



The Impact of Employee recognition on their commitment to the Organization: Does Job satisfaction Matter?

¹ Lydia Maket and ²Mary Aluoch Odenyo

¹Kapkai2000@gmail.com

Senior Lecturer

Department of Management science, School of Business and Economics, Moi University-Eldoret, Kenya

²nyarodenyo@gmail.com

Department of Management science, School of Business and Economics, Moi University- Eldoret, Kenya

ABSTRACT

This paper presents a research model to determine the influence of job satisfaction on the relationship between employee recognition and commitment in public sugar enterprises in the Nyanza region of Kenya. Data from a target population of 2200 was gathered using stratified and simple random sampling techniques. A sample of 327 employees was selected using krejcie and Morgan sample size formula. Results showed that recognition has an effect on employee commitment and also that job satisfaction had an effect on employee commitment. Results further showed that job satisfaction moderated the relationship between employee recognition and commitment. These results add to the body of knowledge and provide new insights into theory and practice. The practical implications and future research directions are also discussed.

Key Words: *Job Satisfaction, Recognition & Employee Commitment*

Introduction

Employee dedication is essential to a company's success, especially in the modern, competitive, and changing corporate climate. Employee commitment, according to Edmonds (2010), is "to be how she or he views his emotions about a company: looking at the employees' belief on the company's aims and goals, willingness to invest effort in their accomplishments, and how they intend to continue working there." Employees who have been with the organization for a shorter period of time tend to be more dedicated than those who have achieved personal achievement there and those who work alongside other dedicated employees. Commitment is viewed as a strength that an employee brings to a firm. A dedication to employees' policies can help win their support and, in turn, optimize the company's gains from its workforce with a greater yield and nearly the same size increases in both individual performance and yield. Typically, it refers to an employee's level of commitment to a certain business.

The business environment has grown more competitive on a global scale, and firms now confront a variety of difficulties, including finding and keeping the suitable talent. According to Hafiza (2011), companies must make the most of the resources at their disposal since they are compelled to increase their performance and become competitive. The most crucial resource in any firm is its human resources. Hezron and Wycliffe (2013) assert that investing in human resources is a crucial component of acquiring an advantage over rival companies. . Bennet (2012) echoes this sentiment when he says that each organization's success depends on its workforce. By encouraging people in a variety of methods, one of which is rewarding them, human resources may be used and maintained. Human resources, however, are not the same things. As a result, they all have distinct demands and viewpoints on what constitutes acceptable rewards for powerful motivation. Consequently, inspiring employees calls for a thorough comprehension of human nature (Pitts, 2010).

Furthermore, Christopher (2016) emphasized that in order for people to share and achieve an organization's goal, they must be motivated to do so. People do not simply join an organization and start working hard. Serena, Muhammad, and Emran (2012) claim that when workers believe their efforts will be appreciated by management, they are more likely to offer their all. Rewards-based motivation is of utmost significance. According to Lawler (2014), an organization's ability to exist depends on how its employees are treated. Non-financial or non-cash incentives can be both tangible and intangible, but they do not directly entail the payment of money.

Giving employees autonomy in their work, letting them participate in decision-making, giving them difficult roles, and rewarding them for their hard work with presents, letters of appreciation, plaques, and dining certificates are a few examples of these kinds of incentives (Ryan & Deci, 2010).

The most popular and effective strategy utilized by the company to increase employee engagement is recognition (Sun, 2013). Sun (2013) goes on to list three prerequisites for using a recognition tool effectively. In order to make employees feel appreciated, recognition should be given frequently—every week at the very least. Second, acknowledgment ought to be precise; when something is acknowledged, it becomes important and meaningful. Third, awards should be given promptly, that is, soon after the employee activity that merits praise occurs.

Recognition is viewed by employees as a component of their sense of worth and gratitude, and as a result, it boosts staff morale and, ultimately, an organization's efficiency. Because of this, Danish and Usman (2010) claim that when rewards and recognition are correctly implemented, a positive work environment is created that encourages individuals to perform at a high level. Employee recognition was examined by Alam, Saeed, Sahabuddin, and Akter (2013) as a predictor of their contribution. The outcome demonstrates a link between financial compensation and employee effort. Murphy (2007), on the other hand, conducted an online poll to investigate the impact of financial and non-financial incentives on employee turnover. The study's findings showed that there was no discernible difference in workforce turnover. Extrinsic rewards, intrinsic rewards, and motivation were studied in Zaman's (2011) study of workers at three nonprofit organizations in Pakistan. Extrinsic rewards directly correspond with employee motivation, according to 127 samples analyzed in the study. In contrast, intrinsic rewards have little to no effect on employee motivation.

A function of the variety of distinct satisfactions and dissatisfactions that an individual has with regard to the many aspects of work, according to the definition of job pleasure. Many businesses employed various methods, such as surveys, to learn about the expectations and perceptions of their employees towards their jobs (Kinicki&Kreitner, 2003). The way a person feels about their job is referred to as their attitude toward it. Work rewards, relationships with coworkers, and job security are just a few examples of the factors that have a big impact on job satisfaction. It is impossible to overstate the value of non-financial rewards and employee job satisfaction in raising employee performance. The study theoretically discusses the linkages that already exist between employee recognition, flexible work schedules, and employee job happiness in light of the importance of non-financial incentives and employee job satisfaction in increasing employee job performance.

Therefore, non-financial incentives are essential to ensuring that seasoned workers maintain their allegiance, dedication, and capacity to carry out their duties. Over the course of a person's career, employee commitment may change. This is due to the fact that as people's circumstances change throughout time, so do their expectations for their working lives (Morrow, 2013). Many factors affect how committed employees are to their employers. If the management is aware of these elements and how they affect commitment, it will be in a better position to increase the level of commitment among the workforce.

As a result, while short-term extrinsic rewards like money are crucial, intrinsic benefits like meaningful work tend to maintain motivation for performance over time (Lawler, 2016). This demonstrates that financial incentives can only be used to an extent; instead, it is important to consider how the award will affect the recipient as a whole. Financial awards, which are sometimes not as large as in private enterprises but may only be used to a certain extent depending on the employer's ability, have unfortunately received the majority of attention in most Ministries (Lawler, 2016).

Literature Review

Herzberg's Two-Factor Theory

A two-factor theory, often known as the motivator-hygiene theory, was first suggested in 1959 by behavioral scientist Frederick Herzberg. According to Herzberg, some workplace conditions contribute to satisfaction while others shield employees from unhappiness (Khan et al, 2013, Dartey-Baah & Amoako, 2011). Herzberg stated that motivational elements and hygiene factors are two completely different dimensions that affect an employee's conduct at work. The existence or absence of job dissatisfaction is one of the hygiene elements. When hygienic standards are compromised, work is unsatisfactory. They are thought of as elements that are required to prevent unhappiness, but they do not affect employees' motivation or job satisfaction. In other words, they merely keep personnel on the payroll (Crouse, 2002). Employees will be dissatisfied with their jobs as a result of unsafe working conditions or a noisy workplace, but their elimination will not result in a high level of motivation or satisfaction.

Herzberg investigated the elements of the workplace that contributed to employee satisfaction and those that contributed to employee dissatisfaction and came to the conclusion that the elements contributing to job satisfaction were different from the elements contributing to job dissatisfaction and could not be viewed as being in opposition to one another.

According to Herzberg (1959), the variables can be separated into two categories: hygiene factors and motivators. Hygiene factors refer to the existence or absence of job dissatisfaction. The maintenance elements required to prevent job unhappiness are known as "hygiene factors," and they include things like working conditions, pay, status, security, supervision, business policies, etc. Therefore, labor becomes unsatisfying when hygienic parameters are eliminated. For instance, dangerous working circumstances may result in unsatisfied workers, but again, eliminating them won't increase motivation or contentment, Adler (1972). According to Herzberg, providing demanding work, rewarding employees for their accomplishments, providing possibilities for professional progress, and emphasizing employees' accountability are some of the aspects that intrinsically inspire workers. According to Herzberg, a person needs possibilities for achievement and progress in their employment for that person to be fully motivated. Herzberg asserts that human life is divided into two levels: the physical level and the psychological level (Cole, 2002).

Job characteristics that are crucial for maintaining motivation at work include those that pertain to hygiene. Long-term positive satisfaction is not produced by these. However, if these elements are missing or nonexistent at work, it will result in unhappiness. In other words, hygiene considerations are those aspects of a job that, when adequate or reasonable, calm employees and prevent them from becoming unsatisfied. These aspects of labor are extrinsic. Given that they are necessary to prevent unhappiness, hygiene factors are often referred to as maintenance factors or dissatisfies (Lyria, Namusonge, & Karanja, 2014).

These elements sum up the work environment or circumstance. The aspects of hygiene represented the physiological demands that people wanted and expected to be met. Hygiene considerations include Pay - The salary structure should be reasonable and acceptable. It must be comparable and competitive with those operating in the same sector and domain. Administrative rules and corporate policies - The company rules shouldn't be overly strict. They must be honest and transparent. Flexible work schedules, a dress code, breaks, and vacation time should all be included. Fringe benefits - Employees should be provided with health insurance plans (Mediclaim), family benefits, employee assistance programs, etc.

Three-Dimension Model of commitment

Employee commitment research is arguably dominated by the Meyer and Allen (1997) three-component model of commitment (Meyer et al., 2002). This approach suggests that emotive, normative, and continuity commitment are all simultaneously experienced by the employee as three different mindsets. Researchers have used this commitment model to forecast significant employee outcomes, such as turnover and civic behaviors, work performance, absenteeism, and tardiness (Meyer et al., 2002). Meyer and Allen (1997) give a thorough explanation of the theoretical background of this commitment paradigm. Employee dedication seems to be behavioral (Staw, 2007), normative (Allen & Meyer, 1990), calculative (Becker, 1999; Ritzer & Trice, 2010), and attitudinal (Staw, 2007). (Porter, Steers, Mowday and Boulian, 2001; Mowday, Porter & Steers, 2011). The attitudinal notion developed by Porter et al. (2010) is extensively used to gauge how committed an employee is to the organization that employs them.

Model of Three Components The three-part model of employee commitment was created by Meyer and Herscovitch (2001), Meyer and Allen (1991), and Meyer and Meyer (1990). Affective, continual, and normative are the three elements of employee commitment that have been established.

Hypotheses Development

Recognition and Employee Commitment

Danish and Usman (2010) discovered that rewards and recognition were positively correlated with motivation in a study to ascertain the impact of reward and recognition on job satisfaction and motivation of employees from both private and public sectors firms in Pakistan. They came to the conclusion that rewarding employees effectively increases employee motivation and loyalty. These results are consistent with those of Ghorbani and Ladoni (2013), who studied 84 production managers, marketing managers, and senior managers from Iranian home appliance companies to see how reward system processes affected the development of new products. According to the study's findings, incentives management and the creation of new products have a favorable and statistically significant association. They came to the conclusion that managers could have an impact on the creation of new products by working together to create, execute, and design efficient reward systems. This paper sought to investigate the impact of recognition on employee commitment in the sugar industry in Kenya, whereas Danish and Usman's (2010) study sought to ascertain the impact of reward and recognition on job satisfaction and motivation of employees from both private and public sectors organizations in Pakistan. The following hypothesis was made in this study: H1 Employee recognition has little impact on employee commitment.

Job Satisfaction and Employee commitment

Job satisfaction, which covers all kinds of feelings that employees have toward their work, is the immediate result of individual conduct in the workplace, according to Davis et al. (1985). According to Statt (2004), job satisfaction refers to how content a person is with the benefits of their employment, particularly in terms of intrinsic motivation.

One of the key characteristics that human resource managers in particular need to possess is employee loyalty. There aren't many research that look at job satisfaction and work dedication, according to Nasurdin and Ramayah (2003). It is assumed that committed employees would stay with the company, whereas unsatisfied employees will consider leaving. In general, employees will give their all if the job requirements are met. Since they could achieve their goals, they saw no reason to leave the company. The two go hand in hand: commitment and fulfillment. Organizational commitment was defined by Becker et al. (1995) in Tella et al. (2007) in terms of three dimensions: (1) a strong desire to stay a member of a particular organization, (2) a willingness to put forth high levels of effort on behalf of the organization, and (3) a defined belief in and commitment to the organization. (2007) later discovered a link between commitment, job satisfaction, and motivation. In addition, it has been discovered that the years of experience and devotion do not significantly influence one another. Field (2009) looked into the connection between work commitment, job satisfaction, and emotional quotient. Teachers of guidance and counseling in secondary schools in Kuching, Sarawak, participated in the study. The study discovered a substantial correlation between emotional quotient, job dedication, and job happiness. The association between nurses' job dedication, perceived organizational support, transactional leadership, transformational leadership, and educational level was studied by Mahmoud Al Hussami (2008). The findings demonstrated a favorable correlation between all independent variables and job satisfaction. Organizational support has been discovered to have the strongest correlation with job satisfaction of all the factors.

The following was the hypothesis for this study:

H₂

Employee commitment is not affected by job satisfaction

The Moderating effect of Job satisfaction on Recognition and Employee Commitment

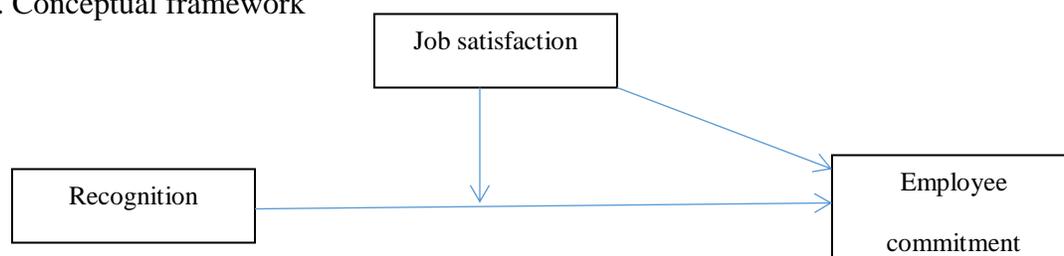
An employee's decision to remain or leave her organization is strongly influenced by recognition. This is in contrast to a study on employee satisfaction and commitment by Andrew (2007), which found that all employees' loyalty and commitment are increased by rewards and recognition. Employee motivation and loyalty may rise as a result of recognition.

Leech (2010) asserts that acknowledging and praising employees are effective strategies for boosting motivation because they influence how workers behave in a company since they are viewed as the most crucial organizational compensations. According to Roberts (2010)' research, allowing workers to exercise their job independence has a good impact on employee happiness, which in turn improves performance. Employees that experience and receive acknowledgment for their job are also able to have a better perspective of their work, their workplace, and the people they work for, according to a study conducted by shore & shore (2001) on Nigerian workers.

This study therefore hypothesized that:

H₃ Job satisfaction does not moderate between recognition and employee commitment

Fig 1. Conceptual framework



Methods

This study used an explanatory research design and a quantitative research methodology. The underpinning philosophy that guided the study was positivism, and the adopted approach was quantitative research, which is defined as a type of research in which phenomena are explained by the collection and analysis of numerical data using statistically based methods (Vukojevi, 2016). Since this study involved the development of hypotheses to investigate the effect of job satisfaction on the relationship between recognition and employee commitment, positivism was the guiding philosophy that guided the study.

Population and Sampling

2200 employees from Kenya's two publicly traded sugar firms were the study's target group (1079 and 1121 for companies 1 and 2). Using the records of the sugar industry, this figure was calculated. The payroll's office list served as the sampling frame. In the two organizations, questionnaires were distributed in an equitable manner. Using the Krejcie and Morgan sample size table, a sample of 327 (171 and 156, respectively) was obtained (1970).

Employee commitment, the study's dependent variable, was assessed in terms of their adherence to normative, ongoing, and affective commitments (Mukanzi et al., 2014; Meyer et al., 2012). The questionnaire contained 18 items, six for each of the three measures—Affective, Continuance, and Normative Commitment. 5 questions were used to test recognition, which were adapted from (Kathure, 2014). The definition of job satisfaction was taken from Wanjiru (2014) and modified for the situation. Three criteria were used for measurement: the task itself, the interpersonal relationships, and the work environment. With respect for the respondents' autonomy and privacy, the variables were operationalized and the data was gathered using questionnaires that were given to the respondents. The questions were all scored on a 5-point Likert scale.

Data Analysis

Descriptive and inferential analysis were both used in this study. Numbers like frequency distributions, means, and standard deviations were used in descriptive statistics to describe and compare variables. It also utilized other variability metrics, such as standard deviation, to determine how evenly distributed the scores of each variable were (Samuelson, 2010). The data set was transformed and worked with in a number of different ways using SPSS version 20, which was deemed adequate for the analysis. Correlation analysis and hierarchical multiple regression were examples of inferential statistics. To determine whether there was a relationship between the variables of interest, correlation analysis was carried out. Through the coefficient of determination, the multiple regression technique was utilized to demonstrate the extent of variations explained by the independent factors on the dependent variable (R^2). Analysis of a hierarchical multiple regression model was used to evaluate the hypothesis.

Results

Validity and Reliability of Instruments Validity of the Instrument

The degree to which a research tool measures what it was designed to measure is known as validity (Zikmund et al., 2013). This study focused on the face validity, content validity, criterion validity, and construct validity methods of establishing validity. By examining the ideas tested for their suitability to rationally appear to reflect what it was intended to be measured, face validity was determined. The variables under research were selected from earlier studies on non-financial rewards and employee outcomes in order to ensure content validity. My classmates, supervisors, and other people with expertise and experience in the same field were consulted for their opinions and recommendations.

By applying findings to the entire population of the public sugar industries from which the sample was derived, criterion validity was attained. A detailed analysis of the theories supporting the key variables in this study was used to determine the construct validity, which illustrates how much the constructs potentially relate to one another to measure a notion based on the research's underlying theories (Zikmund, 2013). Additionally, the study performed exploratory factor analysis to obtain construct validity, excluding from the study any items that did not match the threshold of .5.

According to their signs and magnitudes, alternative measures and the measures chosen to reflect the underlying conceptions were compared for nomological validity. In order to form conclusions based on the correlation coefficient, the empirical aspects were considered. The findings from the study population were generalized across a wide variety of settings among employees of sugar firms in Kenya. External validity, which is the degree to which findings of a study are generalizable to specific contexts and situations, was accomplished in this way.

Factor Analysis For Job Satisfaction

Items	Factor 1	Factor 2	Factor 3
Am satisfied with pleasant environment		.737	
There is provision of safety appliances at workplace		.839	
Efficiency of equipment and tools at the workplace		.816	
Comfortable of working hours		.705	
Trust imposed on me by my superiors	.559		
Free expression of problems in free and informal atmosphere	.692		
Free discussion between superiors and employees	.808		
Mutual cooperation among people in the company	.686		
Encouragement given by seniors in experimenting the new methods of doing my work	.840		
Ability to do the best of my work			.679
Requirement of physical efforts & previous experience to my job			.734
Ability to command dignity and respect from the job			.857
Attachment towards my existing job			.775
Total Variance Explained: Rotation Sums of Squared Loadings			
Initial Eigen values	5.370	1.942	1.117
% of Variance	23.163%	20.853%	20.820%
Cumulative %	23.163%	44.017%	64.837%
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.805		
Bartlett's Test of Sphericity, Approx. Chi-Square	2122.486		
Sig.	.000		

Source: Research Data, (2020)

Reliability of Instruments

A research instrument's reliability is determined by how consistently it produces results or data after numerous trials (Samuelson, 2010). It also suggests the degree of random error-free measurements. A measure's reliability is impacted by random error, and how significant the error is reveals how unreliable the measure is. The Cronbach alpha coefficient, which was used to evaluate the internal consistency or homogeneity among the research instrument items, was employed in this work to determine the reliability of the study measures (Sekaran, 1992). evaluate the uniformity or internal consistency of the research instrument elements (Sekaran, 1992). Although coefficients of 0.62 are acceptable in social science research, studies with a between 0.80 & 0.95 are typically considered to have very good reliability since it implies very small error and the results are repeatable (Zikmund et al., 2013). (Hair et al., 2010). For the reliability of the instruments used in this investigation, a Cronbach Alpha of at least 0.70 was desired.

Table4. 1: Reliability

Name of the variable	No.of items	Cronbach Alpha
Commitment	11	.893
Recognition	5	.905
Job satisfaction	13	.880
Overall Score	52	.961

Source: Research Data (2020)

Results of Hypotheses Testing

Recognition has no appreciable direct impact on employee commitment, according to hypothesis H₀₁. But research indicates that recognition has a favorable and significant coefficient of estimate ($\beta = 0.370$, $p = 0.000$). The null hypothesis was thus disproved, and it was determined that employee commitment is greatly influenced by recognition. According to this, there was an increase in employee commitment of up to 0.370 units for every additional unit of recognition.

According to hypothesis H₀₂, employee commitment is not significantly impacted by job satisfaction. Results reveal that employee commitment is positively and strongly influenced by job satisfaction, as indicated by $\beta = 0.244$, $p = 0.000$. According to this model, $R^2 = .628$ and R^2 change = .026 with significant $F = 21.539$, $p = .000$. This suggests that job happiness contributes 2.6% of the variance in employee commitment (when holding constant the controls and the independent variable). As a result, the moderator improves the model over testing the direct effect alone.

According to Hypothesis H₀₃, the relationship between employee commitment and recognition is not moderated by job satisfaction. The findings of the moderation test show that job satisfaction moderates the association between employee commitment and recognition, as shown by the interaction coefficient of $\beta = -.138$, $p = 0.010$. $R^2 = .636$, Change in $R^2 = .008$, and $F = 6.749$ are significant at $p = .05$. An interaction process accounts for 0.8% of the variance in employee commitment, according to a change R^2 of .008. These results rule out hypothesis H₀₃ as a viable option.

These results also show that a rise in job satisfaction has a negative impact on the relationship between recognition and employee commitment due to a negative p value, while high levels of both boost commitment while low ones demotivate it.

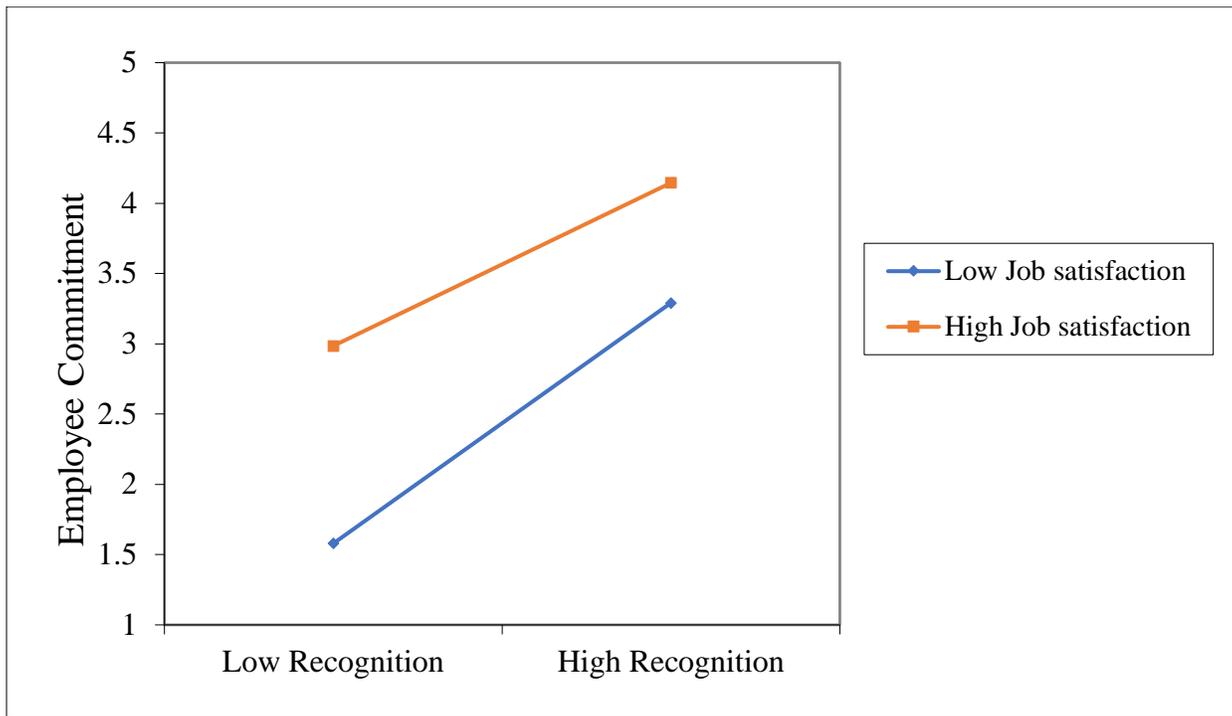


Figure 4. 1: Moderating Effect of Job satisfaction on Recognition and Employee Commitment

Discussion

The study's initial goal was to determine how employee engagement is influenced by recognition in Kenya's publicly traded sugar industry. As a result, it was assumed that recognition had little to no impact on employee commitment (H_{01}). According to the study's purpose and hypotheses, findings did show that employee commitment was positively and statistically significantly influenced by recognition ($\beta = 0.370$, $p=0.000$). This implied that receiving recognition, which includes public praise and recognition for outstanding work, corporate administration acknowledging my good work, the ability to improve my performance, and a sense of belonging to the company culture. The opportunity to recognize offers the business a chance to explain the part that employees should play in ensuring the organization's success and Employee engagement in businesses is influenced by how well I perceive my work, workplace, and the people I work for thanks to recognition for my efforts.

The results are in line with other research that demonstrated a beneficial association between employee appreciation and significant outcomes. Jaffery (2002) calculated the trophy value index of non-financial incentives to check argument, according to his study. The findings of his study demonstrated that employees valued presents, pride, respect, and recognition over the long run. Employees take pleasure in bragging to their loved ones about how well-respected they are. Results once more indicated a much higher trophy value of non-financial gift. . As a result of its widespread consequences, recognition is crucial for both the business and the employees. The motivation of employees at work is increased through recognition. Effective employee appreciation raises employee productivity and motivation, both of which promote organizational performance (Deeprise, 1994). According to Baron (1983), there is a direct link between motivation and job performance.

Therefore, the current research's finding that there is a positive correlation between employee commitment and recognition is not surprising because the employee pays it forward by investing a lot of time in considering commitment, considering how things can be made better, and looking for new ways to complete a particular task. A study conducted by Shore & Shore (2001) on Nigerian workers found that, employees who are able to experience and receive recognition for their work report higher levels of job satisfaction. This suggests that employers should really make an effort to demonstrate to their staff that their wellbeing is important to the company and management and that the contributions of the staff are highly valued.

The second goal was to ascertain how organizational commitment in publicly traded sugar companies was impacted by job satisfaction. Therefore, it was expected that in publicly traded sugar companies, there was no statistically significant association between job satisfaction and employee commitment. The study's results ($= 0.301, p= 0.010$) supported this goal and led to the rejection of the null hypothesis. This is consistent with (Yang & Chang, 2008; Tsai & Huang, 2008) whose studies back the notion that organizational commitment is influenced by job satisfaction. Yousef (2001) discovered a substantial correlation between organizational commitment and work satisfaction. Numerous studies have found a moderate to significant correlation between employee dedication and job happiness (Fu & Deshpande, 2014; Chen, 2007; Falkenburg & Schyns, 2007; Moynihan & Pandey, 2007; Saari & Judge, 2004; Meyer et al. 2002; Currivan, 1999).

The third goal was to determine how job satisfaction affected the relationship between organizational commitment and recognition in publicly traded sugar companies. As a result of the significant interaction, this hypothesis was rejected because the results ($= -0.138, = 0.010$) did not support it. This meant that the relationship between dedication and recognition was mitigated by job satisfaction. An employee's decision to remain or leave her organization is strongly influenced by recognition. This is counter to the research done by According to (Andrew, 2007), who studied employee commitment and satisfaction, all employees' loyalty and commitment are increased by rewards and recognition. Employee motivation and loyalty may rise as a result of recognition.

Leech (2010) asserts that acknowledging and praising employees are effective strategies for boosting motivation because they influence how workers behave in a company since they are viewed as the most crucial organizational compensations. According to Roberts (2010)' research, allowing workers to exercise their job independence has a good impact on employee happiness, which in turn improves performance. Employees that experience and receive acknowledgment for their job are also able to have a better perspective of their work, their workplace, and the people they work for, according to a study conducted by shore & shore (2001) on Nigerian workers.

Conclusions, Contributions and Policy Recommendations

Conclusions

The study provides convincing evidence that employee commitment was predicted by recognition. Additionally, it says that employee commitment is influenced by job happiness. This is due to the fact that contented personnel are more likely to do jobs quickly, accurately, without errors or omissions, and with greater willingness. As a result, if work conditions are as expected by the employee, the employee will give it his all to see that the objectives are accomplished. Additionally, employee loyalty is positively impacted by employee satisfaction. The inference is that a company is more likely to keep such people when they are happy with both their work and their working environment. Finally, the association between employee dedication and recognition is moderated by job satisfaction.

Contributions

The work adds to the body of knowledge and, theoretically, validates theory. First off, it confirms what previous researchers have already shown, namely that employee dedication is significantly influenced by acknowledgment. Second, according to Herzberg's two-factor theory, job satisfaction is a potent moderating element that can increase employee commitment. The study's results also lend support to the expectation hypothesis, which contends that workers are more likely to be motivated to work hard when they believe there is a direct connection between their efforts and the rewards they will receive (Mendonca, 2002). According to this idea, the attractiveness of the anticipated reward for a particular input will affect one's motivational soundness and whether the reward corresponds to the individual's own goals.

As a result, by using work satisfaction as a moderator, the findings provide significant theoretical additions to the academic literature by identifying effects that would not have been discovered without the moderated study.

Policy Recommendation

According to the study's findings, organizations should have clear policies on recognition if they want to guarantee employee loyalty. It is important to acknowledge employees' contributions to the company because doing so strengthens their loyalty to it. Additionally, strategies for ensuring that an organization's personnel are happy in their roles should be devised. This will boost their dedication, especially if they receive praise for their contributions.

Limitations and Directions for future Studies

The impacts of job satisfaction on the link between employee commitment and recognition were the main focus of this study. Future studies should therefore look into how other non-financial benefits affect employee engagement. Future researchers will be able to perform a longitudinal study and grasp both the quantitative and qualitative components of research in terms of approach.

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