

Impact of Recognition on Employees' Performance in the Manufacturing Industries in Tanzania: A Case of Tanga Cement Company

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Abstract

Motivation works differently among employees in an organisation. While it is generally acceptable that monetary incentive is preferable among employees but there is a debate regarding non-financial incentives such as recognition on whether they impact employee performance. This study examined the impact of recognition on employees' performance in the manufacturing industries in Tanzania by using a case of Tanga Cement Company. In conducting this study, the researchers employed a descriptive research design. Furthermore, a simple random sampling method was used to select 50 respondents which enabled the collection of quantitative data through the use of questionnaires. In analysis, the study employed descriptive and inferential statistics to analyse the data with the aid of the Statistical Package of Social Science (SPSS). The study found that media representation boosts employees' desire to perform better, highlighting the importance of visibility and validation. Personal recognition fosters enhanced dedication, aligning with motivation theories. Receipt of recognition letters validates hard work, increasing job satisfaction and loyalty. Recognition programmes also lift employees' morale, influencing productivity and teamwork. Public recognition fosters commitment, and positive perceptions of work, workplace, and colleagues are crucial for a positive work environment. Furthermore, verbal appreciation from supervisors and co-workers is the most impactful form of recognition, as it is immediate and personal. Receiving a recognition certificate is also significant, as formal acknowledgement can enhance employees' work performance. The study recommends that implementing media representation strategies, establishing recognition programmes, and utilising tangible tokens of appreciation can be the best strategies to boost employee performance. This creates a positive work environment, enhances dedication, and boosts productivity by reinforcing appreciation and acknowledgement.

1.0. Introduction

The manufacturing industry plays a pivotal role in driving economic growth and development, serving as a cornerstone of industrial production and innovation. Within this dynamic and competitive sector, the performance and productivity of employees are fundamental to the success of manufacturing organisations (Weldeghebriel et al., 2023). As such, understanding the factors that influence and enhance employees' performance is of paramount importance. One such influential factor is the impact of recognition on employees' performance within the manufacturing industry. This study aims to investigate the impact of recognition on employees' performance, with a specific focus on the manufacturing sector.

Recognition, in the context of this study, encompasses various forms of acknowledgement and validation of employees' contributions, including but not limited to personal recognition, receipt of recognition letters, public recognition, and verbal appreciation from supervisors and co-workers (Liu et al., 2022; Okon et al., 2023; Upadhyay & Adhikari, 2021). The significance of recognition in the workplace has been widely acknowledged, with numerous studies highlighting its positive effects on employees' motivation, dedication, and job

satisfaction (Liu et al., 2022; Subramaniam et al., 2019; Zin et al., 2022). However, the specific impact of recognition on employees' performance within the unique context of the manufacturing industry remains an area that warrants comprehensive exploration and analysis.

The concept of recognition in the manufacturing industry presents distinct challenges and opportunities that differentiate it from other sectors, thereby necessitating a focused examination of the relationship between recognition and employee performance (Perumal et al., 2019). It is vital to provide valuable insights into the practises of recognition in different countries and their impact on organisational performance.

Several studies have illuminated the practises of recognition among employees and their contributions to overall organisational performance. These practises are reflected in countries such as the USA, Canada, Germany, Sweden, France, Kosovo, Indonesia, Vietnam, South Africa, Nigeria, and Tanzania.

An example of the Workers Alliance of America in the 1930s and 1940s reveals the necessity of recognition among employees. At that time, the alliance organised participants in the Works Progress Administration to demand recognition from the government for their status as federal employees and advocate for better wages (Anastasi, 2022). This confirms the assertion that employee recognition is an important practise in organisations to motivate and retain employees, with four main forms of recognition practices: personal recognition, recognition of work practices, recognition of job dedication, and recognition of results. In the U.S. and Canada, organisations employ various recognition practises to satisfy employees' needs, including horizontal recognition from coworkers, vertical recognition from managers and supervisors, and external recognition from clients and partners (Ampofo et al., 2023).

In Europe, countries like Germany, Sweden, and the Netherlands have implemented various recognition practises to acknowledge and reward employees' performance (Dwiyanti & Dudija, 2019). These practises confirm the effect of rewards on employee performance, highlighting the importance of recognising and rewarding employees to enhance their engagement and overall performance. Praise and recognition have a significant and highest effect on employees' performance, as evidenced by the Netherlands' tradition of presenting employees with bonuses or "13th-month pay," as illuminated by Ibitomi et al. (2022). In France, the practise of recognising employees' performance is a crucial aspect of organisational management, emphasising the importance of fostering a work environment that values and appreciates employees' efforts (Khan et al., 2022). However, the prevalence of unregistered employment in Kosovo and other European countries highlights the need for further investigation into recognition practises in countries with high rates of unregistered employment (Gashi & Williams, 2019).

In other countries, recognising employee performance is also crucial for enhancing engagement in organisations, as evidenced by studies in Asia, Africa, and Tanzania. Rewards and recognition are found to positively impact employee engagement, while Tirta and Enrika (2020) highlight the importance of recognition in employee retention, particularly among Millennials in Indonesia. Zin et al. (2022) found that recognition has a significant positive relationship with job satisfaction, suggesting that implementing employee recognition programmes can improve job satisfaction.

Okon et al. (2023), who examined recognition practises in Nigeria, assert that the practise of recognising employees' performance has a significant impact on their commitment and overall performance. The study highlights that establishing a work culture that openly acknowledges employees' achievements among peers can motivate employees for superior performance. Furthermore, a study conducted in South Africa by Dlamini et al. (2022) emphasises the significant impact of the relationship between employees and managers on employee performance and productivity.

In Tanzania, the lack of recognition is a cause of employee turnover in microfinance institutions (Saritha & Sunitha, 2023), emphasising the need for recognition programmes in human resource management practices. Okereke and Asha (2022) investigated the impact of non-monetary rewards on employees' performance in

Mount Meru Referral Hospital, revealing that non-monetary rewards such as recognition, training, development, employee independence, and flexible work schedules have a positive effect on performance.

Additionally, Msuya and Kumar (2022) found that supervisory work-life support positively impacts employee performance in Tanzania's banking sector. Still, the correlation between workload and supervisory work-life support was negative and insignificant. Conversely, Mmari et al. (2022) highlighted the importance of policies in integrating workplace recognition and learning in technical higher education in Tanzania, highlighting the recognition challenges related to policy implementation and strategic planning. The diversified recognition practises related to practical recognition challenges and the lack of empirical recognition studies in manufacturing industries in Tanzania require further investigation.

2.0. Literature Review

According to Masri and Suliman (2019), their study on Talent Management, Employee Recognition, and Performance in Research Institutions utilised an empirical approach to investigate the impact of recognition on employee performance. The study found that employee recognition has a significant effect on employee performance, thereby influencing organisational success. This empirical evidence underscores the importance of recognising employees as a means to enhance their performance and contribute to the overall success of the organisation.

Another study titled "Impact of Employees' Recognition, Rewards, and Job Stress on Job Performance" by Hussain et al. (2019) utilised an empirical approach to investigate the impact of recognition and rewards on employee performance. The study found that employee recognition and rewards have a significant and positive effect on employee performance, while job stress has a significant and negative effect. These findings suggest that organisations should prioritise implementing effective recognition and reward systems to enhance employee performance and mitigate the negative impact of job stress.

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 utilised structural equation modelling to analyse 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 behaviours 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 behaviours, particularly in the hospitality industry.

The study by Yang et al. (2022) investigates the impact of employee recognition on task performance and organisational citizenship behaviour (OCB) through the mediating role of authentic pride and the moderating role of hubristic pride. The researchers used a cross-sectional sampling approach and collected 256 valid questionnaires to analyse the data. The findings indicate that employee recognition has a significantly positive effect on task performance and OCB, with authentic pride mediating this relationship. Additionally, hubristic pride positively moderates the relationship between employee recognition and task performance, as well as OCB. This study provides empirical evidence of the emotional and behavioural outcomes of employee recognition, emphasising the role of pride in influencing employee performance and organisational behaviour. The implications of this study suggest that organisations should consider the emotional mechanisms involved in employee recognition to enhance task performance and OCB.

Additionally, Subramaniam et al. (2019) conducted a study titled "What makes employees want to stay?" This study was conducted in the Malaysian manufacturing sector and utilised a structural equation approach to investigate the impact of performance management, rewards, and recognition on employee retention. The findings revealed that rewards and recognition significantly influenced employees' willingness to remain with

their employer. Additionally, the study highlighted the moderating role of work environment and job design in the relationship between hiring, promotion, and employee retention, emphasising the importance of recognition in enhancing employee performance and retention.

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 organisations 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 utilised 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 programmes can significantly enhance employee performance in the banking sector, with implications for organisational 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," utilised 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 analyse 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 organisations should prioritise implementing recognition programmes to improve employee performance and well-being.

The study by Afolabi et al. (2022) utilised 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 organisations to prioritise employee recognition as a means to improve overall performance and productivity.

In an empirical study, Nguyen et al. (2019) provided evidence to support the positive relationship between mutual recognition, respect, and employee job performance. The study utilised a structural equation model approach to investigate the impact of inclusive leadership on job performance through various mediators. The findings revealed that inclusive leadership positively influenced employee well-being, person-job fit, and innovative behaviour, with innovative behaviour mediating the relationship between person-job fit and job performance. Additionally, the study identified mutual recognition, respect, and intrinsic motivation as potential mediators between employee well-being and job performance, providing theoretical and empirical contributions to understanding leader-member exchange policies' roles in job performance enhancement (Nguyen et al., 2019).

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 analysing 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 programmes can positively influence employee performance in organisations.

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 modelling 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.

Moreover, Kurniawan and Anindita (2021) conducted a study on the impact of perceived supervisory support, rewards, and recognition on performance through work satisfaction and employee engagement in employee marketing banks. The study utilised a survey and structural equation model (SEM) to investigate the relationship between perceived supervisory support, rewards, recognition, employee engagement, job satisfaction, and performance among 170 marketing employees in the banking industry in Tangerang. The findings revealed a positive relationship between rewards and recognition and employee engagement, as well as a positive relationship between rewards and recognition and performance. However, there was no significant relationship between perceived supervisory support and performance. The study's implications suggest that organisations should prioritise rewards and recognition to enhance employee engagement and ultimately improve performance.

Finally, a study by Lema (2020) examined the effect of employees' nonfinancial motivational factors on job performance at Arusha City Council in Tanzania. The study assessed the effect of recognition and reward programmes on job performance at Arusha City Council. This study employed a quantitative approach and a descriptive survey design. The study primarily collected data through a self-administered questionnaire. Descriptive analysis was employed to analyse the data with the aid of SPSS version 25. The findings revealed a positive relationship between recognition and rewards and job performance ($r = 0.217$, $N = 78$). This study recommends that Tanzania's government formulate labour policies to ensure that employees in the organisations for which they are working are treated with utmost importance and to address their requirements not only for money but also non-monetary by their organisations, which recognise them and allow their autonomy. The study implies that organisations even in public service, such as councils, can improve their performance when employee recognition programmes are effective.

3.0. Methodology

This study was conducted at Tanga Cement Company with a focus on assessing the impact of recognition on employees' performance in the manufacturing industries in Tanzania.

The research used a descriptive research design, and the main approach of the study was quantitative. A sample size was determined through the Yamane formula from the population of employees at Tanga Cement, which was 50 employees (sample size).

In this study, data were collected by using closed-ended questionnaires and a pilot study to identify the best methods for a larger project. In the data analysis, the researchers employed descriptive analysis and regression analysis to identify significant relationships between dependent and independent variables and to understand the implications of these variables.

Validity was assessed through construct, content, and face validity, while reliability was ensured through repeated testing and retesting of data collection instruments. Ethical considerations were maintained, including obtaining informed consent, ensuring participants' willingness to participate, and maintaining full privacy. The results can inform future research and policy decisions.

4.0. Findings

4.4 Descriptive Analysis on Study Variables

The researchers employed descriptive analysis where frequency and mean were determined in each factor when assessing the impact of recognition on employees' performance in the Tanga Cement Company.

4.4.1 Recognition and Employee's Performance

The focus of the analysis is to show whether recognition as the predicting variable influences employee performance, with Table 1 illustrating the findings. Respondents were asked to measure the effects of recognition on employees' performance. A five-point scale was used whereby 1 represents strongly disagree, 2 represents disagree, 3 represents neutral, 4 represents agree and 5 represents strongly agree. Based on the mean values, the five-point scale ranges are as follows: mean scores of less than 1.5 represent strongly disagree; mean scores of 1.5 but less than 2.5 represent disagree; mean scores of 2.5 but less than 3.5 represent neutral; mean scores of 3.5 but less than 4.5 represents agree; mean scores of 4.5 to 5 represents strongly disagree.

Table 1 Factors on Recognition

| Factors/Statements | Frequenc y | Mean | Implication |
|--|---------------|------|----------------|
| Appearing in any form of media to represent the organisation increases my desire to perform better. | 50 | 4.23 | Agree |
| When my contribution is recognised, I feel encouraged to do more for the organisation. | 50 | 4.46 | Agree |
| Receiving recognition letter makes me feel a valuable employee in the organization | 50 | 4.30 | Agree |
| Employees' morale is increased as a result of implementing a recognition programme | 50 | 4.28 | Agree |
| Recognition in public increases my commitment to work hard | 50 | 4.38 | Agree |
| Recognition for the work enables me to have a better perception of my work, workplace and the people I work for. | 50 | 4.59 | Strongly Agree |
| Verbal appreciation from my supervisors and co-workers leads to better performance in my work | 50 | 4.64 | Strongly Agree |
| Receiving a recognition certificate increases my work performance | 50 | 4.41 | Agree |
| Composite Mean | 50 | 4.41 | Agree |

Source: Field Data (2021)

According to the data analysis based on the collected data, the study generally reveals that recognition has an impact on employees' performance at the Tanga Cement Company.

Categorically, the findings from the study highlighted the impact of media representation. At a mean of 4.23, employees agree that appearing in the media as a representative of the organisation boosts their desire to perform better. This finding underscores the importance of visibility and validation, suggesting that employees

feel a sense of pride that propels them to enhance their contributions when they are publicly associated with their employer's brand in any media.

Significantly, the study emphasises the role of personal recognition, with a mean score of 4.46 reflecting an agreement that recognition of employees' contributions fosters enhanced dedication. This aligns with well-established theories on motivation, where recognition fulfils a basic human need for esteem and, as such, strengthens their ongoing commitment to their roles.

The receipt of a recognition letter, with a mean of 4.30, is another indicator of the value employees place on tangible tokens of appreciation. This conventional method of acknowledgement helps employees feel valued, validating their hard work and potentially leading to increased job satisfaction and loyalty.

Furthermore, the findings reveal that recognition programmes play a critical role in lifting employees' morale, as noted by a mean of 4.28. Morale is an essential element in the workplace, as it directly influences productivity, teamwork, and overall job satisfaction.

Public recognition, with a mean of 4.38, is another key factor in fostering employees' commitment. This reaffirms the old adage that "praise in public" can indeed act as a catalyst for driving employees to go above and beyond in their work endeavours.

One of the highest agreements (mean of 4.59) was associated with the notion that recognition improves employees' perceptions of their work, workplace, and colleagues. This perception is crucial for creating a positive work environment where employees not only feel appreciated but also view their contribution as part of a collaborative and supportive community.

Verbal appreciation from supervisors and co-workers, with a strong agreement at a mean of 4.64, appears as the most impactful form of recognition. This could be due to the immediate and personal nature of verbal appreciation, suggesting that frequent and genuine acknowledgement from leaders and peers is a powerful motivator.

Lastly, the significance of receiving a recognition certificate, with a mean of 4.41, supports the idea that formal acknowledgement can be an effective instrument in amplifying employees' work performance.

In sum, the comprehensive view offered by the study's findings is unambiguous: Recognition in various forms is a potent instrument for enhancing employee performance, satisfaction, and perception of their work environment. Organisations that leverage these insights may reap benefits such as increased productivity, lower turnover rates, and a more engaged workforce. The data underscores that simple, cost-effective recognition means can yield substantial returns in workforce effectiveness and morale.

4.5 Correlation and Multiple Regression

The analysis is performed to show the relationship between the study variables, both independent and dependent. However, it is first preceded by a model summary test to assess the overall influence of the independent variables on the dependent variable. This is described in Table 2, with results shown as follows:

Table 2 Model Summary

| Model | R | R square | Adjusted R Square | Standard Error of Estimate | Change statistics | | | Durbin-Watson |
|-------|------|----------|-------------------|----------------------------|-------------------|--------|------|---------------|
| | | | | | | | | |
| 1 | .712 | .570 | .565 | 49.324 | .461 | 61.840 | .000 | 1.419 |

Source: Field Data (2021)

Dependent Variable: Employee Performance

Independent Variables: Recognition

Results in Table 2 indicate the entire provision of all study variables as independent ones regarding their influence on the dependent variable. The model basically reveals that around 57% of the variability in employee performance can be statistically accounted for by the level of recognition the employees receive.

This suggests a moderately strong relationship between recognition and performance; when recognition increases or decreases, employee performance tends to increase or decrease accordingly. However, 43% of the variation in employee performance is due to other factors not included in this model, since R^2 never captures 100% of the variance in real-world data.

4.5.2. Regression Analysis

The analysis is performed to show the contribution of each independent variable to the dependent variable, with Table 3 illustrating the results.

Table 3 Regression Analysis

| Model | Unstandardised Coefficients | | Standardised Coefficients | T | Sig. |
|-------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. error | Beta | | |
| (constant) | -12.674 | 3.583 | | -1.283 | .319 |
| Recognition | 2.662 | .245 | .570 | 12.803 | .000 |

Source: Field Data (2021)

The regression results provide detailed insight into the relationship between recognition and employee performance.

Unstandardised Coefficient B 2.662 value indicates that for each one-unit increase in recognition, employee performance is expected to increase by an average of 2.662 units, assuming all other factors in the model remain constant. This coefficient gives the raw effect size of recognition on performance in the units they were measured in.

Standard Error of .245 measures the average amount that the coefficient 'B' would vary if you could observe multiple samples from the same population. A smaller standard error suggests that the estimate of 'B' is more precise. The relatively low standard error in comparison to the coefficient itself (.245 vs. 2.662) implies that the estimate of the effect of recognition on performance is relatively stable.

A standardised version of the coefficient (often denoted as β) allows to understand the strength of the impact of recognition on employee performance relative to other variables in the model. The value of .570 is quite substantial, suggesting that recognition is a strong predictor of employee performance.

The t-value is the coefficient divided by its standard error. This is used to determine whether or not the coefficient is significantly different from zero.

A t-value of 12.803 is very high, which typically indicates a very strong statistical significance.

A significance value of .000 (often means $p < .001$) suggests that the results are highly significant statistically. Therefore, it is extremely unlikely that the true coefficient is zero.

Generally, the above analysis implies that recognition appears to play an important role in influencing how well employees perform at their jobs.

5.0. Discussions of Findings: Impact of Recognition on Employee's Performance

5.1. Media Representation Increases Employee Performance Desire

The study findings reveal that appearing in any form of media to represent the organisation increases employees' desire to perform better, and this is because most of the employees strongly agreed with this. Employees feel happy once they are recognised by the management to represent the company in the media, like during the advertisement of the products.

The above findings concur with an assertion by Kumar et al. (2021) that employees feel recognised when they represent their organisations in the media. In this study, it was noted that when employees perceive themselves as insiders, they tend to see themselves as citizens of the organisation and proactively engage in voice behaviour in any media. This behaviour is driven by a sense of belongingness and felt obligation, indicating that when employees feel valued and respected, they are more likely to engage in behaviours that benefit the organisation (Kumar et al., 2021).

In supporting the above study, Chagadama et al. (2022) recognise that employee accomplishments on social media improve employee engagement. By publicly acknowledging and celebrating employees' achievements on social platforms, businesses can enhance job embedding and reduce voluntary turnover. This approach not only fosters a positive work environment but also aligns with the study's emphasis on improving working conditions and human resource management to mitigate turnover risks.

5.2. Recognising Employees' Contributions Lead to Employee Hardworking and Commitment

The study examined whether recognising employees' contributions leads to employees doing more for the organisation (hard work and commitment to work). The study findings confirmed that when employees' contributions are recognised, they feel encouraged to do more for the organisation. Most of the employees strongly agreed that recognising their contribution within the company makes them feel happy, something that leads to being committed to their work and helps to increase their performance.

The above findings are supported by Saiari et al. (2020), who provide evidence that recognition, as one of the human resource management (HRM) best practices, has a significant impact on employee loyalty in the Omani logistics sector. The research findings indicate that recognition, along with other HRM practices, contributes to higher levels of employee loyalty, which then leads to hard work and commitment. All these support employee productivity and enhance organisational performance.

In line with the above findings, the study by Aboramadan et al. (2019) also supports the assertion that recognition leads to hard work. The findings indicate that work engagement is a significant predictor of volunteer continuation will, and it mediates the relationship between volunteering drivers and volunteer continuation will. This suggests that when individuals feel recognised and engaged in their work, they are more likely to continue putting in effort and dedication. Therefore, the study provides empirical evidence that recognition, in the form of work engagement, plays a crucial role in driving continued hard work and dedication in the context of volunteering.

5.3. Recognition Letter Makes Employees Feel Valued

In this study, it was found that receiving recognition letters makes employees feel like valuable employees within the company. Whenever there is a culture of recognising employees through a letter from the management to an employee who performs something special and unique, the employee feels recognised and appreciated. This culture becomes a catalyst for employees' performance within the company.

In support of the above findings, Burke (2021) examined the influence of public and private recognition on employees' effort choices by considering the practise of sending congratulations letters to employees. The study emphasises the importance of social bonds in understanding the effects of recognition and visibility on

employee behaviour. The study suggests that public recognition may be more beneficial when social bonds are strong, as it can lead to greater pre-recognition effort and a more positive response from employees. Therefore, when crafting congratulations letters, managers should consider the strength of social bonds and the potential impact of public recognition on employee behaviour.

Additionally, Rafiey et al. (2020) assert that employee recognition has a significant impact on normative commitments. This finding supports the importance of including recognition in congratulations letters to employees, as it can strengthen their commitment to the organisation. The study emphasises the need for organisations to acknowledge and appreciate their employees' contributions, which can be effectively conveyed through personalised and sincere congratulations letters.

5.4. Employee Morale Increases as a Result of Recognition Programmes

In the findings of this study, it was noted that employees' morale at Tanga Cement Company increased as a result of implementing the recognition programmes. The presence of recognition programmes boosts employees' performance within the company. This is because when employees excel in their effort and management, supervisors or their fellow employees recognise internally that employees feel that they value something, which increases job satisfaction and finally increases their performance.

Concerning the above findings, Panthi (2019) discusses the various factors that contribute to employee morale, including the impact of recognition of work. The study highlights that recognition of work is one of the important factors that contribute to employee morale. This study provides valuable insights into the relationship between recognition and morale.

Additionally, Cohen and Ehrlich (2019) offered an interesting study on organisational culture, procedural justice, and innovation climate and found that they have a significant impact on constructive deviance, a behaviour that can contribute to organisational effectiveness. This suggests that employee recognition, as a form of procedural justice, can positively influence employee morale by encouraging prosocial behaviours and constructive deviance. Therefore, recognising employees for their contributions can lead to increased morale and organisational effectiveness (Cohen & Ehrlich, 2019).

5.5. Recognition in Public Increases Work Commitment

The research conducted at Tanga Cement Co. Ltd. revealed that public recognition increased work commitment among employees. This finding suggests that when employees are publicly acknowledged and appreciated for their contributions, they demonstrate a higher level of commitment to their work. Public recognition appears to play a crucial role in motivating employees and fostering a sense of dedication to their roles within the organisation. This insight underscores the importance of implementing public recognition programmes as a means to enhance employee commitment and overall job performance within the company.

In supporting the above assertion, Ewool et al. (2021) confirm that employee recognition has a significant influence on employee engagement, especially when coupled with higher levels of salary satisfaction. This suggests that public recognition in the workplace can lead to increased commitment to work, as it contributes to overall employee engagement.

Furthermore, according to Alnuaimi (2022), the clarity of work, opportunities at work, and support from managers positively influence employee engagement in the public sector. This finding supports the assertion that recognition in public, such as support from managers, can lead to increased work commitment.

5.6. Recognition Enables Better Work Perception

Recognition for their work enables employees to have a better perception of their work, workplace, and the people they work for. Recognition programmes offered within the industry play an important role in shaping employees' perceptions of their work, as revealed in the findings of this study from Tanga Cement Co. Ltd.

As noted in the above findings, recognition at the workplace has been highlighted by Ali et al. (2019), who found that internal communication, reward, and recognition significantly influence employee engagement (EE), which in turn affects the performance of textile employees (Ali et al., 2019). This suggests that employee recognition plays a crucial role in shaping employee perception and ultimately impacting their performance. The findings provide valuable insights for managers to enhance employee engagement and performance through proactive internal communication and a robust reward system.

Apart from the above insights, there is a contradiction offered by Wang (2023), who challenges the widely held belief that employee recognition always leads to positive outcomes. The study's experiment demonstrates that publicly disclosed peer recognition may actually reduce subsequent helping behaviour among employees. This finding contradicts the common assumption that employee recognition invariably improves employee perception. While prior literature has highlighted the benefits of employee recognition in reinforcing work attendance and motivating higher effort, this study sheds light on the potential limitations of top-down approaches to employee recognition.

5.6. Verbal Appreciation Leads to Better Performance

According to this study conducted at Tanga Cement Co. Ltd., it is clearly noted that verbal appreciation from supervisors and co-workers leads to better performance at work. When employees receive verbal appreciation from their supervisors and their colleagues for their performance, either within the department or the organisation at large, it motivates them toward a better performance.

In the same vein, as noted in the above study, White (2021) confirms that the act of expressing verbal appreciation to employees is a crucial element in enhancing employee engagement and overall workplace effectiveness. This supports the assertion that verbal appreciation can positively impact employee performance.

The assertion that verbal appreciation leads to employee performance is supported by Kranabetter and Niessen (2019), who found that verbal appreciation can have a positive impact on performance, especially when individuals experience satisfying social relationships at work. This suggests that the effectiveness of verbal appreciation in enhancing performance may be influenced by the level of need satisfaction within the work environment. Therefore, organisations should not only focus on providing verbal appreciation but also ensure that social relationships and the needs of employees are adequately met to maximise the benefits of appreciation on performance.

5.7. Receiving Recognition Certificate Increases Work Performance

The research conducted at Tanga Cement Co. Ltd. revealed noteworthy findings that receiving recognition certificates increased work performance among employees. This finding suggests that when employees are formally acknowledged through recognition certificates, it positively impacts their work performance. The receipt of recognition certificates appears to be an effective instrument for amplifying employees' dedication and productivity within the organisation. This insight emphasises the value of formal acknowledgement in motivating employees and enhancing their overall work performance.

To complement the above findings, a study by Emmanuela et al. (2023) found a strong positive correlation between employee recognition and task performance in the banking sector. The study provides evidence that receiving recognition certificates can lead to improved employee performance, supporting the assertion.

On the contrary, the study by Villela et al. (2019) provides insights into the impact of certification on organisational performance. The findings reveal that while companies received high scores and certifications based on their existing performance, they did not actively pursue improvement goals between certifications, leading to little progress in their scores. This suggests that simply receiving a recognition certificate may not

necessarily lead to improved performance, as it requires ongoing efforts and goal-setting to drive organisational development.

6.0. Conclusion

The study concludes that media representation, personal recognition, and acknowledgement significantly impact employees' motivation, dedication, and perception of their work environment. Employees are motivated to perform better when associated with their employer's brand, and personal recognition fosters enhanced dedication. Recognition letters and certificates validate hard work and increase job satisfaction and loyalty. Public recognition and verbal appreciation from supervisors and co-workers also contribute to motivation. The study emphasises the importance of recognition programmes in creating a positive work environment and driving employees to realise higher performance in an organisation.

7.0. Recommendations

According to the findings of the study, the researchers made the following recommendations:

Implement Media Representation Strategies: Organisations should actively seek opportunities for employees to represent the organisation in the media. This can include participation in interviews, industry events, or public appearances. By providing employees with visibility and validation through media representation, organisations can boost employees' desire to perform better and enhance their contributions. This can be achieved through internal communication strategies that promote and celebrate employees' media appearances.

Establish Comprehensive Recognition Programs: Organizations should develop and implement comprehensive recognition programmes that encompass both formal and informal methods of acknowledgement. This can include personal recognition, the receipt of recognition letters, public recognition, and verbal appreciation from supervisors and co-workers. These programmes should be designed to fulfil employees' need for esteem and validation, ultimately fostering enhanced dedication, morale, and positive perceptions of their work and workplace.

Leverage Tangible Tokens of Appreciation: The research highlights the value employees place on tangible tokens of appreciation, such as recognition letters and certificates. Organizations should consider incorporating these traditional methods of acknowledgement into their recognition programmes. The receipt of recognition letters and certificates can significantly contribute to employees' feelings of being valued, thereby increasing job satisfaction and loyalty.

Promote Public Recognition and Verbal Appreciation: Organizations should emphasise the importance of public recognition and verbal appreciation as powerful motivators. Leaders and peers should be encouraged to publicly praise and verbally appreciate employees for their contributions. This can create a positive work environment where employees feel appreciated and view their work as part of a collaborative and supportive community.

Integrate Recognition into Organizational Culture: Recognition should be integrated into the organisational culture as a fundamental practice. This can be achieved through training programmes for leaders and supervisors on the effective delivery of verbal appreciation and public recognition. Additionally, the establishment of formal processes for recognising employees' contributions, such as regular award ceremonies, can further reinforce a culture of appreciation and acknowledgement.

By implementing these academic recommendations, organisations can effectively leverage the impact of media representation and recognition to enhance employees' motivation, dedication, and job satisfaction, ultimately contributing to a positive and productive work environment.

8.0. References

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