 5% indicated that it would create the need to learn and complete tasks while 5% indicated that extra work load would negatively affect their performance. This implies that increase in responsibility influences performance of employee in terms of delivering their best to the institution. 83.3% of the respondents indicated that promotion influences their performance while 16.7% were of the contrary opinion. This implies that promotion leads to an increase in responsibility which influences the performance of an individual. Poisat (2006) agrees that employees generally value the need for autonomy and authority and that they prefer a job that would require increased responsibility and risk.

The respondents were asked to give their opinions with regard to various statements on promotion. On whether the organization has a promotion policy, 56% agreed while 44% disagreed. This shows that the institution has a promotion policy in place. This had a mean of 2.56 and a standard deviation of 1.15 and a mode of 2.00. On whether the respondent is aware of the promotion criteria in place, 52% agreed while 48% disagreed. This shows that despite of having promotion criteria in place; almost half of the employees were not aware of it. This had a mean of 2.92 with a standard deviation of 1.19 and a mode of 2.00. Regarding if the institution promotes employees as stipulated in the promotion policy, only 8% of the employees agreed while 92%

disagreed. This shows that despite the promotion policy being in place, the institution does not adhere to it. This might have an impact on performance as Teseema and Soeters (2006) concluded that there is the positive relationship between promotion practices and perceived performance of the employee. Similarly this had a mean of 3.84 and a standard deviation of 1.03. On whether the promotion policy should be based on employee qualifications, 64% agreed while 36% disagreed. From this, most employees believe that once a person upgrades his/her academic qualifications, it should lead to an automatic promotion. This had a mean of 2.52 and a standard deviation of 1.44 and a mode of 2.00. On whether promotion should be based on the respondent's length of stay in the institution, 48% agreed while 52% disagreed. This shows that most employees prefer being promoted on other parameters rather than length of stay in the institution. Wan, Sulaiman, and Omar (2012) argue that employees that perceived promotion decisions as fair are more likely to be committed to the organization, experience career satisfaction, perform better and subsequently have a lower intention to leave the organization. Regarding the question on whether they are satisfied with the current reward system, 8% were satisfied while 92% were not satisfied. This implies that the current reward system is not satisfactory to the employees.

Table 2: Influence of Promotion on Performance

Statement	Agreed (%)	Disagreed (%)	Mean	Mode	SD
Promotion policy in place	56	44	2.56	2	1.15
Aware of the policy	52	48	2.92	2	1.19
Adherence to the policy	8	92	3.84	2	1.03
Policy to be based on academic qualifications	64	36	2.52	2	1.44
Policy to be based on length of stay	48	52	2.84	2	1.20
Satisfied with current reward system	8	92	3.84	2	1.03

Chi square test shows that Pearson Chi-Square statistic, $X^2 = 13.865$, and a $p < 0.001$. This means that employee promotion is related to performance of JKUAT ($p < 0.001$). It shows that there is a high degree of association between employee promotion and performance of JKUAT ($\Phi = 0.70$, Cramer's V of 0.68 at $p < 0.001$ degrees of significance). This implies that promotion strongly influences performance of JKUAT. This is in agreement with Teseema and Soeters (2006) concluded that there is the positive relationship between promotion practices and perceived performance of the employee. This study therefore concludes that all the independent variables: appreciation and promotion were related to performance of JKUAT.

The study sought to find out whether the respondents were aware of who their customers were, 92.3% of the respondents indicated that they are aware of who their customers were while 7.7% were on the contrary opinion. On whether the institution has an established customer care office, 87.5% indicated that there was an existing customer service office while 12.5% were of the contrary opinion. Regarding whether the four variables under study affect the institution's customer care delivery, 95% agreed while 5% disagreed. On whether the institution rewards employees for good customer care delivery, 16.7% indicated yes while 83.3% were on the contrary opinion. This implies that the institution does not regularly reward employees who offer the best customer services. According to Nyaribo (2006) In the event that corporations reward the customer's intimacy and satisfaction, they are more probably prepared to regulate and change behavior in order to establish

a good relation with customers and satisfy their needs. The study also sought to find out the customer satisfaction index from the previous three academic years through document analysis the findings showed that the institution's customer satisfaction index slightly decreased from 72.3% to 71.7 % (2013-2014). This could be attributed to the fact that the employees were not rewarded effectively in terms of bonuses and shopping vouchers in the year. The study sought to find out the total revenue generated by the institution for the past three Academic years through document analysis from the findings, the institution's revenue generation decreased in the successive years (2013-2015); from 7.13 to 7.03 to 6.56 billion Shillings. This could be attributed to the fact that the performance of students at KCSE level decreased hence the government was able to admit all students who scored a C+ and above for regular programmes hence reducing the number of self sponsored students who provided a good source of income to universities.

VIII. CONCLUSIONS AND RECOMMENDATIONS

The study established that employee recognition affects the performance of JKUAT from the value $V=0.006$. The study further established that older employees and employees at management level had been recognized by the institution. Most of the employees who had been recognized were satisfied with the type of recognition they received. Promotion was the most preferred type of recognition by the respondents. From the data collected, employees were not satisfied with the organization's current recognition program. Most respondents indicated that they barely receive recognition whenever they perform well. The majority were of the opinion that employees should be recognized once they perform better. Employee promotion had a high degree of association with the performance of JKUAT with $V=0.68$. It was established that most of the respondents had not been promoted since they joined the institution. For those promoted, they cited experience, level of academic qualifications and positively responding to internal advertisements as some of the factors that led to their promotions. Majority of the respondents indicated that they would perform better if their responsibilities were increased. Majority of the respondents agreed that the institution had a promotion policy and they were aware of it. However, they disagreed that the institution promotes employees based on the stipulated policy. Most of the respondents indicated that the criteria for promotion should consider a cluster of factors rather than single factors such as experience, performance etc. Most respondents agreed that increase in responsibility and provision of challenging work would influence their performance. Regarding customer satisfaction, respondents indicated that they were aware who their customers were and that the institution had an established customer service office. They too indicated that employee recognition, gain sharing, remuneration and promotion affects performance. Most respondents indicated that the institution's customer care services were good.

This study recommends that there be an employee recognition policy that should be followed to the letter. Also, the top level management ought to come up with strategies to recognize relatively new and young employees who indicated that they had not been recognized. The institution should recognize its employees through promotion as this was the most preferred form of recognition as compared to appreciation letters. Further, the management should consider promoting employees who are due for promotion to the next grade. The institution should implement the promotion policy in place. A promotion would lead to an improvement in performance as indicated by many respondents since it would motivate them to work better. The institution should consider promoting employees as stipulated in the policy and should also consider different parameters when promoting its employees. Also, the institution should strive to enhance superior customer service to ensure customer delight. This may involve training the departmental heads/section heads and front office officers on customer relationship management and be investing more on ICT infrastructure and training all the staff on the same as well as encouraging them to adopt such technologies.

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