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RECOGNITION PRACTICES AND EMPLOYEE JOB PERFORMANCE IN NIGERIA: A STUDY OF PETROLEUM TRAINING INSTITUTE IN DELTA STATE

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ABSTRACT
This study assessed the interplay between recognition practices and employee job performance in Nigeria with special reference to the Petroleum Training Institute in Delta State. The specific objectives were to assess the relationship between informal recognition, employee service quality and commitment and the relationship between formal recognition, employee service quality and commitment. Data for the study were sourced through a structured questionnaire distributed to the sampled respondents for the study. The data were analyzed and the hypotheses were tested using Spearman's rank correlation coefficient. The results showed a strong correlation between the study's variables. The study concludes that, there is a significant relationship between recognition practices and employee job performance of PTI in Delta State. Based on the results of the study, the recommended that; PTI should think about using a recognition practices as a tactic to boost worker performance. Formal recognition and informal recognition should be taken into account by the institution as a crucial tactic to raise employee commitment and service quality. The institutions should regularly evaluate and improve on their recognition practices to motivate employees to be putting in their best in their service delivery and commitment to their job.

Keywords: Recognition Practice, Formal Recognition, Informal Recognition, Service Quality, Commitment

INTRODUCTION
In Nigeria, recognition practices are crucial in enhancing employee job performance across various sectors. Nigerian culture places significant value on respect and acknowledgment. Therefore, recognition that aligns with cultural norms can be particularly effective. This might include public praise, ceremonies, or traditional forms of acknowledgment. Recognizing employees for their efforts can boost motivation and morale. In Nigeria, where work environments vary widely, positive reinforcement through recognition can help maintain high levels of engagement and dedication (Idenedo& Goodie-Okio, 2022).Recognition as defined by Hart (2011) cited in Vera and Peter (2015) is an appropriate, informal, or formal acknowledgment of an employee's effort in achieving the organization's goals and values. Employee recognition has been found to have a significant positive relationship with employee job performance (Rahim &Daud, 2013) in terms of service quality delivery and commitment both in the public and private sectors. This study adopted service quality and commitment as proxies of employee job performance, the criterion variable of the study. Performance, as defined by Idenedo and Poi (2020) as in Idenedo et al. (2024), is the degree to which an organization accomplishes its goals and objectives; it is commonly quantified in terms of organizational, financial, and strategic results. According to Kusrianto (2018), performance is defined as the outcome comparison of labor unity time. Employee performance is defined as the ability that an employee gives and demonstrates while carrying out his or her duties; in other words, job performance at work is what employees do. Employee performance can also be defined as the ability that an employee demonstrates while carrying out a task or responsibility.

Studies suggest that employees who feel valued and recognized tend to be more productive and committed to their work (Hart, 2011; Vera & Peter, 2015; Idenedo& Goodie-Okio, 2022). This can lead to improved job performance across metrics such as quality of work, efficiency, and overall output. Though recognition practice is not new in the public service of Nigeria, its implementation needs to be assessed to establish if the primary aim of enhancing job satisfaction is being achieved. Besides, the Petroleum Training Institute has recently been notorious for poorly implementing policies and programs, lack of effectiveness and efficiency, and employee poor service delivery and commitment which can be attributed to inappropriate or lack of recognition practice. Thus, this study is aimed to address these problems. This study will establish the impact of recognition practices in addressing the above-listed problems and in particular the issue of employee job performance which is central to these problems.

Objectives of the Study

This study aimed to evaluate the interplay between recognition practices and employee job performance in Nigeria with special reference to the Petroleum Training Institute in Warri, Delta State. The specific objectives were to:

I. Determine the relationship between formal recognition practice and employee service quality.
II. Ascertain the relationship between formal recognition practice and employee commitment.
III. Examine the relationship between informal recognition practice and employee service delivery.
IV. Assess the relationship between informal recognition practice and employee commitment.

Research Questions

The following pertinent questions were raised based on the stated objectives

I. What relationship exists between formal recognition practice and employee service quality?
II. What relationship exists between formal recognition practice and employee commitment?
III. What relationship exists between informal recognition practice and employee service quality?
IV. What relationship exists between informal recognition practice and employee commitment?

Research Hypotheses

The following assumptions were made as a tentative answer to the research questions.

$H0_1$: There is no significant relationship between formal recognition practice and employee service quality.

$H0_2$: There is no significant relationship between formal recognition practice and employee commitment.

$H0_3$: There is no significant relationship between informal recognition practice and employee service quality.

$H0_4$: There is no significant relationship between informal recognition practice and employee commitment.

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Concept of Recognition

Recognition is an essential ingredient of the employee motivation mechanism (Bansal *et al.*, 2001) that entails the acknowledgment, appreciation, or approval of the positive accomplishments or behaviors of an individual or team (Mussie et al., 2013; Idenedo& Goodie-Okio, 2022). Recognition is known to be praise or a personal note acknowledging achievements including small gestures that are important to employees (Gostick& Elton, 2007), and has been branded to be a motivational device that enriches employees' potency towards the attainment of organizational goals and objectives (Abena&Dorcas, 2016; Imran *et al.*, 2014) and also have significant positive relationship with employee service quality delivery (Rahim &Daud, 2013).

Employee recognition as considered by Harrison (2005) in Abena and Dorcas (2016) includes the appropriate, informal or formal acknowledgment of an individual's behavior, effort, or accomplishment that is in harmony with the organization's goals and values, and which has been beyond normal expectations. The essence of recognition as expressed by Nyakundi*et al*. (2012) is to allow individuals to know and understand that their work is valued and appreciated, provides a sense of ownership and belongingness, improves morale, enhances loyalty, and increases employee retention rate in the organization (Abena&Dorcas, 2016). Besides, it has been empirically proven that employees who feel appreciated are more positive about themselves and their ability to offer customers a distinctive service delivery experience (Idenedo& Goodie-Okio, 2022).

Recognition Practices or Dimensions
Punke (2013) identified three methods of recognition programmes (formal, informal and day-to-day) that spread across performance based and value-based initiatives which cohere with Saunderson (2004) three types of recognition (organization-wide formal recognition, departmental-specific informal recognition and everyday spontaneous recognition) (Abena&Dorcas, 2016). Based on these, the current study adopted formal and informal recognition.

Formal Recognition
Formal recognitionas submitted by Punke (2013), include structured recognition programmes with clearly defined objectives, processes, and criteria linked to recognizing individuals, teams, or departments on a company-wide level for achieving specific business targets, exemplifying specific organizational values, or performing actions that go above and beyond normal work expectations. Scholars have identified employee recognition to be a highly effective motivational instrument that can have significant positive impact on employee job satisfaction and service delivery quality as well as overall organizational performance (Abena&Dorcas, 2016; Zani*et al*., 2011; Rahim &Duad, 2013). In view of Freeman (1978) as cited in Abena and Dorcas (2016), when effective recognition is provided in the workplace, favorable working environment is produced, which motivates employees to become committed to their work and excel in their performance and highly motivated employees serve as the competitive advantage for an organization because their performance leads an organization to well accomplishment of its goals and business strategy as well as achieve growth and prosperity (Ngatia, 2015; Imran *et al*., 2014).

Informal Recognition
Informal recognitionon the other hand,focuses primarily on performance achievements, goal accomplishments, and other milestones by individuals or teams that may occur monthly or quarterly (Abena & Dorcas, 2016). This recognition programme points out employee value and contribution at the right moment as a result of its instantaneous nature and the continuous changing work environment (Punke, 2013) with low cost awards, refreshments, point-value informal recognition, gift cards, and certificates (World at Work Report, 2011) as means of acknowledgement. While day-to-day recognitionis a type of recognition mechanism that are frequent (daily or weekly), low or no cost, often intangible and often reliant on interpersonal skills for positive feedback that can be given to all employees (Abena & Dorcas, 2016; World at Work Report, 2011).
By consistently and frequently applying informal recognition programmes, organizations are provided with a powerful tool for influencing employees to live the organization's values and implement its focus (Abena & Dorcas, 2016) and affords the organization opportunity to highlight desired actions and behaviour thereby creating role models for other employees (Silverman, 2004).

Concept of Employee Performance
The terms "job performance" and "actual performance" refer to the accomplishment of tasks or real accomplishments made by an individual. According to Mangkunegara (2014), an employee's performance is determined by the quality and quantity of work they accomplish while carrying out

their responsibilities in line with those assigned to them. According to Kusrianto (2018), performance is defined as the outcome comparison of labor unity time. Employee performance is defined as the ability that an employee gives and demonstrates while carrying out his or her duties; in other words, job performance at work is what employees do. Employee performance can also be defined as the ability that an employee demonstrates while carrying out a task or responsibility. Employee performance, according to Sedarmayanti (2014), consists of the following elements: (1) work quality; (2) promptness; (3) initiative; (4) capability; and (5) communication. One's performance level can be evaluated using these five factors as a benchmark. In addition, use the formula Performance = ability x motivation to measure performance. While Siagian (2013) explains that performance is an achievement shown by employees, he is the result achieved in carrying out tasks assigned to him based on the skill of experience, sincerity, and the time available, Kusrianto (2018) states that performance of employees is the level of results that can be shown a person in the implementation of his work. In other words, an employee's performance refers to the work they accomplish or the work they perform on a daily basis in accordance with a set of standards or assessments that are used to determine whether an employee performs well or poorly. These standards and measuring tools are used as indicators. The standard, which is determined by the kind and nature of the work, also acts as a gauge to ensure accountability.

Measures of Employee Performance

Employee performance can be assessed using a variety of criteria, including work quality, timeliness, initiative, capability, communication, and commitment, according to Sedarmayanti (2014). As mentioned, these indicators can be used as a benchmark for evaluating an individual's performance level. As a result, the study modified commitment and service quality as metrics for evaluating worker performance.

Service Quality: It has been determined and proven that one of the main factors influencing an organization's ability to survive and grow is its ability to provide high-quality services, which is essential to the success of the business (Oliver & Rust, 2014). Diverse specialists, researchers, and practitioners have given different definitions and conceptualizations of service quality. Zeithaml and Bitner (2008) state that "service quality is a focused evaluation that reflects the customer's perceptions of certain dimensions of quality, including tangibles, assurance, responsiveness, and empathy." Perceived quality is a conceptual construct that is centered on a customer's assessment of an entity's overall excellence or superiority (Zeithaml 1987).

Parasuraman et al. (1985) defined service quality as the discrepancy between the perceived and expected services by customers. General dissatisfaction arises when perceived quality is below satisfactory levels and expectations are higher than service performance. Stated differently, customers' comparison of their expectations and their perception of the manner in which a service has been rendered determines the quality of that service (Groonroos, 2014). According to Parasuraman et al. (1988), an organization's service quality is determined by its capacity to either meet or surpass customer expectations. Zeithaml et al. (1990) go on to say that it's the distinction between what customers perceive as service and what they expect from it. Customers' comparisons of their expectations and their perceptions of the services provided by suppliers determine the perceived quality of the services. Thus, Zeithaml et al. and Parasuraman et al. come to the conceptual conclusion that service quality is the difference between what the customer believes and expects. The degree to which a service satisfies a customer's needs and expectations is defined as service quality by other authors, including Lewis and Mitchell (2020) and Asubonteng et al. (2016).

Employee Commitment: Meyer and Allen (1991) identified three distinct ways in which employees can demonstrate their commitment to an organization: through their desire to stay (affective commitment), their perception of the cost of leaving (continuous commitment), or their obligation to stay (normative commitment). According to Meyer et al. (2018), historically, the various ways that people express their commitment have been influenced by a complex interplay of individual characteristics, human resource management strategies, and environmental factors. Naturally, employees who are happy with HR policies or benefits or who have strong collectivist beliefs—which may promote employer loyalty—are more likely to commit to their company (Davies & Gould-Williams, 2015).

According to Markovits et al. (2017), normative commitment may be influenced by institutional collective orientation on one level, wherein employees strive to demonstrate loyalty that aligns with societal and constitutional values. At a deeper level, employee affective commitment is driven by organizational HR practices and offerings like career development opportunities, training, informal recognition, and more autonomy rather than control, as well as an inclusive work environment (Ejumudo, 2008; Johnson et al., 2018; Oruh et al., 2020).

Empirical Literature

The following empirical literature was looked at to establish a hypothesized association between recognition practices and employee job performance.

Apart from the above studies, Ampofo et al. (2023) also investigated the impact of employee recognition on job embeddedness, knowledge sharing, and service orientation among restaurant frontline employees, with abusive supervision as a moderator. The research utilized structural equation modeling to analyze data collected from three waves of surveys in Ghana. The findings supported the mediating role of job embeddedness in the relationship between recognition, knowledge sharing, and service orientation, as well as the moderating effect of abusive supervision. The study highlights the importance of non-financial rewards, such as employee recognition, in triggering positive employee behaviors and suggests practical implications for managers to implement recognition mechanisms and avoid abusive supervision to enhance employee performance. This empirical study contributes to the literature by addressing the gaps in understanding the processes through which recognition influences employee behaviors, particularly in the hospitality industry.

Idenedo and Goodie-Orio (2022) ascertained the link between contact employee recognition and customer loyalty of healthcare firms in South-South Nigeria. Data utilized was obtained through a structured questionnaire distributed to 98 sampled contact employees of federal teaching hospitals in South-South, Nigeria. The data collected was analyzed and the hypotheses were tested using Spearman's Rank Order Correlation Co-Efficient Statistical Tool. The findings revealed a significant and positive relationship between recognition and customer loyalty.

The study by Scherbaum et al. (2021) investigates the impact of manager recognition training on performance through a quasi-experimental field study in a financial services company. The study involved examining the occurrence of recognition and unit-level performance. The findings of the study provide empirical evidence of the positive impact of manager recognition training on employee performance. This has implications for organizations to invest in training managers for effective recognition practices, which can ultimately enhance employee performance.

Furthermore, Emmanuela et al. (2023) conducted a study titled "Perceived Organizational Support as a Panacea for Good Employee Performance: A Banking Context" and utilized a quantitative methodology to investigate the impact of employee recognition on task performance in deposit money banks in South East Nigeria. The findings revealed a strong positive correlation ($r = .974$, $p < 0.05$) between employee recognition and task performance, indicating a statistically significant influence. This suggests that implementing effective recognition programs can significantly enhance employee performance in the banking sector, with implications for organizational management and human resource practices.

The study by Okon et al. (2023), titled "Employee Well-Being: Recognition and Non-Academic Staff Performance in Select Federal Universities, South-South Geo-Political Zone, Nigeria," utilized an empirical approach to examine the impact of recognition on the performance of non-academic staff in Nigerian universities. The study employed a quantitative methodology to gather data and analyze the relationship between employee well-being, recognition, and performance. The findings revealed a significant positive correlation between recognition and the performance of non-academic staff, highlighting the importance of recognition in enhancing employee productivity. This study implies that organizations should prioritize implementing recognition programs to improve employee performance and well-being.

The study by Afolabi et al. (2022) utilized a quantitative methodology to investigate the impact of recognition and career advancement on employee job performance at Nigerian Brewery Plc. The findings revealed a significant and positive relationship between employee recognition and job performance ($r = 0.759$, $p = 0.029$), highlighting the importance of recognition in enhancing employee performance. This study's implications underscore the need for organizations to prioritize employee recognition as a means to improve overall performance and productivity.

The study by Putri et al. (2022) investigates the impact of various antecedents on employee performance in Indonesian companies. The methodology used in this empirical research involved surveying employees and analyzing the data using expectancy theory. The findings revealed that rewards and recognition had a significant impact on employee performance. This implies that implementing effective recognition programs can positively influence employee performance in organizations.

The study by Bocean et al. (2021) about two-stage SEM-artificial neural network analysis of the effects of the reward on self-perceived performance in healthcare—used structural equation modeling to examine the impact of recognition on employee performance. The findings revealed that both financial motivation and recognition of employees' merits significantly influence employees' self-perceived performances. This suggests that recognition plays a crucial role in enhancing employee performance in the healthcare sector.

Gap in Literature Reviewed

The reviewed literature revealed the extent of research that have seeks to investigate the relationship between recognition and employee performance and other variables in different geographical scope and sectors. Though, several studies have been carried out on the variables, none have evaluated the interplay between recognition practices and employee job performance in Nigeria with special reference to the Petroleum Training Institution in Warri, Delta State. Besides, most of the research on recognition and employee performance carried out in Nigeria did not consider service quality and commitment as essential measures of employee performance.

Theoretical Framework

This study adopted the Wernerfelt (1984) resource-based theory as baseline theory for the study.

Resource-Based Theory

Wernerfelt (1984) developed this theory with the express purpose of identifying the resources that a company can use effectively and efficiently to obtain and maintain a competitive advantage over other brands or businesses (Maxwell et al., 2014). According to the theory, an organization's resource profile determines how well it performs. It also explains why some organizations outperform others and maintain a prominent position in the market (Winnie & Franciss, 2016; Didia & Idenedo, 2017; Idenedo, et al., 2020). According to the theory, there might be long-lasting differences in the resource profiles of businesses within a given industry because resources might not be transferable between businesses. (Barney, 1991).

Resources as defined by Maxwell et al. (2014), is "all assets, capabilities, organizational processes, firm attributes, information, and knowledge, controlled by a firm that enables the firm to conceive of and implement strategies that bestow on the firm a competitive advantage". As a result, in order for businesses to maintain a competitive advantage over time, they need to have important resources, skills, and characteristics that are rare, valuable, hard to replicate, and non-substitutable, and they also need to be effectively applied in the targeted markets (Baker & Sinkula, 2005; Barney, 1991).

Application of the Theory to the Study

Employees of an organization are endowed with unique qualities and intangible skills by nature and education, which lends credence to the theory's applicability for the current study. These qualities and skills are valuable, uncommon, hard to replicate, and typically non-replaceable. The resource-based theory was modified for the current study as a baseline theory, taking into account the Petroleum Training Institute where the study is based. Employees in the institution contribute to the development or implementation of strategies that improve the institution's efficiency and effectiveness by making the most of their skills in delivering superior customer service, which in turn enhances the institution's reputation. Based on the idea that a satisfied employee will express satisfaction through quality service delivery, commitment, and other things, this study proposed that employee motivation through an appropriate recognition practices will increase the employee's job satisfaction and in turn enhance their service quality delivery to the general public (Butcher et al., 2001).

RESEARCH METHOD

The purpose of this study was to determine how Petroleum's Training Institution (PTI) employee job performance is influenced by recognition practices. The study adopted an explanatory research design. The study's population is the Petroleum Training Institution (PTI). The institution has 373 staff, according to data gathered from info@pti.edu.nd. The study's sample unit consisted of twenty (20) management staff and seventy-two (72) teaching/non-teaching employees. A total of ninety-two (92) respondents took part in the study. Since the study is a survey, the researchers used questionnaires to gather primary data. On the other hand, secondary data was gathered via data mining, which was made feasible by a thorough literature review. The degree of association between the various variables under consideration was ascertained by applying the Spearman rank order of correlation model, which was utilized to test the hypotheses. The analysis was aided by the use of the statistical package for social science (SPSS Version 22.0).

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

Data Presentation

Table 1: Questionnaire Analysis

Numbers	Questionnaire	Percent
No. Sent out	92	100.0
No. Returned	85	92.0
No. Not Returned	7	08.0

Source: Field Survey Data 2024

Table 1 demonstrates that 92 questionnaire copies were distributed in total; 85 of those copies, or 92% of the total, were retrieved, while 7 copies, or 8% of the total, were not. Nonetheless, 85—or 92%—of the questionnaires that were recovered were helpful. Seven (8%), or the incomplete and incorrectly filled out questionnaires, were discarded as a result of not being retrieved.

Table 2: Result of Reliability Analysis

Variables	Dimensions/Measures	No. Items	Cronbach's Alpha
	Formal	5	0.854
	Informal	5	0.967
Recognition Practices			

	Service Quality	5	
	Commitment	5	
Employee Performance			0.844
			0.842

Source: SPSS Output of Data Analysis on Recognition Practices and Employee Performance (2024).
Prior to relying on the outcome of the statistical data analysis—which was based on the information gathered via the structured questionnaire—reliability measures were used to gauge the ideas examined in the research project. Based on the reliability analysis presented in Table 4.4 above, it can be accepted that the research instrument measured the study's variables because the variables had a Cronbach's alpha value of ≥ 0.7, which is an acceptable level of reliability. It follows from the results that, with the same background, identical outcomes will be obtained if the questionnaire is re-administered. This shows that the research instrument is reliable, meaning that the data collected can be analysed and used to generate reliable conclusions and decisions that will allow for both theoretical and practical generalizations about the variables under study.

Data Analysis

In this section, the various hypotheses proposed for this study were subjected to statistical tests using Spearman's Rank Order Correlation Co-Efficient Statistical Tool.

Table 3: Description of the Degree of Association between Variables

Correlation Coefficient (r)	Description/Interpretation
± 0.80 – 1.0	Very Strong
± 0.60 – 0.79	Strong
± 0.40 – 0.59	Moderate
± 0.20 – 0.39	Weak
± 0.00 – 0.19	Very Weak

Source: SPSS Output of Data Analysis on Recognition Practices and Employee Performance (2024).

The positive (+) sign in the value of r indicates a direct/positive relationship while the negative (-) sign in the value of r indicates an indirect/negative or inverse relationship. Therefore, the sign of the r value explains the direction of association or nature of the relationship between the variables.

Decision Rule

Reject the null hypothesis (H0) if PV < 0.05 for a 2-tailed test and conclude that a significant relationship exists.

Table 4: Correlation Analysis on Formal recognition and Service Quality Correlations

			Formal recognition	Service Quality
Spearman's rho	Formal recognition	Correlation Coefficient	1.000	.712**
		Sig. (2-tailed)	.	.000
		N	85	85
	Service Quality	Correlation Coefficient	.712**	1.000
		Sig. (2-tailed)	.000	.
		N	85	85

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Output of Data Analysis on Recognition Practices and Employee Performance (2024)

As demonstrated in Table 4 above, the probability value is (0.000) < (0.05) level of significance; hence, the researcher rejects the null hypothesis and concludes that formal recognition significantly relates to employee service quality delivery. The high value of Spearman's correlation coefficient (r) = 0.712** indicates a strong relationship between formal recognition and service quality. The positive sign of the correlation coefficient indicates that the relationship between the variables is positive. Consequently, an increase in service quality displayed by the employees is a function of the degree of satisfaction with the formal recognition practice of the studied institution through the management recognition Practices.

Table 5: Correlation Analysis on Formal recognition and Commitment
Correlations

			Formal recognition	Commitment
Spearman's rho	Formal recognition	Correlation Coefficient	1.000	.681**
		Sig. (2-tailed)	.	.000
		N	85	85
	Commitment	Correlation Coefficient	.681**	1.000
		Sig. (2-tailed)	.000	.
		N	85	85

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Output of Data Analysis on Recognition Practices and Employee Performance (2024)
According to Table 5, there is a strong correlation between commitment and formal recognition, as evidenced by the high Spearman's correlation coefficient (r) of 0.681**. A positive correlation coefficient means that there is a positive relationship between the degree of satisfaction attained by the employees from the institution management's' formal recognition practices and the increased commitment of employees to their. Since the probability value is (0.000) < (0.05) at the significance level, the researcher rejects the null hypothesis and comes to the conclusion that employee commitment and formal recognition are significantly correlated.

Table 6: Correlation Analysis on Informal recognition and Service Quality
Correlations

			Informal recognition	Service Quality
Spearman's rho	Informal recognition	Correlation Coefficient	1.000	.656**
		Sig. (2-tailed)	.	.000
		N	85	85
	Services Quality	Correlation Coefficient	.656**	1.000
		Sig. (2-tailed)	.000	.
		N	85	85

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Output of Data Analysis on Recognition Practices and Employee Performance (2024)
The Spearman's correlation coefficient (r) = 0.656**, as indicated in Table 6 above, is high and suggests a strong correlation between informal recognition and service quality. A positive correlation between the variables is indicated by the correlation coefficient's positive sign. As a result, the degree of satisfaction with the institution management informal recognition practice determines how well students and stakeholders receive services. The researcher concludes that there is a significant relationship between employee service quality and informal recognition, as the probability value is (0.000) < (0.05) at the significance level. Consequently, the null hypothesis is rejected.

Table 7: Correlation Analysis on Informal recognition and Commitment
Correlations

			Informal recognition	Commitment
Spearman's rho	Informal recognition	Correlation Coefficient	1.000	.718**
		Sig. (2-tailed)	.	.000

	N	85	85
Commitment	Correlation Coefficient	.718**	1.000
	Sig. (2-tailed)	.000	.
	N	85	85

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Output of Data Analysis on Recognition Practices and Employee Performance (2024)
According to Table 7, there is a strong correlation between informal recognition and commitment, as indicated by the high Spearman's correlation coefficient (r) of 0.718**. An increase in an employee's commitment to their job is correlated with their level of satisfaction with their employer, the institution under study, according to the correlation coefficient's positive sign, which denotes positive relationships between variables. Given that the probability value is (0.000) < (0.05) at the significance level, the researcher rejects the null hypothesis and comes to the conclusion that there is a significant relationship between informal recognition practice and employee commitment.

Summary of Findings
The findings of this study are summarized in the Table 4.14 below.

Table 8: Summary of Findings

Hypotheses	P-Value	Correlation Value	Decision	Remark
$H0_1$	0.000	.712	+VE	Accept
$H0_2$	0.000	.681	+VE	Accept
$H0_3$	0.000	.651	+VE	Accept
$H0_4$	0.000	.718	+VE	Accept

Source: SPSS Output of Data Analysis on Recognition Practices and Employee Performance (2024).

Discussion of Findings
Strong Positive Relationship between Formal recognition and Employee Performance
According to the study's hypothesis, there is no significant relationship between formal recognition and commitment or service quality. Nonetheless, the tested hypotheses demonstrated a robustly positive correlation between employee performance metrics and formal recognition.
There is a strong correlation between formal recognition and service quality, as demonstrated by Table 4's Spearman's correlation coefficient (r) = 0.712**. There is a strong correlation between formal recognition and commitment, as indicated by Table 5's Spearman's correlation coefficient (r) = 0.681**. These results are consistent with earlier research. For example, Muhammad, et al. (2019) assessed how employee performance at the Makassar City Regional Secretariat was affected by job formal recognitions. The outcomes demonstrated that employee performance in the Makassar City Regional Secretariat is positively and significantly impacted by formal recognitions. Fodio and Saidu (2021) conducted a study at tertiary institutions in Sokoto State, Nigeria, to examine the impact of formal recognition on job satisfaction. The findings indicate that job satisfaction and the achievement of organizational goals are positively impacted by formal recognitions.

Strongly Favorable Correlation between Informal Recognition and Employee Performance
A strong positive correlation is found between the two hypotheses tested regarding the relationship between informal recognition and employee performance measures. The Spearman's correlation coefficient (r) in Table 6 is 0.656**, a high value that suggests a strong relationship between

informal recognition and service quality.The Spearman's correlation coefficient (r) in Table 7 is 0.722**, a high value that suggests a strong relationship between informal recognition and commitment. These varied findings regarding the relationship between employee performance metrics and informal recognition are consistent with the findings of earlier research on informal recognition. For example, Duo et al. (2012) discovered that a combination of informal recognition and monitoring decreased teacher absenteeism by 21%. In a group-based teacher recognition program, Imberman and Lovenheim (2015) calculated the effect of informal recognition strength on student achievement. The findings demonstrate unequivocally that when the stakes are sufficiently high, teachers respond to informal recognition, and that increased teacher effort leads to higher student achievement in response to stronger group informal recognition. In the USA, Figlio and Kenny (2016) also looked at student performance and individual teacher informal recognition. The findings demonstrated that schools offering students personal recognition for high achievement have higher test scores. The strongest impact was seen in schools with potentially less effective parental supervision systems. Additionally, the findings showed that the relationship between teacher informal recognition and student performance could be explained by teachers putting in more effort as a result of teacher informal recognition or by better schools implementing teacher informal recognition.

CONCLUSION(S) AND RECOMMENDATIONS

The study's conclusion is thus based on the data: There is a significant relationship between recognition practices and employee job performance, which includes informal recognition and formal recognitions. The institute’s recognition practices determine how well employees perform, as measured by their commitment and quality of service.
Based on the results of the study, the following suggestions are offered.

i. PTI should employ and deploy appropriate and effective recognition practices as a tactic to boost worker performance.
ii. Formal recognition and informal recognition should be taken into account by the institution as a crucial tactic to raise employee commitment and service quality.
iii. The institute should regularly evaluate and improve on their recognition practices to motivate employees to be putting in their best in their service delivery and commitment to their job.
iv. The researchers also recommend scholar to replicate this study in the same sector in different geographical scope to attest to these findings.

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