



EMPLOYEE RECOGNITION AND ORGANIZATIONAL GROWTH IN SELECTED OIL SERVICE FIRMS IN NIGERIA

Dr. Gold Leton Kpurunee^{1*} and Dr. Letam Nwibaedee²

¹Department of Corporate Entrepreneurship, Rivers State University, Port Harcourt, Nigeria.

*Corresponding Email: leton.kpurunee@ust.edu.ng; Tel: 08033060496

²Health Safety Officer, H.S.E. Department, Amandah Wamandah & Sons

Email : letamnwibaedee@gmail.com ; Tel : 08035433668

Cite this article:

Kpurunee G.L., Nwibaedee L.N. (2023), Employee Recognition and Organizational Growth in Selected Oil Service Firms in Nigeria. British Journal of Management and Marketing Studies 6(2), 111-126. DOI: 10.52589/BJMMS_WKYA6SQ6

Manuscript History

Received: 11 April 2023

Accepted: 1 May 2023

Published: 20 June 2023

Copyright © 2023 The Author(s). This is an Open Access article distributed under the terms of Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0), which permits anyone to share, use, reproduce and redistribute in any medium, provided the original author and source are credited.

ABSTRACT : *Organizations are striving to ensure an enabling working environment that motivates employees to feel engaged, acknowledged, retained, and respected. These promote efficiency, effectiveness, and organizational growth. The present study examined the relationship between employee recognition and organizational growth; and the survey was based on three selected oil service firms in Nigeria, with an accessible population of 90 staff of the selected oil service firms. Questionnaire copies were administered, and data was collected from the staff. Two hypotheses were formulated and tested, and the Pearson Product-Moment Correlation (PPMC) coefficient was used to test the strength and direction of the relationship between the variables. Findings revealed that employee recognition has a significant positive relationship with organizational growth. Thus, it was recommended that every organization should constantly ensure the recognition process as often as possible; they should employ the reward strategy, to increase their employee willingness and devotion to producing results; and Impactful rewards should be given to employees equitably for work inclusiveness and productivity.*

KEYWORDS: Employee Recognition, Impactful Reward, Promotion, Organizational Growth



INTRODUCTION

Organizations undergo a considerable level of transformation as they constantly seek to achieve cognitive, technical, and mental contributions from their employees. The notion of “employee recognition” is highly important and of significant relevance to the organization. The employee remains an asset for the growth and expansion of every business. Employees are seen as a drive for an increase in productivity, work quality, and advancement; hence, the onus is on the management of organizations to provide a positive work environment that motivates them to feel engaged, acknowledged, and respected (Armstrong & Taylor, 2020). These make for efficiency, effectiveness, and organizational growth. Yankey and McClellan (2003) affirmed that effectiveness is the extent to which an employee has achieved set goals and how well he performed in the process. Effectiveness is achieved through motivating employees, recognizing their skills, commitment, competence, and contributions; and boosting their confidence level. Most of these relate to the recognition of employees. Recognition is an essential human need that should never be undermined, as employees respond positively when they are appreciated for a job well done. Wickham, (2022) asserts that when employees get recognition for accomplishing a task, they are more likely to be highly engaged, motivated and have a greater feeling of self-esteem. Deeprose, (1994) opined that effective recognition promotes employee motivation and enhances productivity. Employees feel a sense of value and achievement when their efforts and contributions are recognized. This, as a result, increases their level of satisfaction and willingness to deliver on every task they undertake in the organization. However, when their contributions and values are not recognized, employees react negatively in the workplace and there is bound to be less productivity in the organization.

Employee recognition means acknowledgment of the achievements, services, and contributions of workers in an organization. It is given to re-enforce desired behaviour thereby, strengthens the behaviour of workers and activates the potency of positive contributions to work. Armstrong and Taylor (2020) define recognition as the acknowledgment of employee participation and involvement in the organization. Employee recognition is a powerful tool that influences employees to act by the organization’s values and implement its focused mission (Herzberg, 1966). It creates a thriving workplace that allows for productivity and growth. Recognition is a motivational factor that creates the willingness to contribute immensely to the success of any organization. When employee skills, talents, contributions, and performance are acknowledged, they feel a sense of satisfaction and contentment with the organization. Being recognized gives an employee the feeling of job mastery and the feeling that they are a great fit for the role and the firm. It also brings a shift towards psychological safety and real inclusion. However, recognition in most organizations does not follow the right measure which includes - fairness to all. There are lots of favouritism and ‘god father-ism’ in organizations today. Workers that do not associate with the leading clique (the inner circle), are unduly promoted, and rewarded. This, as a result, has the potential of jeopardizing the system. It diminishes the performance level of employees and negatively affects the growth of organizations. There is a need for employers to differentiate and create a compelling ‘organizational brand’.

The purpose of this study was to examine the relationship between employee recognition and organizational growth; with employee recognition measured in terms of impactful reward and promotion, and organizational growth measured in terms of market penetration, market expansion, and product expansion, as laid out in figure 1. below.

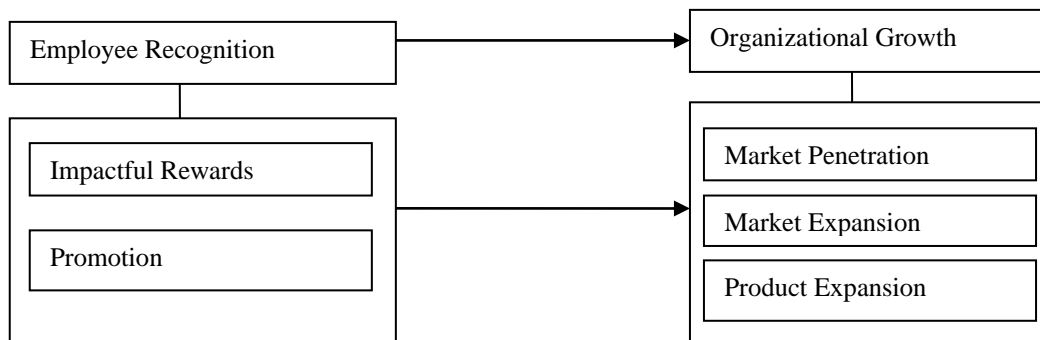


Figure 1: Conceptual Framework of Employee Recognition and Organizational Growth

Source: Researchers (2023) and Ansoff (1958).

The figure above indicates that employee recognition is measured using impactful rewards and promotion; both are associated with organizational growth on the assumption that the more of employee recognition in an organization, the more its growth. Consequently, two research questions and hypotheses were suggested respectively, thus:

1. To what extent do impactful rewards affect the growth of oil service firms?
2. H₀₁: There is no significant relationship between impactful rewards and the growth of oil service firms.
3. To what extent does promotion affect the growth of oil service firms?
4. H₀₂: There is no significant relationship between work promotion and the growth of oil service firms.

LITERATURE REVIEW

The oil service firms selected for this study provide drilling services, oil well services, flow station services, and completion and production services for oil, gas, and alternative industries. Specific services they provide include directional drilling, coiled tubing and re-entry, measurement-while-drilling, logging-while-drilling, drilling optimization, casing/liner drilling systems, and remote drilling; As such, they usually recognize their employees' efforts and contributions by conducting yearly promotion schemes, granting financial and non-financial rewards to employees, and providing incentives and bonuses for genius employees. These provisions are what motivate and re-awaken the workers' consciousness to contribute immensely to the growth of the firm. They boost their self-confidence and prepare them for bigger challenges ahead. There are several measures of employee recognition and its consequences, but for this study, the concepts under review are employee recognition and organizational growth.



The Concept and Measures of Employee Recognition

Recognition is the act of exhibiting a positive attitude towards employee skills, competence, and contributions to the firm. It enables employees to see that the organization has value for their efforts and contributions. This drives workplace commitment, efficiency, productivity, and growth and as well fosters a conducive workplace relationship that enables employees to feel more inclusive and human. It brings a shift towards employee psychological safety and real inclusion. According to Taylor (1992: 26), recognition constitutes a “vital human need”. The oil service firms recognize their employees' contributions and loyalty by giving a gift to mark career goals, awards, and milestones. They also award plaques, certificates, pay-raise, and grants, based on employee merits. Recognition is perceived to be an investment rather than a cost, as it amounts to 1% of employers' payroll (SHRM / Globoforce, 2012).

Employee recognition is a crucial element that creates a culture of excellence and commitment. It is the organization's practice of acknowledging an employee for hard work and achievements that align with the goals of the firm. Simple employee recognition can generate self-motivation, self-worth, and pride. Recognition has long been a cornerstone of work performance and effectiveness; hence, organizations always bear the obligation to treat their employees fairly. The employee feels disheartened and frustrated in their job roles when they perceive a lack of encouragement and lack of recognition from their employers. On the contrary, when they feel acknowledged, they tend to be committed and exert effort toward achieving positive results for the organization. Every organization desire to have top-talent employees that match the needs for competitive advantage; therefore, the value for such employees becomes very essential. Thus, they create various programs or activities to recognize, appreciate, gratify, and reward employees for their tenure, achievements, and positive behaviour. These programs or activities have the potency of enhancing employee well-being, improving organizational culture, increasing productivity, reducing turnover, increasing job satisfaction, and enforcing workplace engagement. Engaged employees demonstrate higher levels of performance, commitment, and loyalty. Aberdeen's 2013 employee engagement survey shows that 67% of best-in-class organizations initiate a formal recognition program (Saunderson, 2016). He proposed that Best-in-Class organizations are rapidly embracing recognition to patronize engagement and achieve business growth.

Employee recognition programs are channels for building trust between workers and employers. Punke (2013) submits that recognition programs should strike a balance between performance-based and value-based initiatives. The performance-based employee recognition is the process of acknowledging, identifying, and rewarding behaviors that aligns with the achievement of organizational set goals. It increases employee engagement and drives measurable business outcomes, while value-based employee recognition is an award given based on an employee demonstrating a core value of an organization. Every staff desire recognition for their efforts, contributions, and achievements, to stay motivated.

Impactful Rewards: These are managerial tools used to influence or stir up workers' consciousness or behaviour to the achievement of organizational set goals. Armstrong and Taylor (2020) opined that reward is concerned with strategies, policies, and processes required to ensure that employee values and contributions to achieving organizational goals are recognized and appreciated. A reward is characterized by intrinsic (non-financial) and extrinsic (financial) benefits given to workers in oil service firms. Balkin and Gomez-Mejia's (1987) deeply stated that the reward systems are more effective in the growth stage and



advanced firms. When employees are rewarded for their contributions, they expend discretionary efforts for the growth of the firm (Zeb-Obipi & Kpurunee, 2021). Several studies suggested that reward results in employee satisfaction, which directly influences effectiveness and efficiency and as well triggers motivation (Khan et al, 2010). A motivated employee is responsive to achieving the goals and objectives of the firm; hence, it is essential for companies to always enforce an employee reward system.

An impactful reward system entails fixed and variable pay (financial rewards) and employee benefits that comprise their total remuneration (Armstrong, 2020). It also incorporates a non-financial reward that includes acknowledgment and praise (notes and personal emails from management/company-wide emails and newsletter mentions). Organizations attract, retain, and improve their employee efficiency by offering tangible and intangible welfare perks in tandem with their employees' skills, experience, competence, and knowledge. When the reward system recognizes values and contributions in a just, fair, and transparent manner, it creates and attracts employees' value proposition and as well helps to increase a high-performance culture that yields organizational growth. Amadi, et al., (2021) conducted an empirical study on "Reward System: A Tool for Employee Retention". The result showed a strong relationship between the reward system and employee retention. It revealed that employees remained with their organization based on the reward they received; hence, the study concluded that a reward system is an organizational tool for employee retention. The strategic aim of impactful reward is to attract a skillful, committed, competent, and well-motivated workforce to actualize the organization's objective.

Promotion: This is a process whereby employees are elevated to a higher rank or position in the workplace. It is "an upward mobility of an employee which changes his present position to one that makes him assume greater responsibility" (Mohammed and El-Jajah, 2019). It is seen as feedback that employees have performed greatly. Several approaches to promotion in oil service firms include a salary increase, change in position, the elevation of status, increase in responsibilities, and increase in benefits. Promotion facilitates the career path and growth of an employee. According to a study conducted in the U.S. by the Tennessee-based Work Institute on "How to Reduce Employee Turnover Through Robust Retention Strategies", 77 percent (%) of employees quit their jobs due to a lack of retention strategies by employers (shrm.org). The study revealed that a turnover trend such as 77 percent, compels many companies and managers in the U.S. to adopt better employee retention strategies. The findings of the study showed that U.S. employers were willing to offer the sum of \$680 billion in turnover costs in 2020 (shrm.org).

Some reasons why employees are unsatisfied and unable to produce results are because they experience stagnation and a lack of vital welfare packages in the workplace. Zeb-Obipi and Kpurunee (2021) submit that, when employee needs and expectations are unmet, it results to work inefficiency and turnover; therefore, they embrace other jobs that provide such needs. Measures by which these can be resolved include fostering transparent communication, providing incentives and benefits (work perks, retreats, travel, performance bonuses, equity compensation, and other benefits), building a strong organizational culture, and enforcing employee recognition.

Promotion is a key instrument firms in this study use to entice their employees to hard work. It plays a significant role in employee satisfaction and its benefits include career growth, new responsibilities at work, skill flexibility, productivity and motivation, cost efficiency, and



reduced turnover. Employees desire promotion and better living; hence, they exert effort to execute the tasks given to them.

Organizational Growth

Growth is a sign of progress and success. It signifies an increase in the size, value, and strength of an organization. It is a necessity for every organization, as they strive to remain sustainable and increase in capacity on yearly basis. According to Lipman (2014), growth has the potential to provide businesses with several benefits which include: power, greater efficiencies from economies of scale, the ability to withstand market fluctuations, increased survival rate, profitability, and increased prestige for organizational members. Oil service firms and other organizations desire to expand to accommodate their increased expenses (workers' salaries, employment benefits, and incentives) that accrue over time.

Organizational growth is the extent to which organizations, using certain resources (employee inclusive), can achieve their objectives. Pausits (2015) maintain that growth is a fundamental concern of practicing managers and is well used as an indicator of efficiency and effectiveness for businesses. However, Anderson and Strutt (2014) assert that growth means different things to different organizations. Organizations adopt many parameters to measure their level of growth; As the ultimate goal of most firms is profitability, oil field service firms measure their growth in terms of net profit, revenue, and other financial data. Other business owners assess their growth level based on sales, number of employees, physical expansion, and increased market share. Ultimately, growth is determined by strategies organizations put in place to increase their sales and profitability. These strategies include market penetration, market expansion, product expansion, diversification, and acquisition; however, these are largely contingent upon the organization's financial situation, competition, or government regulation (Suttle, 2019).

Market Penetration: Market penetration is a strategic approach to entering a new market. It is the process of increasing sales of goods and services of a business. The oil service firms adopt several activities to have a new niche to increase their market share of a product or service and gain a competitive advantage. Before an organization launches a new product or service, it must create a market penetration strategy. According to Kotler and Keller (2009), market penetration is a strategy adopted by companies for new and existing products to attract a great number of patronage or buyers and a larger market share. This strategy is executed in ways such as decreasing the prices of products and services to attract customers; increasing the efforts of promotion and distribution; and acquiring a competitor in the same marketplace (Ansoff, 1958). There is a need to find out the amount of which a product or service is being sold compared to the total estimated market for that product or service. Organizations that enter new markets can offer competitive pricing for their products and services to customers.

Market Expansion: The market expansion strategy is the act of selling current products in a new market. It is a crucial strategic growth option, and it helps oil service firms grow when they have already expanded as far as possible in their existing channels. Continuing growth signifies a constant increase in sales and value (Neilson, Martin, & Powers, 2008); and Market expansion is determined to ensure that the current market is already satisfied with the firm's products and services as presented. When oil service firms adopt this strategy as it provides them with a huge number of benefits: it creates room to reach out to new customers; increases



resources and stock of the firm; generates more sales and profits; influences market price and reduces risks from competition, market or technology changes (external risks). Organizations usually find new markets for their products to expand and increase service, sales, and profitability. Expansion is necessary to realize growth in every business (Moen, Bakås, Bolstad & Pedersen, 2010); and fast-growing organizations generate a significant proportion of economic growth and new jobs (Rickne & Jacobsson, 1996). According to (Tangus & Omar, 2017) organizations that are determined to expand, grow and survive, usually design strategies to achieve growth in sales, assets, and profits.

Product Expansion: Product expansion simply means adding new versions of existing products or providing upgrades to existing products or services. It is an organization's strategy to expand its product line or add new features and reach out to several markets to increase sales and profitability. Companies grow their businesses by employing this strategy. Product expansion is necessary for oil service firms because it boosts their market share, improves visibility and credibility, and as well as increases their customer loyalty. The research and development department in companies usually serves to scout for new markets, researching to see if there is a desire for new or improved products and services. Businesses expand, grow or increase sales from new products, by introducing new products or services, expanding their market, increasing the company's marketing activities, or improving their customer services. This will in turn increase the company's economic value. Product expansion increases an organization's revenue.

Employee Recognition and Organizational Growth

Employee recognition is a management strategy that can have a positive relationship with organizational growth. It is relatively important to employees, teams, and organizational growth; and is employed to improve organizational values, enhance employee efforts, increase on-the-job satisfaction, and motivate decent behaviors among employees. Recognition is embraced differently by every employee. Some would prefer public praise, while others would prefer a private gesture; however, recognition helps employees develop emotional connections to the job, and this as a result increases performance which leads to organizational growth. When employees feel recognized, they are motivated and likely to exert effort toward achieving the organization's goals. Studies have shown that organizations are embracing recognition to patronize engagement and achieve business growth (Saunderson, 2016; Nelson, 2016; & Wickham, 2022). Reward and promotion are considered more tangible forms of appreciation for employees whose performance is outstanding. Top performers or geniuses are usually appreciated by management in ways that include: the provision of intrinsic and extrinsic benefits; career growth; and better living. These can be the foundation for continuous employee engagement, development, and organizational growth. Employees feel a sense of recognition when they are rewarded or promoted for their contributions. With such recognition, they make further contributions that enhance organizational growth manifesting in market penetration, market expansion, and product expansion. This study sought to verify these claims through empirical data.



METHODOLOGY, DATA ANALYSES, AND RESULTS

The study adopted a correlation survey method, which means that strategic management staff in the selected oil service firms were surveyed to obtain their views on the relationship between employee recognition and the organization's growth in oil service firms. The key management staff were purposively sampled due to the peculiarity associated with their roles. These staff are adequately qualified or equipped to evaluate the growth and development of the firm hence, they were purposively sampled. The primary data for this study was generated using a structured questionnaire on a 5-point Likert scale ranging from strongly disagree to strongly agree, and copies of the questionnaire were distributed to a sample of staff from the three selected Oil Service Firms in Nigeria. The study population consists of 90 senior management Staff of the selected oil service firm. Given that the population of this study consists of 90 senior management staff of the selected firm, the researcher adopted the census method to obtain data from every member of the population. The responses of participants were encoded and analyzed using SPSS version 26; and percentage from frequencies were described to understand the view of respondents on employee recognition and organizational growth. Person Product Moment Correlation Coefficient was applied to test the hypothesis.

Table 1. Firm, Staff Strength and Location of selected Oil Service Firms in Port Harcourt, Rivers State, Nigeria.

S/N	OIL SERVICE FIRMS	SENIOR MANAGEMENT STAFF	LOCATION
1.	Company A	22	Trans Amadi Industrial Layout, Trans Amadi, Port Harcourt.
2.	Company B	33	Trans Amadi Industrial Layout Rd., Port Harcourt.
3.	Company C	35	Trans Amadi Industrial Layout, Trans Amadi, Port Harcourt.
	Total	90	

Source: DPR (2023) and HR Department of Firms.

Table 1. shows the firms selected for the study in terms of their pseudo identity (A, B & C), their senior management staff strength and company location. They are all at the Trans-Amadi Industrial Area of Port Harcourt, Rivers State.



DATA RESULTS

Table 2. Questionnaire Response Rate

S/N	Questionnaires	Frequency
1	Number of questionnaires distributed	90
2	Number of questionnaires returned	90
3	Response Rate	100%

Source: *Field Survey, (2023).*

Table 2. represents the response rate to the questionnaire items. 90 questionnaires were distributed to respondents, and same number of questionnaires were returned for analysis. The response rate indicates 100% for the study.

Table 3. GENDER OF RESPONDENTS

Gender	Frequency	Percentage	Valid Percent
MALE	56	62.2	62.2
FEMALE	34	37.8	37.8
Total	90	100.0	100.0

Source: *Field Survey, (2023).*

Table 3. shows that out of the population of 90, 56 were males, representing 62.2 percent, while 34 were females, representing 37.8 percent; making a total of 100 percent. This indicates that majority of respondents (n=56) were male.

Table 4. AGE OF RESPONDENTS

Age	Frequency	Percentage	Valid Percent
25-30	15	16.7	16.7
31-35	26	28.9	28.9
36-40	49	54.4	54.4
Total	90	100.0	100.0

Source: *Field Survey, (2023).*



Table 4. shows the age allocation of respondents. 15 respondents were between the age of 25-30 representing 16.7 percent, and 26 respondents were between the age of 31-35 representing 28.9 percent; while 49 respondents were between the age of 36-40 representing 54.4 percent, making a total of 100 percent. This indicates that most of the respondents' age (n=49) were 36-40 years.

Table 5. LEVEL OF EDUCATION OF RESPONDENTS

Level of Education	Frequency	Percentage	Valid Percent
OND/HND	10	11.1	11.1
B.Sc.	36	40.0	40.0
P.G DEGREE	44	48.9	48.9
Total	90	100.0	100.0

Source: *Field Survey, (2023).*

Table 5. shows the respondent's levels of education were classified into three groups, i.e., 11.1 percent of 10 respondents had OND/HND; 40.0 percent of 36 respondents had B.Sc.; and 48.9 percent of 44 respondents had P.G Degree. This shows that majority of the employees were post-graduates (n=44).

Table 6. JOB STATUS OF RESPONDENTS

Job Status	Frequency	Percent	Valid Percent
Country Manager	3	3.3	3.3
Business Segment Manager	11	12.2	12.2
Pressure Control Specialist	5	5.6	5.6
Technical Sales Manager	18	20.0	20.0
Field Service Manager	8	8.9	8.9
Reliability Manager	6	6.7	6.7
Maintenance Coordinator	8	8.9	8.9
Personnel Development Coordinator	25	27.8	27.8
Chief Human Resource Officer	3	3.3	3.3
Chief Financial Officer	3	3.3	3.3
Total	90	100.0	100.0

Source: *Field Survey, (2023).*

Frequency distribution of respondents' job status as shown above indicates that most of the respondents at 27.8% (n=25) were Personnel Development Coordinator. The Technical Sales Manager (n=18) at 20.0% followed respectively. Business Segment Manager represents 12.2% (n=11). Field Service Manager 8.9% (n=8). Maintenance Coordinator represents 8.9% (n=8). Reliability Manager represents 6.7% (n=6). Pressure Control Specialist represents 5.6% (n=5). Country Manager represents 3.3% (n=3). Chief Human Resource Officer represents 3.3% (n=3); and the Chief Financial Officer represents 3.3% (n=3).

**Table 6. Response Distribution On Impactful Reward**

Impactful Rewards	N	Mean	Std. Deviation
The organization provides benefits that make working easier and more valuable	90	2.5889	1.27987
Rewards are handled in the same way for all employees in my organization	90	2.8667	1.10362
Employees in my organizations are rewarded fairly for the work that they do	90	3.1889	1.42919
I value the extrinsic (financial) rewards from my organization	90	4.3222	1.06874
I value the intrinsic rewards (employee of the month award, personal written praise, public written praise, personal verbal praise or public verbal praise) from my organization	90	4.6889	4.6889
	90		

Source: *Field Survey*, (2023).

With a mean score of (2.58) and a standard deviation of (1.27987), respondents agreed that their organization provided benefits that make working easier and more valuable. A mean score of (2.86) and a standard deviation of (1.10362) also show that respondents agreed to the fact that rewards are handled in the same way for all employees. The mean score of (3.18) and a standard deviation of (1.42919) also indicate that respondents agreed that employees are rewarded fairly for the work they do. The mean score of (4.32) and the standard deviation (1.06874) reveals that employee value the extrinsic (financial) rewards from my organization. While the mean score of (4.68) shows that employees value intrinsic rewards (employee of the month award, personal written praise, public written praise, personal verbal praise, or public verbal praise) from their organization. Mean scores above an average of 3.00 suggest a high manifestation of reward in the selected organizations. So, it is proven that there is a culture of 'reward' in the selected oil service firms.

Table 7. Response Distribution on Promotion

Promotion	N	Mean	Std. Deviation
Promotion in my organization is done on yearly basis	90	1.9667	.85394
My organization considers promotion for every staff as a means of motivation to get things done	90	2.0889	.91975
Promotion makes me feel satisfied with my job	90	4.3444	.52277
The promotion I get from my organization help me make a faster purchase decision and enjoy my living	90	4.4667	.50168
I feel motivated when I'm elevated to a higher rank position.	90	4.5778	.49668
	90		

Source: *Field Survey*, (2023).



With a mean score of (1.96), and a standard deviation of (.85394) respondents agreed that promotion in their organization is done on yearly basis. A mean score of (2.08) and a standard deviation of (.91975) also show that respondents agreed that their organization considers promotion for every staff as a means of motivation to get things done. The mean score of (4.34) and a standard deviation of (.52277) indicates that respondents agreed that promotion made them feel satisfied with their job. The mean score of (4.46) and the standard deviation (.50168) also indicates that the promotion employee got from their organization helped them make a faster purchase decision and enjoy their living. While the mean (4.57) shows that respondents agreed they felt motivated when they were elevated to a higher rank position. Again, a mean score higher than the average of 3.00 suggest a high prevalence of promotion as a measure of recognition.

Table 8. Response Distribution ON Organizational Growth

Organizational Growth	N	Mean	Std. Deviation
My organization experiences an increase in capacity yearly.	90	2.6556	1.76203
My organization's output is measured in terms of revenue.	90	3.4444	1.26412
The organization's profit increases on yearly basis.	90	3.9333	1.19738
When my organization increase or upgrades its products and services, it boosts its market share, improves visibility and credibility, as well as increases our customer loyalty	90	4.3333	.67040
To penetrate the market, my organization employs the market penetration strategy, to measure the percentage of market share our product and service can capture	90	4.6667	.47405
In a bid to find a new market for products and services, my organization adopts the market penetration strategy by increasing the resources and stock of the firm and reaching out to new customers	90	4.6778	.46995

Source: *Field Survey, (2023).*

Mean score of (2.65), and a standard deviation of (1.76203) respondents agreed that their organization experiences an increase in capacity, yearly. A mean score of (3.44) and a standard deviation of (1.26412) also show that the organization's output is measured in terms of revenue. The mean score of (3.93) and a standard deviation of (1.19738) also indicate that respondents agreed that the organization's profit increased on yearly basis. The mean score of (4.33) reveals that when organizations increased or upgraded their products and services, they boost their market shares, improve visibility and credibility, and increased their customer loyalty. The mean score of (4.66) shows that respondents agreed that to penetrate the market, their organization employs the market penetration strategy, to measure the percentage of market share our product and service can capture. While the mean score of (4.67) shows that respondents agreed that in a bid to find a new market for products and services, their organization adopted the market penetration strategy by increasing the resources and stock of



the firm to reach out to new customers. These mean scores indicate a high incidence of organizational growth given that the mean scores are higher than the reference mean of 3.00 score.

Hypothesis 1

Ho1: There is no significant relationship between impactful reward and organizational growth.

Table 9 IMPACTFUL REWARD VS. ORGANIZATIONAL GROWTH

		IMPACTFUL REWARD	ORGANIZATIONAL GROWTH
IMPACTFUL REWARD	Pearson Correlation	1	.210**
	Sig. (2- tailed)		.000
	N	90	90
ORGANIZATIONAL GROWTH	Pearson Correlation	.210**	1
	Sig. (2- tailed)	.000	
	N	90	90

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

Table 9. revealed a positive relationship between impactful reward and organizational growth with $r = 0.210$ at $p=0.00 < 0.01$. The correlation is only statistically significant at a 0.01 level of significance; therefore, with a correlation of 0.210, we reject the null and accept the alternate hypothesis. This implies a positive relationship between impactful reward and oil and gas organizational growth in Port Harcourt, Rivers State, Nigeria.

Hypothesis 2

Ho2: There is no significant relationship between work promotion and organization's growth.

Table 11. PROMOTION VS. ORGANIZATIONAL GROWTH

		WORK PROMOTION	ORGANIZATIONAL GROWTH
PROMOTION	Pearson Correlation	1	.342**
	Sig. (2-tailed)		.000
	N	90	90
ORGANIZATIONAL GROWTH	Pearson Correlation	.342**	1
	Sig. (2-tailed)	.000	
	N	90	90

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



Table 10. revealed a moderate positive relationship between work promotion and organizational growth with $r = 0.342$ at $p=0.00<0.01$. The correlation is only statistically significant at a 0.01 level of significance; therefore, with a correlation of 0.342, we reject the null and accept the alternate hypothesis. This implies a positive relationship between promotion and oil and gas organizational growth in Port Harcourt, Rivers State, Nigeria.

DISCUSSION OF FINDINGS

The findings show that none of the null hypotheses were accepted. Reward has a positive relationship with organizational growth. Therefore, we reject the null hypothesis and state that, there is a positive relationship between reward and organizational growth. Promotion has a positive relationship with organizational growth; hence, we reject the null hypothesis and state that there is a relationship between promotion and organizational growth. Organizations that celebrate employees' achievements, contributions, and impact by providing an intrinsic and extrinsic rewards, will be able to achieve growth and advancement. Promotion is also a means to motivate employees for them to fully contribute to the growth of the firm. Lawler (2003) asserts that the success of an organization is purely determined by the organizational behaviour toward its employees. When organizations are willing to pay fairly and consistently to employee values and contributions, they experience growth and development. Similarly, Deeprouse (1994) asserts that employee motivation can be enhanced through the provision of an effective recognition process that results in an improved workflow. Usher (2003) established that reward is predominantly a favourable factor for employee recognition. Babakus et al. (2003) posit that when employees perceive a great reward system in the organization, it influences positively their attitude to work. According to Gouldner (1960), organizations should accommodate the needs of their employees and reward them in exchange for contributions made. This possibly motivates the intention to remain on the job.

CONCLUSIONS AND RECOMMENDATIONS

This study ascertained the relationship between employee recognition and organizational growth in Oil Service Firms in Nigeria. The findings revealed that there is a significant relationship between impactful reward and organizational growth as well as promotion and organizational growth. Several studies have given evidence that employees are motivated by impactful rewards and promotions. More so, the findings are consistent with previous studies which show that employees who are associated with oil service firms are fairly rewarded and duly promoted. Based on the results of this research, impactful reward shows a moderate positive relationship with organizational growth. Therefore, every organization should employ the reward strategy, to increase their employee willingness and devotion to producing results. They should offer some percentage of CVA (Cash Value Added) from annual declared profit to deserving staff (top managers), and this should be based on skills rather than "on the job title" or previous experience. Impactful rewards should be given to employees equitably for work inclusiveness and productivity. The management of oil service firms should keep up with the reward systems as it contributes to the growth of the organization. They should promote a culture that appreciates employee skills, performance,



and contributions; as staff recognition has a big impact on employee morale and productivity. The result also revealed that promotion has a low positive relationship with the organization's growth. With this, oil service firms must ensure "due promotion" to employees, to motivate and increase their willingness to work. The study recommends that organizations should constantly ensure the recognition process as often as possible. They should continue to offer rewards and promotions in recognition of their employees' contributions to enhancing organizational growth.

REFERENCES

- Amadi, O., Zeb-Obipi, I., Lebura, S., & Poi, G. (2021). Reward system: A tool for employee retention as observed from the Banking Sector in Port Harcourt. *Journal of Human Resource Management*, 9(2), 50-57.
- Anderson, K., & Strutt, A. (2014). Emerging economies, productivity growth, and trade with resource-rich economies by 2030. *Australian Journal of Agricultural & Resource Economics*, 58(4), 590-606.
- Ansoff, H. I. (1958). A model for diversification. *Management Science*, 4(4), 392-414.
- Armstrong, M. (2020). *Human Resource Management Practice*. Kogan Page Publishers.
- Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of Human Resource Management Practice*. Kogan Page Publishers.
- Babakus, E., Yavas, U., Karatepe, O. M., & Avci, T. (2003). The effect of management commitment to service quality on employees' affective and performance outcomes. *Journal of the Academy of Marketing Science*, 31(3), 272-286.
- Balkin, D. B., & Gomez Mejia, L. R. (1987). Toward a contingency theory of compensation strategy. *Strategic Management Journal*, 8(2), 169-182.
- Deepro, D. (1994). *How to Recognize and Reward Employees*. Amacom Books.
- Gouldner, H. P. (1960). Dimensions of organizational commitment. *Administrative Science Quarterly*, 468-490.
- Herzberg, F. I. (1966). *Work and the Nature of Man*. Cleveland Publishers.
- Khan, K. U., Farooq, S. U., & Ullah, M. I. (2010). The relationship between rewards and employee motivation in commercial banks of Pakistan. *Research Journal of International Studies*, 14,(3) 37-52.
- Kotler, Ph., Keller, K.L. (2009). *Marketing management*. Pearson/Prentice Hall.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational & Psychological Measurement*, 30(3), 607-610.
- Lawler, E. E. (2003). Reward practices and performance management system effectiveness. *Organizational Dynamics*, 32(4), 396-404.
- Lipman, G. (2014). Green growth and travelism: A sustainable development journey. In *Green Growth & Travelism* (pp. 27-44). Routledge Publishing Limited.
- Moen, Ø., Bakås, O., Bolstad, A., & Pedersen, V. (2010). International market expansion strategies for high-tech firms: Partnership selection criteria for forming strategic alliances. *International Journal of Business & Management*, 5(1), 20.
- Mohammed, A., & El-Jajah, G. W. (2019). Payment of teachers' salary and promotion as correlate of teachers' job performance in Senior Secondary Schools in Adamawa State, Nigeria. *International Journal of Philosophy & Social-Psychological Sciences*, 5(4), 39-46.



- Neilson, G. L., Martin, K. L., & Powers, E. (2008). The secrets to successful strategy execution. *Harvard business review*, 86(6), 80-143.
- Nelson, B. (2016). You get what you reward: A research-based approach to employee recognition. In M. J. Grawitch & D. W. Ballard (Eds.), *The psychologically healthy workplace: Building a win-win environment for organizations and employees* (pp. 157-179). American Psychological Association. <https://doi.org/10.1037/14731-008>
- Pausits, A. (2015). The knowledge society and diversification of higher education: From the social contract to the mission of universities. *The European Higher Education Area* (pp. 267-284). Swiss Publisher.
- Punke, H. (2013). *Best practices for developing an employee recognition program*. Retrieved from <https://www.beckershospitalreview.com/hr/best> on June 28, 2013.
- Rao, J. N. K., & Fuller, W. A. (2017). Sample survey theory and methods: Past, present, and future directions. *Survey Methodology*, 43(2), 145-160.
- Rickne, A., & Jacobsson, S. (1996). New Technology-based Firms—an exploratory study of technology exploitation and industrial renewal. *International Journal of Technology Management*, 11(3-4), 238-257.
- Saunderson, R. (2016). Employee recognition: Perspectives from the field. In M. J. Grawitch & D. W. Ballard (Eds.), *The Psychologically Healthy Workplace: Building a Win-win Environment for Organizations & Employees*. (pp. 181–198). American Psychological Association. <https://doi.org/10.1037/14731-009>
- SHRM/Globoforce (2013). Driving stronger performance through employee recognition. Retrieved from <http://www.shrm.com/> on May 21, 2013,
- Suttles, S. (2019). The time for macroeconomics in municipal food policy. *Journal of Agriculture, Food Systems & Community Development*, 8(4), 29-32.
- Tangus, D., & Omar, N. (2017). Effects of market expansion strategies on performance of commercial banks in Mombasa County. *International Journal of Economics, Business & Management Research*, 1(2), 39-50.
- Taylor, C. (1992). *The Ethics of Authenticity*. Harvard University Press.
- Usher, P. J. (2003). Environment, race, and nation reconsidered: Reflections on aboriginal land claims in Canada. *Canadian Geographer/Le Géographe Canadien*, 47(4), 365-382.
- Wickham, N. (2022). The Importance of Employee Recognition: Statistics and research. Retrieved from <https://www.quantumworkplace.com/future-of-work/importance-of-employee-recognition> on January 27, 2022. Quantum Workplace.
- Yankey, J. A., & McClellan, A. (2003). *The nonprofit board's role in planning and evaluation*. BoardSource.
- Zeb-Obipi, I. & Kpurunee, G. L. (2021). On-the-job training and employee commitment. *The International Journal of Business & Management*, 9(5), 119-126.