

# **Responses to Co-workers Receiving Recognition at Work: A Case Study in Cameroon**

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## **ABSTRACT**

The purpose of this study is to examine, the impact of co-workers receiving recognition on two types of responses namely, positive /negative and the resulting behavioral intentions (interpersonal counterproductive work behaviors and interpersonal citizenship behaviors). Employees might not only receive recognition themselves in their organizations and groups but often they witness others receiving it either directly by observation or indirectly through stories. This may lead to various emotions and responses, which vary based on the quality of relationship between the one recognized and his/her co-worker.

Most qualitative and quantitative research have examined the positive effect recognition has on task performance (Greenberg and Ornstein, 1983; Stajkovic and Luthans, 1997, 2001, 2003); this study contends that employee recognition might also have negative effects that have been greatly disregarded in the literature. Thus the study seeks to understand the emotions that employees experience when their colleagues receive recognition and the resulting behavioral intentions.

We used an experimental scenario study with a 2x2 between-subjects design with 200 employees from business, health and professional organizations in Cameroon.

The findings reveal that the quality of relationship moderates the relation between others' recognition and positive / negative emotions between both actors, as

hypothesized. The study provides managers with useful knowledge on the negative effect recognition has on both task performance and the emotions of employees, enabling them to reduce undesired negative emotions and enhance positive emotions. This research is also among the first to show the negative effect of recognition on others' emotions in Cameroon.

**Keywords:** Employee Recognition, Relationship Quality, Interpersonal Counterproductive Behavior, Organizational Citizenship Behavior, Positive and Negative affects, Cameroon.

## ÖZ

Çalışmanın amacı iş arkadaşlarının aldığı ödül veya cezaların, diğer çalışanların davranışları (zarar verici veya kişiler arası olumlu davranışlar) üzerindeki muhtemel etkilerini incelemektir. Kurumlarda ve gruplarda çalışanlar sadece kendilerinin aldığı ödül veya cezalarla değil, aynı zamanda diğer çalışanların ödül veya ceza aldıklarına şahit olurlar veya anlatılan öykülerden öğrenirler. Bu da kişilerde çeşitli duygu ve tepkilere yol açar. Bu duygu ve tepkiler ödüllendirilen ile kişinin arasındaki ilişkinin kalitesine göre değişiklik gösterir.

Mevcut nicel ve nitel araştırmalar ödüllerin performans üzerindeki olumlu etkilerini incelemiştir (Greenberg ve Ornstein, 1983; Stajkovic ve Luthans 1997, 2001, 2003), bu çalışma ise literatürde ihmal edilen bir konu olan ödüllerin muhtemel olumsuz etkilerini incelemektedir. Çalışma iş arkadaşlarının aldığı ödüller sonucunda kişilerin duygularını ve bunun getirdiği davranış niyetlerini incelemektedir.

Kamerun'da 4 kurumda 4 değişik senaryo ile 200 çalışan 2x2'lik gruplar arası desen kullanılarak incelenmiştir.

Bulgular, ilişki kalitesinin hipotezimizde beklendiği şekilde iş arkadaşlarının ödüllendirilmesi veya cezalandırılmasının kişinin duygularını etkilediğini ortaya koymuştur. Çalışma, yöneticilere ödüllerin çalışanlar üzerinde oluşturabileceği

muhtemel olumsuz etkileri de göstererek bu istenmeyen etkilerin önüne geçebilmelerine yardımcı olabilecektir.

Çalışma, Kamerun'da ödüllendirmenin iş yaşamında etkilerini inceleyen öncü çalışmalar arasında yer almaktadır.

**Anahtar kelimeler:** Ödüllendirme, ilişki kalitesi, kişiler arası olumsuz davranışlar, örgütsel vatandaşlık davranışları, Kamerun.

To God Almighty, My Family and husband.

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In the world today, no body is an island, neither is anyone perfect. Man needs assistance in one way or the other to take him to the next level in life, no matter his level of education, financial endowment or societal class.

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## **LIST OF ABBREVIATIONS**

PA	Positive Affect
NA	Negative Affect
CWB-I	Counterproductive Work Behavior
OCB-I	Organization Citizenship Behavior

# **Chapter 1**

## **INTRODUCTION**

### **1.1 Background of the Study**

Employee recognition is one of the motivational strategies gaining more attention and importance in most organizations and groups today (Brun and Dugas, 2008; Long and Shield, 2010). There has been a typical conceptualization of Employee recognition as an assignment of personal non-monetary rewards to reinforce desired behaviors displayed by an employee after the behavior has occurred. Research concerning this effect on employee recognition shows promising results (Stajkovic and Luthens, 2001, 2003). This has led managers to use both common knowledge and empirical evidence to view recognition programs as effective tools to motivate their employees.

In order to explicitly propose such strategies for complementing the morale of employees, studies should also examine possible negative side effects. Most qualitative and quantitative analysis has been to examine the positive impact employee recognition has on task performance and other positive work related outcomes (Greenberg and Ornstein, 1983; Stajkovic and Luthans, 1997, 2001, 2003) but at variance, this study contend that employee recognition might also have negative effect that have been greatly disregarded.



## **1.2 Statement of the Problem**

An important question we addressed in this study was how the recognition given to others had an impact on responses of their colleagues as it has been noticed within organizations and groups how employees might not only receive recognition themselves but often witness others receiving recognition either directly by observation or indirectly through stories. Also, we examined the probable impact of others recognition on one's own emotion and responses directed toward the individual. This included the intention of the individuals to engage in interpersonal citizenship behavior (OCB-I) and interpersonal counterproductive behaviors (CWB-I). Pearson and Porath(2005), and Podsakoff and MacKenzie (1997) in their research showed the importance of these outcomes to organization as they may have a significant and long lasting effect on employees and the organization as a whole.

Based on insight drawn from the social comparison theory, we expect the quality of relationship between the individuals to determine when other-oriented recognition will lead to certain emotions being it positive or negative affect and to the individuals behavioral intentions such as CWB-I and OCB-I. We specifically used four moderating variables to investigate whether or not recognition will be associated with positive or negative affect and with CWB-I and OCB-I and two of them were tested (positive and negative effect). The theoretical contributions of this research to the literature of employee recognition is twofold; it first investigated the effect of recognition on co-workers emotions and behaviors, and secondly, extends these current knowledge by providing a better insight in to specific conditions such as relationship quality under which these responses occurred.

### **1.3 Significance of the Study**

This present study examined the impact of co-workers receiving recognition on two types of responses in Cameroon namely; emotions (positive and negative) and behavioral intentions that is CWB-I and OCB-I. This will enable managers to understand the various effect recognition has on the emotions and behavioral intentions of their employees and the role played by both monetary and non-monetary incentives in recognition. Also, this study investigated the negative side of recognition which has been notice to be neglected in most organizations with Cameroon not being an exception thus contributing to the literature of co-worker receiving recognition at the work place for which limited research has been carried out.

### **1.4 Purpose and Objectives of the Study**

The aim of this research is to understand the emotions that employees experience when their colleagues receive recognition and how it does affect their emotion and behavioral intentions.

### **1.5 Contributions of the Study**

This study provides useful managerial suggestions to deprecate undesired, both negative emotions and interpersonal counterproductive behaviors intensifying desired emotion and behaviors such as positive emotions and interpersonal citizenship behavior.

### **1.6 The Study Question**

The research questions for this thesis are;

Ø to what extent do employees feel the following emotions toward their colleagues that is, positive and negative emotions. (Items on the on Belschak and den Hartog, 2009 and Fisher, 2000).

Ø to what extent will employees most likely be involved in CWB-I. A scale developed by Kelloway, E.K., Loughlin, C., Barlin, J. And Nault, A. (2002).

Ø to what extent will employees most likely intend to take part in OCB-I. A scale developed by Konovsky, M.A. and Organ, D.W. (1996).

Ø Demographic information of the employees such as their age, nationality, native language, gender, level of education, length of employment in total and length of employment in current organizations

## **1.7 Research Methodology**

This study made use of an experimental method using scenario's between subjects design with 200 employees from business, health and professional organizations and companies to be able to understand the factor that leads to positive or negative emotions such as the quality of relationship between the individuals and the one who is rewarded. We used four scenarios in this experimental study. In scenario 1, we were looking at what happens when a colleague gets a positive reward and the relationship between him/her and colleagues is good. Scenario 2 examined what happens when a colleague receives a negative reward in a good relationship. Scenario 3 investigated what happens when a colleague gets a positive recognition in a poor relationship with other colleagues and scenario 4 also investigated the case of a negative recognition and the relationship is bad. We further measured how these influences the emotion and behavioral intentions of the participants, how they feel, using rated items of the seven-point likert-type scale ranging from (1) very weakly

to (7) very strongly with sample items of proud and happy for positive affects or emotions and disappointed and frustrated for negative affects. (Belschak and den Hartog, 2009 and Fisher, 2000). We also measured their intentions to incline in counter productive work behavior with a scale developed by Kelloway, Loughlin, Barlin and Nault (2002), Konovsky and Organ, (1996). With answers ranging from totally disagree (1) to totally agree (5). We also ask demographic information about the participant such as their age, nationality, native language, gender, level of education, length of employment in total and length of employment in current organization in order to better understand the specific factors that lead to either a positive or negative emotions.

## **1.8 Organization of the Study**

This dissertation covers five chapters. Chapter 1 of this study is the introductory part of the research, which consist of issues associated with the general concepts of employees recognitions while chapter 2 reviews the relevant literature on response to co-workers receiving recognition at work in various scenarios, definition of key terms and an overview of the study area. Chapter 3 explains the methodology and theoretical model and framework, while chapter 4 shows the regression model and empirical result of findings and data analysis. Lastly, chapter 5 presents the recommendations, limitation and suggestions, managerial and societal implications and the contributions and conclusion of the study.

## **Chapter 2**

### **LITERATURE REVIEW**

#### **2.1 Recognition, Definitions and Types**

Research conducted by Durbin et al(2004), years back have shown that, employees embrace appraisal for a good performance at work as much as they receive their regular paycheck. Motivating others by giving them recognition and praise can be considered a direct application of positive reinforcement (Durbin et al., 2004). Thus recognition can also be referred to as a powerful motivator because it is basic need every human looks forward to. As proposed by Bowen (2000) recognizing employees refer to an expression of appreciation towards efforts, which is a sound and positive practice. He further stipulated that, it should be regular, made steady, such that it will constitute a vital part of the organization. There exist two types of recognition namely: formal and informal recognition. Informal recognition refers to the recognition given to an individual. This could be from a supervisor to his/her subordinate and from a work partner to another.

The following are some examples of informal recognition postulated by Bowen et al (2000):

- letters and cards for all occasions
- “ on the house” lunch
- Top productivity ideas and certificates of outstanding service
- Pay with time off.

On other hand, recognizing employees formally is concerted from the view point of organization. Here, employees are recognized when they meet up with the objectives and goals of the organization there in solving problems faced by the departments (Bowen et al., 2000).

Bowen proposed that, in contrast to recognizing employees informally, the formally recognized programs are inclined to:

- Be connected with the organizations compensation programs
- Be performed –based
- Incorporate benchmarks for example, years of service or achievements and profit objectives
- Planned, rather than spontaneous
- Look out over longer time horizon
- Organizations focus on its value, through appreciation, loyalty to investors and commitment.

Nelson, (2004) explains the chronological error associated with formal recognition programs and thus proposed for a more collaborative approach.

In most business sectors and companies today, investigation have shown that providing employees with feedback which is accurate and working in teams are successful practices groomed through tangible recognition. These made them achieve a balance in their personal and professional identities (Agarwal 1998). Agarwal and Feratt (1998) researched on the importance for additional practices stated by chief

information officers other than financial compensations. These include “low cost and highly effective practices such as birthday cards and welcome baskets”.

In an attempt to recognize, employers use rewards to recognize the employees.

## **2.2 Rewards**

Reward, according to Colin (1995), is gain that stems from a well done task, discharging a responsibility or rendering a service. In broad terms, pay is the key to reward. In addition to payment, employers often offer a wide range of reward packages which not only include salaries and wages, but also pension schemes, bonus, loan benefits, cars allocated, profits sharing, share schemes and options.

There are two types of rewards namely: extrinsic and intrinsic rewards.

Intrinsic rewards refer to the internal satisfaction an employee will get for accomplishing or performing a task. For example, working above normal working hours because of internal motivation to do it happily. He/she may also get motivated from performing a task which is challenging in order to obtain personal growth (Robbins, 2005).

A survey conducted in 2002, on the IT professionals working in universities and state companies showed how intrinsic motivators made employees satisfied this include; working with new technologies and the technical aspects of their work, creativity required to solve complex problems and the intellectual challenges, contributing to accomplishing a task and the mastering of new skills and technologies;(Pawlowski, 2005).

Extrinsic reward refers to those an employee gets from the employer such as benefits money, praise and promotion. For example, working above time to be compensated (Colin, 1995).

Another research done by Pawlowski et al (2005) demonstrates how employees enjoy extrinsic motivators such as normal/flexible hours of work, relaxed professional working environment and security of their jobs. Other studies conducted by Baer (2003) showed that, those with less difficult task were more satisfied with extrinsic rewards than those with more difficult and challenging task.

Extrinsic rewards constitute of both financial and non-financial. Financially, it can be indirect or direct. Directly, employees can get financial rewards such as profits and bonuses while indirectly through benefits to support them on vacations, sick paid leaves and plans for pensions. (Robbins et al, 1996).

Research shows that, money is a strong drive to motivate some employees financially. This is supported by survey conducted in Malaysian organizations which found cash as the most preferable form of reward. (Rafikul, 2004).

Studies have also unveiled that non-monetary rewards may be more rewarding than monetary rewards to many employees (Robbins, 2005). These include; invitation on lunch dates with the manager, receiving office furnishings, achieving a desired work assignment or an assignment where the worker operates without close supervision and having a change to work with an amiable colleague.



## **2.3 Recognition of Employee within Business Organizations and Groups**

Within organizations and groups today, employees may not only receive recognition themselves, but regularly witness others receiving recognition be it directly by observation or indirectly by stories. A vital question to be addressed is how this recognition given to other will impact on colleague responses. The impact of recognition at work has always examine the positive influence recognition has on tasks performances and other positive work related outcomes (Greenberg and Orstein, 1983; Stajkovic and Luthens, 1997, 2001, 2003). But this research will also examine the negative effects of recognition on task performance that has been greatly neglected.

Also, there have been an argument on the role played by monetary incentives in motivating employees (Gerhart et al, 2009) and this has led to the call of many authors to search for an alternative means of motivating employees behavior other than monetary incentives (Long and Shield, 2010). In order to meet up with the demand for non- monetary incentives, researchers have introduced the approach of non-cash employee recognition (Brun and Dugas, 2008), and this have been proven empirically to yield positive results in organizations, leading to the perfunctory approval of these practices in organizations (Stajkovic and Luthens, 2001, 2003).

Research done by Long and Shield, (2010) were amidst leading to the test the dominant acceptance in the literature alleging that non -cash recognition programs are not problem free at all and may also cause an atmosphere of "losers" and "winners".

This suggestion remains untested till date and a current research on potential negative side effect being limited. This is rather adverse, as a good theoretical consideration of employee recognition involves a systematic test of all outcomes and their confined conditions. As contended before, employee's response to recognition will only occur under well-defined chances, as we categorically expect the quality of the relationship between the employees involved to moderate the relationship between recognition and emotion, and between recognition and behavior.

## **2.4 Relationship Quality and Emotions**

Studies done by Adams and Bleiszner (1994) shows that, people engage in friendship with those they feel as being similar to them. These similar perceptions between co-workers are more likely to reflect the high quality relationship at most work places and their responses to treatment of a colleague may be altered by this feeling of similarity or dissimilarity. The perception of similarity by individual to another as postulated by the social comparison theory makes them belief that they are able to earn the same status and reward as the other person (Lockwood and Kunda, 1997). This process is called assimilation, whereby individuals see themselves to be alike to the other. It is usually followed by a positive effect (Buunk et al, 2005). Thus we suppose that when there exist a high quality relationship among two colleagues the positive recognition received by one will make the other feel good because she /he believes that he/she might receive same positive recognition as his /her colleague and friend in the future. Contrary to this, when one of them receives a negative recognition, or criticism, the other will experience a negative emotion because this negative recognition could also apply to him/her. The equivalent to assimilation is the contrast effects, which results when someone perceives his/herself as dissimilar

to the other and it typically leads to a negative effect toward the person receiving praise or reward (Ambrose et al, 1991) thus we expect the colleague to feel bad when his co-worker receives a positive recognition in a low quality relationship and also to have a positive emotion toward negative recognitions or criticism of co-workers.

Other studies done investigated whether the quality of relationship between co-workers has an influence on their reaction at work. Studies have shown that, the relationship quality between an employer and an employee is very vital for employee reaction to praise or criticism by the supervisor. Synder et al (1984) was one of the premiers to examine the quality of relationship between supervisors and subordinate and they found out that high -quality relationship between both parties was related with more favorable reactions after praise and criticism, meanwhile low-quality relationship was related with unfavorable employee reaction. Also, Feys et al (2008) in two of their research found out that, the quality of relationship moderated the relation between performance appraisal, justice perceptions and employee reaction. Recent studies done by Greguras et al (2007) on social relationship analysis of peer rating performance expo that the interpersonal relationship component explained the most variance in performance rating , more than the ratee or rater component and the result propose that the nature of relationship is a vital factor to consider when interpreting and reacting to co-workers recognition for performance.

Thus relationship quality is expected to moderate the relationship between employee recognition and emotions, as positive and negative affects are considered to be possible precedent for work-related out comes such as job satisfaction and self - reported job performances (Fisher, 2002; Liu et al, 2010).

According to Belschak and den Hatog, (2009), affects refer to discrete emotions as reactions to some specific cause or event, such as recognition and thus this study investigated affect as an emotional state rather than an emotional trait or affectivity (Watson et al, 1988). We adopt this approach because it is confirming with our direction in the use of scenario.

## **2.5 Relationship Quality and Behavioral Intentions**

### **2.5.1 Interpersonal Counterproductive Behavior**

Belschak and O'leary-Kelly et al (1996) found out over the years that the manifestation of counterproductive behavior has increased drastically in organizations.

Gruys and Sackett, (2003) defined counter productive work behavior as any intentional behavior on the part of an organization member viewed by the organization as contrary to its legitimate interest. It has also been more classify as being either interpersonally directed or organizationally directed (Robinson and Bennett, 1995).

This study will focus on interpersonal counter work behaviors which are those behaviors interpersonally directed by the employees as they involve in behaviors that go against the legitimate interest of another employee of the organization for example deliberately failing to help a co-worker or doing work in an incorrect manner and verbally or physically abusing other colleagues (Fox et al, 2001) and it is thus believed to be the first important behavioral response to others recognition.

Also, studies recently done by Lam et al (2011) shows that the involvement of employees in CWB-I is affected by social comparison, as comparing with a higher

performing team member was positively correlated with CWB-I. Aquino and Douglas, (2003) also found out in their research that when employees compare their performances to that of others, the perceived identity threat followed may generate interpersonally harmful behavior. Thus, most people are highly motivated to safeguard themselves against acts that threaten these identities (Baumeister et al, 1996) and go all out to maintain a positive self-identity (Bies, 1999; Brockner, 1998). The treatment a person receives from another is a vital source of identity validation (Aquino and Douglas, 2003; Lind and Tyler, 1998). As a result, when an individual or person experience mistreatment in any way by a co-worker or supervisor, for example witnessing a co-worker receiving criticism or praise, one either has a good or a poor relationship. This leads to a perceive threat of one's personal identity (Bies, 1999; Lind and Tyler, 1998) and can aggravate antisocial behavior towards others (Aquino and Douglas, 2003).

Venkataramani and Dalal(2007) also contend that, interpersonal damaging in the organization may be influence by lack of identification between co-workers, thus the interaction between a third - party recognition and relationship quality leading to CWB-I.

### **2.5.2 Interpersonal Citizenship Behavior**

Organ, (1988) postulated an earlier definition of interpersonal citizenship behavior as a behavior that is discretionary not directly or explicitly recognized by the formal reward system and in aggregates, promotes the effective functioning of the organization. It is also organizationally and interpersonally directed towards behavior.

According to Venkataramani and Dalal (2007), interpersonally directed citizenship involves behaviors directed at others in the organization that go beyond one's immediate role requirements. As such, helping co-workers to be more productive and providing interpersonal support (Bateman and Organ, 1983; Venkataramani and Delal, 2007) with an affiliative- helpful character (Van Dyne and LePine, 1998), being grounded in friendship and social support (Setton and Mossholder, 2002).

Spence et al (2011) deplore that until now, there is basically no research conducted to investigate when employee engaged in such helping behaviors. In their review these authors found out that social comparison between co-workers had effect on OCB-I. Also, studies done by Illies et al (2007), Settoon and Mossholder, (2002), Vankataramani and Dalal (2007), found support for the general quality of working relationships between co-workers or between supervisors - subordinates as predictors of employee helping behaviors. Setton and Mossholder, (2002) ascertain that one reason for the relation between interpersonal relationship and OCB-I may be as a result of high quality relationships at work which is identified by empathy, leading a person to have a certain awareness of the personal and work-related needs of the others. Hence, when this person receives either praise or criticism which is violation or confirmation of these needs, interpersonal citizenship behavior may be displayed. Thus because of the importance of OCB-I and the inadequacy of current psychological models to understand behaviors that occur primarily within the confines of interpersonal relationship (Korsgaard et al, 1997), researchers in the literature have called for more attention to relational criterion of such behaviors (Venkataramani and Dalal, 2007), and we expect the interaction between third party recognition and relationship quality to lead to OCB-I.

## **2.6 Research Objectives**

After studying the above literature, theories and earlier researches postulated by various authors in their studies on the responses to co-workers receiving recognition at work and the impact on their emotional states (positive and negative) and behavioral intentions CWB-I and OCB-I in developed and western societies, it was observed that limited research on responses to coworkers receiving recognition at work had been conducted in organizations in developing countries particularly in Cameroon. Cameroon is a developing country in the sub-Saharan region of Africa, situated between west and central Africa in the Gulf of Guinea bordered by six major countries. According to Cameroon demographic profile of 2012 ([http://en.wikipedia.org/wiki/Demographics\\_of\\_Cameroon](http://en.wikipedia.org/wiki/Demographics_of_Cameroon)), the total population of the country was 21,699,631 with a total surface area of 475,440km. It consists of 10 regions with Yaoundé being the capital and Douala the economic capital where this study was actually conducted. Cameroon is often referred to as Africa in miniature meaning all of Africa in one country due to its diverse cultures. It has two official languages; French and English. As a developing country, Cameroon is faced with a series of developing and managerial problems which are yet to be addressed. The rising unemployment rates over the years and poverty has made the job market very competitive. As such most organizations and companies try to retain only their very best and competent workers instead of employing new workers in order to avoid the cost associated with employee recruitments and trainings. Companies are trying to minimize their costs and they are trying to make their employees be more efficient. They wish to get the most amount of work done by the current employees through motivating them. Most organizations tend to use motivational strategies such as

recognition to improve labor efficiency. Research have shown that, these recognition given to others in the western societies leads to coworkers responses of both positive and negative emotions together with behavioral intentions such as interpersonal counterwork productive behaviors and interpersonal citizenship behaviors. Although limited research has been conducted in Cameroon on whether this recognitions given to the workers act as good motivational strategies this present study seeks to examine the various responses coworkers will display at work when their colleagues are recognized in companies and organizations in Cameroon. Bearing in mind the differences in culture amongst groups, countries and societies today, it will be difficult to generalize individual factors concerning recognition.

The cultural set up and management system in Cameroon is such that the people respect and are tolerant of other persons' religions and backgrounds. This is very conducive for proper functioning of various business organizations and management. Using Hofstede Cultural dimensions (Hofstede, 2005) to describe the system of management in Cameroon, one can say that Cameroon is a high power distance country wherein power is unequally distributed among members. As such we expect the relationship between the management and subordinate to be well classified and defined. Employee recognition will be based not only on how well tasked are performed but also the relationship between the boss and the employee. As a result of the high power distant that exist between members we thus expect the quality of relationship to determine the type of responses colleagues will display when others are recognized. There will be a positive response if the relationship quality is good and a negative response if the relation quality is bad toward others positive recognitions.



Another aspect of culture is the collective life style among the ethnic groups where people live as a family and positively influence each other, this contributes to the team spirit that exist in most of the work places as colleagues will frequently interact and work with each other making task easy to perform. Nonetheless there still exist cases with colleagues who prefer to work as individuals to achieve a task. Due to the collective life style among the people we expect that the positive recognition given to one of them will make the others happy because this person is their friend and is same with them and thus a positive response. As such they believe that same recognition will apply to them. On the other hand if this person is negatively recognized, they will be unhappy because same might apply to them and thus a negative response. In cases where the life style is individualism the reverse will be the case. A positive recognition of one person will make the others unhappy because they do not interact with each other and thus the relationship quality is bad leading to a negative response and a negative response will make them happy.

Cameroon could also be considered as a masculine society. This is because most of its organizations are characterized with both high productive and unproductive competitions between workers in order to achieve material goals and recognition. The organizational setup is such that there are more male employees than female. As a result of high competition among colleagues we expect that when one of them receives a positive recognition from the boss the others will be unhappy because they compete with each other expecting to be the best performer. The response will be negative. On the other hand, if their colleague receives a negative recognition, the others will be happy knowing that they may be the ones to receive the positive recognition, thus the response is positive. Considering a feminine society we will

expect people to live in harmony and not compete with each other but always trying to help one another to get to the top. The responses towards a positive recognition will be positive and a negative one towards negative recognition.

In accordance with this approach, our practice of response to co-workers receiving recognition at work in Cameroon based on emotional states and behavioral intentions will involve a measure that requires the participants to report their immediate reaction to the situation at hand. At this point we will propose and investigate the following hypotheses:

H1: The quality of relationship will moderate the relation between other-oriented recognition and positive affect: there will be a positive relation when relationship quality is high and a negative relation when relationship quality is low.

H2: The quality of relationship will moderate the relation between other-oriented recognition and negative affect: there will be a positive relation when the relationship quality is low and a negative relation when the relationship quality is high.

## **Chapter 3**

### **RESEARCH METHODOLOGY AND THEORITICAL FRAMEWORK**

#### **3.1 Methodology**

This study made use of an experimental method using scenarios between subjects design with 200 employees from various business, health organization and companies in Douala-Cameroon in order to better understand the factors that lead to positive or negative emotion and behavioral intentions such as the quality of relationship between individuals and the one who is rewarded. The participant consisted of employees of these large organizations and companies in Douala-Cameroon which is the main economic capital of the country where most of the industries are located and almost all commercial activities takes place. Both female and male with ages ranging from 25-70years were part of the study. The organizations culture in this region is characterized by an informal communication environment with frequent interactions between staffs of different levels, both in the horizontal and vertical direction. The questionnaire for this study were distributed after an informative meeting was held with all members of the staff from the various organizations (n=200). Employees were able to fill out the questionnaires after the meeting and the participation of employees were voluntary.

### **3.2 Data Collection**

This research made use of both primary and secondary sources of data. The secondary data was obtained from scholarly articles and books all referenced in the work, while the primary data was collected by means of questionnaires. These questionnaires were constructed according to the research hypothesis. The questionnaires were constructed in four parts namely; Recognition factors, emotional states, behavioral intentions and demographic information's. The questions were constructed as both open ended and close ended questions such that both types of questions will constitute the experimental research method using scenarios.

### **3.3 Respondent and Sampling Procedure**

This study was a 2 (positive versus negative recognition) x 2 (Good versus poor relationship quality) between-subjects designed. Four scenarios were developed reflecting the four experimental conditions. Participants from different companies and organizations were randomly assigned to one of the four conditions and 50 questions were distributed to each scenario. An overview of the descriptive statistics across all conditions can be found in Table 1. We followed Belschak and den Hartog (2009) who also indirectly induced emotions by means of vignettes and also Bui and Pelham, (1999) who experimentally offered social comparison information directly to the participant in their study. The primary advantage of using scenarios is its control internal validity which is more applicable than other methods to test causal relations. Thus the participants filled out how they would react (their emotional responses and behavioral intention) after such a situation will happen. The instruction was as follows;

Scenario1: think about a specific person in your organization whom you frequently work and get along with. This colleague is always there for you and you have the feeling you can trust him/her. You can talk to this person about personal things and you are inclined to meet this person beyond working hours. The person you are thinking about receives praise from your supervisor. According to this supervisor your colleague is doing an excellent job and he/she is one of the best performers in your department. Your supervisor is really pleased about your colleague's performance and is extremely satisfied with him/her.

Scenario2: think about a specific person in your organization whom you frequently work get along with. This colleague is always there for you and you have the feeling you can trust him/her. You can talk to this person about personal things and you are inclined to meet this person beyond working hours. The person you are thinking about receives negative criticism from your supervisor. According to this supervisor your colleague is doing a lousy job and he/she is one of the worst performers in your department. Your supervisor is really not pleased about your colleague's performance and is extremely dissatisfied with him/her.

Scenario3: think about a specific person in your organization whom you frequently work with but do not get along with. This colleague is never there for you and you have the feeling you cannot trust him/her. You cannot talk to this person about personal things and you are not at all inclined to meet this person beyond working hours. The person you are thinking about receives praise from your supervisor. According to this supervisor your colleague is doing an excellent job and he/she is

one of the best performers in your department. Your supervisor is really pleased about your colleague's performance and is extremely satisfied with him/her.

Scenario4: think about a specific person in your organization whom you frequently work with but do not get along with. This colleague is never there for you and you have the feeling you cannot trust him/her. You cannot talk to this person about personal things and you are not at all inclined to meet this person beyond working hours. The person you are thinking about receives negative criticism from your supervisor. According to this supervisor your colleague is doing a lousy job and he/she is one of the worst performers in your department. Your supervisor is really not pleased about your colleague's performance and is extremely dissatisfied with him/her.

In order to minimize demand effect, we used between subjects design with participants rating only one scenario instead of a within subjects design with participant rating all scenario. Finally, respondent were asked to complete several questionnaire concerning work attitudes and work behavior that were part of the large survey.

Table 1: Descriptive statistic

Interpersonal citizenship	n	Positive	Negative	
		affect	affect	behavior
Scenarios		( M/SD)	( M/SD)	(M/SD)
Scenario 1(high employee recognition high relationship quality)	50	6.17(.75)	1.20(.88)	4.47(.38)
Scenario 2(low employee recognition high relationship quality)	50	1.75(.20)	5.48(.87)	4.23(.29)
Scenario 3(high employee recognition Low relationship quality)	50	2.85(1.9)	3.89(1.22)	3.35(.91)
Scenario 4(low employee recognition low relationship quality)	50	6.94(.33)	1.00(0.00)	4.52(.21)

### 3.4 Measures

#### 3.4.1 Control Measures

A Study done by Feshbach (1997) shows that man tend to be more aggressive and engage more in counterproductive behaviors than women. Furthermore, the organizational literature propose by Geen (1990) states that age is related to the incidence of workplace aggression, as younger employees turn to engage more in such undesirable behaviors. Therefore we included gender and age as control variables in all analyses.

### **3.4.2 Positive and Negative Affect**

We measured the affect state using the 18-item questionnaires by Belschak and den Hartog, (2009). This instrument was used in its "state" (short term) form to appraise affective experiences as an immediate reaction to certain event and not "traits" (long term) form, which will be used to estimate a generalized individual difference. As construed by Belschak and den Hartog, (2009), combined positive emotion (positive affect) and negative emotions (negative affect) as a reaction to feedback equals the respondents' mean score on all measured positive emotions after experiencing the scenario. Thus the combination of scores on specific emotions in overall positive/negative affect measures is often done in experimental research inspecting the effect that emotional states have on behaviors (Raghunathan and Pham, 1999). After reading the scenarios, respondents got the following instructions;

"To what extent do you feel the following emotions towards your colleague?" and next, the items were rated on a seven-point Likert-type scale ranging from (1) very weakly to (7) very strongly with sample items for positive affect being proud and happy and disappointed and frustrated for negative affect. The internal consistency of the scale is 0.946 (positive affect) and 0.959 (negative affects).

### **3.4.3 Intentions to Engage in CWB-I**

The respondent completed a ten CWB-I item taken from Kelloway et al, (2002) items modified from Robinson and Bennett's (1995) that represent CWB-I on a five-point Likert-type scale ranging from 1 (totally disagree) to 5 (totally agree). A study done by De Jonge and Peeters (2009) shows that these self-reports were much more related to co-workers' report of this scale ( $r=0.46$ ,  $p < 0.01$ ). Further research done by De Jonge and Peeters, (2009) proves that, self-reported CWB-I correlated with



emotional job demands ( $r=0.31$ ,  $p < 0.05$ ) and co-workers reported CWB correlated with emotional resource ( $r= -0.31$ ,  $P < 0.05$ , De Jonge and Peeters, 2009). Beginning with reading the above scenario's before asking the respondent to fill out the questionnaires, they were asked if they will be inclined to demonstrate the following behaviors. A sample item was "spreading rumors about my colleagues", and the internal consistency of this scale is 0.86. Adopted from (Marjolein F. Frederik A. and Bart W., (2011).

#### **3.4.4 Intension to Engage in OCB-I**

Respondent completed seven items developed by Konovsky and Organ (1996) and Smith et al (1983) that will represent OCB-I on the same five-point likert-type scale. Studies done by Konovsky and Organ, (1996) shows that this measure is very much related to the form of civic virtue, sportsmanship, courtesy and generalized compliance ; with  $r$  between 0.21 and 0.63,  $p < 0.01$ , and to desirable interpersonal behavior (e.g. , supervisors rating of employees pro-social behavior;  $r=0.53$ ,  $p < 0.01$ ; (George; 1991). The same question as that for CWB anticipated this questionnaires. And sample items were "helping others who have heavy work load". The internal consistency of the scale is 0.85.

According to Kelloway et al, (2002) OCB-I and CWB-I till date has been dealt with as separate constructs. Although, there are sufficient reasons to question whether constructs and items overlap. This minimizes the extent to which they are empirically separated.

#### **3.4.5 Recognition Factors**

The respondent also complete a 14-item developed by Bowen et al, (2004) on informal and formal types of recognition in order to measure the best type of

recognition they have ever received. Also, respondent were expected to state how they receive their recognition that is either as a group/team, personally, both in person and as a group/team and other forms they have encountered. This measure was used based on insight drawn from Nelson, (2004) on recognition question where he explains how the recognizing one person out of a group and makes the others feel left out and upset. Thus he called for managers to create recognition programs to avoid single winners but instead create opportunities for everyone to be a potential winner were they will be an honor roll for all employees who have practiced well a key value or set of behaviors of the organization within a given period, instead of an employee of the month program, which honors a single recipient. In addition, measures such as “do the employees feel they have received enough recognition” were used. Again this measure was used following Nelson (2004) who explained why many companies do a lot to recognize their employees but the employees report they do not receive much recognition. He further stated that, most organization confuse lots of employee activities with equality to lots of recognition. These activities may help build the morale and social interaction among employees but does not make any individual employee feel special as the best recognized, singled out individually or as a groups for extraordinary performances.

Thus we made use of these measures because they are all consistent with our research question and the hypothesis of this study.

## Chapter 4

### ANALYSES AND EMPERICAL RESULTS

#### 4.1 Results

Correlations between the study variables and descriptive statistics are presented in Table 2. In all the analyses, we control for gender and age. To enhance interpretation we centered predictor variable before computing cross-product terms (Aguinis, 2004; Aiken and West, 1991).

Table 2: Intercorrelation of Study Variables

variables	1	2	3	4	5	6	7
1. Gender	1.00						
2. Age	-.285**	1.00					
3. Recognition	-.010	-.062	1.00				
4. Relationship	.050	.220**	0.000	1.00			
5. PA	-.051	-.022	.035	-.203**	1.00		
6. NA	.043	.000	-.164	.222**	-.954**	1.00	
7. OCB	.020	.164*	-.351**	.318**	.470**	-.398**	1.00

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

\* . Correlation is significant at the 0.05 level (2-tailed).

#### 4.2 Manipulation Checks

The effectiveness of both manipulations was tested by asking respondent the following questions:

“How do you perceive the quality of recognition given to the co-worker?”

“How do you perceive the quality of relationship between you and the workers?”

On a five point likert type scale, with 1-very negative/ poor and 5-very positive/good respectively. The effect of recognition on the first manipulation check was statistically significant,  $F(1,198) = 285.818$   $P < 0.001$ , the mean rating differed significantly from one another in the expected direction. The effect of relationship quality on the second manipulation check was also significant,  $F(1,197) = 1611.206$ ,  $P < 0.001$ , the mean rating differed significantly from one another in the expected direction and thus the manipulation check shows that both manipulations had the desired effect. (See table 3)

Table 3: ANOVA

	n	Mean	SD	F	Sig
Negative Recognition	100	1,09	0,29	285,81	0,000
Positive Recognition	100	3,64	1,48		
Negative Relationship	100	1,79	0,77	1.611,21	0,000
Positive Relationship	99	4,97	0,17		

\*showing difference in mean affection between negative recognition and positive recognition groups and negative relationship and positive relationship groups.

## 4.3 Hypothesis Tests

### 4.3.1 Hypothesis 1: H1

To test H1, we conducted a regression analysis to see which predictors, including the interaction term of relationship quality and recognition, had a statistically significant effect on positive affect, in order to obtain regression coefficient that are interpretable, in a standardized metric, we followed Aguinis(2004) who carried out a similar study. They converted all predictors and the criterion variables in to standard scores before creating the product term. (Results are shown in table 4 section I). As

hypothesized, the interaction between recognition and relationship quality are statistically significant ( $R=0.95$ ,  $F(5,194) = 369.03$ ,  $p < 0.001$ ). To determine if the pattern of interaction was consistent with our hypothesis, we plotted the interaction graph (see figure 1). We followed O'Connor (1993), who calculated standard coefficient of simple slopes using macros. Both slopes were significantly different from zero ( $p < 0.001$ ). As predicted by H1, Figure 1 shows that there is a strong positive relation between positive recognition and positive emotions when the relationship quality is high and a negative relation when this is low. In contrast, there is a positive relation between negative recognition and positive emotion when relationship quality is low and a negative relation when this is high, thus H1 was supported.

Table 4: (Section I) Regression Analyses of H1

Variable	positive affect (H1)						
	b	SE(b)	$\beta$	t	p	R	R <sup>2</sup>
Step1							
Gender	-.062	.107	-.014	-.583	.015	1.951	0.905
Age	.020	.008	.059	2.462	.0560		
Employee reco	-4.088	.144	-.890	-28.410	.000		
Relationship Q	-5.256	.147	-1.144	-35.720	.000		
Employee Reco*	8.531	.204	1.608	41.889	.000		
Relationship Quality							

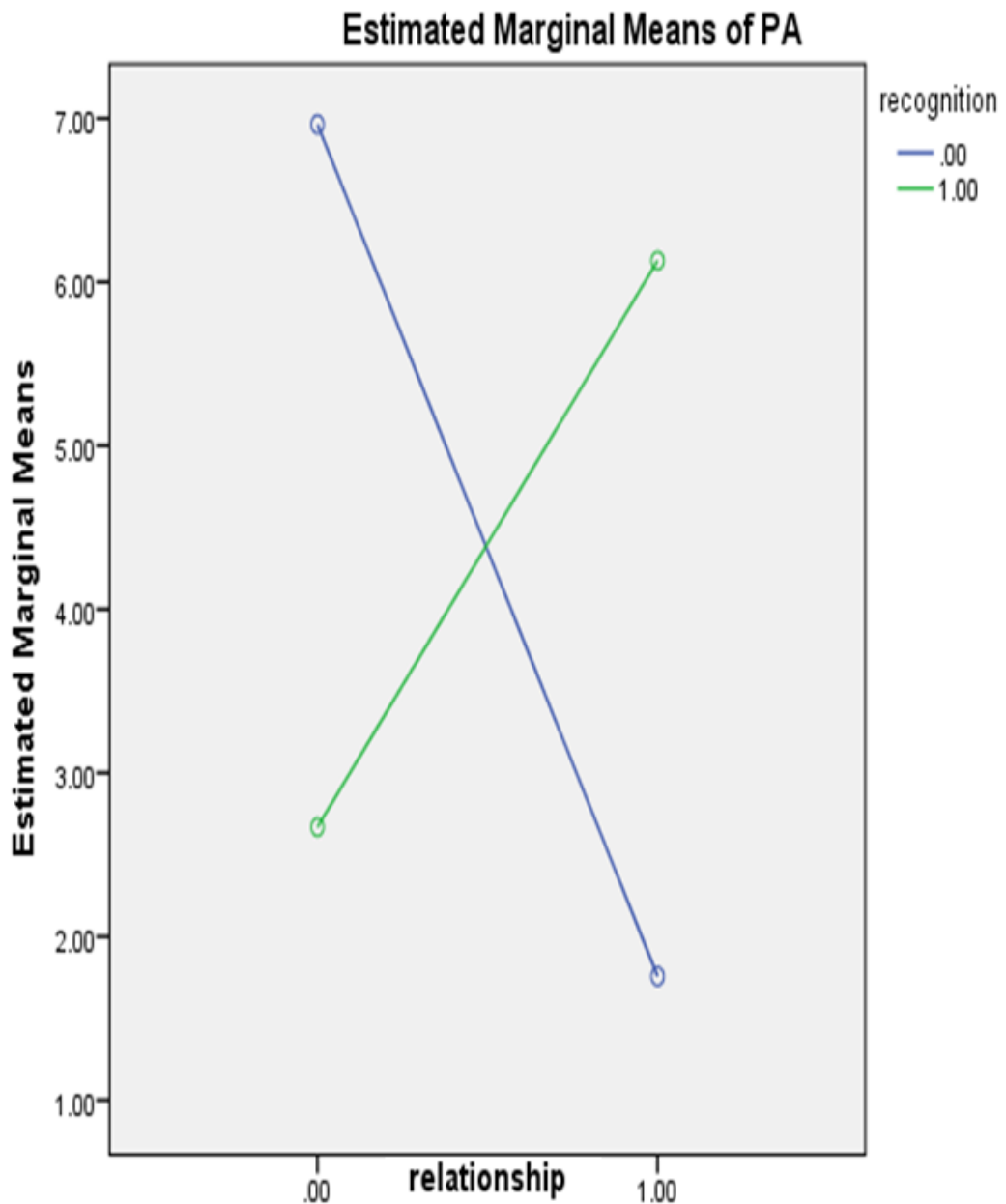


Figure1: Estimated Marginal means of PA

#### 4.3.2 Hypothesis 2: H2

The same procedure as in H1 was conducted with H2 to test whether the interaction effect as proposed by H2 had a statistically significant effect on negative affect or emotion. As shown in table 4 (section II) the hypothesis was supported, the interaction between recognition and relationship quality was statistically significant

( $R=0.914$ ,  $F(5,193) = 195.745$ ,  $P < 0.001$ ). Our result was thus consistent with our prediction. Figure 2 thus shows that, there is a positive relation between positive recognition and negative emotion when the relationship quality is low and a negative relation when the relationship quality is high. In contrast, there is a positive relation between negative recognition and negative emotion when relationship quality is high, and a positive relation when this is low, thus H2 was supported.

Table 4 : ( section II) Regression analyses of H2

Variable	Negative affect (H2)						
	b	SE(b)	B	t	p	R	R <sup>2</sup>
Step1							
Gender	-.044	.127	-.011	-.345	.730	.914	.835
Age	-.029	.010	-.094	-2.996	.003		
Employee reco	2.088	.170	.697	-16.913	.000		
Relationship Q	4.579	.174	-1.108	26.295	.000		
Employee reco* relationship quality	-7.190	.242	-1.499	-29.758	.000		

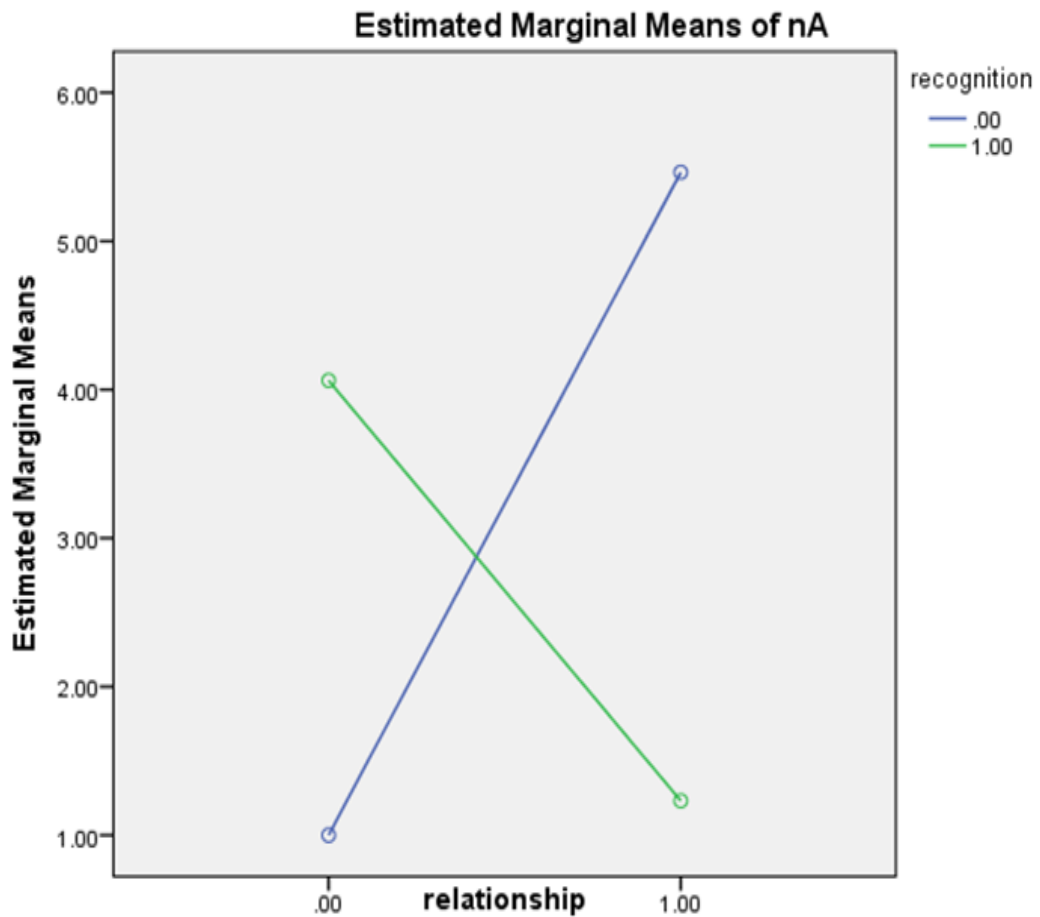


Figure 2: Estimated Marginal Means of NA

#### 4.4 Discussions

The findings of this research were very interesting as they revealed the potential side effect of employee recognition. At first we showed how emotional responses to others recognition were a function of the relationship between both actors. Similar results have been found in earlier studies performed in Europe (Belgium) showing that the quality of the relationship between both actors will moderate the relation between others recognition and positive or negative emotions. (Feys et al, 2013). Our conclusion is therefore that H1 and H2 are true. Thus, the quality of relationship will moderate the relation between other- oriented recognition and positive affect and



there will be a positive relation when relationship quality is high and a negative relation when the relationship quality is low.

Also, the quality of the relationship will moderate the relation between others-oriented recognition and negative affect and there will be a positive relation when the relationship quality is low and a negative relation when the relationship quality is high. By affirming our hypothesis, raises the question about how the quality of relationship will moderate the relationship between other-oriented recognition and both positive and negative affect. This could also depend on other factors like geographical location, nationality, age, gender length of education and employment.

Also, the cultural set up of Cameroon is characterized by high power distant, masculinity and collectivism. When power is unequally distributed in organizations, the members are conscious of the fact that recognition through praise/rewards or criticism is not only based on how well they perform their task but also on the quality of the relationship that exist among them. Thus our results prove that;

Others positive recognition led to positive emotions when the quality of the relationship was higher, but the highest amount of positive emotions was expressed when the quality of the relationship was low and the recognition received was negative. Results from interaction on the estimated marginal means of positive affect shows that the highest amount of positive emotions was expressed when a colleague they are not in a good relationship with receives criticism or is negatively recognized by their supervisor this makes them feel happier. Support for this finding relates to the studies done by Ambrose et al, (1991) on the contrast effect which result when

someone perceives his/her self as dissimilar to the other. This could be further supported with the fact that people feel happy when their enemies were criticized and unhappy when they were praised. This relates to the masculine nature of the Cameroonian society whereby there exist a high rate of both productive and unproductive competition among its members with everyone striving to get at the top and achieving all the material wealth and rewards. As such they see their fellow colleague as a stumbling block and enemy to their success and will do all they can to kick them out of the way. So when their colleagues are recognized positively instead of them they will response negatively to this recognition as such display negative emotions towards them. On the other hand, if their colleagues are criticized they will response positively to this criticism because they feel that they will be the one to receive the praise because they feel they are dissimilar to the other.

We thus expect the colleague to feel happy when the co-worker is criticized or have a positive emotion towards negative recognition when the relationship quality is low.

Others positive recognition led to negative emotions when the quality of the relationship was lower but the highest amount of negative emotion was expressed when the quality of the relationship was high and the recognition was negative. Also, interaction on estimated marginal means of negative affect shows that the highest amount of negative emotions or affect was expressed when a colleague they love and are in a good relationship with receives criticism or is negatively recognized by their supervisor. This makes them feel sad because they perceive themselves similar to the one receiving criticism and so they feel same negative recognition may apply to them in the future. . Support for this finding could also relates to the collective lifestyle

among the various ethnic groups in Cameroon where people live as a family and as such believe the happiness of one of their member will bring and make them all happy. On the other hand, when one of them is sad it will also affect the whole family as the identity here is the “We” and perception of similarity among members. This is further supported by the work of Adam and Bleiszner, (1994). Their research reveal that people engaged in friendship with those they feel as being similar to them and thus these similar perceptions between co-workers are more likely to reflect the high quality relationship at most workplaces and their responses to treatment of a co-worker. Also, studies done by Lockwood and Kunda (1997) on the social comparison theory supported this findings as the perception of similarity by individuals to another postulated by this theory makes them belief that they are able to earn the same status and rewards as the other person thus criticizing one makes the others feel so bad and unhappy.

## **Chapter 5**

### **DISCUSSIONS AND CONCLUSION**

#### **5.1 Managerial and Social Implications**

This research provides a number of implications for managers, organizations and societies.

To begin with, it is very important for managers to have an understanding of the negative side effect employee recognition programs could stimulate and not based only on the positive effects. As such, it is very important for managers and organizations to execute recognition programs as strategies to motivate employees only under precise conditions. This is because the recognition of others may disturb the morale of a coworker, while motivating the person receiving it. Thus it is very vital for policy makers and managers to develop ways of improving the positive effect of recognition while limiting the negative influence.

It is also very important for managers to be aware of the setting in which they provide their subordinate with criticism or praise. Managers should not criticize their subordinate in the presence of others especially when there are not aware of the quality of relationship among their co-workers. It will be wise for them to communicate recognition in private.

Organizations can also improve the quality of relationship between their employees to enable them interact frequently and more easily with each other through activities

that will compel them to work as a team and increase the mutual trust among them. This will increase the performance of the employees and generate a winning team which is more motivating than giving recognition to an individual and thus promoting interpersonal organizational citizenship behavior among employees.

## **5.2 Limitations and Suggestions**

The first drawback of this study applies to the method of scenarios which is often criticized for its lack of realism and potential demand effect, though recent studies done by De Cremer and Van Knippenberg (2004) have suggested the use of scenarios in emotions research yields similar result and thus using it in this very context seems guaranteed.

Also, the use of self- report measure for the moderator and dependent variable introduced the threat of a common method variance, thus affecting the strength design in using scenarios to draw casual conclusions about the role of the independent variable.

In addition, all tests intended for the study were not conducted because the respondent did not provide sufficient information required to test the variables. Thus the information received was not enough to carry out a test on both OCB-I and CWB-I using regression models. Therefore, no descriptive statistic and interaction analysis could be done for the case of CWB-I and recognition.

Scenarios were also designed in such a way that the employees were asked to think of a co-worker who always/never performs certain behaviors, but the most definite behavior employees turn to display are more nuanced.

We also attributed conditions in these studies such that high performers received praise while low performers received criticism. This was done for simple and clear manipulations to ensure high internal validity because it is not the case in the real work setting as we are all aware that high performers are also eligible to criticism while low and mediocre can also receive praise.

Furthermore, research in this field could be done to strengthen the external validity of these findings because the way in which employees are recognized and the nature of relationship that exist between employees is more complex than it was portray in this study.

More research in this field could also be carried out to examined how the quality of relationship moderates other oriented recognition and CWB-I and OCB-I in Africa since this studies could not provide sufficient information on this relationship and this will contributes greatly to the literature of this study in Africa as research on these has already been done in the western world. Studies could also be done on how cultural settings affect the responses to others recognition.

### **5.3 Contributions and Conclusion**

This study enormously contributed to the literature on employee recognition as a whole and particularly in Cameroon in three different ways;

Essentially, this research challenged the prevailing perspective that employee recognition has uniformly positive effects on work related outcomes. We showed how employee recognition under certain circumstances may have negative effects on others morals and emotions.

Also, this research contributed to the literature by showing not only the effect of recognition on behaviors and emotions expressed by those recognized but of observers inclusive.

Finally, this study also acknowledged the fact that relationship quality between employees is important to understand why they react to others recognition in a particular way. Thus, based on our findings it is very important for managers, organizations and societies to be cautious when accepting employee recognition programs as a strategy to motivate employees. These current findings could be a first step in depicting a more complete picture of the effect of employee recognition and will help to further develop it a more effective motivational strategy for organizations.

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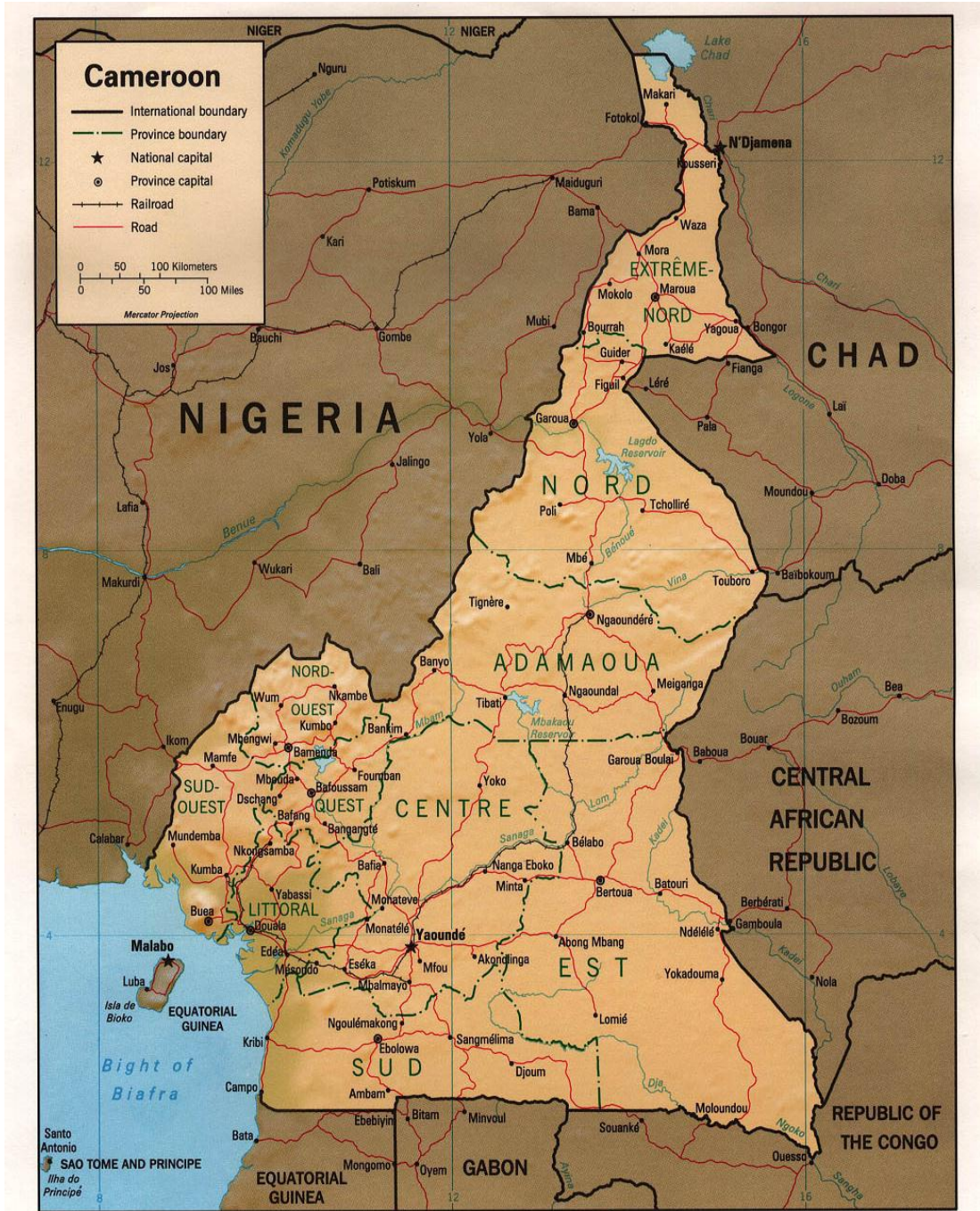
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## **APPENDICES**

## Appendix A. Map of Cameroon



## **Appendix B. Questionnaires**

### **Sample Questionnaire: Type A**

#### **Emotional States**

1. Think of a colleague with whom you frequently work with and get along with and he/she is always helpful to you. You have the feelings that you can trust this colleague because he/she is always there for you and you can discuss personal things with him/her and you are inclined to meet him/her beyond working hours. How will you feel if this colleague receives praise from your boss and is appreciated for doing an excellent job and is considered the best performer in your department? Your supervisor is really pleased about your colleague's performance and is extremely satisfied with him/her.

2. To what extent do you feel the following emotions towards your colleague? Please rate this on a seven-point likert scale from 1 to 7, ranging from 1 (very weakly) and 7 (very strongly) by encircling.

	Very weakly						Very strongly
Liking	1	2	3	4	5	6	7
Frustration	1	2	3	4	5	6	7
Happiness	1	2	3	4	5	6	7
Guilt	1	2	3	4	5	6	7
Enjoyment	1	2	3	4	5	6	7
Anger	1	2	3	4	5	6	7
Enthusiasms	1	2	3	4	5	6	7
Disgust	1	2	3	4	5	6	7
Unhappiness	1	2	3	4	5	6	7
Contentment	1	2	3	4	5	6	7
Depression	1	2	3	4	5	6	7
Pleasure	1	2	3	4	5	6	7
Worry	1	2	3	4	5	6	7
Pride	1	2	3	4	5	6	7
Disappointment	1	2	3	4	5	6	7
Embarrassment	1	2	3	4	5	6	7
Optimism	1	2	3	4	5	6	7
Shame	1	2	3	4	5	6	7

**Behavioral Intentions:**

3. I will be inclined to display the following behaviors. Please rate this on a scale of 1 to 5, ranging from 1 (totally disagree) to 5 (totally agree) by encircling

	Totally disagree	Disagree	Neutral	Agree	Totally agree
Exaggerate about your work hours	1	2	3	4	5
Start negative rumors about your colleagues	1	2	3	4	5
Cover up your mistakes	1	2	3	4	5
Compete with your co-worker in an unproductive way	1	2	3	4	5
Gossip about your supervisor	1	2	3	4	5
Stay out of	1	2	3	4	5

sight to avoid work					
Take companies equipment's or merchandise	1	2	3	4	5
Blame your co-worker for your mistake	1	2	3	4	5
Intentionally work slowly.	1	2	3	4	5

4. I will be inclined to display the following behaviors. Please rate this on a scale of 1 to 5, ranging from 1 (totally disagree) to 5 (totally agree) by encircling

	Totally disagree	Disagree	Neutral	Agree	Totally agree
Help others who have heavy work loads	1	2	3	4	5
Help other who have been absent	1	2	3	4	5
Look for other works to do when finished with assigned work	1	2	3	4	5
Do more than I am required	1	2	3	4	5
Help make other workers productive	1	2	3	4	5
Help orient new people even though it is not required	1	2	3	4	5
Share personal property with others if necessary	1	2	3	4	5

to help them					
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5. How do you perceive the recognition given to the co-worker?

1	2	3	4	5
Very negative	Negative	Neutral	Positive	Very positive

6. How do you perceive the quality of the relationship between you and the co-worker?

1	2	3	4	5
Very poor	Poor	Neutral	Good	Very good

**Recognition Factors**

7. Arrange the following recognitions in order of your preference from 1 to 14, where 1 represents the best type of recognition and 14 represents the least best type of recognition

- ( ) Time off with Pay
- ( ) Lunch “on the house”
- ( ) Thank You Note
- ( ) Full appreciation of work done
- ( ) Certificate for outstanding service or ideas
- ( ) Development Opportunities
- ( ) Employee Award
- ( ) Team-of-the-Month Award
- ( ) Years of Service Awards
- ( ) Promotion
- ( ) Salary raise/extra salary
- ( ) nothing
- ( ) Don’t know
- ( ) Other.....

8. What is the best recognition you have received? \_\_\_\_\_

9. How do you receive your recognitions from your employer? As a group/team ( )

To me personally ( )

Both in person and ( )  
as a group/team

Other..... ( )

10. Do you feel that you have received enough recognition for the work you have done?

No, not enough ( ), To some extent ( ), Yes always ( ), Do not know ( )

11. How would you like to be recognized when you have done a good work?

.....

**12. Demographical Information:**

Please state: Gender Man ( ) Woman ( )

Age ( ) years old

Highest degree of school: High school ( )

University graduates ( )

Master's degree or doctorate ( )

Others ( )

Length of employment in total: ( ) years

Length of employment in current organization: ( ) years

Nationality: .....

Native language: French ( ) English ( ) others (specify).....

State your current position in the organization .....

Geographical location (specify) .....



## Sample Questionnaire Type: B

### Emotional States

1. Think of a colleague with whom you frequently work with and get along with and he/she is always helpful to you. You have the feelings that you can trust this colleague because he/she is always there for you and you can discuss personal things with him/her and you are inclined to meet him/her beyond working hours. How will you feel if this colleague receives criticism from your boss and is seen as always doing a lousy job and is considered as one of the worst performers in your department? Your supervisor is not really pleased about your colleague's performance and is extremely dissatisfied with him/her.

2. To what extent do you feel the following emotions towards your colleague? Please rate this on a seven-point likert scale from 1 to 7, ranging from 1 (very weakly) and 7 (very strongly) by encircling.

	Very weakly						Very strongly
	Very weakly						Very strongly
Liking	1	2	3	4	5	6	7
Frustration	1	2	3	4	5	6	7
Happiness	1	2	3	4	5	6	7
Guilt	1	2	3	4	5	6	7
Enjoyment	1	2	3	4	5	6	7
Anger	1	2	3	4	5	6	7
Enthusiasms	1	2	3	4	5	6	7
Disgust	1	2	3	4	5	6	7
Unhappiness	1	2	3	4	5	6	7
Contentment	1	2	3	4	5	6	7
Depression	1	2	3	4	5	6	7
Pleasure	1	2	3	4	5	6	7
Worry	1	2	3	4	5	6	7
Pride	1	2	3	4	5	6	7

Disappointment	1	2	3	4	5	6	7
Embarrassment	1	2	3	4	5	6	7
Optimism	1	2	3	4	5	6	7
Shame	1	2	3	4	5	6	7

**Behavioral Intentions**

3. I will be inclined to display the following behaviors. Please rate this on a scale of 1 to 5, ranging from 1 (totally disagree) to 5 (totally agree) by encircling

	Totally disagree	Disagree	Neutral	Agree	Totally agree
Exaggerate about your work hours	1	2	3	4	5
Start negative rumors about your colleagues	1	2	3	4	5
Cover up your mistakes	1	2	3	4	5
Compete with your co-worker in an unproductive way	1	2	3	4	5
Gossip about your supervisor	1	2	3	4	5
Stay out of sight to avoid work	1	2	3	4	5
Take companies equipment's or merchandise	1	2	3	4	5
Blame your co-worker for your mistake	1	2	3	4	5
Intentionally work slowly.	1	2	3	4	5

4. I will be inclined to display the following behaviors. Please rate this on a scale of 1 to 5, ranging from 1 (totally disagree) to 5 (totally agree) by encircling

	Totally disagree	Disagree	Neutral	Agree	Totally agree
Help others who have heavy work loads	1	2	3	4	5
Help other who have been absent	1	2	3	4	5
Look for other works to do when finished with assigned work	1	2	3	4	5
Do more than I am required	1	2	3	4	5
Help make other workers productive	1	2	3	4	5
Help orient new people even though it is not required	1	2	3	4	5
Share personal property with others if necessary to help them	1	2	3	4	5

5. How do you perceive the recognition given to the co-worker?

1	2	3	4	5
Very negative	Negative	Neutral	Positive	Very positive

6. How do you perceive the quality of the relationship between you and the co-worker?

1	2	3	4	5
Very poor	Poor	Neutral	Good	Very good

## Recognition Factors

7. Arrange the following recognitions in order of your preference from 1 to 14, where 1 represents the best type of recognition and 14 represents the least best type of recognition

- Time off with Pay
- Lunch "on the house"
- Thank You Note
- Full appreciation of work done
- Certificate for outstanding service or ideas
- Development Opportunities
- Employee Award
- Team-of-the-Month Award
- Years of Service Awards
- Promotion
- Salary raise/extra salary
- nothing
- Don't know
- Other.....

8. What is the best recognition you have received? \_\_\_\_\_

9. How do you receive your recognitions from your employer? As a group/team ( )

To me personally ( )

Both in person and as a group/team ( )

Other..... ( )

10. Do you feel that you have received enough recognition for the work you have done?

No, not enough ( ), To some extent ( ), Yes always ( ), Do not know ( )

11. How would you like to be recognized when you have done a good work?

.....



2. To what extent do you feel the following emotions towards your colleague?  
 Pleases rate this on a seven-point likert scale from 1 to 7, ranging from 1 (very weakly) and 7 (very strongly) by encircling.

	Very weakly						Very strongly
	Very weakly						Very strongly
Liking	1	2	3	4	5	6	7
Frustration	1	2	3	4	5	6	7
Happiness	1	2	3	4	5	6	7
Guilt	1	2	3	4	5	6	7
Enjoyment	1	2	3	4	5	6	7
Anger	1	2	3	4	5	6	7
Enthusiasms	1	2	3	4	5	6	7
Disgust	1	2	3	4	5	6	7
Unhappiness	1	2	3	4	5	6	7
Contentment	1	2	3	4	5	6	7
Depression	1	2	3	4	5	6	7
Pleasure	1	2	3	4	5	6	7
Worry	1	2	3	4	5	6	7
Pride	1	2	3	4	5	6	7
Disappointment	1	2	3	4	5	6	7
Embarrassment	1	2	3	4	5	6	7
Optimism	1	2	3	4	5	6	7
Shame	1	2	3	4	5	6	7

### Behavioral Intentions

3. I will be inclined to display the following behaviors. Please rate this on a scale of 1 to 5, ranging from 1 (totally disagree) to 5 (totally agree) by encircling

	Totally disagree	Disagree	Neutral	Agree	Totally agree
Exaggerate about your work hours	1	2	3	4	5
Start negative rumors about your colleagues	1	2	3	4	5
Cover up your mistakes	1	2	3	4	5
Compete	1	2	3	4	5

with your co-worker in an unproductive way					
Gossip about your supervisor	1	2	3	4	5
Stay out of sight to avoid work	1	2	3	4	5
Take companies equipment's or merchandise	1	2	3	4	5
Blame your co-worker for your mistake	1	2	3	4	5
Intentionally work slowly.	1	2	3	4	5

4. I will be inclined to display the following behaviors. Please rate this on a scale of 1 to 5, ranging from 1 (totally disagree) to 5 (totally agree) by encircling

	Totally disagree	Disagree	Neutral	Agree	Totally agree
Help others who have heavy work loads	1	2	3	4	5
Help other who have been absent	1	2	3	4	5
Look for other works to do when finished with assigned work	1	2	3	4	5
Do more than I am required	1	2	3	4	5
Help make other workers productive	1	2	3	4	5

Help orient new people even though it is not required	1	2	3	4	5
Share personal property with others if necessary to help them	1	2	3	4	5

5. How do you perceive the recognition given to the co-worker?

1	2	3	4	5
Very negative	Negative	Neutral	Positive	Very positive

6. How do you perceive the quality of the relationship between you and the co-worker?

1	2	3	4	5
Very poor	Poor	Neutral	Good	Very good

**Recognition Factors**

7. Arrange the following recognitions in order of your preference from 1 to 14, where 1 represent the best type of recognition and 14 represent the least best type of recognition

- ( ) Time off with Pay
- ( ) Lunch “on the house”
- ( ) Thank You Note
- ( ) Full appreciation of work done
- ( ) Certificate for outstanding service or ideas
- ( ) Development Opportunities
- ( ) Employee Award
- ( ) Team-of-the-Month Award
- ( ) Years of Service Awards
- ( ) Promotion
- ( ) Salary raise/extra salary
- ( ) nothing
- ( ) Don’t know
- ( ) Other.....



8. What is the best recognition you have received? \_\_\_\_\_

9. How do you receive your recognitions from your employer? As a group/team ( )

To me personally ( )

Both in person and as a group/team ( )

Other..... ( )

10. Do you feel that you have received enough recognition for the work you have done?

No, not enough ( ), To some extent ( ), Yes always ( ), Do not know ( )

11. How would you like to be recognized when you have done a good work?

.....

**12. Demographical Information:**

Please state: Gender Man ( ) Woman ( )

Age ( ) years old

Highest degree of school: High school ( )

University graduates ( )

Master's degree or doctorate ( )

Others ( )

Length of employment in total: ( ) years

Length of employment in current organization: ( ) years

Nationality: .....

Native language: French ( ) English ( ) others (specify).....

State your current position in the organization .....

Geographical location (specify) .....

## Sample Questionnaire: Type D

### Emotional States

1. Think of a specific person in your organization whom you frequently work with but do not get along with. This colleague is never there for you and you have the feeling you cannot trust him/her. You cannot talk to this person about personal things and you are not at all inclined to meet this person beyond working hours. How do you feel when this person you are thinking about receives criticism from your supervisor? According to your supervisor your colleague is doing a lousy job and he/she is considered as one of the worst performers in your department. Your supervisor is really not pleased about your colleague's performance and is extremely dissatisfied with him/her.

2. To what extent do you feel the following emotions towards your colleague? Please rate this on a seven-point likert scale from 1 to 7, ranging from 1 (very weakly) and 7 (very strongly) by encircling.

	Very weakly						Very strongly
Liking	1	2	3	4	5	6	7
Frustration	1	2	3	4	5	6	7
Happiness	1	2	3	4	5	6	7
Guilt	1	2	3	4	5	6	7
Enjoyment	1	2	3	4	5	6	7
Anger	1	2	3	4	5	6	7
Enthusiasms	1	2	3	4	5	6	7
Disgust	1	2	3	4	5	6	7
Unhappiness	1	2	3	4	5	6	7
Contentment	1	2	3	4	5	6	7
Depression	1	2	3	4	5	6	7
Pleasure	1	2	3	4	5	6	7
Worry	1	2	3	4	5	6	7
Pride	1	2	3	4	5	6	7
Disappointment	1	2	3	4	5	6	7
Embarrassment	1	2	3	4	5	6	7
Optimism	1	2	3	4	5	6	7

Shame	1	2	3	4	5	6	7
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**Behavioral Intentions**

3. I will be inclined to display the following behaviors. Please rate this on a scale of 1 to 5, ranging from 1 (totally disagree) to 5 (totally agree) by encircling

	Totally disagree	Disagree	Neutral	Agree	Totally agree
Exaggerate about your work hours	1	2	3	4	5
Start negative rumors about your colleagues	1	2	3	4	5
Cover up your mistakes	1	2	3	4	5
Compete with your co-worker in an unproductive way	1	2	3	4	5
Gossip about your supervisor	1	2	3	4	5
Stay out of sight to avoid work	1	2	3	4	5
Take companies equipment's or merchandise	1	2	3	4	5
Blame your co-worker for your mistake	1	2	3	4	5
Intentionally work slowly.	1	2	3	4	5

4. I will be inclined to display the following behaviors. Please rate this on a scale of 1 to 5, ranging from 1 (totally disagree) to 5 (totally agree) by encircling

	Totally disagree	Disagree	Neutral	Agree	Totally agree
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Help others who have heavy work loads	1	2	3	4	5
Help other who have been absent	1	2	3	4	5
Look for other works to do when finished with assigned work	1	2	3	4	5
Do more than I am required	1	2	3	4	5
Help make other workers productive	1	2	3	4	5
Help orient new people even though it is not required	1	2	3	4	5
Share personal property with others if necessary to help them	1	2	3	4	5

5. How do you perceive the recognition given to the co-worker?

1	2	3	4	5
Very negative	Negative	Neutral	Positive	Very positive

6. How do you perceive the quality of the relationship between you and the co-worker?

1	2	3	4	5
Very poor	Poor	Neutral	Good	Very good

**Recognition Factor**

7 .Arrange the following recognitions in order of your preference from 1 to 14, where 1 represent the best type of recognition and 14 represent the least best type of recognition

- ( ) Time off with Pay
- ( ) Lunch “on the house”
- ( ) Thank You Note
- ( ) Full appreciation of work done
- ( ) Certificate for outstanding service or ideas
- ( ) Development Opportunities
- ( ) Employee Award
- ( ) Team-of-the-Month Award
- ( ) Years of Service Awards
- ( ) Promotion
- ( ) Salary raise/extra salary
- ( ) nothing
- ( ) Don’t know
- ( ) Other.....

8. What is the best recognition you have received? \_\_\_\_\_

9. How do you receive your recognitions from your employer? As a group/team ( )

To me personally ( )

Both in person and as a group/team ( )

Other..... ( )

10. Do you feel that you have received enough recognition for the work you have done?

No, not enough ( ), To some extent ( ), Yes always ( ), Do not know ( )

11. How would you like to be recognized when you have done a good work?

.....

**12. Demographical Information:**

Please state: Gender Man ( ) Woman ( )

Age ( ) years old

Highest degree of school:                High school                ( )  
     University graduates        ( )  
     Master’s degree or doctorate ( )  
     Others                        ( )

Length of employment in total:                ( ) years

Length of employment in current organization:        ( ) years

Nationality: .....

Native language: French ( ) English ( ) others (specify).....

State your current position in the organization .....

Geographical location (specify) .....

## Appendix C: Profile of interview

Interviewees	Composition
Business organizations( companies)	Directors, managers and staffs from various levels in the organization
Health Organizations ( hospitals and health centers)	Doctors , Nurses, Medical Laboratory Technicians and Administrative Assistants
Professional organizations ( schools)	Lecturers and Administrative staffs

## Appendix D: Summary of Sample Size of Interviewee

Description of participation	Number of Males	Number of Females	Total number of Questionnaires	Quantitative method adopted for the experimental scenario
Business organizations (companies)	60	40	100	Questionnaire
Health Organizations (hospitals and health centers)	35	15	50	Questionnaire
Professional organizations (schools)	33	18	50	Questionnaire



