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IMPACT OF PROMOTION AND SERVICE AWARDS ON EMPLOYEES' PERFORMANCE OF ZENITH BANK WUKARI

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Abstract

This study examines how promotion and service awards affect employees' performance of Zenith Bank in Wukari. A Correlational survey design was adopted from a population of forty-three (43) staff working in Zenith Bank Wukari. Univariate statistics and Multiple Linear Regression were used to analyse data and test the hypothesis formulated using SPSS version 25. Findings from the results revealed that promotion and service awards have significant impacts on employee's performance. Thus, the study concludes that the importance of promotion and service awards on employees' performance cannot be overemphasized as recognizing employees in an organization causes a fundamental outcome on the productivity of employees. Therefore, the management of Zenith Bank Wukari should ensure that workers who are due for promotion are promoted as at when due lead to high morale of workers in Zenith Bank Wukari. Also, employees' who have performed excellently well and has contributed immensely to growth of the bank should be rewarded.

Keywords: Promotion, Service Awards, Employee Performance,

Introduction

Human resource practices are really important for the betterment of the organizations most especially in the banking sector. Today, the changing technologies and high customers demand has created massive competition amongst bank; therefore, banks need to implement something different in order to cope with these changes and one of the ways of achieving this is through the use of human resource. Syed, Abdul, Qasim, Aamir and Shahzad (2019) noted that human asset is the most important asset of the organization without which the organization cannot achieve its goals. This is because while equipment, infrastructure, methods of production, packaging and distribution strategies could all be copied by other competitive organizations, however the innate quality, innovativeness, knowledge, abilities and skills of the human resource cannot easily be copied.

On the other hand, promotion is evidence of recognition of employee performance. Someone who is promoted will be considered to have a good motivation for performance on the job. Promotions are very important for the company, because the promotion means the stability of the company and employee morale will be more assured. Kosteas (2017) opines that employees who are aware that they will never be promoted will degrade its performance, until they think there will be opportunities to be promoted in the future.

Service rewards is one of the important elements to motivate employees for contributing their best effort to generate innovation ideas that lead to better business functionality and further improvise company performance both financial and non-financially. According to Dewhurst (2018), there are other means to service reward employees that do not just focus on financial compensation. Some of these include the praised that employees are able to acquire from their managers, the opportunity to take on important projects or tasks, and even leadership attention. Muhammad Ibrar and Owais (2015) also argue that a reward system is important for the employee performance. As employee performance will be more effective to high reward system.

Employees' performance is very important for the survival of organizations because without it organisations cannot survive. This is because the ability of organisations to achieve their business strategy and have a sustainable competitive advantage depends to a large extent on the performance of employees. Kariuki (2021) noted that for an organization to be effective in achieving its goals, it is very important to monitor or measure its employee performance on a regular basis. There are several measures to employees' performance however, this study used morale of employees, employees' retention rate, customers satisfaction and employees sense of belongingness to measure employees' performance.

In case of Zenith Bank Plc, Wukari Branch which is located in Wukari City, Taraba State around 10 Hospital Road, Wukari; despite the ability of the bank in providing excellent services, it is still being faced with issues of employees' recognition which may likely have a significant increase on employees' turnover. Due to ineffective employees' recognition method, Zenith Bank Wukari, has been faced with challenges of work disruption, higher recruitment costs and training costs. Also, the negative consequences of recognition have also created a knowledge gap where the best brains of the bank are switching their services to other organisation. This has created a void in knowledge protection and reduce the competitive advantage of the bank. More so, with the cumbersome task assigned to employees working in Zenith Bank Wukari, there is need to increase employees' morale and employees will be well motivated if they are recognized by the supervisors. Today, many bankers in Zenith bank are ready to leave their job if they do not have equal promotion opportunities, recognition and career development as offered by other organisations. It is against this background that this study examines how promotion and service awards affect employees' performance of Zenith Bank in Wukari

Literature Review

Promotion

Promotion is evidence of recognition of employee performance. Someone who is promoted will be considered to have a good motivation for performance on the job. Promotions are very important for the company, because the promotion means the stability of the company and employee morale will be more assured. Kosteas (2017) opines that employees who are aware that they will never be promoted will degrade its performance, until they think there will be opportunities to be promoted in the future. Pergamit and Veum (2015) also assert that by setting and increase the likelihood of promotion will increasingly affect employee satisfaction and

performance. In addition to other factors of job satisfaction, job satisfaction is determined by satisfaction with the promotion.

Snell (2014) puts it forward that promotions involve change of the assignment to that of a higher level in the organisation. The new job normally provides an increase in pay and status and demands more skills and carries more responsibility. Thus, promotions enable an organisation to utilize the skills and abilities of its personnel more effectively thus, good performance realized (Snell, 2014). The three principle criteria for determining promotions are merit, seniority, and potential. In addition, Shore and Shore (2015) assert that employees who are able to experience and receive recognition for their work are also able to have a better perception of their work, their workplace and the people they work for. Thus, there is a need for the employer to really make an effort in showing the employee that his/her wellbeing (from various aspects) is of concern to the organisation and the management and that the contribution of the employee towards the organization is highly valued.

Buchanan (2014) noted that the recognition of contributions towards the organisation has a positive relationship towards increasing the commitment of the employee towards the organisation and its objectives. In brief, most researchers and practitioners advocate the concurrent use of intrinsic and extrinsic rewards. Promotion plays an important role in the organisation because it increases the productivity and enhances performance of employees and the goals can be achieved in an efficient way. According to Mustafa, and Othman (2016), the behavior of employees can be changed through promotion in order to enhance performance and job satisfaction. Promotion also takes part in an important role for employees because it helps to achieve the target in an efficient way.

According to Bessel (2014) managers use motivation in the workplace to inspire people to work, both individually and in groups, to produce the best results for business in the most efficient and effective manner. Wan *et al.,* (2016) argues that employees that perceived promotion decisions as fair are more likely to be committed to the organisation, experience career satisfaction, perform better and subsequently have a lower intention to leave the organisation**.**

Service Reward

Reward system consists of an organization 'processes and practices for integral rewarding its employees in accordance with their contribution, skill and competence and their markets worth. It is developed within the framework of the organ philosophy, strategies and policies and contains arrangements in the form of processes, practices, structures and procedures which would provide and maintain appropriate types and levels of pay, benefits and other form of reward (Armstrong, 2016) Likewise, reward system according to Obisi (2013) is a prize given to employees as an inducement towards their performance. Robert (2015) also defined reward system as the process of developing and implementing strategies, policies and systems which help the organization to achieve its objectives by obtaining and keeping the people it needs and increasing their motivation and commitment. Furthermore, Johnson (2014) outlines the aims of reward system to include: attract, retain and motivate employee, to support the short term objectives by helping to ensure that it has the skilled, competent, committed and well-motivated work force it needs, to meet the expectations of employees that they would be treated equitably, fairly and consistently in relation to the work they do and their contribution. An effective reward program may have three components: immediate, short-term and long term. This means

immediate recognition of a good performance, short- term rewards for performance could be offered monthly or quarterly and long- term rewards are given for showing loyalty over the years (Schoeffler, 2005). Immediate rewards are given to employees repetitively so that they can be aware of their outstanding performance. Immediate rewards include being praised by an immediate supervisor or it could be a tangible reward. Short term rewards are made either monthly or quarterly basis depending on performance. Examples of such rewards include cash benefits or special gifts for exceptional performance. These rewards are very strategic for retaining the best human resources (Yokoyama, 2010).

Deeprose (2014) had stated that "while the presence of money may not be a very good motivator, the absence of it is a strong de-motivator". In addition, financial rewards are significant not only in terms of their instrument value as a medium of exchange, but also a highly tangible means of recognizing an individual's worth, improving self-esteem, and symbolizing status and achievement (Armstrong, 2016). Therefore, organizations can best utilize financial rewards in supporting organizational human resource strategy. Non-financial rewards are tangible rewards provided and controlled by a firm; which do not necessarily benefit employees in monetary sense (Chiang and Birtch, 2008). Nowadays, individuals require beyond monetary rewards for their effort (Millmore et al, 2007). This means that employees seek for other return in exchange for their contribution which is of value and meaningful to them, rather than being given just money (Johnson and Welsh,1999).

Rewards have two broad types; extrinsic and intrinsic rewards are also called financial and nonfinancial rewards and these rewards further divided in so many sub categories. Extrinsic rewards relates to financial rewards or cash related like formal recognition, fringe benefits, incentive type payments, pay, promotion and intrinsic relates to nonfinancial or non-cash rewards like achievement, accomplishment feelings, recognition, job satisfaction and growth (Clifford,1985). Today world balance between employee's commitment and performance for the organizationis much necessary and rewards are most important tool for employee's commitment, job satisfaction, and motivation and employee's good performance.

Employees' Performance

Employees' performance is the outcome or contribution of employees to make them attain goals (Herbert, John & Lee 2011). Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong, 2016). Employee performance is originally what an employee does or does not do. Performance of employees could include: quantity of output, quality of output, timeliness of output, presence at work and cooperativeness. (Güngör, 2018). Afshan, Sobia, Kamran and Nasir (2012) define employees' performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employees' performance is the ability to achieve the set objectives within the required timelines and parameters (Yusuf, Mohammed & Kazeem, 2014).

People generally consider employee development as an intrusive factor which could be achieved via group training. Unfortunately, it is not the only factor but one of many factors to be considered in the development of employees while the rest of the factors are generally overlooked. Aguinis (2011) suggests the definition of performance does not include the results of behaviours, but only the behaviours themselves. He limits performance only to what employees actually do by identifying two additional characteristics of the behaviours that

qualify to be labelled performance. They are evaluative - such behaviours can be judged as negative, neutral, or positive based on whether they make a contribution toward the accomplishment of individual, unit, and organisational goals; and multidimensional - different kinds of behaviours that have the capacity to advance (or hinder) organisational goals. Armstrong (2016), however, proposes that performance is a matter not only of what people do; neither is it only about what they achieve, but how they achieve it as well.

Stup (2013) also explained that to have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance. Furthermore, a reward system should be implemented based on the performance of the employees. This is to motivate the employees in order to perform more on their task. There are several factors that being described by Stup (2013) towards the success of the employees' performance. The factors are such as physical work environment, equipment, meaningful work, performance expectation, feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes.

Franco (2012) defined performance that relies on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly have an impact. According to Sinha (2014), that employees' performance is depending on the willingness and also the openness of the employees itself on doing their job. Howell and Hall Merenda (1999) has a different point of view regarding this employees' performance. Howell stated that employees' performance is all about social standing which also related to the point of view that being stated by Greenberg and Baron (2000). Greenberg and Baron had stated that it gives a positive impact on the relationship in between of the job performance and also the vocation. There are several factors that being described by Stup (2013) towards the success of the employees' performance. The factors are such as physical work environment, equipment, meaningful work, performance expectation, feedback on performance, reward for good or bad system, standard operating procedures, knowledge, skills and attitudes.

Theoretical Review

Expectancy Theory

The expectancy theory, suggests that workers are more likely to be motivated to perform when they perceive that there is a strong link between their performance and the compensation they receive (Mendonca, 2002). According to Robbins (2003), expectancy theory refers to the strength and attractiveness of individual's expectation of the outcome produced by performance. The attractiveness of expected compensation for given input will determine one's motivational soundness according to this theory and whether that compensation responds to individual's personal goals. Robbins (2003) explained that there are three relationships; effort – performance, performance – compensation and compensations – personal goals which will direct one's behavior. Expectancy Theory (Vroom 1964) predicts that one's level of motivation depends on the attractiveness of the compensations sought and the probability of obtaining those compensations (Bohlander & Snell, 2004). If workers perceive that they may get valued compensations from the organization, they tend to put greater effort into work. Expectancy Theory includes three dimensions, which are, expectancy, instrumentality and valence, the

level of all of which must be high if desired behaviors are looked forward to in workers' work. Expectancy theory of motivation explains the link between motivation and performance. The theory proposes that performance at individual level depends on high motivation, possession of the necessary skills and abilities, an appropriate role and understanding of that role (Savaneviciene & Stankeviciute, 2010).

According to Vroom (1964) "the effects of motivation on performance are dependent on the level of ability of the worker, and the relationship of ability to performance is dependent on the motivation of the worker.

Application of Expectancy Theory

One of the basic assumption of expectancy theory is that workers are more likely to be motivated to perform when they perceive that there is a strong link between their performance and the compensation. This is also related to Employees' in Zenith Bank Wukari whereby they tend to give in their best whenever they know that they will be recognized. More so, another basic assumption of expectancy theory is that effort performance, performance compensation and compensations – personal goals which will direct one's behaviour. In Zenith Bank Wukari, the level of motivation of employees' depends on the attractiveness of the compensations sought and the probability of obtaining those compensations. If workers in Zenith Bank Wukari perceive that they may get valued compensations from the organization, they tend to put greater effort into work. This is because everybody wants his or her contributions recognized and it is only by doing that they can be motivated to do more.

Furthermore, expectancy theory holds that the effects of ability and motivation on performance are not additive but interactive. From the above theory, Zenith Bank Wukari can motivate their employees through recognition with the expectation that they will perform their assigned duties perfectly and contribute to organizational performance. If an employee is expected to increase customers' patronage, the organization only needs to recognize the employees for the past performance in order to ensure that they do more.

Empirical Framework

Omo-odiagbe, Peter and Benjamin (2022) investigated the effect of recognition on employees' performance in First Bank Plc, Abuja branches. The population of the study included all 20 branches of First Bank Plc, Abuja. Also, the population of staff in these branches which includes 24 in management cadre, was 483 and the sample size after using Taro Yamane formula reduced it to 219. A survey research design was adopted; using regression method and multiple regression model to estimate the variables. The data obtained were subjected to statistical analysis using the SPSS version 25.00. From the results, the study found out that recognition positively contributes to employees' performance in First Bank Plc, Abuja.

Ebeguki, Opeyemi, Friday and Dibal (2022) ascertained employees' reward strategies and organisational performance of Eifage construction, Lagos Nigeria. A well-structured self-administered questionnaire on a five-point Likert rating scale was administered to 180 respondents, of whom 158 were retrieved and evaluated as the primary data collection strategy. The data were evaluated with the help of social science statistical software (SPSS). A two-tailed Chi-square (x2) analytical methodology (error=0.05 per cent) was utilised to investigate the precise relationship between employee retention strategy and performance. The degree of association between the dependent and independent variables in this study was also determined

using Cramer's V analytical approach. According to the findings, employees' reward strategies and organisational performance are inextricably linked.

Ondhowe (2021) analyze the influence of recognition on employee performance at the Lake Victoria South Water Service Board (LVSWSB) in Kisumu. The study adopted a descriptive research design. Sampling technique applied was census since the population was manageable. The instrument of data collection was the questionnaire. The statistics for descriptive and inferential analysis done resulted from use of the computer software (SPSS version 24). Chi-square test statistics revealed that Recognition has an influence on employee performance. The study failed to state the sample size for the study. Also the use of Chi square inferential statistic adopted for the study is too elementary other statistical technique should have been adopted in the study

Christiane, Robert and Susanne (2019) investigated the causal effect of public recognition on employee performance. They hired more than 300 employees to work on a three-hour data-entry task. In a random sample of work groups, workers unexpectedly received recognition after two hours of work. They found that recognition increases subsequent performance substantially, and particularly so when recognition is exclusively provided to the best performers. Remarkably, workers who did not receive recognition are mainly responsible for this performance increase. The above study is current but similar study can be conducted in Nigeria using the same variables but different organizations such as First Bank Plc, Abuja. The study indicated the population of the study but failed to state how sample size was derived from the population of the study or how questionnaire was administered to the respondents. The study failed to indicate the statistical tool adopted or used in analyzing the data.

Methodology

In this study, the research design to be adopted for this study is a correlational research. This design is a type of research methodology used to examine the relationship between two or more variables. It focuses on determining whether and to what extent changes in one variable are associated with changes in another variable. Correlation research is valuable for identifying patterns, trends, and potential connections between variables, but it does not imply causation – that is, it does not establish that changes in one variable directly cause changes in another.
Population for this study consist of all the staff working in Zenith Bank Wukari. According to human resource department, Zenith Bank Wukari has a total population of 43 staff (Zenith Bank Wukari, Human Resource Department, 2023). All the fourty three (43) staff working at Zenith Bank was selected for the research study.

Primary sources of data were involved to gather data for this study using structured questionnaires which were in three sections. The first section comprised of respondents' demographic information the second section relates to information based on the independent variables while the third section measured the dependent variable.

Both descriptive and inferential statistical tools were employed to analyze data obtained from the field. Descriptively, data such as tables, frequency, percentages were used to group the reaction of respondents to the questions that were asked. The inferential statistical tool used to

test the hypotheses formulated for this study was the Multiple Regression with the aid of SPSS Package version 25.

The model is expressed in equation form as follows: $\mathbf{EMP= a+ \beta_1 P_i+ \beta_2 SA_i + \varepsilon}$ ------- **(i)**

Where

EMP = Employee Performance (Dependent Variable)

a = Constant

β_1, β_2 = Parameter estimates of the independent variables

P = Promotion (First Independent Variable)

SA = Service Awards (Second Independent Variable)

Results and Discussions

Table 1: Number of distributed and retrieved questionnaire

Questionnaire	Number	Percentage (%)
Number of distributed questionnaires	43	100
Number returned questionnaires	39	90.6%
Number of unreturned questionnaires	4	9.4%

Source: Field Survey, 2023

Table 1 revealed the total number of distributed and retrieved questionnaires. From table 1, a total of 43 questionnaires were distributed to the research respondents. Out of the 43 distributed questionnaires, 39 (90.6%) was duly completed and returned while 4 questionnaires (9.4%) were not returned by the research respondents. The 39 (90.6%) duly completed and returned by the respondent was used for analysis for the study.

Responses on promotion

Table 2: Employees' in Zenith Bank Wukari are promoted and paid their promotion allowances as at when due

	Frequency	Percent
Strongly agree	27	69.2
Agree	4	10.3
Undecided	5	12.8

Disagree	2	5.1
Strongly disagree	1	2.6
Total	39	100.0

Source: Field Survey, 2023

Table 2 reveals if employees' in Zenith Bank Wukari are promoted and paid their promotion allowances as at when due. Data from table 6 reveals that 27 (69.2%) respondents strongly agreed that employees' in Zenith Bank Wukari are promoted and paid their promotion allowances as at when due, 4 (10.3%) respondents agreed, 5 (12.8%) respondents were undecided, 2 (5.1%) disagreed while 1 (2.6%) strongly disagreed. The implication of this is that majority of the respondents agreed that Employees' in Zenith Bank Wukari are promoted and paid their promotion allowances as at when due.

Table 3: Employees' in Zenith Bank Wukari who are promoted often work with better zeal and passion

	Frequency	Percent
Strongly agree	29	74.4
Agree	6	15.4
Undecided	2	5.1
Disagree	1	2.6
Strongly disagree	1	2.6
Total	39	100.0

Source: Field Survey, 2023

Table 3 reveals if employees' in Zenith Bank Wukari who are promoted often work with better zeal and passion. Information from table 7 shows that 29 (74.4%) strongly agreed that employees' in Zenith Bank Wukari who are promoted often work with better zeal and passion, 6 (15.4%) respondents agreed, 2 (5.1%) respondents were undecided, 1 (2.6%) disagreed while 1 (2.6%) respondents strongly disagreed. The implication of this findings is that majority of the respondents strongly agreed that employees' in Zenith Bank Wukari who are promoted often work with better zeal and passion.

Table 4: Employees' promotion in Zenith Bank Wukari has enable the bank to be able to utilize employees' skills and abilities more effectively

	Frequency	Percent
Strongly agree	22	56.4
Agree	7	17.9
Undecided	7	17.9
Disagree	2	5.1
Strongly disagree	1	2.6
Total	39	100.0

Source: Field Survey, 2023

Table 4 reveals if employees' promotion in Zenith Bank Wukari has enable the bank to be able to utilize employees' skills and abilities more effectively. Data from table 8 revealed that 22 (56.4%) respondents strongly agreed that employees' promotion in Zenith Bank Wukari has

enable the bank to be able to utilize employees' skills and abilities more effectively, 7 (17.9%) respondents agreed, 7 (17.9%) respondents were undecided, 2 (5.1%) respondents disagreed while 1 (2.6%) respondents strongly disagreed. It is evident from the table that majority of the respondents strongly agreed that employees' promotion in Zenith Bank Wukari has enable the bank to be able to utilize employees' skills and abilities more effectively.

Responses on service awards

Table 5: Management of Zenith bank Wukari use appropriate service award in accordance with employees' contribution, skill and competence

	Frequency	Valid Percent
Strongly agree	28	71.8
Agree	7	17.9
Undecided	2	5.1
Disagree	2	5.1
Strongly disagree	0	0
Total	39	100.0

Source: Field Survey, 2023

Table 5 shows if management of Zenith bank Wukari use appropriate service award in accordance with employees' contribution, skill and competence. 28 (71.8%) respondents strongly agreed that management of Zenith bank Wukari use appropriate service award in accordance with employees' contribution, skill and competence, 7 (17.9%) agreed, 2 (5.1%) respondents were undecided, 2 (5.1%) respondents while none of the respondents strongly disagreed.

Table 6: Service award used by management of Zenith bank Wukari has enable employees' to be motivated and committed in carrying out their task

	Frequency	Valid Percent
Strongly agree	25	64.1
Agree	9	23.1
Undecided	4	10.3
Disagree	1	2.6
Strongly disagree	0	0
Total	39	100.0

Source: Field Survey, 2023

Table 6 shows if service award used by management of Zenith bank Wukari has enable employees' to be motivated and committed in carrying out their task. From 13, 25 (64.1%) respondents strongly agreed that service award used by management of Zenith bank Wukari has enable employees' to be motivated and committed in carrying out their task, 9(23%) respondents agreed, 4 (10.3%) respondents were undecided, 1 (2.6%) respondents disagreed while none of the respondents strongly disagreed.

Table 7: Service award used by management of Zenith bank Wukari has attracted skilled, competent and committed work force who are able to enhance service delivery.

	Frequency	Percent

Strongly agree	24	61.5
Agree	8	20.5
Undecided	6	15.4
Disagree	1	2.6
Strongly disagree	0	0
Total	39	100.0

Source: Field Survey, 2023

Table 7 reveals if service award used by management of Zenith bank Wukari has attracted skilled, competent and committed work force who are able to enhance service delivery. From table 14, 24 (61.5%) respondents strongly agreed that service award used by management of Zenith bank Wukari has attracted skilled, competent and committed work force who are able to enhance service delivery, 8 (20.5%) respondents agreed, 6 (15.4%) were undecided, 1(2.6%) disagreed while none of the respondents strongly disagreed.

Responses on employees' performance

Table 8: Employees in Zenith Bank Wukari are highly motivated and productive in carrying out duties assigned to them

	Frequency	**Percent**
Strongly agree	20	51.3
Agree	4	10.3
Undecided	9	23.1
Disagree	6	15.4
Strongly disagree	1	2.6
Total	39	100.0

Source: Field Survey, 2023

Table 8 reveals if employees' in Zenith Bank Wukari are highly motivated and productive in carrying out duties assigned to them. Data from table 18 reveals that 20 (51.3%) respondents strongly agreed that employees in Zenith Bank Wukari are highly motivated and productive in carrying out duties assigned to them, 4 (10.3%) agreed, 9 (23.1%) respondents were undecided, 6 (2.6%) respondents disagreed while 1(2.6%) respondents strongly disagreed. The implication of this is that majority of the respondents strongly agreed that employees' in Zenith Bank Wukari are highly motivated and productive in carrying out duties assigned to them.

Table 9: There is a rapid reduction in customers complains as a result of excellent services rendered by the bank

	Frequency	**Valid Percent**
Strongly agree	20	51.3
Agree	14	35.9
Undecided	4	10.3

Disagree	1	2.6
Strongly disagree	1	2.6
Total	39	100.0

Source: Field Survey, 2023

Table 9 reveals if there is a rapid reduction in customers complains as a result of excellent services rendered by the bank. 20 (51.3%) respondents strongly agreed that there is a rapid reduction in customers complains as a result of excellent services rendered by the bank, 14 (35.9%) agreed, 4 (10.3%) respondents were undecided while 1 (2.6%) respondent disagreed and strongly disagreed. The implication of this is that majority of the respondents strongly agreed that there is a rapid reduction in customers complains as a result of excellent services rendered by the bank

Table 10: Employees in Zenith Bank Wukari are intrinsically motivated and encouraged by a necessity to belong and have a place in the organization

	Frequency	Percent
Strongly agree	17	43.6
Agree	8	20.5
Undecided	6	15.4
Disagree	7	17.9
Strongly disagree	1	2.6
Total	39	100.0

Source: Field Survey, 2023

Table 10 reveals if employees in Zenith Bank Wukari are intrinsically motivated and encouraged by a necessity to belong and have a place in the organization. From the table 17 (43.6%) respondents strongly agreed that employees in Zenith Bank Wukari are intrinsically motivated and encouraged by a necessity to belong and have a place in the organization, 8 (20.5%) agreed, 6 (15.4) respondents were undecided, 7 (17.9%) respondents disagreed while 1 (2.6%) respondents strongly disagreed. The implication of this is that majority of the respondents strongly agreed that employees in Zenith Bank Wukari are intrinsically motivated and encouraged by a necessity to belong and have a place in the organization

Table 11: There is a high rate of employees' retention in Zenith bank Wukari

	Frequency	Percent
Strongly agree	34	87.2
Agree	2	5.1
Undecided	2	5.1
Disagree	1	2.6
Strongly disagree	0	0
Total	39	100.0

Source: Field Survey, 2023

Table 11 reveals if there is a high rate of employees retention in Zenith bank Wukari. 34 (87.2%) respondents strongly agreed that there is a high rate of employees retention in Zenith bank Wukari, 2 (5.1%) agreed, 2 (5.1) respondents were undecided, 1 (2.6%) respondents

disagreed while none of the respondents strongly disagreed. The implication of this is that majority of the respondents strongly agreed that there is a high rate of employees retention in Zenith bank Wukari.

Test of Hypothesis

H_{01}: Promotion and Service Awards do not have significant impact on employees' performance of Zenith Bank in Wukari.

Table 12: Coefficients Table

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.432	.230		1.879	.000
	Promotion	.091	.075	.416	2.215	.002
	Service Award	.290	.090	.344	3.215	.003

a. Note p<0.05, promotion, service awards
Regression Model: EMP = .432 + 0.091P + 0. 290 SA

Source: SPSS output

From the table 12 above revealed that promotion has a coefficient of 0.091, and a P-value of 0.002 which is less than the 5% level of significant difference. From the coefficient table, it shows that promotion has strong statistical influence on employee performance. Similarly, Service awards has a coefficient of 0.290 and a P-value of 0.003 which is less than the 5% level of significant difference which shows that service awards has a strong statistical influence on employee performance. Hence, the null hypothesis was rejected.

The regression model revealed that if there is a unit increase in the promotion of bankers there will also be an increase in employee performance by 0.432 units likewise, a unit increase in service awards will also result to an increment in employee performance by 0.290.

Discussion

Findings from the study reveal that promotion can significantly lead to high morale of workers. This finding is in line with Kosteas (2017) who revealed that promotions are very important for the company, because the promotion means the stability of the company and employee morale will be more assured. He further revealed that employees who are aware that they will never be promoted will degrade its performance, until they think there will be opportunities to

be promoted in the future. Snell (2014) puts it forward that when he states that a new job normally provides an increase in pay and status and demands more skills and carries more responsibility. Thus, promotions enable an organisation to utilize the skills and abilities of its personnel more effectively thus, good performance realize.

The study findings also revealed that service awards can significantly result to service delivery and customer's satisfaction. This finding is in accordance with Obisi (2013) who noted that any form of prize given to employees as an inducement towards their performance would motivate them to perform more better. More so, Johnson (2014) states that the aims of reward system to include is to attract, retain and motivate employee so as for them to support and contribute towards the attainment of organisational objectives; however he noted that before any organisation can do that, it should be able to meet the expectations of employees and also ensure that are treated equitably and their contribution is often rewarded. Consequently, Grönroos and Ravald (2018) avers that delivering of high quality services is an important pursuit for service providers (including banks) that seeks to create and have a competitive edge over its competitors as through the provision of high levels of service quality, service providers can achieve increased customer satisfaction, loyalty and therefore long-term profitability

Conclusion and Recommendations

The study concludes that the importance of promotion and service awards on employees' performance cannot be overemphasized as recognizing employees in an organization causes a fundamental outcome on the productivity of employees. Therefore, the management of Zenith Bank Wukari should ensure that workers who are due for promotion are promoted as at when due lead to high morale of workers in Zenith Bank Wukari. Also, employees' who have performed excellently well and has contributed immensely to growth of the bank should be rewarded.

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