

RELATIONSHIP BETWEEN RECOGNITION AND EMPLOYEE PERFORMANCE IN THE BANKING INDUSTRY IN SOUTH SUDAN, A CASE OF COOPERATIVE BANK, A CROSS-SECTIONAL STUDY.

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Abstract

Background

Many factors, such as capital, human resources, and environmental factors, influence the performance of organizations. The study aims to assess the relationship between Employee recognition and employee Performance.

Methodology

The study employed a cross-sectional descriptive research design, which was beneficial in addressing the research questions through an empirical assessment, numerical data, and statistical analysis. Sample size was calculated using Yamane's (1967) formula with 95% confidence level and $P=.05$, yielding a sample size of 135 employees of Cooperative Bank Juba.

Results

Majority 54% of the employees, were male, while the majority, 24%, were aged 36-40 years. The relationship between the two variables, recognition and employee performance, was significant ($r = 0.685$, $p < 0.05$). The coefficient of correlation from Pearson's product-moment indicated that there was a high relationship between the dependent and independent variables, as the coefficient of determination, where r , was ($r = 0.469$). The R-square shows that recognition and reward used in the study accounted for 46.9% of the variance in employee performance. Analysis of variance (ANOVA) analysis for the regression model shows that the F-statistic was significant since the p-value falls below the 0.05 level of significance ($F = 61.869$, $p = 0.000$). The coefficient analysis reveals that recognition and reward had a positive and significant effect on employee performance ($\beta = 0.885$, $p = 0.000$).

Conclusion

In conclusion, on the reward and recognition of employees, the findings indicated that there is a positive relationship between reward and recognition of employees, rewards inspired workers to enhance their execution levels and aptitudes towards the Cooperative Bank.

Recommendation

Management should ensure that employees are rewarded for their performance, where it is equitable and performance-linked. Management should make use of the available rewards to achieve higher and greater levels of motivation and employee performance.

Keywords: *Employee recognition, Employee Performance, Cooperative Bank Juba*

Submitted: October 15, 2025 Accepted: December 01, 2025 Published: January 20, 2026

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Background

Many factors, such as capital, human resources, and environmental factors, influence the performance of organizations. Among these factors, human resources is seen as having the most influence on the performance of an organization. It is logical, therefore, to argue that an organization needs to motivate its employees to achieve its stated goals and objectives. Every employee in a company is always motivated in different ways. Employee motivation describes how committed an employee is to his job, how engaged he feels with the company's goals, and how empowered he feels in his daily work (Elton, 2017). The job of a manager in the workplace is to get things done through employees, and the management in the organization should motivate

employees for better performance (Nurun, Islam, Dip, & Hossain, 2017).

A study on organisational arrangement of human resources management in organisations operating in Slovakia and the Czech Republic found that motivating employees is a challenge and keeping employees motivated is an even greater challenge (Stacho, Urbancová, and Stachová, 2013). Today, organizations are under intense pressure to identify and implement programs that will prove effective in improving employee productivity (Deci, 2013). It is no longer enough to increase salaries and expect increased performance; it is more complex than that (George & Jones, 2013).

Employee motivation affects productivity, and a poorly motivated labour force will be costly to the organization

in terms of lower productivity and performance, excessive staff turnover, increased expenses, frequent absenteeism, and a negative effect on the morale of colleagues (Elton, 2017).

It is a well-known fact that the success of an organization largely depends on the quality of its human resources, irrespective of the industry within which it operates (Deci, 2013).

It is with this in mind that leaders and managers must strive to ensure that their workforce is motivated and therefore productive.

Motivation is seen as one of the most important factors in issues related to human resources management (HRM) and organizational behaviour management (Nelson & Quick, 2013).

The study aims to assess the relationship between recognition and employee Performance.

Methodology

Research Design

The study was a cross-sectional descriptive study. Descriptive research involves gathering data,

describing the phenomenon, and then organizing, tabulating, depicting, and describing data collection in the form of graphs and charts in order to help the reader understand the distribution of data (Cooper & Schindler, 2014). This method was beneficial to the researcher to address the research questions through an empirical assessment, numerical data, and statistical analysis, hence making the research design suitable for this study.

Study population

Population is the collection of elements or items on which inferences can be made (Cooper & Schindler, 2014). A population refers to the aggregate of all cases that conform to some designated set of specifications. It is the entire set of relevant units of analysis or data. For this study, employees with different designations and experience levels were chosen as the target population. Three branches of the Cooperative Bank. A questionnaire will be provided to the employees from the three branches, and their answers will be collected as primary data.

Table 1: Population Distribution

POULATION AREA	POPULATION	% DISTRIBUTION
Branch Managers	3	5%
Head office staff (different departments)	45	34%
Interns	29	21%
Bank officials (branch level)	58	40%
Total	135	100%

Source: Cooperative bank Registry, (2023)

Sample Size and Selection

Sampling design can be defined as the process through which the researcher engages a selection of items from a population that will represent the whole population being focused on. Sampling design is made up of the sampling frame, sampling method, and sampling size.

This refers to the number of elements selected from a given population (Martyn, 2017). Sample size is a section of a part that represents the larger whole. According to Kumar (2005), sampling refers to the process by which a few are selected from the entire group to become the basis for estimating the occurrence of an unknown piece of information or situation regarding the entire group. Sampling is significant because collecting data from the whole population is usually very costly. The sample for this study is 135

employees of Cooperative Bank Juba. Representatives will be calculated using Yamane's (1967) formula with 95% confidence level and $P=.05$, yielding a sample size of respondents. The total number of respondents sampled to participate in the study is large enough for the study, given the intended goals of the research. The representation will be derived from the formulae below.

$$n = \frac{N_2}{(1+Ne)}$$

Where n = sample size

N = study Population 135

E = Alpha level of 0.05

Substituting these values in the above equation the sample size will be

$$n = \frac{135}{1 + 135(0.05^2)}$$

$$n = 101$$

Table 2: Sample Size Distribution

Population Area	Population	Sample Size	% Distribution
Branch Managers	3	3	3%
	45	35	35%
Head office staff (different departments)			
Interns	29	20	20%
Bank officials (branch level)	58	43	24%
Total	135	101	100%

Sampling Technique and procedure

The method that was used to study the population is a simple random procedure. This is a technique where each element/item was chosen randomly and entirely by chance, such that each element/item has an equal and independent chance of being included in the sample. According to Teddlie and Yu (2007), designs other than simple random sampling may give each element an equal probability of being included in the sample, but only with simple random sampling does each possible sample of all the elements have the same probability of being chosen. With this method, there is an equal chance or probability for each employee in the organization in the study, and an independent chance of being selected without potential bias, and the sample represented the population target.

Data Collection Methods

Data collection methods simply mean the process of gathering data after the researcher has distinguished the kinds of data required, which depends on the research queries guiding the study (Cooper & Schindler, 2014). The study employed primary data, and a structured questionnaire was the tool used to collect primary data. The questionnaire had the following sections: the first part of the questionnaire collects demographic data of the respondents, such as age group, gender, and department. The second part will be concerned with the effect of goal setting on motivation. The third part of the questionnaire looked at rewards and recognition and their effect on employee motivation. The fourth part highlighted the effect of financial incentives on employee motivation and performance.

Data collection instruments

Questionnaire

A questionnaire is an analytical document containing a designed set of questions from which the researcher obtains data from respondents through their answers. The objective of this study is to determine the impact of the effectiveness of the internal audit function on organizational performance, and the nature of the objective required a qualitative analysis. Thus, the researcher used a structured, closed-ended questionnaire in order to obtain opinions on internal audit effectiveness and organizational performance; Likert questions were used.

Interview guide

Interviews are conducted to exchange opinions and ideas in order to gain more understanding of a particular topic through internet facilities, written, phone, or face-to-face. The researcher used open-ended questions, thereby giving respondents a platform to express their views and opinions. Open-ended questions in interviews benefit both the respondents and the researcher. To the respondents, it gives them a better sense of engagement in the study, thus more reliable information, and to the researcher, more highly textured data is obtained. Face-to-face interviews to obtain information. Oral interviews were conducted to reduce the risk of mixed information. The researcher used an interview guide, as well as capturing all data to avoid data loss.

Documentary review checklist

Documentary review was used to review the existing literature related to the study in order to either find gaps

that would be filled by the study or evidence that would support or contradict the quantitative and qualitative findings. Such documents include the Human Resource policy and operations manual for the branch.

Pretesting (validity and reliability)

Validity

Validity refers to a situation where findings of a study are in accordance with what is designed to find out. Validity in qualitative research means the extent to which data is plausible, credible, and trustworthy. Qualitative research can adopt data triangulation as a strategy to ensure the credibility of research findings.

The researcher ensured the validity of the questionnaire and the interview guide by seeking judgment from the university consultants, including the supervisor. The questionnaire items were first tested on language clarity, relevance, and comprehensiveness in order to ensure the accuracy and meaningfulness of inferences in collecting accurate data. The researcher then continued to make adjustments. A coefficient of validity index was computed to ascertain the extent to which the content of the instrument corresponded to the concept it was designed to measure.

Reliability

One of the requirements of research is the reliability of data. Reliability is defined as the consistency and uniformity of responses of respondents. The questionnaires ensured anonymity by not asking for respondents' details, thus making the researcher's work more reliable because they could freely respond without any fear. Fewer respondents are reliable than a large number that lack reliability. Hence, the researcher will gather information from a few respondents within the Cooperative Bank. The instrument (questionnaire) was pre-tested on 4 selected respondents from Equity Bank, because they were not to take part in the study, to ensure consistency and comprehensiveness.

After, an internal consistency method of the Cronbach's alpha was employed because the questionnaire was designed in a Likert scale type, and the data collected will be based on interval data.

Procedure of data collection

The researcher started by visiting the school of graduate and extension to seek permission to carry out the study. The researcher will first collect a letter of introduction from Team University. A letter addressed to the respondents, assuring anonymity, was attached to the questionnaire. A carefully fit, organized questionnaire shall be created by the researcher, particularly for this

Results

Response Rate

This study is anticipated to get responses from 101 respondents from the bank. However, only 72 respondents took part in the study. This, therefore, gave a response rate of 71%. This is a high response rate considering the nature of the study. As such, it is appropriate for purposes of generalizing to the population of the study.

study. The data collection method that was used is a structured questionnaire and, more specifically, a self-administered structured questionnaire. The questionnaire was pre-tested with selected respondents before it was administered to all the employees. The issues experienced during the pilot testing of the information collection instrument were addressed by ensuring consistency with the questionnaire before managing it in the overall study test. After the update of the information gathering instrument and refinement, the entire study test was subjected to the information collection instrument. Various strategies will be utilized to enhance the response rate, for example, the drop and pick technique and follow-up updates through phone and email.

Data Analysis Methods

Analysis of data is defined as a practice in which raw data is organized and ordered so that helpful information may be removed from it. Data analysis also involves organization of the data into classes, sorting and coding them to classify patterns and interpret the response's meaning. The method permits researchers to classify the data and categorize them into subjects (Cooper & Schindler, 2014). Descriptive statistics, for instance, frequency and percentages, were utilized in analysing quantitative data by the use of Statistical Package for the Social Sciences (version 25) as a data management and statistical analysis tool, which has a very versatile data processing capability. Descriptive statistics is a measurement that portrays the spread, centre, and shape of distributions and, therefore, enables the researcher to analyse and summarize the data simply (Cooper & Schindler, 2014).

Inferential statistics was used in the analysis as this statistical method makes extrapolations of an entire population from a collected sample (Zikmund, Babin, Carr & Griffin, 2013). The data was presented in the form of charts, tables, and graphs. In this case, the performance of employees in the bank (Y) is the dependent variable. Independent variables include: recognition and reward (X1), job design (X2), and goal setting (X3). A multiple regression equation for predicting the performance of the employees in the bank will be expressed as follows;

$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$ Y= Employee Performance, β_0 = Constant,

X1 = Recognition and Reward,

X2 = Job Design, X3 = Goal Setting, ϵ =Error term of the model, β_1 , β_2 , β_3 , and β_4 = Coefficients of independent variables.

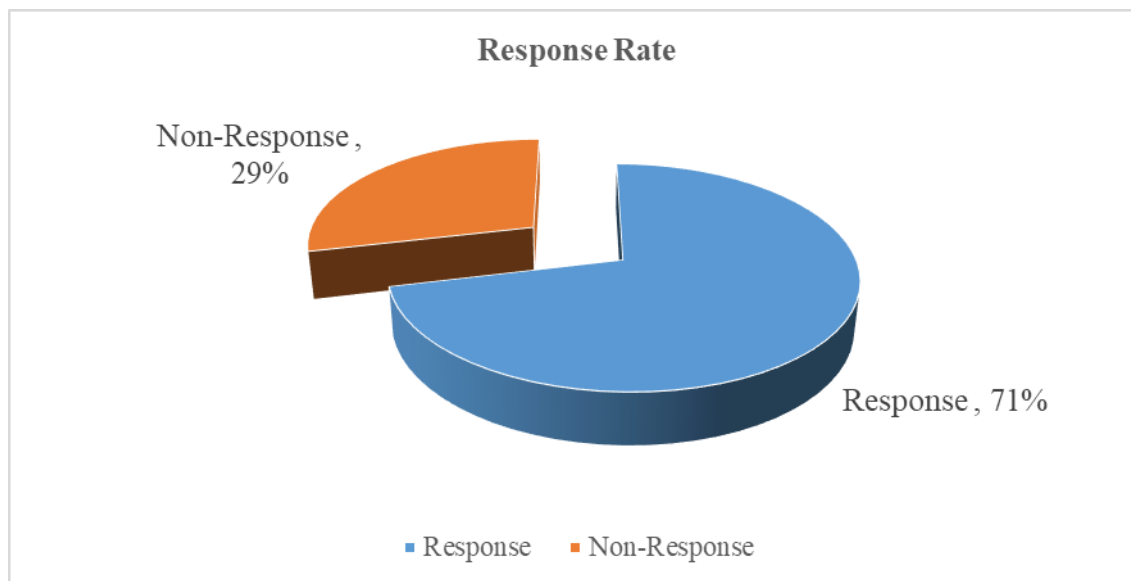


Figure 1: Response Rate

Gender of Respondents

The results of gender show that 54% of the employees were male and 46% while of employees were female. Thus, the majority of the respondents in the study were male, which coincides with the number of employees in the population of interest. Figure 2 shows the gender of the employees in Cooperative Bank branches. It can be

concluded that the organization has almost an equal number of men and women in the bank, which represents gender balance. It can also be concluded that the organization considers employing more men than women due to the nature of the bank, where the employees work long hours for job delivery in the bank.

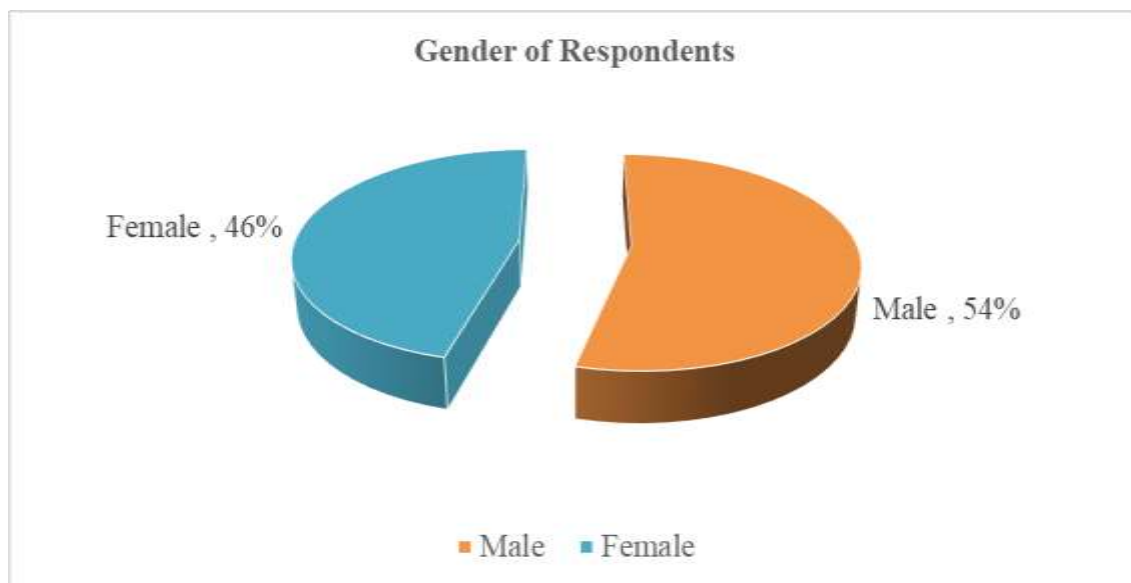


Figure 2: Gender of Respondents

Age of Respondents

The results reveal that 25% of the respondents were aged 25 years and below, 19% were aged 26-30 years, 21% were aged 31-35 years, 24% were aged 36-40 years, and 11% were aged above 41 years. The research shows that most of the staff in the industry were below 40 years old. Figure 3 indicates the distribution of

respondents by age. The findings on the age showed that there are at least well-distributed employees in terms of age. From the findings, it can be concluded that employees in the bank consist of both young and older employees, which brings on board those who have enough experience in the workplace.

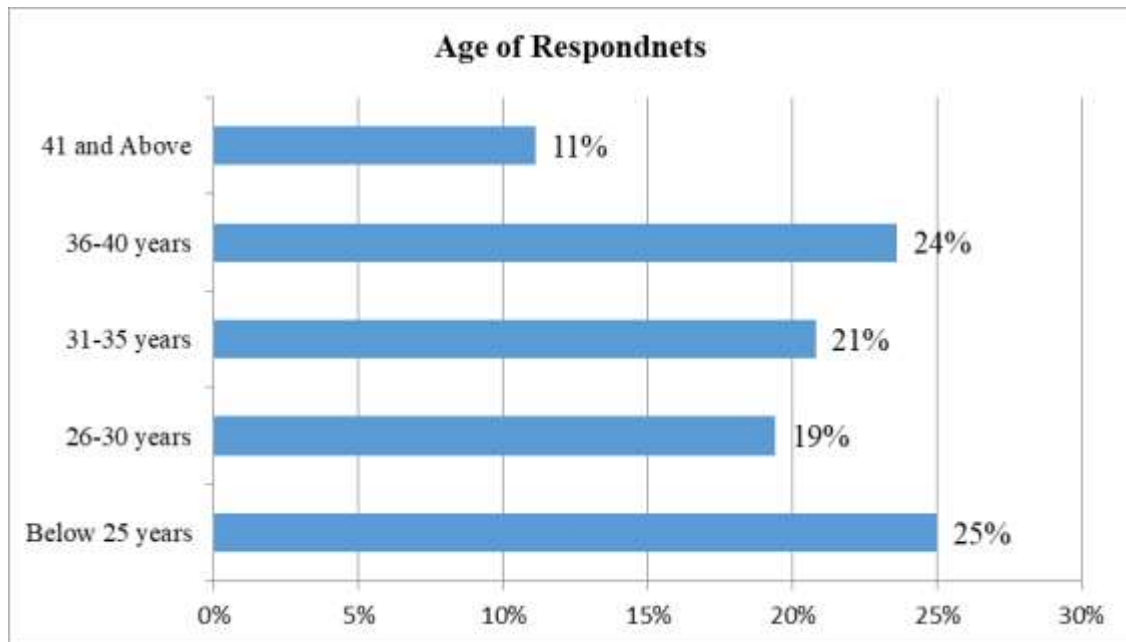


Figure 3: Age of Respondents

Working Experience

The results of the study on work experience indicated that employees who had experience of between 0-1 year was 29%, between 2-4 years was 33% in which they were 33%, between 5-7 years was 17%, between 8-10 years was represented by 13%, and above 10 years was

8%. The findings of the study in Figure 4 show the work experience of employees at Bank of Africa. It can be deduced that employees were able to give enough information regarding the motivation of the employees within the bank.

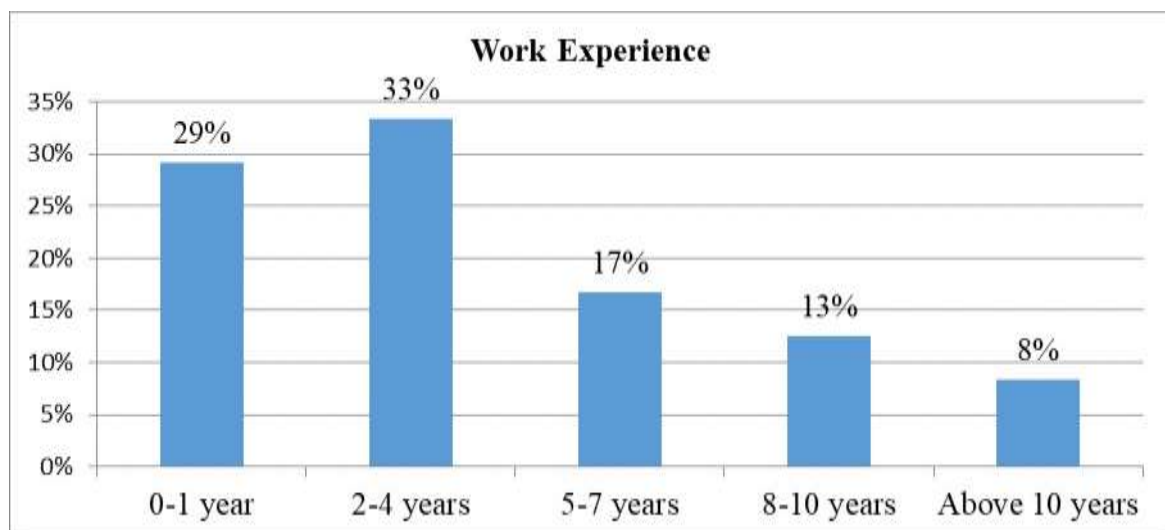


Figure 4: Working Experience

Departments within the Bank

The study sought to establish the department in which the respondents were working at Bank of Africa where they indicated that 25% of employees were branch managers, 8% marketing, 13% finance, 8% human resource, 25% back office, and 21% were interns. Most

of the respondents were from the bank's back office and branch managers. The distributions of employees were fairly distributed considering the study applied the use of a stratified sampling technique to pick respondents from each of the stratum.

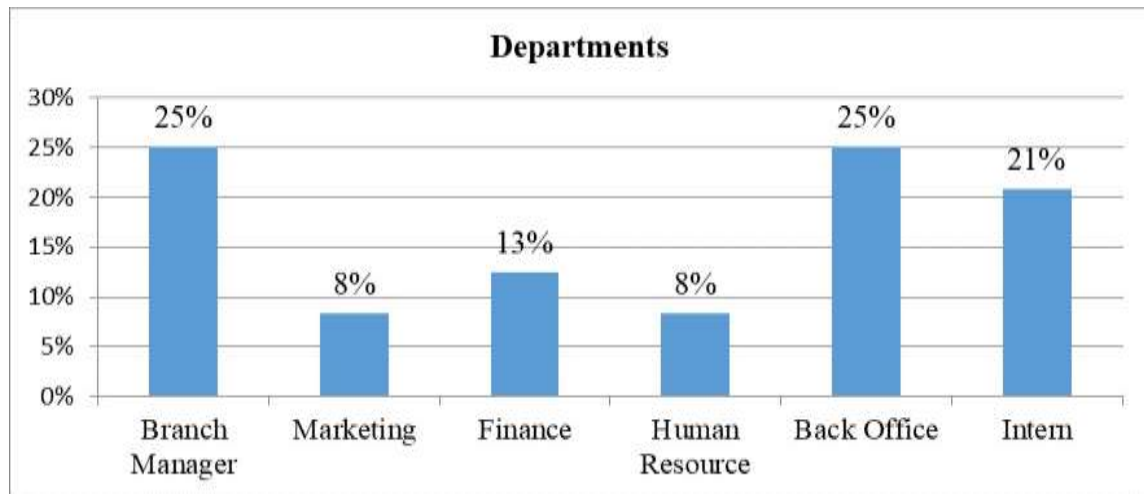


Figure 5: Departments of the Bank
Reward and Recognition and Employee Performance
Non-Monetary Rewards

The respondents were asked to state the extent to which they agreed that the use of nonmonetary rewards and flexible working hours was motivating the employees. The study findings are indicated 7% of the employees in the bank disagreed, 33% were neutral, while the

majority of the respondents 59% agreed that the bank uses non-monetary rewards in motivating employees. This means that employees are motivated within the bank. The findings of the study show that the bank gives rewards to its employees.

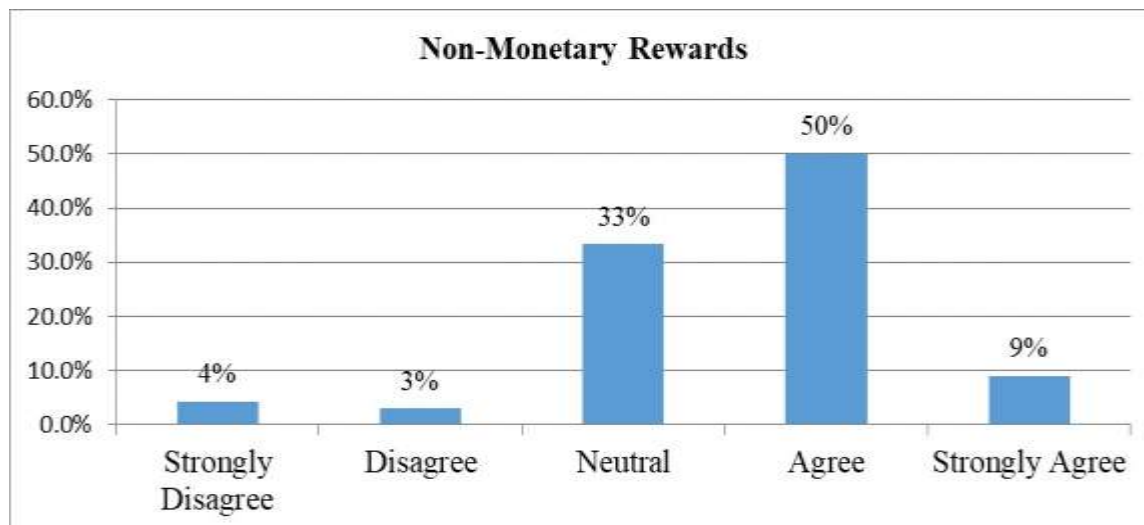


Figure 6 : Non-Monetary Rewards
Recognition of Employees

The respondents were asked to state whether they normally receive recognition when they perform above the expectations of the firm. The study results indicate that 12% of the respondents disagreed, 13% were neutral, and lastly, findings show that most of the

respondents 75% agreed that the employees receive recognition when they perform above expectations. Most of the employees in the bank are recognized, which motivates them to perform their different tasks in the bank.

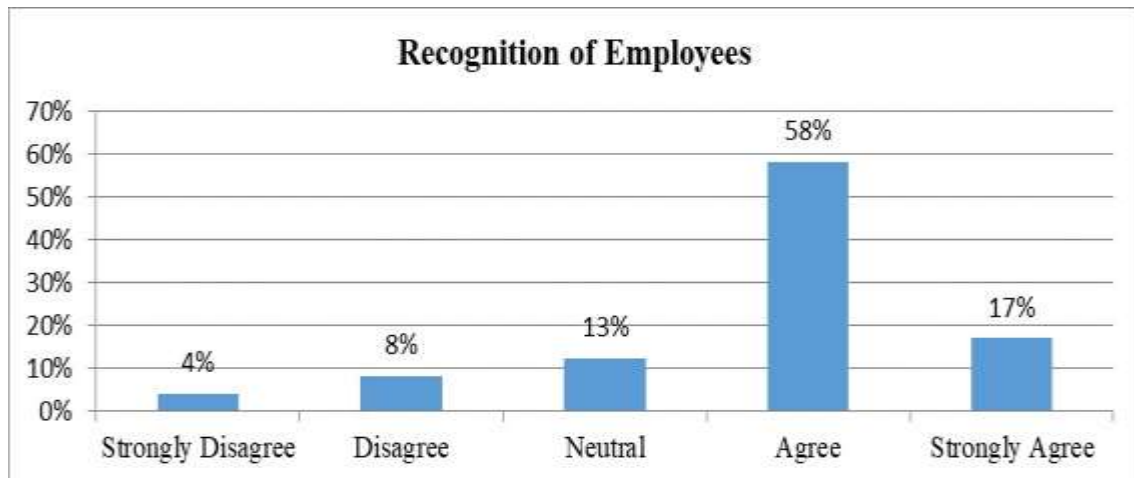


Figure 7: Recognition of Employees

Employees Retentions

The respondents were also asked to state the extent to which they agreed that the banks pay policy usually helps to attract and retain very high-performing employees. The study findings show that 12% disagreed, 25% were neutral, 46, and the majority of the

employees 62% agreed that the bank retains very high performing employees. The bank retains the high-performing employees, which enables the bank to have a competitive edge over other banks.

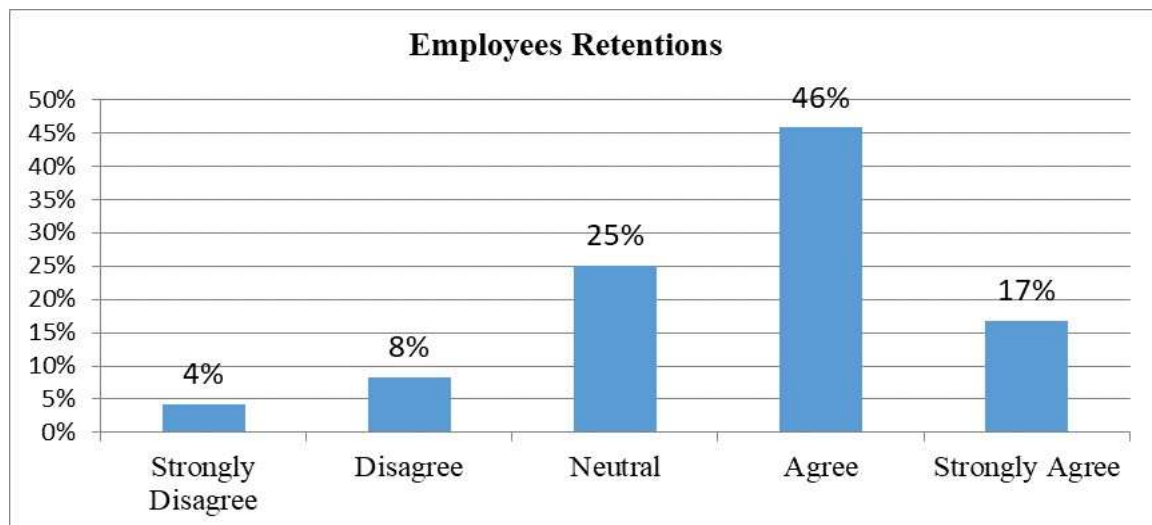


Figure 8: Employees Retentions

Reward System

The respondents were also asked to state the extent to which they agreed that the bank has observed a long-term improvement in the quality of work as a result of the reward system in place. The study findings indicated that 4% disagreed, 29% were neutral, most

67% of the employees in the bank agreed that there is an improvement in the quality of work as a result of the reward system in place. The banks have a reward system in place where the employees are rewarded annually for their performance in the organization.

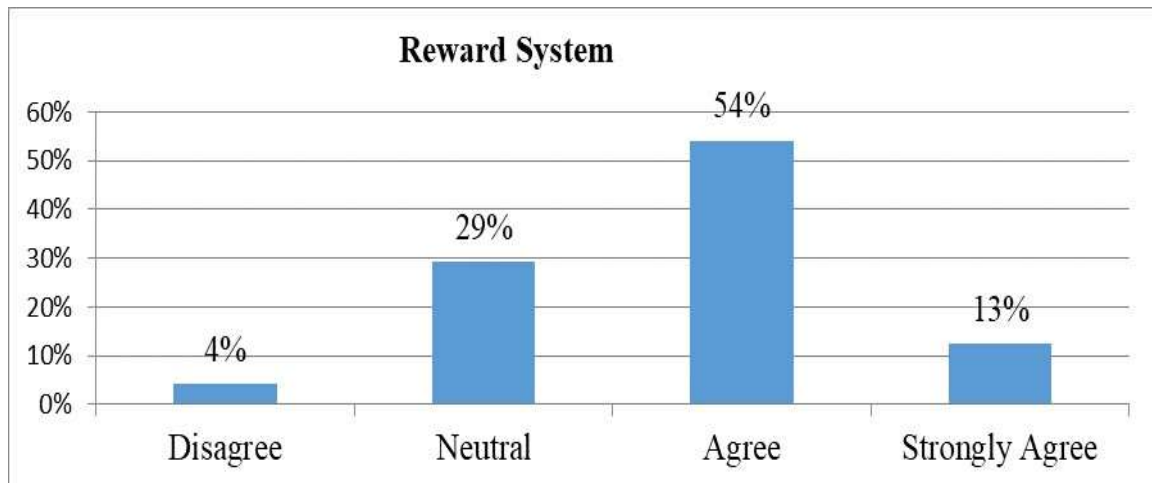


Figure 9: Reward System Training and Development

The respondents were also asked to state the extent to which they agreed that the bank uses training and development as a way to motivate the staff. The findings of the study indicated that 4% disagreed, 37% were neutral, and the majority of the employees in the bank 59% agreed that the bank uses training and

development as a way to motivate the staff. Training enhances and equips the employees up to the task of the skills required in the workplace. By having this, the bank has enabled its employees to perform since they have the requisite skills to perform the tasks.

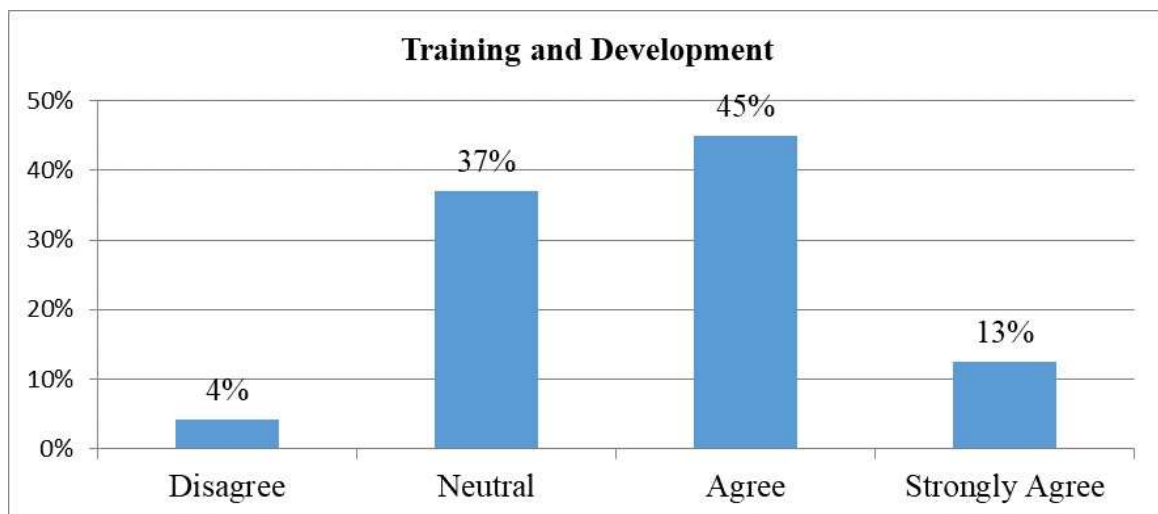


Figure 10: Training and Development Wellness Benefit Program

The respondents were also asked to state the extent to which they agreed that the bank has a wellness benefit program that leads to employee's motivation. The study findings indicated that 4% strongly disagreed, 8% were neutral, and the remaining 88% of the employees in the bank where 88% of the respondents agreed that the bank

has a wellness benefit program that leads to employee's motivation. By having the wellness program, the bank can reap the maximum from the employees, which enables them to be at the top in terms of the employee's performance.

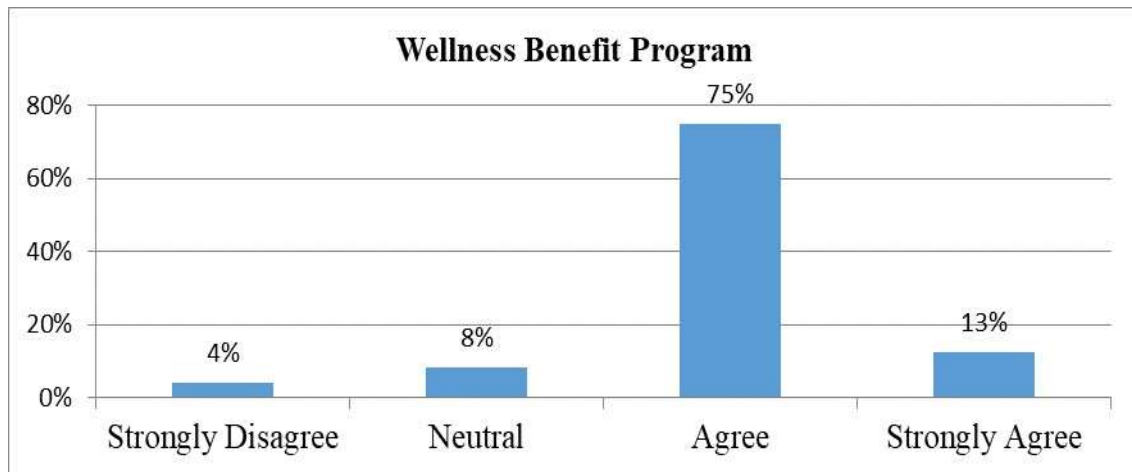


Figure 11: Wellness Benefit Program
Employees Allowances

The study sought to understand the extent to which they agreed that the employees in the bank are given allowances that boost their morale in work performance. The findings of the study show that 16% of the employees disagreed, 25% were neutral, while most 59% of the employees agreed that the bank gives

allowances which boost their morale in work performance. Allowance in the bank acts as a motivation towards the employees and morale towards them, which enhances the employee's performance within the bank.

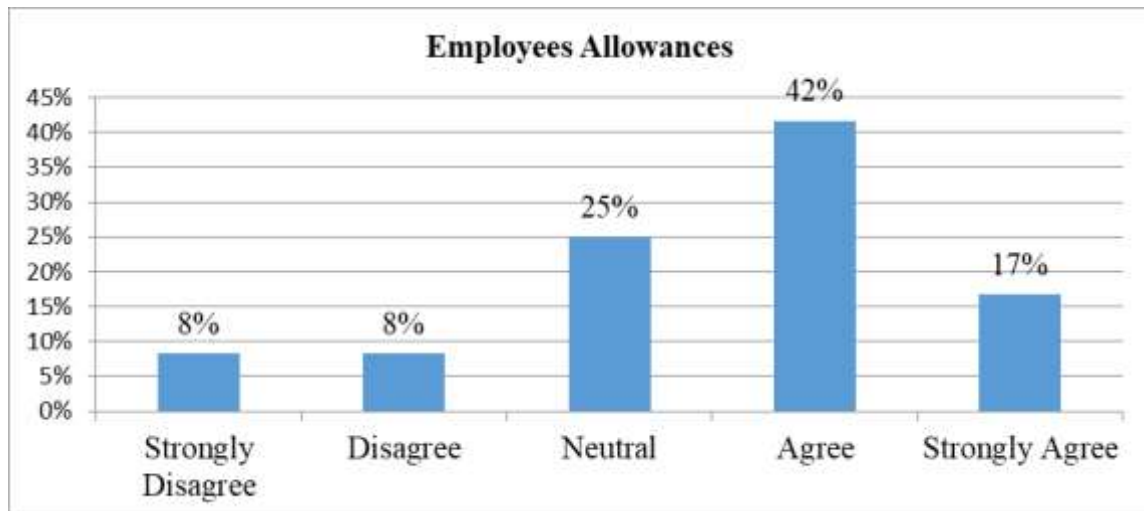


Figure 12: Employees Allowances
Employees Productivity

The respondents were also asked to state the extent to which they agreed that employees in the bank are given allowances that boost their productivity in work performance. The study findings show that 4% were neutral, the majority, 96% of the respondents in the

bank, agreed that employees in the bank are given allowances, which boosts their productivity in work performance.

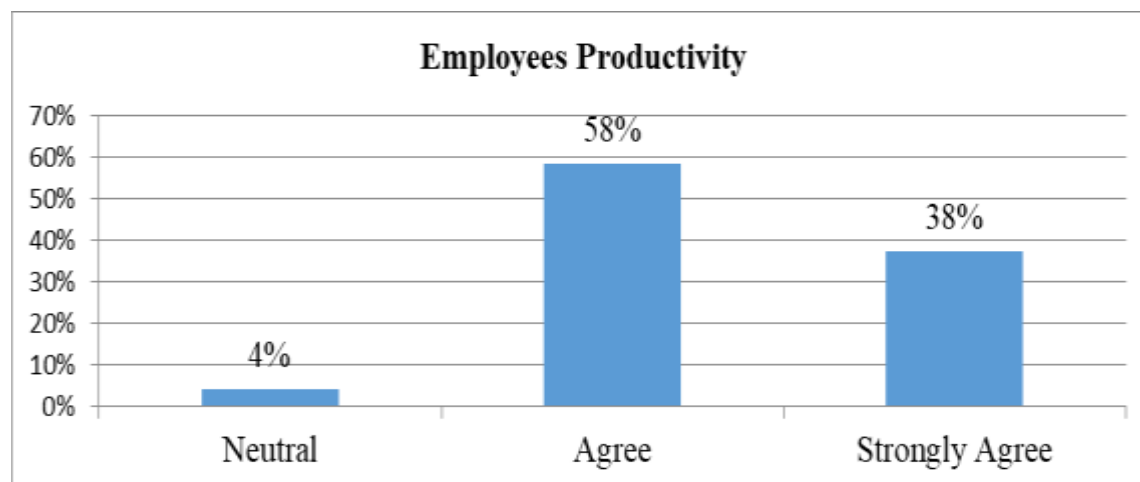


Figure 13: Employees Productivity

Correlation between Recognition and Employee Performance

To determine both the significance of the relationship between the variables and the degree of their association, a correlation analysis was performed. The first correlation was done to establish the extent to which recognition and reward affect employee performance. The findings show that the relationship

between the two variables was significant ($r = 0.685$, $p < 0.05$). However, the coefficient of correlation from Pearson's product-moment indicated that the relationship between the variables was strong and positive.

Table 3: Correlation between Recognition and Employee Performance

		Performance	Recognition and Reward
Performance	Pearson Correlation	1	.685**
	Sig. (2-tailed)		.000
	N	72	72
Recognition and Reward	Pearson Correlation	.685**	1
	Sig. (2-tailed)	.000	
	N	72	72

** . Correlation is significant at the 0.01 level (2-tailed).

Regression between Recognition and Reward on Employee Performance

Regression analysis was conducted to determine how the dependent and independent variables related to each other and their level of significance. From the results, there was a high relationship between the dependent and independent variables, as the coefficient of determination, where r , was ($r = 0.469$). The R-square shows that recognition and reward used in the study accounted for 46.9% of the variance in employee performance.

Table 4: Model Summary for Recognition and Reward Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.685 ^a	.469	.462	2.77554

a. Predictors: (Constant), Recognition and Reward

Table 5: ANOVA for Recognition and Reward ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	476.620	1	476.620	61.869	.000 ^b
	Residual	539.255	70	7.704		
	Total	1015.875	71			

a. Dependent Variable: Performance

b. Predictors: (Constant), Recognition and Reward

The Table 5 shows the analysis of variance (ANOVA) analysis for the regression model. From the findings the F-statistic was significant since the p-value falls below 0.05 level of significance (F = 61.869, p = 0.000). This means that the model was fit to test the relationship between recognition and reward and employee performance.

Table 6: Coefficient analysis for Recognition and Reward Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.084	3.717		4.058	.000
	Recognition and Reward	.885	.113	.685	7.866	.000

a. Dependent Variable: Performance

Table 6 shows the coefficient analysis for the independent variables in the study. As shown, the study reveals that recognition and reward had a positive and significant effect on employee performance ($\beta = 0.885$, $p = 0.000$). This means that an improvement in recognition and reward leads to an improvement in employee performance and vice versa. Therefore, the resulting regression model is Employee Performance = 15.084 + 0.885 Goal Setting.

Discussion

The study findings indicated that the use of non-monetary rewards, such as recognition and flexible working hours, in motivating the employees was positive, as shown by the majority of the employees who agreed. The results further indicated that they normally receive recognition when they perform above the expectations of the bank. Employees are likely to be motivated to improve their performance with nonmonetary rewards such as employee recognition. Recognition is the acknowledgement, appreciation, or approval of the positive accomplishments or behaviors of an individual or team. This is in agreement with the findings of Schneider (2014), who noted that rewards and recognition encourage employees to change their current behaviours and work harder to achieve certain targets associated with specific rewards. The findings show that information to the managers that employees of all levels along the hierarchy are influenced positively by supervisory recognition for their output and working contribution, and seniority of position is no longer a barrier to it.

The study findings established that the banks pay policy usually helps to attract and retain very high-performing employees. The study results indicated that most of the

respondents agreed that the bank retains very high-performing employees. According to Sefrin (2016), employee performance is linked to pay and rewards, rewards which organizations can likewise offer, such as increases in salary for achieving certain production levels, finishing preparation programs, or for remaining with the organization for a specific timeframe. These raises can help inspire workers to enhance their execution levels and aptitudes. Incentives have a prospective orientation that makes people work harder to achieve some deadlines and targets preferred by the incentive offered by the organization, while recognition has a retrospective orientation and reflects on the outstanding performance of the employees in the eyes of the recognizer. The distinction between the two types of motivational tools has profound implications for the motivational systems of the organizations.

From the results, most of the respondents agreed that there is an improvement in the quality of work as a result of the reward system in place. According to Sherrie (2018), who agrees with the statement, reward systems in the form of incentives are a consideration of excellent performance, which could be in the quality, quantity, or abundance of work time, or even in the costs. Rewards and incentives are considered one of the

most important factors that encourage workers to put forth great efforts and work more efficiently. It is because incentives and reward systems direct workers' capabilities toward more efficiency in their work in an attempt to achieve the organizational goals. The study found that most of the employees agreed that the bank uses training and development as a way to motivate the staff. From the results, most of the respondents agreed that the bank has a wellness benefit program that leads to employee's motivation. In addition, the absence of suitable training may negatively affect the hardworking employee's performance. The respondents were also asked to state the extent to which they agreed that the employees in the bank are given allowances that boost their morale in work performance. The results showed that most of the respondents agreed that employees in the bank are given allowances, which boosts their morale in work performance. The findings of the study are the same as those of Yousaf, Latif, Aslam, and Saddiqui (2012), who pointed out that allowances are a significant element of financial rewards for employee motivation, as it boosts the employee's morale and also a feeling of belongingness as employees will live their lives with stability and dignity (Abbas & Hammadi, 2013). Recognition plays an important role in making employees feel valued and motivated in the workplace. Employees need to be recognized and praised for their contributions to the organization. As a result, banks and other firms must give more attention to the individual needs and circumstances of each employee. Employee performance can be an important indicator of how employees feel about their jobs. Managers should be interested in their employees' job satisfaction because attitudes provide warnings about potential problems. Managers, supervisors, human resource specialists, employees, and citizens in general must be concerned with ways to improve performance in their workplace. The coefficient of correlation from Pearson's product-moment indicated that the relationship between the variables was strong and positive. On the other hand, the regression analysis showed a high relationship between recognition and reward used in the study, which accounted for the variance in employee performance. The results of correlation and regression analysis are the same as those of Murphy (2015), who noted that motivated employees improve an organization's productivity and its competitive advantage. Organizations that have the motivational systems comprising employee recognition and appreciation in place have found that it leads to higher employee morale and performance levels than even incentives, since it, unlike incentives, creates a deep-rooted and long-term ownership among the employees for the organization. Recognizing excellent performance openly builds motivation within the entire organization. It is recognized that employee recognition has a positive effect. When employees see other employees being rewarded for the work they have done, it becomes a chain reaction; employees repeat positive

actions so that their work will also be appreciated. Rewards and recognition play an imperative role in motivating employees and improving performance. A carefully designed reward system can greatly enhance an organization's effectiveness and productivity (Abbas & Hammadi, 2013). Today, complex reward systems are needed to meet the demands of a more diverse workforce, and gradually, more organizations are finding they must focus on the total compensation package for employees. A robust rewards and recognition program ensures a happy, satisfied, loyal, highly motivated, and energized workforce that is willing to walk the talk and make a difference to the bottom line of an organization (Saeed, Mussawar, Lodhi, Iqbal, Nayab, & Yaseen, 2013).

In the banking industry, management is always looking for ways to improve the quality of its products and services while reducing costs. While businesses are looking towards getting more out of their employees, employees are looking towards their firms to get more out of them. Employee reward and recognition programs are a way of motivating employees, improving their key behaviors, enhancing their productivity, and adding value to the firm. These emphasize excellence achieved, walking the extra mile, and going far beyond expectations. Recognition programs are meant for a different purpose altogether. They provide a psychological benefit to employees and make them look good in front of their peers and teams. Staff in the banking industry are normally recognized and valued; their working ability and achievement are normally very high (Madhusudan, 2016).

Conclusion

In conclusion, on the reward and recognition of employees, the findings indicated that there is a positive relationship between reward and recognition of employees, rewards inspired workers to enhance their execution levels and aptitudes towards the Cooperative Bank.

Recommendation

Management should ensure that employees are rewarded for their performance, where it is equitable and performance-linked. Management should make use of the available rewards to achieve higher and greater levels of motivation and employee performance.

Acknowledgement

The success and outcome of this project required a lot of guidance and assistance from many people, and I am extremely privileged to have received all of this throughout the completion of my project. I wish to express my profound and genuine gratitude to Richard Semanda, my research supervisor. The guidelines and instructions she provided me with were really progressive and helped me a lot to complete this

research proposal work successfully. Whenever I tried to contact him, he responded to my query very promptly, which was really appreciated. Finally, I must express my very profound gratitude to my parents, siblings, and friends for providing me with unfailing support and continuous encouragement throughout my years of study and through the process of researching and writing this proposal. This achievement would not have been viable without them. Thank you.

List of abbreviations

ANOVA : Analysis of Variance
HRM : Human Resources Management

Source of funding

The study was not funded

Conflict of interest

The author did not declare any conflict of interest

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MA:

PUBLISHER DETAILS:

Burundi Publishing



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