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# Recognition and Employees' Behavioural outcomes: A Case of Covenant University, Nigeria

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## Abstract and Figures

**Background:** This study is focused on talent retention strategies and employees' behavioural outcomes in Nigeria. The study is based on the Nigerian higher education sector and uses Covenant University, Ota, as a case study. **Methodology:** The sample of the study consists of four hundred and forty-four (444) academic staff in the four (4) colleges of the University. The study used a semi-structured questionnaire to gather relevant data for analysis and interpretation. The Heterotrait-monotrait discriminant (HTMT) ratio of correlation was utilised in ascertaining the Partial List-Equation Structural Equation Model (PLS-SEM) was engaged in understanding the predictive relevance of the measurement construct. **Results and Recommendation:** From the analysis, recognition significantly influences employees' behavioural outcomes. The study recommends that there is a need for an organisation to embrace continuous evaluation and adjustment of recognition policies to maintain its talent retention competencies. It is also recommended for the case study organisation's management to consistently project career support initiatives for the enhancement of staff behavioural outcomes.

[Respondents' Demographic Profile](#)

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Construct validity and Reliability for Hypothesis Two

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Heterotrait-monotrait discriminant for hypothesis two

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# Recognition and Employees' Behavioural outcomes: A Case of Covenant University, Nigeria

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## Abstract

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Keywords: 1. Behavioural outcomes,  
2. employees' recognition,  
3. organisational performance,  
4. talent retention



## 1. Introduction

The recognition systems in higher education institutions around the world, particularly in Nigeria, pose a serious problem for attracting and maintaining Professors. On the other hand, pay that is not commensurate in commensuration to the job makes it difficult to keep employees and even more stringent for poaching (Aibiye & Henry 2015). This scenario (brain drain) has

been a concern for some time now that Nigeria's private institutions are losing highly-trained professionals to other countries because of wage structure and other cognitive benefits. Because of the country's fierce competitiveness and a lack of employee commitment, institutions in Nigeria must attract, retain, and encourage highly talented people (Aibiyei & Henry 2015). A university's long-term performance depends on the commitment, appreciation, and

compensation academic staff employees receive for their time and effort. As a result, this study focuses on how recognitions affect employees' behavioural outcomes.

Ali, Islam, Chung, Zayed and Islam (2021) opined that employee satisfaction is challenging due to the variable demand and periodic job-hopping of multiple individuals. As a result of not meeting their needs, there is a lack of qualified academic staff and an inability to keep them. Though

workers in educational systems believe that their institutions are highly regarded in their communities, Selesho and Naile (2014) claim that the ability to recognise employees in the workplace is a concern. Scholars and academics, on the other hand, argue that every educational system has a strict schedule. Organisational leaders must think about how to retain their workers who are motivated, productive, and devoted to increasing the company's profitability

(Zeidan&Itani, 2020).

Unhappy workers are more likely to underperform or lose interest in their work (Kai-Ting Lee, 2020). To keep employees engaged and motivated, leaders need to implement methods that increase employee engagement (Krajcsák, 2019). A company's competitive edge can be increased or maintained by HR leaders who establish employee strategies (Swid et al., 2017). Satisfaction among workers increases when the