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Employee Loyalty an Asset for Organizational Performance

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Abstract: *This research focused on employee loyalty and organizational performance of hotel industries in Rivers State. The main objective of this research was to examine the relationship that exist between the two variables. The study adopted purely qualitative approach and used both primary and secondary data. The primary data were collected from management and clients of the hotel industries. The results indicated that dimensions of employee loyalty have a significant effect on organizational performance. Therefore, the study concluded that dimensions of employee loyalty enhance organizational performance. Thus, the study recommended that management of organization should adopt the key variables for actualization of organizational performance.*

Keywords: *Corporate Rewards, Employee Recognition, Employee Loyalty, Organizational Performance*

Introduction

In a few decades, the company aims for excellent daily performance. To accomplish this, firms create goals and objectives and seek motivated, committed workers. According to Pushpakumari (2008), devoted employees work harder and better, which boosts organizational success. Companies aim to encourage employees for the company's good. Organizations attempt to develop employee loyalty so they may pursue stated and emergent objectives without impediment. Didier Noye (2002) says performance is meeting company-given objectives. His definition of performance is comparing the results to the aim. Didier Noyé believes this notion compares the result and the goal. The author's definition isn't clear since results and goals differ from activity to activity. Neely (2002) says performance should measure efficiency and effectiveness. Quantification may be qualitative or quantitative. Neely and others define performance as efficiency and effectiveness.

Organizational performance relies on people' efficiency and effectiveness. According to Koys (2001), firms must understand how people feel about their jobs and the company to enhance business results and performance. Organizational performance depends on employees' efficiency and effectiveness. A company relies on employee performance to succeed. Moral, calculative, and compelled employee loyalty affect organizational performance. Companies rely on employee performance to be successful. Employee loyalty boosts self-confidence and organizational commitment and reduces absenteeism and turnover (Linda & Michael, 2014). Employee performance determines a company's success or failure. It's crucial that workers stay loyal to the company and don't look elsewhere. Loyalty is a person's commitment or loyalty to another person or group, an ideal, a responsibility, or a cause (Encyclopedia, 1998). It manifests itself in mind and conduct and links loyal person's interests with organization's goal (Safra, 2007).

Modern workers have various job possibilities; thus, they routinely switch employers. From the company's perspective, there is a loss since the organization has invested resources on the workers to make them more competent, resulting to a higher gross production. Organizational effectiveness is increasingly reliant on workers' moral, calculative, and general loyalty (Rodrguez, Boltansky, Chiapello, & Vázquez, 1999). Loyalty is a significant problem for firms, particularly given the economic pressures between employers and workers over company success (Naus, van Iterson, & Roe, 2007; Sverke & Goslinga, 2003). Loyalty is a strong relationship that holds an employee to his/her employer, even if it's not economically sensible (Logan, 1984). Employee loyalty is an intentional commitment to serve the best interests of one's employer, even if doing so requires sacrificing some component of one's self-interest beyond one's legal and moral requirements (Elegido, 2013). Definition of loyalty can correspond to: trust, resistance to adopting opportunistic behavior faced with an outside job offer (Dutot, 2004); significant length of service in the company, less inclination to search for outside job offers, and a strong sense of belonging (Peretti & Igalens, 2015); or a feeling of belonging combined with staying in the organization over the long term (Colle, 2006). Employee loyalty, emotional involvement, and regular commitment impact the lifetime and effectiveness of enterprises (Bakker & Schaufeli, 2008). Employee loyalty boosts performance. According to Kaisiarz (2011), committed workers are devoted to the organization's development and feel working there is their best alternative.

This study tries to use a theoretical method to analyze employee loyalty and organizational performance in an organizational environment, as well as certain elements of employee loyalty as an asset for organizational success.

Statement of Problem

The hotel business employs the most people worldwide. As the globe develops, the hotel sector grows rapidly. Since the 1970s, many hotels lack staff loyalty. Hotel loyalty cannot be replaced by mechanical or electrical methods. Organizational loyalty is crucial. The hotel and banking industries struggle with employee loyalty. Companies with disloyal personnel are more prone to absence. Organizations employ them directly or indirectly via associated services (Kenya Flower Council, 2010). Employers and bank stakeholders must prioritize the well-being of their employees. Noble (2009) said greater emphasis should be made on detecting and dealing with moral loyalty since workers with bad perceptions of their firm suffer from chronic stress. A healthy working environment includes accepted human qualities like honesty, trust, and respect for others. Several scholars stress the relevance of these characteristics for work satisfaction and employee loyalty (McCusker & Wolfman, 1998; McGuiness, 1998; Selnow & Gibert, 1997; Vardi, Wiener & Popper, 1989). Graversen (1992) discovered that how coworkers treat employees affects their job satisfaction. In a terrible social working environment, when workers are isolated, bullied, or bad-mouthed, this might cause stress or disloyalty. According to Maplecroft (2010), bad human resource management methods in the banking industry include moral, calculative, and coerced loyalty. Some of these terrible practices include unethical labor practices, such as firing employees without valid cause and denying them the right to join trade unions.

The banking industry is under pressure to monitor employee conduct. Dolan (2004) said that improper labor practices may be damaging to banking operations, why companies engage in them, and the effects on workers and employers. Organizations have sought to assess how fair ethical standards might promote staff economic and social rights and establish effective labor practices based on employee and bank stakeholder engagement (Collinson, 2010). Again, it didn't evaluate bank labor practices. Lumina (2014) stated that workers misrepresented the bank's financial performance via complex transactions. Employee engagement isn't only about services. Banks exaggerate workplace issues that impair corporate success. Sometimes workers' concerns include incapacity to perform, leadership supervision challenges, and emotional misery to deal with the job, while banks focus on financial elements of employees to reach their aims. Banks that include financial and nonfinancial aspects for success have promise. Non-financial goals may boost bank performance regardless of size or kind. Employee loyalty might also assist the firm to improve performance. Managers and other financial staff must focus on financial elements to accomplish organizational success in dealing with profits and accounting returns and estimating project financial advantages. Banks have neglected employee loyalty and satisfaction, which are vital for long-term organizational effectiveness.

Other scholars (Omwega, 2007; Riungu, 2006; Riungu, 2007; Barrientos, 2003; Opondo, 2003; Opondo, 2005; Utting, 2002) have viewed theirs on gender rights, multi-stakeholder engagement, and industrial labor practices. These studies show a discrepancy in banking sector labor relations practice. This research investigates employee loyalty and organizational effectiveness in Nigeria's Rivers State hotel business.

Conceptual Framework

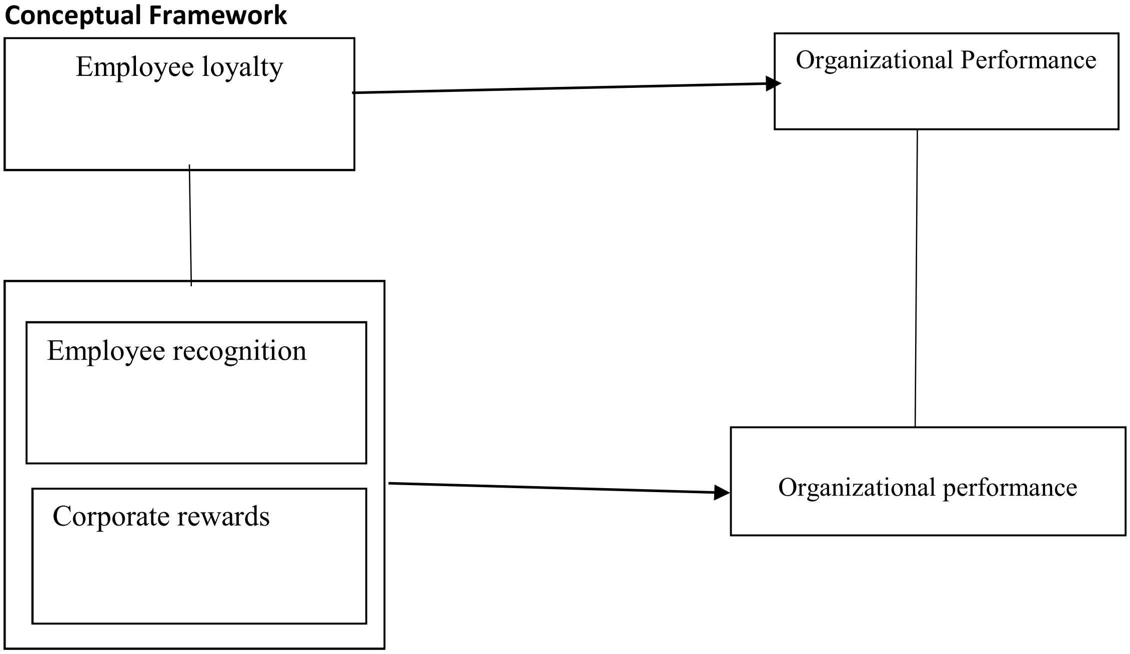

Figure 1.1: Conceptual framework of Employee loyalty and Organizational Performance

Source: Conceptualized by the researcher 2020.

Objectives of the study

The objectives of this research were to scrutinize the affiliation between employee loyalty and organizational performance of private firms in Rivers State.
Below are the specific objectives of this research:

1. To ascertain the relationship between employee recognition and organizational performance of private firms in Rivers State.
2. To assess the relationship between corporate rewards and organizational performance of private firms in Rivers State.

Significance of the Study

The study is very significant to the private sectors in Nigeria, particularly in Rivers State. Also, significant to the top management, middle managers of the organization. Furthermore, it is significant to the students, academicians, scholars and add value to the existing body of knowledge. Finally, arrive at a theory.

Scope of the study

The study is limited to employee loyalty (with its dimensions- employee recognition and corporate rewards) and organizational performance which is the content scope. Then, geographical scope is the private sectors.
While the unit of analysis is the managers, supervisors and head of units. Reason been that the study is a macro level study.

Conceptual Review

Concept of Employee Loyalty

Employee performance determines a company's success or failure. It's crucial that workers stay loyal to the company and don't look elsewhere. Loyalty is a person's commitment or loyalty to another person or group, an ideal, a responsibility, or a cause (Encyclopedia Britannica, 1998). "It manifests itself in mind and conduct and seeks to align loyal person's interests with object's" (Safra, 2007). Modern workers have various job possibilities; thus, they routinely switch employers. From the company's perspective, there is a loss since the organization has invested resources in the workers to make them more competent, resulting in higher gross production. Organizational effectiveness is increasingly reliant on employee engagement, dedication, and loyalty (Rodrguez, Boltansky, Chiapello, & Vázquez, 1999). Loyalty is a significant problem for firms, particularly in light of the 'psychological contract' between employers and workers (Naus, van Iterson, & Roe, 2007; Sverke & Goslinga, 2003). Loyalty is a strong relationship that holds an employee to his/her employer even when it's not economically sensible (Logan, 1984). Employee loyalty is an intentional commitment to serve the best interests of one's employer, even if doing so requires sacrificing some component of one's self-interest beyond one's legal and moral requirements (Elegido, 2013). Definition of loyalty can correspond to trust, resistance to adopting opportunistic behavior faced with an outside job offer (Dutot, 2004); significant length of service in the company, less inclination to search for outside job offers, and a strong sense of belonging (Peretti & Igalens, 2015); or a feeling of belonging combined with staying in the organization over the long term (Colle, 2006). An employee's job loyalty, emotional involvement, and regular devotion to the company impact its longevity and success (Bakker & Schaufeli, 2008). Bidwell (2011) splits allegiance in half. First, consider the employer's needs. Second, an employee stays with the same employer. Employee loyalty demonstrates organization devotion by promoting its interests and image to outsiders (Bettencourt, Gwinner, &Meuter, 2001). These committed employees promote the company's goods, services, and image to customers.

Dimensions of Employee loyalty

Employee Recognition

The act of recognition must be seen from an interactional viewpoint that includes reciprocity and the bidirectional character of human connections. This approach emphasizes that recognition presumes a bipolar connection between two or more people in the workplace and may be communicated by either party. Mutual, one-way, or nonexistent recognition is a communication one person delivers to the other. Recognition (or lack thereof) in industrial relations is conveyed in many ways.

Supervisors must cherish employees in addition to paying them. Morale will rise. Supervisors' recognition motivates employees (Saunderson, 2004). Recognizing workers involves appreciating their work. Companies must acknowledge workers (McGregor, 1960). Studies demonstrate that recognizing workers is better than giving rewards (Deci & Ryan, 2000). Employee recognition is monetary and non-monetary (McAdams, 1995). Employee recognition includes mentioning them in the corporate newsletter, commendations, additional time off, and verbal thanks. This shows workers you care. Non-monetary prizes motivate more than monetary ones. So, workers feel appreciated.

Recognizing workers boosts self-esteem and enthusiasm. Recognition motivates and performs effectively for workers. Motivated workers perform well, which influences their behavioural aim (Durojaiye, 1976). Thus, companies realize their aims. Employee recognition influences job performance. High performance comes from motivation and work skills (La Motta, 1995). Recognizing employees promotes morale and corporate performance. Employee appreciation is a powerful motivating technique that helps workers achieve organizational goals and objectives (Imran, Ahmad, Nisar, & Ahmad, 2014). It also has a favorable association with employee performance (Rahim & Daud, 2013).

Harrison (2005) defines employee recognition as the timely, informal, or official acknowledgment of a person's conduct, effort, or business outcome that promotes the organization's aims and values and goes beyond conventional expectations. Recognition is a constructive response and judgment about a person's contribution, reflecting not only work performance but also personal dedication and engagement on a regular or ad hoc basis, and expressed formally or informally, individually or collectively, privately or publicly, monetarily or non-monetarily (Brun & Dugas, 2008). According to (Nyakundi, Karanja, Charles & Bisobori, 2012), employee recognition allows people to know and realize that their work is respected and appreciated, boosts morale, promotes loyalty, and raises employee retention rate. With organization success related to employee performance, recognition is now internationally more significant and welcomed in businesses committed to thriving in a competitive period (Nyakundi, Karanja, Charles & Bisobori, 2012). Its wide breadth gives numerous alternatives for utilization (Sonawane, 2008). Maritz Institute (2011) says acknowledgment includes activities and experiences that boost employee skills. Brun and Dugas (2008) suggested four techniques for employee recognition: personal, work habits, job devotion, and outcomes. These four recognition approaches reward employees as full-fledged persons and devoted workers who spend time and energy to execute activities correctly and achieve outcomes, they said. Recognition is inexpensive to distribute, available for all employees, and can be offered in various forms, from a manager saying or writing formally to record thanks to the public appreciation of the employee of the month or year to gift cards and certificates, shopping vouchers, domestic goods, dinner, trophies, reserved car parking space, theater/cinema tix, etc. Effective recognition occurs in organizations with a strong, supportive culture that understands the psychology of praising employees for good work, applies employee recognition principles, and encourages other employees to initiate their working relationships (Harrison, 2005; Saunderson, 2004). Manjunath and Rajesh (2012) and Ferguson and Reio (2010) found that individuals have the potential and expertise to boost performance, but need employee recognition. Not every company recognizes employees. Most companies' service schemes don't outline employee recognition. Brun & Dugas (2002) report that most managers are disinclined to recognize employees due to fear of losing control, employees' creative abilities, resistance to egalitarian relationships, bias against recognition, lack of time, and inadequate knowledge and skill for implementation. When companies recognize and acknowledge employees' identities and abilities, performance is high due to loyalty and commitment built over time (Baron, 1983).

According to Punke (2013), recognition programs should include official, informal, and day-to-day acknowledgment. Saunderson (2004) identifies three types of recognition: organization-wide formal, departmental informal, and everyday spontaneous. Formal recognition programs include clearly defined goals, methods, and criteria for awarding and recognizing people, teams, or departments company-wide for reaching specified business targets, exemplifying certain corporate values, or going above and beyond regular job expectations. According to Punke (2013), this approach recognizes employees with many years of service. Informal acknowledgment focuses on performance, goal attainment, and other milestones weekly or quarterly. Low-cost awards, refreshments, point-value incentives, gift cards, and certificates are examples (World at Work Report, 2011). Informal recognition programs have been discovered to highlight employee worth and contribution at the proper time due to their immediate nature and changing work environment. According to Harrison (2005), daily recognition reinforces desirable conduct and provides an example for other workers of desired behavior that matches with company goals. Individuals and teams at all levels may acknowledge outstanding work by other workers and teams and be recognized on the spot for their good work, according to him. Petterson & Luthans (2006) noted the need of distinguishing between official and social acknowledgment. Social recognition has received less attention than formal acknowledgment, but research shows it may be a potent incentive motivator for performance improvement if supplied contingently in regulating employee behavior (Stajkovic & Luthans, 1997, 2001, 2003 as cited in Peterson & Luthans, 2006).
Employee recognition is a very effective motivating tool that may improve work satisfaction, performance, and organizational performance (Zani, Rahim, Junos, Samonol, Ahmad, & Merican, 2011). (Rahim & Duad, 2013). According to Freeman (1978), effective workplace recognition creates a positive working atmosphere that stimulates individuals to work hard and achieve well. Highly motivated employees are a company's competitive advantage because their performance leads to goal achievement, business growth, and prosperity (Danish & Usman, 2010; Imran, Ahmad, Nisar & Ahmad, 2014). Demotivated individuals seldom use their expertise, lack innovation, and aren't committed to the organization. Non-financial benefits like recognition boost employee job satisfaction and organizational success (Erbasi & Arat, 2012; Ngatia, 2015; Tausif, 2012). According to Imran, Ahmad, Nisar, & Ahmad (2014), pleased workers have a good attitude toward their company and employment, enhancing organizational performance. By using official, informal, and daily recognition programs, companies may influence workers to embody the company's values and execute its purpose (Herzberg, 1996 as cited in Luthans, 2000). It lets the company showcase desirable behaviors and behavior, generating role models for other workers (Silverman, 2004). According to Nelson (1995), a successful employee recognition culture is produced when recognition programs match the organization's strategic objectives and corporate values. Maritz Institute (2011) found that a culture of recognition helps organizations align to

corporate strategy and be more responsive to market fluctuations, resulting in long-term competitive advantage. By reinforcing anticipated behavior, organizations show workers that their efforts are observed and appreciated and teach them the company's values, goals, objectives, priorities, and role in accomplishing them. Because of their immediate nature and the always-changing work environment, employee recognition programs highlight employee worth and contribution at the proper time. According to Silverman (2004), typical yearly awards are disconnected from the performance they recognize, rendering them ineffective. Employee recognition programs are a great motivating tool that shows workers how they contribute to bottom-line achievements and are rewarded promptly. Long-delayed rewards lose their impact and fail to generate regular opportunities to discuss and celebrate employee accomplishments. Formal, informal, and everyday acknowledgment programs may fulfill workers' and employers' demands while maximizing organization results. Financial prizes alone are insufficient to drive outstanding performance; thus employee recognition programs have gained popularity. Financial incentives only drive workers momentarily (Whitaker, 2010; Schechter, Thompson & Bussin, 2015). Silverman (2004) noted that although money is highly appreciated and people would do everything for it, its influence on intrinsic motivation is minimal. Relying on financial incentives as a motivation encourages workers to concentrate on what will yield an immediate incentive rather than establishing new ideas, seeing each other as competitors, and stripping work-related pride (Zobal, 1999). Thumbran (2010) argues that by delivering non-financial benefits to new and current workers, firms may better strategize the value they give employees. Employee recognition lets people realize their work is acknowledged and appreciated, improves morale, boosts loyalty, and boosts organizational performance.

Corporate Rewards

A person gets rewarded for accomplishing company-beneficial duties. Reward is something the firm rewards workers for their work (Chiang & Birtch, 2010). Good-performing workers get them. Without incentives, the environment is miserable. Organizational incentives are crucial. Rewards are given to recruit and retain workers. Money incentives aren't a long-term motivation (Mossbarger & Eddington, 2003). Status, more benefits, a better work atmosphere, and commission are other perks. Opportunity, recognition, and manager's attention also matter. Rewarding staff will encourage innovation. A compensation scheme will recruit more skilled staff. Organizations must use incentive schemes to recruit and retain personnel. This attracts most workers to firms. Reward schemes may boost work satisfaction, reducing staff turnover.

Rewarding staff will motivate and improve performance (Markova & Ford, 2011). Employee incentives affect organizational performance. Employee performance increases if they're rewarded (Ali, Rehman, Ali, Yousaf, & Zia, 2010; Gerald, 2004; Smith & Stulz, 1985). So, workers feel appreciated. Rewards systems may encourage good corporate behavior and results (Manas & Graham, 2003). Employees will adopt behavior that leads to improved performance and incentives. In response, employees will work harder, which benefits both firms and workers. So, organizations will see long-term gains and great outcomes (Torrington, 2009).

Reward is a monetary return, item, or event that employee gets for his/her effort or for doing something properly (Schultz, 2006). Everyone is concerned with rewards and their effect. Effective reward management sets systems, rules, and strategies. Such methods guarantee that corporate leaders appreciate workers' contributions. Reward management rewards people properly, equitably, and consistently based on their worth to the firm. Reward systems encourage workers to improve their productivity and performance to achieve strategic objectives. Reward management goes beyond wages and perks. Non-financial benefits including recognition, training, growth, and work responsibility are also important.

Reward management is the methods, rules, and procedures needed to recognize and reward people's contributions to organizational, departmental, and team objectives (Armstrong 2010:267).

Reward management refers to "Formulating and implementing strategies and procedures to reward employees based on their worth to the company. It also involves designing, implementing, and maintaining incentive procedures and practices to increase organizational, team, and individual performance "(Armstrong/Murlis) (2004:3). Reward management is a motivating strategy used to recognize workers' contributions to the organization. It means reward may be sold as pay, remuneration, or labor cost. Schneider (1987) suggested that incentive management focuses on employee value.

Reward management involves the design, implementation, and maintenance of reward systems (interrelated reward processes, practices, and procedures) that serve the needs of the organization and its stakeholders and work fairly, equitably, and consistently. These systems include job evaluation and market pricing, the design and management of grade and pay structures, performance management processes, schemes for rewarding and recognizing people based on their individual performance or contribution and/or team or organizational performance, and employee benefits. Reward management goes beyond wages and perks. It's also focused with non-financial benefits like recognition, learning, and work responsibility. Reward management examines and controls employee pay, remuneration, and benefits. Reward management creates and manages an organization's reward system. Compensation policy and procedures, salary and payroll administration, total reward, minimum wage, CEO pay, and team reward make up reward structure. Reward frameworks exist to incentivize personnel to achieve strategic objectives (Armstrong and Murlis, 2007). Armstrong (2010:8) notes that for an organization to achieve a highly committed business environment and its ultimate business goal, a reward system must be devised to ensure that employees' dedication to achieving organizational or group goals is respected, recognized, and rewarded. Armstrong (2010) defines reward systems as the interconnected procedures and activities that provide successful incentive management for the company and its employees. Reward systems are based on the reward strategy, which flows from the company plan to obtain competitive advantage and the human resource (HR) strategy, which effects the business strategy. HR strategy may concentrate on resourcing, but it should also meet employee and business needs. Environment affects all strategy aspects. Reward strategies coordinate the development and operation of reward practices and processes and create reward policies, which impact reward practices, processes, and procedures (Armstrong 2010: 270).

"You receive what you reward" (Nelson & Peter, 2005). Reward systems are the most important management concept, they said. According to Svensson (2001), a company will receive more of whatever it rewards, excellent or poor employee behavior. Each organization has a reward system, whether it's vocal or not, according to Jaghult (2005). Kaplan and Atkinson (1998) describe two categories of incentives. It might be incentive- or growth-based. The first sort comes from inside the person, as an inclination, feeling pleased and delighted with what you've done. This research will concentrate on the final category, which is transmitted by someone else or an organization. Extra incentives might be monetary or non-monetary. Jaghult (2005) notes that the monetary part is often a variable reward, separated from the income, earned for excellent performance or as encouragement, and may be individually or group based. Conditions for this incentive should be defined in advance and quantified. According to Ax et al. (2005), an incentive system may encourage and retain personnel. Merchant (2007) says for a reward system to be perfect, the reward should have esteem, be substantial enough to have an impact, be fair, be timely, have a permanent effect, and be cost efficient.

Organizational Performance

Organizations are purpose-driven (March & Sutton, 1997). An organization's parts work together to achieve a purpose. Organizational performance is an organization's actual production compared to its anticipated output (Alfred, Thirolf, Harris, & Webb, 2012). Organizational performance entails setting objectives, monitoring progress, and making modifications to attain them more effectively and efficiently (McNamara). Richard et al (2009). Didier Noyé (2002) says performance is fulfilling enterprise-oriented objectives. His definition of performance is comparing the results to the aim. Didier Noyé believes this notion compares the result and the goal. The author's definition is unclear since results and aims differ per field.

Neely (2002) says performance should measure efficiency and effectiveness. Quantification may be qualitative or quantitative. Neely and others define performance as efficiency and effectiveness. Kane (1996) argues that performance exists independent of its objective. Kane defines performance as individual or organizational. It's a recognition of results. The author argues that a broad definition is impossible. We may thus talk about a definition's specific correctness and general ambiguity. Organizational performance is the contribution of attitudes to organizational objectives (Cook & Hunsaker, 2001). The management's strategy and abilities, particularly line management's, enable them to utilize resources effectively and professionally. The union may operate as a bridge between workers and management by negotiating improved welfare packages, including training, advancement, and development. Existing labor research shows that workers perform successfully and efficiently if their supervisors are encouraging and exhibit the flexibility, they require of them (Fernández, 2003). This is based on the idea that the employment crisis is caused by a mismatch between skills produced and skills sought in the labor market. Changing work and attitude difficulties are true on campus as everywhere. Rapid change necessitates an agile, versatile, and future-focused workforce. To solve this problem, both sides of the labor market must be "active and combative" (Webster, 2008). Farlex (2012) defines it as an organization's actual output/results compared to its expected outcomes (goals and objectives). Financial performance (profits, return on assets, return on investment, etc.), product market performance (sales, market share, etc.), and shareholder return performance (total shareholder return, economic value added, etc.) are the three primary outcomes of corporate organizations being analyzed. Organizations also analyze production capacity.

Theories

This research anchored on the following theories:

Theories on Motivation to Transfer

In the model developed by Holton et al. (2005) to link learning with individual performance for change, it was expected that motivation to transfer would be necessary. The desire of trainees to put the information and abilities they have gained during the training program to use in their actual jobs is an example of transfer motivation. If trainees absorb the content taught in training and have the motivation to apply their newly acquired knowledge or skills to the activities of their jobs, then it is probable that they will modify their behaviors. It is essential to have an understanding of the reasons people decide to use their knowledge, abilities, and attitudes in their respective workplaces to promote the level of transfer of training that is sought. The incentive to transfer elements in Holton's model is clarified by many theories of human behavior, which help us understand and anticipate actions that contribute to performance at work. These theories also help us understand how behaviors contribute to performance. The ideas of anticipation, equity, and goal setting are all included in this category.

Expectancy Theory

Expectancy theory was mainstreamed by Vroom's first presentation (Moorhead & Griffin, 1992). Vroom (1964) defined expectation as a transient perception that one behavior will lead to another. His model claimed that work performance (P) is the consequence of force (F) and ability (A), with ability being task potential. The urge to act is the algebraic sum of all outcomes' valences (E) and rewards (R) (V). The hypothesis is P= f(F*A) (cited in Kilgore, 1997). Vroom's concept stress's ability, not desire, to accomplish a job. The model has been refined and expanded since its introduction. Porter and Lawler's (1968) version of expectation theory provides a unique perspective of employee happiness and performance. If incentives are enough, great performance may lead to contentment, Porter and Lawler reasoned. Porter-Lawler adds talents, qualities, and role perceptions (how well the individual understands his or her job). At the start of the motivation cycle, effort is a function of the prospective reward's value (its valence) and the perceived effort-reward likelihood anticipation.

Empirical Review

Ojokuku and Adegbite (2014) studied how capacity development affected worker performance in Nigerian organizations. The research used descriptive and inferential questionnaire statistics. The research discovered a substantial link between organizational capability and employee performance.

Malaolu and Ogbuabor (2013) studied the impact of training and workforce development on First Bank of Nigeria Plc. The research used structured questionnaires on 75 randomly-selected participants. Analyzed using descriptive statistics. The research found that training and personnel development improved bank staff efficiency and work production.

Gunu, Oni, Tsado, and Ajayi (2013) evaluate whether staff training and development improve banking efficiency. Questionnaires provided the study's primary data. The research included 395 respondents from a case study population of 35,386. The respondents were chosen at random, and descriptive statistics and Pearson's moment correlation were employed to examine the data. Hypothesis testing used several regressions. Organizational commitment to training and development, frequency of training and development, and incentives for excellent performance boost Nigerian banking industry performance.

AL Damoe et al. (2012) found that highly skilled and informed employees improve organizations. Training promotes staff productivity, services, and organization. Training has concrete and intangible results.

Raja, Furqan, and Muhammad (2011) examine training and development's influence on organizational performance using data from 100 Pakistani workers. The research used descriptive statistics and concluded that training is expensive, but the benefits outweigh the costs since it improves organizational performance.

Anyanwu (2002) investigated staff training and productivity. The report reviews the evidence of a link and suggests future research. They analyzed study data from studies that measured training's influence on employee productivity across industries. Their study focused on staff training techniques and productivity. Their results differed. Some studies found a link between training and employee productivity, while others found none.

Rastogi (2000) looked at the impact of training and development on Nigerian public and private employees' productivity. The report also noted HRM and PM issues. Training and development is a long-term, sensitive organization function, the research showed.

Most empirical data showed that people management approaches predict firm success. If managers want to affect company performance, they should focus on people management.

Gap in Literature

Existing research in the field shows promise even though many empirical studies are looking at how training and development affect employee productivity and organizational success. Most of these studies in Nigeria were done outside of the educational sector and without taking into account the influence of labour unions. Meanwhile, the majority of the issues threatening the quality of education in Nigeria have been directly attributed to a lack of human resources and an ongoing labor strike. The purpose of this research is to examine the impact of union-induced personnel training and development on organizational performance in a Nigerian tertiary institution. In addition, our research will contribute to the body of knowledge already available on the issue by focusing specifically on the educational sector.

Conclusions

The research examined employee loyalty to organizational performance. According to the study, employee and organization loyalty vary significantly. The contemporary social and organizational backdrop has made employee appreciation a priority for companies and the society. Studies show that a large section of the workforce, regardless of level or occupation, needs appreciation (Saunderson, 2004). Employee recognition helps preserve and create employee identity, gives work purpose, promotes growth, and improves health and well-being (Grawitch, 2006). It's a good alternative to control- and monitoring-based management (Dandeker 1990). It promotes organization development, change, and performance. Due to its relevance and the lack of theoretical and practical information, comprehending recognition was crucial. We thus propose the following definition for employee recognition: Recognition is a positive reaction that reflects not just professional achievement but also personal passion and involvement. Recognition may be official or informal, individual or communal, private or public, and monetary or non-monetary.

Loyalty is based on stochastic and transient variables. Abstract nouns are hard to measure, quantify, and compare. A major section of the working audience considers themselves devoted to the company, which influences their performance and should be an important consideration in their performance appraisal. This demands for a swift and prompt revision of any employee loyalty plan not including this, when the masses want it. Many articles, case studies, and research relate employee loyalty to organizational success, yet they overlook it. As long as employees believe it influences organizational performance, it will, and that's reason enough to include it in a loyalty plan.

Recommendations

Arising from the findings of the study and conclusions, some important recommendations were put forward by the researcher:

1. Management should view employee recognition as an important investment rather than one of the costly and non-essential practices that generate no significant benefit to the University. Employee recognition when looked at from the perspective of formal recognition program alone may be perceived as a costly. Management should commit credible and sufficient resources to ensure effective planning and successful execution of the program. Miller (2011) has argued that for organizations to reap measurable results such as lowered absentee rate, improved quality productivity and customer service, the leadership of organizations should be able to dedicate the necessary human and financial resources to make the recognition program a success.
2. Employee's welfare packages should be carried among in decision-making process to fast-track team work and performance.
3. Also, institutions of learning should do all within their power to reach out to management of organization and also communicate properly to them on the need to adopt a proper compensation on employees so as to ensure improved performance.
4. Organizations should effectively implement policies and be firm in their values in other to be ready for periodic appraisal.
5. It is additionally recommended that, if possible, a comparative investigation between companies with remuneration packages and those without, be conducted.

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