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#### ABSTRACT

This research looked at the relationship between employee recognition programs and employee performance of Shyogwe diocese. The specific goal of this research was to determine the relationship between employee recognition programs and Shyogwe diocese employee performance. The study used a correlational research design. A questionnaire survey and an interview guide were used to obtain data. Frequencies, percentages, means, correlation and regression were used to analyze quantitative data. Content analysis was used to analyze qualitative data. The results showed that employee recognition was fair, according to descriptive data. According to inferential analysis, employee recognition, on the other hand, was unfavorable but small effect on employee performance. As a result, it was suggested that promotions, in addition to monthly salary, bonuses, allowances, paid yearly leaves, and insurance policies, be included in the extrinsic rewards and provide employees with the required abilities to accomplish their responsibilities, building employee confidence.

**Keywords:** Relationship, employee recognition, programs and employee performance

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#### INTRODUCTION

Several studies have been undertaken to study the notion of employee appreciation programs and its influence on employee motivation and performance. Consideration has also been paid to how these initiatives contribute to the overall attainment of corporate goals. According to [1] in his study on the Effectiveness of Performance Appraisal System and its Effect on Employee Motivation, on the plus side, performance appraisal offers an essential avenue for employees' work efforts to be acknowledged. In this scenario, employee appreciation has long been seen as a crucial motivator. According to [2], individuals prefer negative acknowledgment over no attention at all in a variety of scenarios. Previous study in this field indicates that managers and other superiors should praise their employees' efforts since such conduct can drive creativity and the application of behavior that leads to increased performance [3]. Furthermore, it has been demonstrated that acknowledgment

encourages employees to apply innovative problem-solving talents.

A great deal of study has been done to determine the influence of various sorts of incentives on work satisfaction. Employee recognition can take the shape of both financial and non-financial awards, whereas wages and perks are popular financial incentives. Nonetheless, employee recognition has received little attention in prior studies as a factor influencing work happiness. Furthermore, most work satisfaction studies have been done in a single company or across many firms in a single nation, primarily in the West, with academics pointing to the need for future study to analyze performance across other cultural settings. [4] investigated the impacts of employee recognition, compensation, and perks on work satisfaction, and found that in many firms, employee recognition had a favorable influence on employee performance.

According to [5] research, employee acknowledgment can raise productivity

and happiness. People who feel recognized are more confident in their abilities to contribute, thus employee appreciation may promote productivity and happiness [2]. According to a number of studies, non-monetary benefits such as recognition and other intrinsic rewards are essential for work happiness, and good employee recognition may boost profitability, customer service levels, employee engagement, and satisfaction [6]. Employees are more willing to give solutions and new ideas when they are recognized, which leads to greater communication, better cooperation, and fewer absenteeism and turnover (employees will demonstrate higher job satisfaction and loyalty).

Managers, company owners, and human resource experts may all utilize recognition to boost employee motivation and organizational performance [7]. [8] found that managers' and leaders' regular expressions of praise were important in motivating workers' behavior to attain strategic goals. Despite the significance of recognition in motivating employees, only approximately 40% of North American workers report being acknowledged for a job well done or great individual achievement. Simple nonmonetary sorts of incentives are routinely overlooked and underutilized by managers [9]. [10] investigated making employee recognition a tool for achieving improved performance in Ghanaian universities; the findings show that effective recognition occurs in organizations that have a strong supportive culture, understand the psychology of praising employees for their good work, and apply employee recognition principles; and that employee recognition, when considered from the formal, informal, and day-to-day perspectives, could mo To attain the intended results, it is advised that the administration of Ghanaian institutions allocate credible resources to the creation and execution of staff appreciation programs.

Employee recognition has been found as a powerful motivator, with a considerable beneficial influence on employee work

satisfaction and performance, as well as overall organizational performance [11]. Employees are motivated to become devoted to their job and exceed in their performance when they receive effective appreciation in the workplace. Highly motivated personnel provide a company a competitive edge since their efforts contribute to the realization of the company's objectives. [12] investigated whether employee recognition has an impact on positive psychological functioning and well-being. Data was analyzed using structural equation models, and the results confirmed the hypothesis, demonstrating that PPF mediates the relationship between recognition and well-being. With peer recognition, the effect of recognition on PPF is twice as great (.39) as with supervisor recognition (.20), and the effect of PPF on well-being is .59.

#### **Aim of the study**

The aim of this study was to establish the relationship between employee recognition programs and employee performance of Shyogwe diocese.

#### **Objective of the study**

The objective of the study was to determine the relationship between employee recognition programs and employee performance of Shyogwe diocese.

#### **Null Hypothesis**

There is no significant relationship between employee recognition programs and employee performance

#### **Scope of the study**

##### **Content scope**

The research considered reward management as the independent variable and employee performance as the dependent variable. More precisely the researcher focused on how reward influences employee performance.

##### **Geographical scope**

The research was conducted in Parishes, Hospitals, health centers, Schools and development projects of Rwanda Anglican Church Shyogwe Diocese. The study focused on Pastors, Teachers, administrative and academic staff from the institutions.

### **Time scope**

The study was conducted during a three-year period (2018-2020) since this was a

### **RESEARCH METHODOLOGY**

#### **Research Design**

This study employed the cross-sectional and correlational research designs. A cross-sectional research design is one in which the entire population or a subset of the population is studied by gathering data on a study subject at only one point in time [13]. Because of the small amount of time spent in the field, cross sectional studies are frequently quick, simple, and affordable to undertake. The cross-sectional design enables the researcher to acquire important data quickly and inexpensively [14]. Correlation design was used to establish the relationship between the study as suggested by [15]. To gather and evaluate both qualitative and quantitative data from respondents, the researcher used both quantitative and qualitative methodologies, resulting in a mixed method. This strategy was used to collect data and information from employees in the Rwanda Anglican Church projects in the Shyogwe diocese.

#### **Study Population**

Pastors, Teachers, Administrative, Audit Department, Human Resource, and Academic Staff from Shyogwe Diocese comprised the research population. The study's target demographic was 300 employees from Rwanda Anglican church initiatives in the Shyogwe diocese as per (Shyogwe Diocese Human Resource Records, 2019).

#### **Sample size and Sampling Techniques**

The population was divided into departments using basic random selection and selective sampling techniques. By scrutinizing the sampling techniques, procedure, and sample size employed, the researcher was able to ensure that the samples were representative. In accordance with Slovene's formula, the researcher calculated the sample size.

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

$$1 + 300(0.05^2)$$

$$300$$

$$1 + 300(0.05^2)$$

time when there was an increase in complaints regarding staff performance, particularly in church initiatives.

$$\frac{300}{1.75} = 171$$

$$1.75$$

#### **Data Collection Sources**

The information was gathered from both primary and secondary sources. However, original data from respondents was prioritized, while secondary data was gathered through a study of current literature.

#### **Primary data**

The major source of data was primary data. Self-administered questionnaires were used to gather this information. Unstructured interviews were employed to allow the researcher to probe respondents for more information regarding the study variables, and the pastors and administrative members were the primary interviewees. Teachers, the audit department, human resource, and academic staff were the key responders to this instrument, and self-administered questionnaires were utilized to collect data from diverse respondents chosen from the population.

#### **Secondary data**

Secondary sources involved information related to reward and employee performance in Rwanda and the world in general. Relevant text books, journals, periodicals, newspapers and Internet were used.

#### **Data Collection Tools**

Data was collected using the methods and instruments as explained below;

#### **Questionnaires**

The researcher created a questionnaire to collect data from respondents for this investigation. The questionnaire was self-administered, and it was chosen since the respondents are well-educated and could fill it out with little or no assistance, saving time. The response modes were (1) Strongly Disagree (2) Disagree (3) Undecided (4) Agree, (5) Strongly Agree, and the questionnaires were closed-ended based on a five-point Likert scale due to its simplicity and ease of answering, coding, and data analysis, and the

response modes were (1) Strongly Disagree (2) Disagree (3) Undecided (4) Agree, (5) Strongly Agree.

#### **Interview Guide**

Using the interview-guide, the researcher conducted formal interviews with respondents, mainly pastors and administrative members, in order to collect data. The interview questions were pre-planned, and the researcher guided the interviewee using the interview guide. Formal interviewing was employed since it is simple to completely understand one's expressions or experiences, as well as to learn more about the questionnaire responses.

#### **Data Quality Control Validity**

The amount to which the measuring technique or instruments truly measures the attribute that is targeted in the research is referred to as validity. It refers to the precision and significance of conclusions drawn from study findings [16]. The researcher created instruments that addressed the study's aims and research questions to guarantee instrument validity. According to [17], an instrument's validity is determined by expert input. The questionnaire, interview guide, and document analysis guide are therefore discussed with the supervisors to ensure construct validity of the tools. Validity, according to [18], is the degree to which the outcomes of data analysis

accurately represent the phenomena under investigation. According to their research, the content validity index was used to discover and remove unidentified flaws. Using the statistical software for social scientists, the following formula was applied to establish content validity index (CVI). The CVI must be at least 0.7 [15] to be considered acceptable.

The CVI was ensured as follows;

CVI=Number of relevant items in the questionnaire divide by:Total number of items in the questionnaire

$$CVI = 19/23$$

$$CVI = 0.8$$

The content validity of 0.8 was regarded acceptable since the minimum threshold is 0.7. This means that the instruments were valid for collection of data.

#### **Reliability**

Reliability, on the other hand, is defined as the degree to which a research instrument produces consistent outcomes or data after repeated trials, according to [16]. The instrument's dependability was determined based on the early findings of the pilot research. The questionnaire was given to ten employees who were chosen at random. Using the statistical package for social scientists' software (SPSS), the Cronbach alpha co-efficient technique of assessing internal consistency was used to determine the reliability of the questionnaires, and the findings are provided in the table below.

**Table 1: Reliability**

<b>Variables</b>	<b>Cronbach alpha co-efficient</b>
<b>Employee performance</b>	0.86
<b>Extrinsic Rewards</b>	0.78
<b>Intrinsic Rewards</b>	0.83
<b>Employee Recognition</b>	0.89

#### **Data Collection Procedures**

To allow the researcher to conduct the study, an introduction letter was received from Kampala International University Post Graduate Studies and Directorate and forwarded to Rwanda Anglican Church, Shyogwe Diocese. When permission was obtained, the respondents were asked to reply honestly to the questionnaires in

front of them and were told that the information they supplied would be kept secret. Appointment on when the researcher would pick up the filled questionnaires was sought to avoid inconvenient situations on either side until all of the disseminated questionnaires were recovered.

### **Measurement of Variables**

The degree of measurement is a result of the principles under which the numbers are given, and it is also concerned with assigning numbers to various levels of observations, views, and attitudes regarding variables [19]. The variables of reward management and employee performance were measured using an ordinal scale based on the 5-point Likert scale (Strongly Disagree = 1; Disagree = 2; Neutral = 3; Agree = 4 and Strongly Agree = 5) adopted from [20,21,22,23]. To provide a scale value to statements, the Likert scale approach was employed (indicators of the chosen dimensions of reward management and employee performance) and to assess the respondent's favourableness to support a certain point of view. This method of measuring variables was preferred since it is simple to create, saves time, and is considered reliable because it allows respondents to answer each statement included in the questionnaire. It also allows the use of statements that may or may not be directly related to the attitude being studied [19,24,25]. The usual cut off or significance level of regression analysis was used to interpret the data (0.05). In Shyogwe Diocese, reward management has a substantial beneficial influence on employee performance if the outcome is below the standard and a score over the cut off indicates that reward management has no discernible impact on employee performance.

### **Data Analysis**

According to [21,26,27], there is no one proper technique to all assessments and analyses of situations. Some studies may necessitate a quantitative method, while others will necessitate a qualitative one, with the latter likely benefiting the most from a combination of the two. Furthermore, [16] and [21] suggested that field data in raw form is difficult to understand. Such data must be cleaned, coded, keyed, punched, and processed on a computer. Processing and evaluating data acquired in the research is both qualitative and quantitative in nature, according to [21], and [16]. The

questionnaire data was evaluated quantitatively, and the interview guide and document review data were studied subjectively. The researcher employed descriptive analysis in the form of frequency tables, mean and standard deviation, Pearson's Linear Correlation Coefficient, and regression. Content analysis was performed with qualitative data.

### **Ethical Considerations**

Like any other social interaction process this research is vulnerable to respondent's bias and other constraints. The researcher made sure that she acts responsible and ethically to promote a bias-free environment for the respondents. First she sought for informed consent from the respondents and ensured confidentiality. The researcher assured respondents that the information sought was to be kept confidential and would not be tampered with in any way except for this academic purpose. Ethics are meant to improve the safety and integrity of the respondents in the study. In this respect, the researcher first built rapport with the respondents in the study. This improved public relation and encouraged respondents to open up and give data. In addition, the researcher took care of issues like dressing code, communication skills and appropriate timing of interview schedules. The researcher ensured that all the data got from respondents was not disclosed to non-authorized parties, but handled with utmost confidentiality as the basic principle to promote ethics.

### **Limitations and Delimitation of the Study**

The researcher anticipated certain limitations in the process of conducting this study. For example, she anticipated respondent bias where some of the respondents may not disclose data freely. This could be as a result of the language used or how the researcher presents herself to the respondents, the nature of questions that were asked or the time the interview was scheduled. In this respect, the researcher was ethical throughout the study. Secondly, failure to respond to the

questions; The respondents were reluctant to respond and looked uneasy and suspicious of the information being collected from them thinking it's not purely academic. The researcher kept emphasizing the purpose of the study as mainly academic. Since majority of the respondents are full time workers, they were unavailable at the time wanted due

to work engagements, otherwise the responses might have been generated in a hurry because of their daily activities that might affect response rate. This was solved by the researcher considering convenient time when respondents were free like during break tea and lunch hours.

## RESULTS

### Bio data of the respondents

Table 2: Biodata of Respondents

Item	Category	Frequency	Percentage
<b>Gender</b>	Males	90	52.8
	Females	81	47.2
	<b>Total</b>	<b>171</b>	<b>100</b>
<b>Age Bracket</b>	18-25	29	16.7
	26-35	53	30.4
	36-45	72	41.4
	Above 46	17	11.5
	<b>Total</b>	<b>171</b>	<b>100</b>
<b>Marital Status</b>	Single	60	34.5
	Married	81	46.6
	Widowed	22	12.6
	Divorced	8	6.6
	<b>Total</b>	<b>171</b>	<b>100</b>
<b>Level of Education</b>	Masters and above	15	8.6
	Bachelor's Degree	89	52.9
	Diploma	49	28.2
	Certificate	18	10.3
	<b>Total</b>	<b>171</b>	<b>100</b>
<b>Department of Service</b>	Church	32	18.4
	Health	56	33.9

	Education	58	35
	Finance	24	13.14
	<b>Total</b>	<b>171</b>	<b>100</b>
<b>Duration of Service</b>	Below 2 Years	38	21.8
	2-5 Years	54	31.0
	5-10 Years	67	40.3
	Above 10 Years	12	6.9
	<b>Total</b>	<b>171</b>	<b>100</b>

From the table above, 52.8% of the respondents were male while 47.2% were females. With majority respondents being males, it means that it's the males who are providers of families and as thus will be more likely to seek for employment. More so, most organisations employ more males to cut off the periods of leave especially maternity where females are unproductive and yet have to be paid. Majority respondents were in the age bracket of 36-45 years represented by 41.4%. These are strong and energetic and at this point in one's life, responsibilities have set in thus the desire for employment. These were followed by the age range of 26-35 years, which had 30.4 percent. This is a youth full workforce, with limited responsibilities and more time to their disposal hence a more reliable workforce. Employees in the age bracket of 18-25 constituted 16.7%, fresh graduates seeking to earn a living. Lastly the age group above 46 amounted to 11.5%. These are accomplished service men and women in strategic positions giving advice and leadership to the church projects.

The Frequency and percentage table above shows that 60 respondents were single, 81 were married, those widowed were 22 and the divorced were 8. This means that Shyogwe Diocese has in its employment more married employees. As a religious organisation promoting the marriage institution, it is no wonder that many of its employees are married. 60

single employees show that Shyogwe diocese gives opportunity to fresh graduates to earn a living. More so, the small number of divorced employees (8) indicates the strong voice of religious preaching of marriage for life. The table above shows clearly that most respondents have bachelor's degrees as their educational qualifications represented by 52. %. This means that Shyogwe diocese employees highly skilled/trained employees for maximum delivery. Those with masters are represented by 8.6%, mainly comprised of top management for strategic decision making. Diploma holders comprised of 28.2% mainly support staff especially in the health department. Finally, certificate holders comprised of 10.3. The fact that they are in employment with Shyogwe diocese shows how liberal the diocese is in giving opportunities to the population to earn a living. These also comprised mostly of nurses, drivers, and office attendants.

Analysis of the table above is indicative that most respondents were working with the education department represented by 35%. This implies that Education department has the majority of workers. The Diocese runs primary schools, secondary and tertiary/vocational institutions to impart livelihood skills to the population of Rwanda. The respondents in religious department comprised of 18.4% and the Health department amounted to 33.9% indicating

a fairly big number of employees servicing the Main hospital and Health centres in some parishes in Shyogwe diocese. The finance department was the smallest with a representation of 24%. These work in the Diocese SACCO to provide loan opportunities to the worshippers of Shyogwe diocese. From the above table, most respondents have been in employment with Shyogwe diocese between 5-10 years represented by 40.3%. This means that their stay in the diocese is long enough for them to give viable data for this study. It also means that Shyogwe diocese is a good

employer thus employees have a sense of loyalty to commit to the organisation. Those who have stayed between 2-5 years were represented by 31%, below two years were 21.8% an indicator of fresh graduate employment and those above 10 years were 6.9%. These are old administrators and clergy with permanent employment with Shyogwe diocese.

**Employee Recognition**

Employee Recognition which is the second aspect of Reward management systems was studied using seven items. The results were as presented in Table 3.

**Table 3: Descriptive statistics on Employee Recognition**

	F/%	SA	A	N	D	SD	Mean
<b>Verbal or written praise and words that communicate a positive message of thanks and appreciation for a job well done</b>	F	10	19	-	90	52	1.89
	%	6.2	10.8	-	52.3	30.8	
<b>Pitching in and offering me support with a task as a “thank you” or gesture of support and appreciation. Presents, treats, and tokens of appreciation to acknowledge my contributions and milestones</b>	F	87	58	-	10	16	3.88
	%	50.8	33.8	-	6.2	9.2	
<b>Intentional, thoughtful, focused and meaningful efforts to connect, whether virtual or in person. Examples might be regular check-ins and informal \social catch-ups.</b>	F	34	16	5	79	37	2.13
	%	20	9.2	3.1	46.2	21.5	
<b>staff are recognized when going above and beyond the set targets</b>	F	92	42	5	13	21	3.85
	%	53.8	24.6	3.1	7.7	12.3	
<b>I feel valued and appreciated by the organization I work for all the time</b>	F	95	63	-	8	5	3.99
	%	55.4	36.9	-	4.6	3.1	
<b>My achievements given recognition they deserve</b>	F	10	16	-	87	57	1.68
	%	6.2	9.2	-	50.8	33.8	
<b>The HR department normally advises employees in the face of challenges at work</b>	F	84	37	5	9	4	3.33
	%	47.7	21.5	3.1	18.5	9.2	
<b>Employees of the new merger financial institution do exhibit a lot of cooperation at work</b>	F	14	25	-	120	70	2.19
	%	6.2	10.8	-	52.3	30.8	
<b>I know the mission statement that binds us altogether</b>	F	116	78	-	14	21	3.68
	%	50.8	33.8	-	6.2	9.2	
	F	46	21	7	106	49	2.11
	%	20	9.2	3.1	46.2	21.5	

Source: Primary Data 2021

The results in Table 3 about whether Verbal or written praise and words that communicate a positive message of thanks and appreciation for a job well done, cumulatively the majority percentage (83.1%) of the respondents disagreed while 16.9% agreed and with the low mean equal to 1.89 close to code 2 which on the scale used corresponded with disagreement, implying that the organization does not make Verbal or written praise and words that communicate a positive message of thanks and appreciation for a job well done. The findings also revealed Pitching in and offering support with a task as a “thank you” or gesture of support and appreciation stimulates employees to perform better because the majority percentage (84.6%) of the respondents agreed with the statement, while 15.4% disagreed with the statement and the results were confirmed by the high mean equal to 3.88 which corresponds with the agreement on the Linkert scale. Also, with the majority percentage (67.7%) of the respondents disagreeing and the lower mean equal to 2.13, the findings suggested that does not give Presents, treats, and tokens of appreciation to acknowledge contributions and milestones of employes, while 29.2% of them agreed and 3.1% of the respondents were neutral.

The findings further indicated that there Intentional, thoughtful, focused and meaningful efforts to connect, whether virtual or in person. Examples might be regular check-ins and informal\social catch-ups because the majority percentage (78.4%) agreed that the statement and this was supported by the high mean equal to 3.85. The results in Table 3 about whether staff are recognized when going above and beyond the set targets, cumulatively the majority percentage (92.3%) of the respondents agreed while 7.7% disagreed and with the high mean equal to 3.99 close to code 4 which on the scale used corresponded with agreement, the results suggested that staff are recognized when going above and beyond the set targets.

The findings also revealed employees don't feel valued and appreciated by the organization when they work for all the time because the majority percentage (84.6%) of the respondents disagreed with the statement, while 15.4% agreed with the statement and the results were confirmed by the low mean equal to 1.68 which corresponds with the disagreement on the Linkert scale. Also, with the majority percentage (69.2%) of the respondents agreeing and the high mean equal to 2.33, the findings suggested that employee achievements given recognition they deserve, while 27.7% of them agreed and 3.1% of the respondents were neutral. During interviews with employees, they were asked to tell whether they are recognised whenever they perform better. To this question, one member said, This is further strengthened by the response from an interview:

***“If our organisation could give salaries equal to all those at the same level of management with the same qualifications, I would be happy. But at times, diploma holders earn more than bachelor's holders. This is unfair and makes some of us feel cheated.”***

Respondents too seemed to discard praise from supervision as a motivator for better performance. They attributed this as mere verbal insincere words to entice better performance from them. A respondent had this to say on praise from supervision:

***“If they know they will get allowances for beating the deadline, they will praise you even when they don't mean it, so that you can help them achieve their allowances. As for me as an employee, I have worked hard but received nothing. So, the praise does not move me at all.”***

Some respondents pointed to lack of any discussion on the reward policy between employees and management at Shyogwe diocese. This lack of communication surely inhibits employee performance and this can be used to better reward system

if the employees were involved in matters pertaining their reward. More so, some respondents were not sure whether performance targets are done in relation to the job. This means that Shyogwe diocese could benefit by setting performance targets in relation to the job.

This is because, it will enable the right people with the right skills to perform the right jobs. This way, job ambiguity will be overcome thus employees will enjoy what they are doing and this satisfaction will improve their performance and lead to more loyalty.

**Descriptive statistics on Employee Performance**  
**Table 4: Descriptive Statistics on Employee**

	N	Mean	Std. Deviation
I am always on time while reporting to work	171	4.04	1.119
My presence at meetings and functions is consistent	171	3.60	1.186
I am a good supervisor of our activities	171	3.51	1.178
We achieve our targets always	171	2.03	1.308
Creativity and innovation is what I strive for as an employee	171	2.03	1.339
I put in extra effort to ensure deadline are met even when not rewarded	171	2.58	1.363
I ensure organizational property and equipment is better maintained	171	3.03	1.465
While performing my tasks, quality is my main objective	171	2.08	1.443
I am a reliable and responsible employee of my organisation	171	3.27	1.423
My contribution towards overall organizational performance is commendable	171	3.19	1.414
<b>Over all mean</b>		<b>2.936</b>	

The overall mean of variables under employee performance is 2. 936. This is an indicator of low employee performance levels and thus points out the need for this to be addresses immediately so as to improve organisational performance. Most respondents agreed that they are always on time while reporting to work. This is represented with a mean of 4.04. This means that most employees are committed to their work and arrive on time to execute their duties.

A respondent had this to say during interviews:

*“Employees here do keep time. In fact, it is one of our strong points. We have short breaks and people do bother do be at their work stations during working time. Rarely do we get cases of consistent late coming.”*

More so, from the table above, respondents acknowledge consistency

attendance at work meetings and functions. A clear sign of loyalty to the organisation.

The results in the above table show that Shyogwe diocese does not always achieve their targets. Employees acknowledged this gap and this means that ultimately their organisational goals are not realised. With a mean of 2.03, respondents disagreed that innovation and creativity are not what they strive for. They noted that rather, since their creativity and innovation are not rewarded, then task accomplishment as assigned to them is what they strive for.

As noted from an interview, a respondent had this to say:

*“Hmmm. As long as I get the work on my table done, I have no business stressing myself to bring something new to the organisation. After all, no one cares. I shall get nothing in*

*return for my outstanding innovation. We have the ideas, but there is no platform to put them forward and have them supported and nurtured to maturity”*

With a mean of 2.08, most respondents were of the view that while performing their tasks, they hardly mind about quality of their output. This means that quality of services and products at Shyogwe diocese is undermined and therefore should be incorporated in their training sessions to ensure that all employees consider this vital incentive in business survival. Most employees were not sure if they cared about the safety of organisational equipment entrusted in their care. More so, a good number were not decided whether they are reliable and responsible employees of Shyogwe diocese both at work and off work. This means that they lack loyalty and commitment to the organisation to be able to stand for it at all times. A fault as an employee of such a reputable organisation and definitely an area of concern to the Management.

*“I have never bothered to check if the equipment is in the right order, though I have never deliberately spoilt anything. On the part of being reliable, what I do outside work is none of the business of the organisation. I can be drunk as long as I do my work well the following day, I does not matter”*

**Results on Reward Management Systems and Employee Performance**

To establish whether there was a relationship between reward management systems and Employee performance, correlation and regression analyses were carried out. The results on the same were as presented below.

**Correlation of Reward Management Systems and Employee Performance**

To establish whether reward management systems components namely; extrinsic Intrinsic rewards and employee recognition were related to Employee performance the researcher carried out correlation analysis. The results were as given in Table 5 below;

**Table 5: Correlation matrix for reward management systems and Employee performance**

	Employee Performance	Extrinsic Rewards	Intrinsic Rewards	Employee Recognition
Employee Performance	1	0.758**	0.654**	0.492**
Extrinsic Rewards	.000	1	0.123**	0.332**
Intrinsic Rewards	.000	.211	1	0.112**
Employee Recognition	.0201	.101	0.101	1

The results in Table 5 suggest that only two components of reward management systems namely; Extrinsic Rewards (r = 0.758, p = 0.000 < 0.05) and Intrinsic Rewards (r = 0.654, p = 0.000 < 0.05) had a positive and significant relationship with employee performance and Employee Recognition (r = 0.492, p = 0.201 > 0.05) had a positive but insignificant relationship with employee performance. This means that the null

hypotheses (H01&H02) were rejected and null hypothesis three (H03) accepted

**Regression Model for Reward Management System and Employee Performance.**

At the confirmatory level, to establish whether employee performance is influenced by reward management systems components namely; Extrinsic Rewards Intrinsic Rewards and Employee Recognition, a regression analysis was

carried out. The results were as in Table 4.8 below;

**Table 6: Regression results on Reward management systems and employee performance**

RewardManagement System	Standardised Coefficients Beta ( $\beta$ )	Significance (p)
Extrinsic Rewards	0.446	0.000
Intrinsic Rewards	0.433,	0.000
Employee Recognition	0.026	0.404

Adjusted R<sup>2</sup> = 0.673  
F = 104.284, p = 0.000

a. Dependent Variable: Employee Performance

The results in Table 6 show that the components of school infrastructure quality namely; Extrinsic Rewards, Intrinsic Rewards and Employee Recognition explained 67.3% of the variation in employee performance (adjusted R<sup>2</sup> = 0.673). This means that 32.7% of the variation was accounted for by other factors not considered under this model. However, only two components of school infrastructure quality, namely; Extrinsic Rewards ( $\beta = 0.433$ ,  $p = 0.000 < 0.05$ ) and Intrinsic Rewards ( $\beta = 0.446$ ,  $p =$

$0.000 < 0.05$ ) had a positive and significant influence on employee performance. Employee Recognition ( $\beta = 0.026$ ,  $p = 0.404 > 0.05$ ) had a positive but insignificant influence on employee performance. This means that only the Hypotheses One and Two (H1 and H2) were accepted and Hypothesis Three (H3) was rejected. The magnitudes of the respective betas suggested that Extrinsic Rewards had the most significant influence on employee performance.

#### DISCUSSION

The findings show that there is no significant relationship between employee recognition and employee performance, which contradicts previous research as shown by (r = 0.492, p = 0.201 > 0.05). For example, [1] found in his study on the Effectiveness of Performance Appraisal Systems and their Effect on Employee Motivation that there is no significant relationship between employee recognition and employee performance. On the bright side, performance assessment has been suggested to be a vital outlet for workers' job efforts to be recognized. In this scenario, employee appreciation has long been seen as a crucial motivator. According to [2], individuals prefer negative acknowledgment over no attention at all in a variety of scenarios. Previous study in this field indicates that managers and other superiors should praise their employees' efforts since such conduct can drive creativity and the application of behavior that leads to increased

performance [3]. Furthermore, the findings contradicted those of [4], who investigated the impacts of employee recognition, compensation, and perks on work satisfaction and discovered that employee recognition had a favorable influence on employee performance in many firms. This is similar to the findings of [10], who investigated making employee recognition a tool for improving performance in Ghanaian universities. The findings show that effective recognition occurs in organizations that have a strong supportive culture, understand the psychology of praising employees for their good work, and apply the principles of employee recognition; and that employee recognition, when considered from the formal, informal, and informal perspectives, To attain the intended results, it is advised that the administration of Ghanaian institutions allocate credible resources to the creation and execution of staff appreciation programs.

#### CONCLUSION

It can thus be deduced that reward system with both extrinsic and intrinsic rewards is ideal for all organizations to reward their employees. Fairness in the reward system, inclusion reward policy could enable organization to gear their

employees towards improved performance and if employees are not recognized since according to the findings, there is no statistically significant association between employee recognition and employee performance.

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