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**EFFECT OF RECOGNITION ON EMPLOYEE JOB OUTPUT IN FAITH BASED HEALTH FACILITIES, IN KAKAMEGA COUNTY, KENYA**

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# ABSTRACT

Reward system is an important device not only to monitor performance of employees but it can also be used as a motivation tool to retain employees as well as attract new talents. Despite the existence of the faith-based health facilities, they have experienced high staff turnover due to lack of equitable and sustainable reward systems in place. This study focused on the effects of recognition on employee job output in faith-based Health Facilities in Kakamega County. The study was anchored on the two theories; Self- determination theory and Cognitive evaluation theory. The study used a cross sectional research design approach and the unit of study was faith-based health facilities in County Government of Kakamega. The target population was 166 employees of faith-based health facilities in Kakamega County. The study used self-administered questionnaires to collect data. This study adopted content and construct forms of validity. Cronbach alpha, which is a measure of internal consistency, was used to test the internal reliability of the measurement instrument.

The study findings were: there was a statistically significant effect of recognition on employee job output of the faith-based Health Facilities in Kakamega County; where employees were recognized for the work done; this would lead to intrinsic motivation, ultimately improving the performance of the employees at workplace. The study concluded that high levels of recognition in the organization could translate to improve employee job output of the faith-based Health Facilities in Kakamega County. Where employees were recognized for the work done, this would lead to intrinsic motivation, ultimately improving the performance of the employees at workplace. The study would assist the practitioners on faith-based institutions matters which include provision of an insight on the perceptions of employees towards intrinsic rewards.

***Key Words:*** *Recognition, Employee Job Output, Faith Based Health Facilities, Kakamega County*

## BACKGROUND OF THE STUDY

Currently, rewards system is an important device not only to monitor performance of employees but it can also be used as a motivation tool by an adequate reward system, an organization can retain employees as well as attract new talents, where employees’ tasks and duties are designed to achieve organizational goals and objectives to provide efficiency and effectiveness of employee job output (Armstrong, 2013). Despite the existence of the faith-based health facilities have experienced high staff turnover due to lack of poor reward systems that are in place. Armstrong (2013) explains that employees will give their maximum in the event that they trust that their efforts will be rewarded while are likely to withhold up to 80% of their efforts in the event that their efforts towards helping the organizations in meeting its goals and objectives are not recognized and intrinsically rewarded. On the other hand, well intrinsically rewarded employees are optimistic, spontaneous and tend to possess proactive behaviors and positive attitudes in the company (Manzoor, 2012).

A study conducted by Pouliakas and Theodossiou (2010) stated that since employees are the direct beneficiaries of rewards, their preferences and expectations should be considered by employers instead of generalizing and thinking that they know what is best for their employees. Intrinsic rewards have been regarded by Haider *et al*. (2015) and Wangombe and Minja (2018) stated that as cost-effective way of rewarding employees particularly in the faith-based organizations which lack adequate financial muscle to compete with large public organizations in attracting, retaining and motivating them for high employee job output. The impact of intrinsic rewards in motivating employees for high employee job output should be overemphasized. Manzoor (2012) found that intrinsic rewards provide long-term and in-depth motivational elements like promotion, appreciation, career progression, Skills assessment, leave and working in shifts. According to Luthans and stajkovic (2006) said that recognition is defined as acknowledgement, approval and genuine appreciation. This recognition can be set up on a formal basis for example employee of the month or informally used by a supervisor/team leader in managing individual employee or team behavior. It is administered on a public staff meeting, newsletter, or banquet or on a one-on-one private level, verbally or written. Recognition can be done in appreciation of a well job done.

Jayanthi and Maheswari, (2016) most employees are given recognition according to their promotion or academic levels and also in providing a merit increase in pay or a bonus and feedback about performance can be considered as a form of recognition in most of organizations which enhances employee job output. A study conducted in Pakistan on influence of intrinsic and extrinsic rewards on employee performance in the banking sector in Pakistan by Ismail *et al*. (2013). The study focused and aims to investigate determining intrinsic and extrinsic rewards and its impact on banking employee’s job satisfaction and job performance and endeavors to influence all performance. Descriptive survey was used and questionnaires were employed as a data collection tool. 200 banks employees in Pakistan were given a questionnaire and a total of 165 completed the questionnaires. It was found that significantly and positively correlated with self-reported employee’s performance in the year securely, ability utilization, social service, variety, moral values, activity and authority. It was also found that recognition; supervision, human relations and advancement were found to be significantly and positively correlated with employee’s performance. However, the study failed to address the how intrinsic rewards affect job performance and only focused on banks alone than other sectors.

Agwu (2013) conducted a study on impact of fair reward system on employee job outputs in Nigeria Agip Oil Company limited. A cross –sectional survey research design was generated and the required data. A sample of 396 respondents was determined at 5% significance level stratified random sampling method was used and questionnaires were used as data collection tool. It was found out that implementation of fair rewards system influenced improved employee’s job output and reduced a rate of industrial action. However, the study did not separate the effects of intrinsic rewards against extrinsic rewards on employee job outputs. Massudi, (2013) conducted a study on impact of employee motivation on job performance in Tanzania. The study focused on the impact of employee motivation on job performance in Tanzania banking sector. A qualitative case study methodology was used to interview key informants as well as questionnaires were distributed to sample of 100 respondents. The study found out that, salary increment, promotion and recognition were important motivational factors for employee of Tanzania postal bank. However, the study failed to address the issue of intrinsic motivation on faith-based health facilities but was only limited on banking.

Damaris *et al*. (2016) conducted a study on determinants of Intrinsic and Extrinsic rewards on employee performance in Kapsara Tea factory, company Trans-Nzoia County Kenya. The objectives of the study were to examine the effect of employee’s motivation on employee job outputs, evaluate the effect of employee commitment on organization performance and determine the effect of employee promotion on employee job outputs. A descriptive survey research design was employed and a target population of 60 employees of which a census technique was used to select the sample of the study and questionnaires used as a data collection tool. The study found out that the most influential reward as a motivation driver is not feet or additional responsibility but job security, majority of the employees at the company are not committed as it they said a similar job elsewhere and it found out that employee promotion and development have an effect on performance especially learning on the job. The study failed to address the in-depth of the intrinsic rewards but examined it partially which could not bring out the concept of intrinsic rewards of employee job performance.

Faith based health facilities have long played a role in international development, and are increasingly involved in environmental sustainability initiatives. They not only express the moral values of millions of their faithful but also provide some of the most dependable support systems for millions of people in the developing world. In Kenya, for example, 30% of all health-care services are provided by Christian hospitals. Faith based health facilities have been engaged in a wide range of services as broad in scale as those delivered by secular counterparts. They range from education and health to financial assistance and in-kind support to the poor. The scale of Faith based health facilities services provision varies from one context to another.

According to a report of the United States Agency for International Development quoted by the United Nations Population fund, Faith based organizations account for 50% of health service provision in the Democratic Republic of Congo, 40% in Kenya and Lesotho, and 55% in Uganda. Faith based health facilities work has ranged from charity founded on religious precepts, such as care for widows and orphans, to large poverty alleviation programmes founded on comprehensive development, similar to the work of secular development organizations. As a result, entrepreneurial churches are bale to tackle whole neighborhoods and a plethora of issues within them education, business development, housing, commercial development, job promotion, crime and safety, as so on Kemper and Adkins, (2006). Some faith-based health facilities apply different policies on how much government support they can receive, and so can add government aid to private donations. It seems clear that there is an inevitable and expected role for Faith based health facilities to play in providing relief. They entirely depend on grants from donors which require reports to show projects outcomes. These outcomes can only be achieved by emphasizing on employee job outputs. Some of the most active Faith based health facilities in Kenya are World Vision, World Relief, World Concern, Samaritan’s Purse, Mercy Corps, Lutheran World Federation, Jesuit Refugee Service, Islamic Worldwide, International Medical corps, Christian Health Association of Kenya, Catholic Relief Services. This thus, dwells on Catholic Relief Services as a faith-based health facility which deals with health matters mostly for example; St. Elizabeth Mukumu Mission Hospital and St. Mary’s Mission Hospital Mumias.

**STATEMENT OF THE PROBLEM**

The achievement of any institute depends greatly on the type of human capital it has (Mabonga, 2000). Despite the existence of the faith-based health facilities, employers in these facilities have experienced high staff turnover due to lack of poor reward systems that are in place- 2017/2018 financial year, these institutions lost over five doctors, three Surgeons, one Dentist and one Dermatologist; in the year 2019/2020, these institutions depended so much on the part-time doctors and clinical officers. According to World Health Organization statistics, 36 million of the 57 million deaths in 2008 were due to NCDs, and this affected many people and families which to increase of deaths (WHO, 2014). Currently organizations are operating in a more dynamic business environment than before, since the market has become very competitive. There has been intense competition in providing quality services which leads to responding to the competitive environment, otherwise organizations become irrelevant. The importance of employee job output cannot be ignored, because it determines how organizations such as faith-based health facilities are retaining employees who are motivated and productive for the benefit of the organization (Sarwar & Abugre, 2013).

At present, implementation of recognition despite of their benefits has not been fully adopted by most of faith-based health facilities. Intrinsic rewards have been implemented in both private and public organization. According to Rogstadius *et al*. (2011) and Agwu (2014) intrinsic rewards on faith-based health facilities states that intrinsic rewards improved on employee job output and reduced rate of industrial action. Study conducted about the intrinsic rewards and employee’s job output Githinji (2014) states the effects of intrinsic rewards on employee commitment, a case study of United Support Office (USO) for the African Union Mission in Somalia (AUMS) found out that intrinsic rewards influence employee commitment by positively affects employee performance to change process; creativity; better commitment and enhance enthusiasm to work. A study by Muchai & Mwangi (2012) was conducted on how rewards and recognition of employees would influence performance in the Kenyan public sector. From these studies, very little had been done on the effect of intrinsic rewards on employee job output in the faith-based health facilities in Kakamega County, Kenya. Therefore, this study sought to establish the effect of recognition on employee job outputs in faith-based health facilities at faith-based Health Facilities in Kakamega County, Kenya.

**THEORETICAL FRAMEWORK**

**Self Determination Theory**

It was established in 1985 by Deci and Ryan. This theory is a micro theory of motivation and personality that concerns people’s inherent growth and trends and innate psychological needs. It is concerned with the motivation behind choices people make without external influence and interference. This theory characterizes those activities that yield specific outcomes in terms of rewards or avoided punishments whereas alleged independence is low. With Intrinsic reward there is a range of behavioural regulations reflecting the degree to which the behaviour has been cohesive into the individual’s sense of self. The range includes: External regulation, where behaviour is controlled by external enticements such as recognition, promotion and work life balance. Chirkov *et al*. (2003) supported this theory and said that individuals from different cultures internalize different cultural practices despite these differences; the relative autonomy of individuals’ motivation for those practices predicts well-being when intrinsic rewards are being offered.

**Cognitive Evaluation Theory**

This theory was established in 1975 by Edward L. Deci. Cognitive Evaluation Theory is a theory that is designed to explain the effects of external values on internal inspiration. Several scholars such as Carton, J. S. (1996) used cognitive evaluation theory and said that, tangible rewards, such as recognition (promotion and appreciation), Promotion (career progression and skill assessment) and work life balance (working shift and leave) undermine extrinsic motivation. Recognition, promotion and work life balance enhances intrinsic enthusiasm. Based on their understanding of available evidence, many researchers use intrinsic rewards.

**EMPIRICAL LITERATURE**

Ajmal *et al*. (2015) conducted a study on effects of intrinsic and extrinsic rewards on employee attitudes; mediating role of perceived organizational support in Pakistan. The study focused on employee perception about the organizational support and employee satisfaction and organizational commitment. A descriptive design was used to collect data and questionnaires based on 52 items covering intrinsic, extrinsic rewards were used. The study revealed that employee felt positively about intrinsic and extrinsic rewards. However, the researcher failed to address the intrinsic aspect on employee output and their performance. His study only focused on attitudes and perception.

Kuranchie & Amponsah (2016) in their study on employee motivation and work performance; a comparative study of mining companies in Ghana. The paper empirically compares employee motivation and its impact on performance in Ghanaian Mining companies. The study employed exploratory research design in gathering data from large scale gold mining companies in Ghana. The study observed that, due to the risk factors associated with the mining industry, management has to ensure that employees are well motivated to curb the rate at which employees embark on industrial unrest which affects performance and employees are comply with health and safety rules because the industry contribute hugely to the Gross Domestic Product (GDP) of the county. However, the researcher focused on mining industries only and talked about overall employee motivation and performance but the researcher did not outline dimension of motivation such as intrinsic motivation and how it affects employees at a place of work.

A study conducted in Tanzania by Mollel *et al*. (2017) on Perception of public service employees on performance appraisal management in Muheza District. The target population was 2232 employees and a sample of 339 was randomly selected by the use of questionnaires and interview schedules. The study found out that promotion and development are perceived to be essential for effective job performance, their modalities were not effective. In this study promotion is perceived to be an important ingredient for effective individual performance, appraisal recognition seemed to lead employees to get satisfied with their jobs. Since promotion and development are vital for effective job performance. However, the study focused mainly appraisal management as a tool for motivation on employee only but did not focus on intrinsic rewards on employee job output.

Sikalieh & Mutia (2013) conducted a study on the influence of rewards and recognition on productivity levels among extension officers in the ministry of Agriculture in Kenya. This study focused on the influence of rewards and recognition on productivity levels among extension officer in the ministry of agriculture in Kenya. A census research design was employed where a total of 45 extension officers in Bahari District, who were the number of officers interviewed and all officer (45) were given questionnaire and also a focus group discussion for triangulation purposes was used. The findings revealed that employees in ministry of Agriculture are not satisfied with the reward and levels of recognition for the jobs they do, with the overall feeling being that they are neither rewarded nor recognized for their work. Also, low compensation levels were cited as a major source of poor motivation among employees. However, the researcher focused in public entity and was also limited to a section of public entity which is ministry of agriculture only. The study did not focus on private institutions and faith-based entities rather, public institutions only. The study also did not analyze intrinsic rewards on employee job output but focused in rewards and productivity.

**RESEARCH METHODOLOGY**

This research targeted the 166 employees of faith-based health facilities at St. Elizabeth Mukumu Mission Hospital and St. Mary’s Mission Hospital Mumias respectively in the faith-based Health Facilities in Kakamega County. The study used a cross section research design approach which considered both quantitative and qualitative research approach. The quantitative research approach was used to obtain information concerning the current status of intrinsic rewards. Besides, quantitative research design allows measurement and analysis of data through quantifying the relationship between variables under study. The target population consisted of 166 employees: Hospital Board Members (20), Sectional Heads (10), Doctors (6), Clinical Officers (20), Nurses (60) and Support Staff (50) (HR and Administration Offices, 2019)*.* The population was stratified according to the departments (strata). Stratified random sampling involves dividing the population into homogeneous subgroups and then taking a simple random sample in each subgroup making it possible to make reliable estimates for each stratum as well as for the population as a whole (Cooper & Schindler, 2003).

The sample of 148 was selected using Solvin’s formula (2003) where a target population of 166 was used. The primary data would be collected using self-administered questionnaire to the 148 respondents. Questionnaires provide a relatively cheap, quick and efficient way of obtaining large amounts of information from a large sample of people. Data could be collected relatively quickly because the researcher would not need to be present when the questionnaires were completed. The researcher acquired the relevant authorization from National Commission for Science Technology and Innovation and the Kibabii University School of Graduate Studies. Research Assistants helped in administration of the questionnaires.

The study conducted a pilot study across two faith-based Health Facilities comprising of 15 respondents in Bungoma County to pre-test the questionnaire prior to the main data collection exercise with a view to check for errors and test the tools for reliability. Reliability analysis results gave an alpha value of 0.856. Based on these results from the pilot test, the instruments were modified and a final one developed, signifying that the instruments were reliable for during data analysis. The researcher used expert judgment to determine the content validity of the research instruments. The determination of content validity was primarily judgmental and intuitive. The researcher also used a panel of persons who judged how well the instrument met the standard. The researcher used the suggestions from the supervisors to improve the clarity of the items in the questionnaires for use in this study. The data collected was analyzed using Statistical Package for Social Sciences (SPSS, version 22) software. Quantitative data was analyzed using descriptive and inferential analyses. Descriptive statistics used frequencies, percentages, means and standard deviations to present data. Hierarchical regression analyses were used to verify the relationship between independent variables and dependent variable. This was carried out at confidence interval levels of 95%, with level of significance set at 5% (p< 0.05). The researcher considered confidentiality, privacy and informed consent of the respondents. Only relevant details that helped in answering the research questions were included. The researcher owed loyalty to the informants and honored promises associated with the research.

**FINDINGS AND DISCUSSIONS**

The 148 questionnaires were administered with the 145(98%) questionnaires returned fully filled. The 98% return rate was the good for this analysis. The 55(37%) of the faith-based health facilities staff were aged between 36 and 41 years. Whereas 40(27%) staff were aged between 30and 35 years, 22(15%) were above 42 years of age, 16(11%) were between age 18 to 23 years with the remaining 15(10%) being of ages between 24-29 years. In general, the study population was mature enough to give expected information for the faith-based health facilities staff. Majority 113(76.40%) of the staff in the faith-based health facilities were of male gender while 35(23.60%) of staff were of female gender. This exemplified the organizations effort to comply with the statutory requirement of one-third representation in either gender in any public institution hence representative to balance the information given for the study. The 74(50%) of staff of the Faith Based health facilities staff in Kakamega County were had university level of education, 65(43.9%) had diploma level of education while 9(6.1%) had masters’ level qualification. This level of education demonstrated adequately skills to inform the study. The 55(37.20%) of staff of the respondents had an experience of similar works of 1-5 years, 50(33.80%) respondents had an experience of 6-10 years, 27 (18.20%) of the respondents had worked for less than one year, while 16(10.80%) of the respondents had worked for more than 10 years. This was enough experience to give objective information to the study.

**Descriptive Statistics on Recognition**

The study examined descriptive statistics on employee recognition in Kakamega County Faith Based Health Facilities. The results were captured in Table 1.

**Table 1:** **Descriptive Statistics on Recognition**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Items | Frequency | | | | | | Min. | Max. | Mean | Standard Deviation |
| S.A | A | U |  | D | S.D |
| Intrinsic rewards are realistic and viable in the institution | 31  (21) | 50  (34) | 10  (7) |  | 30  (20) | 27  (18) | 1.00 | 5.00 | 2.053 | 1.685 |
| Organization has intrinsic reward policy applicable to all employees | 59  (40) | 31  (21) | 0  (0) |  | 30  (20) | 28  (19) | 1.00 | 5.00 | 2.871 | 0.947 |
| Intrinsic rewards have improved my commitment at workplace | 41  (28) | 59  (40) | 0  (0) |  | 37  (25) | 10  (7) | 1.00 | 5.00 | 2.032 | 1.101 |
| Intrinsic rewards give employee more control over scheduling personal responsibility on either end of work day hence improving efficiency | 50  (34) | 64  (43) | 0  (0) |  | 19  (13) | 15  (10) | 1.00 | 5.00 | 2.016 | 0.914 |
| Am being recognized at my place work every time I perform well | 62  (42) | 40  (27) | 0  (0) |  | 30  (20) | 16  (11) | 1.00 | 5.00 | 2.111 | 1.018 |

Table 2 illustrates that in a pool of 148 respondents, 55% agreed that Intrinsic rewards were realistic and viable in the Faith Based Health Facilities in Kakamega County while 38% disagreed while 7% were undecided (mean = 2.053; S.D =1.685). It was observed that, 61% agreed that the Faith Based Health Facilities in Kakamega County had intrinsic reward policy applicable to all employees while 39% disagreed (mean = 2.871; S.D =.947). Further, 68% agreed that intrinsic rewards had improved commitment at workplace (mean = 2.032; S.D =1.101). 77% asserted that intrinsic rewards gave employee more control over scheduling personal responsibility on either end of work day hence improving efficiency (mean = 2.016; S.D =.914). Similarly, 69% of the respondents affirmed that they were recognized at their place of work every time they performed well (mean = 2.111; S.D =1.018).

**Descriptive Statistics on Employee Job Output**

The study examined descriptive statistics on employee job output in Kakamega County Faith Based Health Facilities. The results were as summarized on Table 2.

**Table 2: Descriptive Statistics on Job Output**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Items | Frequency | | | | | Min. | Max. | Mean | Standard Deviation |
| S.A | A | U | D | S.D |
| Am satisfied with the current reward programs by my employer | 33  (22) | 27  (18) | 0  (0) | 52  (35) | 37  (25) | 1.00 | 5.00 | 4.153 | 2.813 |
| Work life balance will enhance my work moral | 49  (33) | 53  (36) | 0  (0) | 24  (16) | 22  (15) | 1.00 | 5.00 | 2.538 | 1.012 |
| When am promoted my work morale is enhanced | 148  (100) | 0  (0) | 0  (0) | 0  (0) | 0  (0) | 1.00 | 1.00 | 1.000 | 0.000 |
| When am recognised my work morale is enhanced | 148  (100) | 0  (0) | 0  (0) | 0  (0) | 0  (0) | 1.00 | 1.00 | 1.000 | 0.000 |
| EMPLOYEE JOB OUTPUT is not the only thing that motivates staff | 148  (100) | 0  (0) | 0  (0) | 0  (0) | 0  (0) | 1.00 | 1.00 | 1.000 | 0.000 |
| My job out put is guaranteed by a good working envirornment | 75  (51) | 38  (26) | 0  (0) | 34  (23) | 15  (10) | 1.00 | 5.00 | 2.715 | 1.047 |
| Employee reward programs enhances employee satisfaction to a great level | 75  (51) | 38  (26) | 0  (0) | 34  (23) | 15  (10) | 1.00 | 5.00 | 2.715 | 1.047 |

Table 2 illustrates that out of 148 respondents, 40% agreed that they were satisfied with the current reward programs by their employer (mean = 4.153; S.D =1.813). It was also observed that, 70% of the respondents did agree that work life balance enhanced their work moral (mean = 2.538; S.D =1.012). 100% agreed that promotion enhanced work morale (mean = 1.000; S.D =0.000). Similarly, when recognised work morale was enhanced; when all agreed that EMPLOYEE JOB OUTPUT was not the only thing that motivated staff (mean = 1.000; S.D =0.000). 77% of respondents agreed that job out put was guaranteed by a good working envirornment while 23% disagreed (mean = 2.715; S.D =1.047). Similarly, 77% of respondents agreed that reward programs enhanced employee satisfaction to a great level, though 23% disagreed (mean = 2.715; S.D =1.047).

**Regression Analysis of Recognition and Employee Job Output**

The study was set in its objective one to establish the effect of recognition on employee job output of the Faith Based Health Facilities in Kakamega County. The results were as put in Table 3.

**Table 3: Recognition and Employee Job Output**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Model Summary** | | | | | | | | | | | | | | | |
|  | R | | R Squared | | Adjusted R Squared | | Standard Error of the Estimate | | Change Statistics | | | | | | |
| R Squared Change | F Change | | df1 | | df2 | Sig. F Change |
|  | 0.655a | | 0.430 | | 0.426 | | 0.44693 | | 0.430 | 109.991 | | 1 | | 146 | 0.000 |
| **ANOVA** | | | | | | | | | | | | | | | |
|  | | | | | Sum of Squares | | df | | Mean Squared | F | | Sig. | | | |
|  | Regression | | | | 21.970 | | 1 | | 21.970 | 109.991 | | 0.000b | | | |
| Residual | | | | 29.163 | | 147 | | 0.200 |  | |  | | | |
| Total | | | | 51.132 | | 148 | |  |  | |  | | | |
| a. Dependent Variable: Employee Job Output | | | | | | | | | | | | | | | |
| b. Predictors: (Constant): Recognition | | | | | | | | | | | | | | | |
| **Regression Coefficients** | | | | | | | | | | | | | | | |
| Model | | | | Unstandardized Coefficients | | | | Standardized Coefficients | | | t | | Sig. | | |
| β | | Standard Error | | Beta | | |
| 1 | | (Constant) | | 1.404 | | 0.214 | |  | | | 6.574 | | 0.000 | | |
| Recognition | | 0.591 | | 0.056 | | 0.655 | | | 10.488 | | 0.000 | | |

Table 3 gives a correlation coefficient (R) between recognition and employee job output being 0.655 showed that recognition had a strong positive association to employee job output of the faith-based Health Facilities in Kakamega County. With R-Squared change of 0.430 obtained, 43% of the observed change in employee job output of the faith-based Health Facilities in Kakamega County was due to recognition practices. From Hypothesis One (H01), “there is no statistically significant effect of recognition on employee job output of the faith-based Health Facilities in Kakamega County,” the results show that, on the contrary, there was a statistically significant effect of recognition on employee job output of the faith-based Health Facilities in Kakamega County (β=0.591; *p*<0.001). Therefore, the null hypothesis was rejected while the alternate hypothesis was thus accepted. The following relationship model was obtained:

Y= 1.404+ 0.591X1

Where *Y* was the employee job output of the faith-based Health Facilities in Kakamega County, and X1 was the recognition. This exemplified that when recognition was manipulated by an extra unit, then employee job output of the faith-based Health Facilities in Kakamega County would change by 0.591 units. These finding emulates were in tandem with those observed by Sikalieh & Mutia (2013), Mollel *et al*. (2017), Kuranchie & Amponsah (2016) and Ajmal *et al*. (2015) who established a correlation between recognition and employee job output.

**CONCLUSIONS**

Outcomes on the first objective illustrated that there was a statistically significant effect of recognition on employee job output of the Faith Based Health Facilities in Kakamega County (β=.591; p<0.001). The null hypothesis (H01) was therefore rejected and the alternate accepted. The study concluded that high levels of recognition in the organization could translate to improve employee job output of the faith-based Health Facilities in Kakamega County. Where employees were recognized for the work done, this would lead to intrinsic motivation, ultimately improving the performance of the employees at workplace.

**RECOMMENDATIONS**

The study thus recommends that policy makers in both National and County Governments should employ more recognition practices to enhance the respective employee job output. The study recommended that the strategic plans should factor in annual promotion for staff development in order to improve on the employee job output. The study thus recommended that proper and acceptable rules and regulations should be enhanced by the respective stakeholders in in the Faith Based Health Facilities in the County for improved employee job output.

**AUTHOR CONTRIBUTIONS**

Praxedes Khatenje Lusambili wrote the study concept, collected data and analyzed for the entire project under the guidance of Dr. Kadian Wanyama andDr. Joshua Abuya as the supervisors. Praxedes Khatenje Lusambili also sought all the necessary permits from relevant authorities required to conduct the study.

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**CONFLICT OF INEREST**

No potential conflict of interest was recorded by the authors.

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