

Original Research Article

Impact of Promotion and Recognition on Workforce Productivity in the Nigerian Baptist Convention Headquarters, Oke-Bola, Ibadan, Oyo State, Nigeria

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Abstract: Workforce productivity remains a critical organisational concern because employees' ability to perform their responsibilities effectively influences organisational effectiveness and achievement of institutional objectives. Promotion and recognition is particularly important because motivated employees are more likely to demonstrate commitment, enthusiasm, efficiency, and willingness to perform assigned duties. Effective motivational practices can therefore shape employee behaviour and contribute to improved productivity. This study examined the nexus between promotion and recognition and workforce productivity in the Nigerian Baptist Convention, Oke-Bola, Ibadan, which is regarded as one of the foremost faith-based organizations in Nigeria. This study is a synopsis of a broader quantitative study conducted recently on employee motivation and workforce productivity; hence, this study focused specifically on promotion and recognition. A cross-sectional survey was conducted, using a structured questionnaire administered to employees of the Nigerian Baptist Convention headquarters. 254 completed questionnaires were available for analysis, representing 98.8% of the 257 administered. Responses from the retrieved data were analyzed using descriptive statistics and Pearson Product-Moment Correlation at the 0.05 level of significance. The results and findings of the study showed a positive employee agreement that productive work behaviour has a strong relationship with Promotion and Recognition, with a clear benefit structure, recorded a mean of 4.54; formal and informal recognition programmes recorded 4.88; perceived morale effects of delayed promotion were 4.21; acknowledged contributions and discretionary effort were 4.48, while general recognition of effort was 4.43. The overall weighted mean for this variable in the study was 4.51 (SD = 0.76). Promotion and Recognition had a moderate positive and statistically significant tie with workforce productivity inferentially ($r = .472$, $p < .001$; $n=254$). The null hypothesis of no significant relationship was rejected; hence, this suggested that employees are more likely to report

stronger commitment as well as productive work behaviour when career advancement seems to be fair, and productivity is recognized. The study recommends a transparent, merit-based, and consistently administered promotion and recognition structure within the Nigerian Baptist Convention. The study is more cross-sectional and perception-based, which calls for interpretation as evidence of association rather than definitive proof of causation.

Keywords: Employee Motivation; Faith-Based Organization; Merit-Based Advancement; Nigerian Baptist Convention; Promotion; Recognition; Workforce Productivity

Introduction

One of the ways in which an organization develops employees to translate broad institutional goals into daily performance, administration, and results is the management of the workforce. Workforce productivity, therefore, refers to the amount and quality of work employees produce within a given period using available resources. Obi-Anike et al. (2023) argue that productivity is supported when employees are engaged in decisions that affect their work and when the organisation creates conditions that encourage commitment. Adesina et al. (2025) view workforce productivity as involving efficiency, quality of output, creativity, and flexibility. These dimensions show that productivity goes beyond the simple volume of tasks completed.

Shaibu (2025) links productivity with day-to-day efficiency, accuracy, and the ability to complete tasks on time. From this perspective, a productive workforce performs duties with fewer avoidable errors and delays while maintaining acceptable quality. Productivity can therefore be affected by both individual effort and the conditions in which the work is performed. Modern human resources management pays attention not to financial gains but to introducing an experience that shapes employees' willingness to remain committed and contribute beyond a minimum requirement. (Armstrong & Taylor, 2026; Robbins & Coulter, 2021). Considering this discussion in this context, promotion and recognition inhabit a very vital place. Promotion indicates that an employee has progressed from a position of competence, responsibilities, status, or organizational trust to a higher level of responsibilities. Recognition adopted a different dimension, hence complements promotion by making employees aware that the state of their current productivity has been noticed and valued. Employees, the absence of advancement or acknowledgement can create the impression that effort makes little difference; equally, fair advancement and meaningful recognition can strengthen the connection between effort and organizational reward (Tilahun & Ibrahim, 2026; Jaffar et al., 2026).

The paper is essentially focused on faith-based organizations such as the Nigerian Baptist Convention, where commitment to a mission may coincide with employment expectations. The Nigerian Baptist Convention is one of the foremost religious organizations which comprises ministerial and non-ministerial personnel working across administrative, technical, service, professional and support functions. The organization is

mission-driven by the nature of the structure, but still operates within a formal employment relationship setting in which career progression, fairness, acknowledgement and institutional support can shape how work is practiced. This study notes that promotion within the Nigerian Baptist Convention is directed by formal considerations such as a grade level, educational qualifications, examinations, job experience and, for ministerial roles, relevant ecclesiastical expectations (Adeleke & Ayandele, 2021).

This study responds to a specific gap identified in the source of the study. The empirical literature on promotion, recognition, and productivity has examined commercial banks, public institutions, educational settings, and other parastatals. Less attention has been given to faith-based organizations, especially the Nigerian Baptist Convention. The gaps become imminent due to the ability of a faith-based organization to bring into unison professional employment practices with service-oriented expectations and organizational values that differ from those in profit-driven organizations.

The study examined salary, promotion and recognition, training and development, staff welfare, and employee motivation as organizational factors associated with workforce productivity in the Nigerian Baptist Convention. Among these dimensions, promotion and recognition recorded the highest descriptive rating of ($M = 4.51$, $SD = 0.76$). The result correlates with workforce productivity as it indicates a positive and statistically significant of ($r = .472$, $p < .001$). The results of the study justify a focused journal article that examines the position of promotion and recognition in shaping productive work behaviour rather than isolating the variable as one item among several motivational factors.

Considering the objective of this paper is to examine the relationship between promotion and recognition and workforce productivity among employees of the Nigerian Baptist Convention headquarters, Oke-Bola, Ibadan. The study addressed one research question: To what extent do promotion and recognition relate to workforce productivity in the Nigerian Baptist Convention? The null hypothesis tested was that promotion and recognition have no significant relationship with workforce productivity in the organisation.

Conceptual and Theoretical Review

Promotion and Recognition

Promotion is the movement of an employee from a lower position or grade to a higher one, normally accompanied by greater responsibility and, where applicable, higher remuneration. Recognition refers to acknowledging employees for their efforts or achievements. Both practices can motivate employees when they are administered fairly and when workers can see a clear link between performance and career advancement. Promotion can satisfy employees' desire for progress, while recognition can reinforce the feeling that their contribution matters.

Tilahun and Ibrahim (2026) describe promotion as advancement in position and salary, while recognition involves acknowledging employee contributions without necessarily providing a financial reward. They emphasise that both practices are more likely to motivate employees when procedures are fair, transparent, and based on merit.

Jaffar, Munir, and Waqas (2026) similarly identify recognition and promotion as important factors for sustaining employee morale and commitment.

Adeleke and Ayandele (2021) note that promotion within the Nigerian Baptist Convention is guided by formal requirements, including grade levels, experience, examinations, educational qualifications, and, for ministerial roles, relevant ecclesiastical expectations. Promotion, therefore, combines administrative requirements with the values and responsibilities of the Convention. Where advancement is perceived as fair and predictable, it can serve as an incentive for employees to improve their performance and remain committed to the organization.

Merit is particularly important in promotion and recognition because employees are more likely to trust a system when advancement is based on clear and observable criteria rather than favoritism. Alimuddin et al. (2024) found that performance, experience, and educational background are relevant to employee perceptions of a merit system. In practical terms, a transparent process can strengthen employees' confidence that additional effort will be acknowledged and rewarded. For the Nigerian Baptist Convention, this is relevant to the design of promotion and recognition practices that employees can understand and consider fair.

The literature also suggests that promotion and recognition are most effective when they form part of a wider reward system. Career advancement provides a sense of progress, while recognition provides immediate feedback that an employee's contribution is valued. Together, they can support job satisfaction, commitment, and sustained effort. The important issue is not promotion by title alone but the fairness of the process, the clarity of the criteria, and the consistency with which employee contributions are acknowledged. These considerations provide a useful basis for examining promotion and recognition in the Nigerian Baptist Convention.

Workforce productivity

Workforce productivity refers to the amount and quality of work employees produce within a given period using available resources. Obi-Anike et al. (2023) argue that productivity is supported when employees are engaged in decisions that affect their work and when the organization creates conditions that encourage commitment. Adesina et al. (2025) view workforce productivity as involving efficiency, quality of output, creativity, and flexibility. These dimensions show that productivity goes beyond the simple volume of tasks completed.

This study adopts the definition of workforce Productivity for its nuanced recognition of institutional productive behaviour, which extends beyond simple quantifiable metrics such as task counts. "Physical presence does not guarantee consistent contributions, nor does a high volume of work ensure quality. Ultimately, a true measure of productivity must balance resource efficiency with behavioral dependability. Promotion and recognition directly influence productivity by shaping employee expectations and morale. When advancement feels attainable, it serves as a tangible goal that proves an organisation values

competence. Likewise, regular recognition offers vital feedback, reinforces positive behaviours, and builds a sense of personal worth within the workplace. Eventually, when staff see that effort leads to clear career opportunities, they are far more likely to take ownership of their outcomes. This dynamic reflects Armstrong and Taylor's (2026) broader view that organisational systems directly dictate employee attitudes and behaviour.

Theoretical foundation: Herzberg's Two Factor Theory

This paper draws primarily upon Herzberg's Two-Factor Theory. Herzberg (1959) separated workplace elements into hygiene factors, which merely mitigate dissatisfaction, and true motivators that actively drive job satisfaction. While salary, working conditions, and organisational policies belong to the hygiene factors, achievement, recognition, responsibility, advancement, and growth function as motivators. This places promotion and recognition squarely at the core of Herzberg's framework.

The model applies directly to what this study is exploring. Employees tolerate basic organisational conditions if they are acceptable, but sustained motivation comes from jobs that offer room to grow and advance in their careers, and from having their input valued. From this perspective, promotions and recognition are far more than routine paperwork; they act as signals of competence, trust, status, and appreciation. If staff find these signals genuine, they tend to enhance their discretionary effort. This goes a long way toward explaining why Nigerian Baptist Convention respondents might link fair career growth and meaningful recognition to better workforce productivity.

Maslow's (1943) Hierarchy of Needs offers a useful secondary angle, since recognition feeds esteem needs while advancement satisfies higher-level growth and achievement. Even so, Herzberg gives this paper a much sharper theoretical lens because his model singles out recognition and promotion specifically as motivator factors.

Empirical Review and Research Gap

Evidence reviewed in the recent study generally points towards a positive relationship between promotion, recognition, and employee outcomes. Onivefu et al. (2023), working with employees of First Bank of Nigeria Plc, found that recognition, promotion opportunities and participation in decision-making were positively associated with employee morale and productivity. Their findings support the argument that employees respond not only to financial rewards but also to opportunities to progress and to the experience of being valued by management.

Deserranno, Kastrau and León-Ciliotta (2025) reported findings from a controlled field experiment in Sierra Leone's public health sector in which a more meritocratic promotion approach was associated with a 22% increase in worker productivity. The setting differs from the NBC, but the study is relevant because it demonstrates that promotion can function as a performance incentive when employees understand that advancement is connected with merit and performance.

Annamalai and Raman (2026) similarly reported a positive and statistically significant relationship between structured promotion, recognition and employee task

performance among institutional professionals. Their findings emphasized the importance of clear advancement opportunities and recognition of achievement. Jaffar et al. (2026) likewise identified promotion and recognition as meaningful intrinsic motivators in employee outcomes, while Ogwu (2026) linked rewards, recognition, promotion and performance appraisal with employee satisfaction and productivity in Nigerian organisations.

Taken together, these studies suggest that promotion and recognition may support productivity through fairness, feedback, motivation, perceived organisational value and expectations of future advancement. However, most of the cited evidence concerns banks, public administration, higher education or other conventional organisations. The source study identified this as a gap and positioned the Nigerian Baptist Convention as an important context for extending the discussion to a faith-based organisation. The present paper therefore contributes a context-specific empirical result from NBC employees in Oke-Bola, Ibadan.

Methodology

The study adopted descriptive and inferential methods. The description explained the demographic characteristics of the respondents in terms of sex, age, gender, marital status and years of experience. While the inferential statistics were used via mean and standard deviation to explain the nexus between promotion and recognition and workforce productivity. The population of the study comprised ministerial and non-ministerial staff at the Nigerian Baptist Convention headquarters, Oke-Bola, Ibadan, and the sample size was 257 using Yamane (1967) formula. A structured questionnaire was used in this study to elicit information from the staff of the NBC, Oke-Bola, Ibadan. The design was considered suitable because data were collected from employees on existing motivational practices and workforce productivity, which permits the researcher to examine relationships among the study variables. The design also supports the use of correlation and regression techniques for analysing the data. The study was guided by a positivist approach, with emphasis on systematic observation and the collection of standardised quantitative information. Munene (2025) notes that this approach is useful when research seeks to examine relationships among clearly defined variables. In the present study, employee motivation is the independent variable and workforce productivity is the dependent variable. The survey method was therefore appropriate for collecting comparable responses from employees of the Nigerian Baptist Convention, Oke-Bola, Ibadan.

Population, sample and respondents

The population of the study consists of employees working in the Nigerian Baptist Convention, Oke-Bola, Ibadan. This includes both ministerial staff (pastors, church administrators, and mission workers) and non-ministerial staff (clerical officers, accountants, administrative officers, support staff, and technical workers). The total population is estimated based on available staff records from the organisation. The population is considered appropriate because these employees are directly involved in the operations and productivity of the organization.

The study adopted a simple random sampling technique. This technique was chosen because it gives every member of the population an equal chance of being selected, thereby reducing bias.

The technique was used to select respondents across the relevant departments within the Nigerian Baptist Convention, giving members of the population an equal opportunity to participate.

A sample is defined as a subset of a population that can accurately represent the entire population when drawn without bias or prejudice (Odugbemi & Oyesiku, 2000). For this study, the sample size was determined using Yamane's (1967) formula:

$$n = \frac{N}{1+N(e)^2}$$

Where: n = Sample Size;

N = population size

e = error term (0.05)

Given a population of 257 of the workforce of the Nigerian Baptist Convention, Oke-Bola, Ibadan, Nigeria, the sample size was calculated as follows:

$$n = \frac{257}{1+257(0.05)^2}$$

n = 156 Respondents

This formula ensures that the sample selected is statistically valid and representative of the entire population.

The study used random and proportional sampling methods. To encourage voluntary involvement, the respondents to whom the questionnaires were sent were selected using a random sampling approach rather than a proportionate sampling technique for each institution.

The study population is 257 employees, out of which 254 usable questionnaire responses were received. The study also reports that respondents included ministerial officers, administrative and human resource personnel, medical staff, secretaries, accounting staff, auditors, ICT personnel, drivers, editors, graphic designers, security personnel, clerical and reception staff, maintenance and sanitation personnel, hospitality staff, social workers and other employees. This extensive attention supports the relevance of the findings to the Nigerian Baptist Convention Workforce as an institutional whole, although the result should not be generalized to other faith-based organisations.

Instrument and measurement

Data were collected with the Employee Motivation and Workforce Productivity Questionnaire as the main research instrument. The instrument used a five-point Likert scale from Strongly Agree (5) to Strongly Disagree (1). Promotion and Recognition were considered items addressing transparent career progression, formal and informal

recognition, merit-based advancement, timely promotion and acknowledgement of employee contributions. The instrument was designed to obtain information on employee motivation and workforce productivity in the Nigerian Baptist Convention, Oke-Bola, Ibadan. Section A captured demographic and organisational information, such as job position, years of experience, and educational qualifications. Section B measured the motivational dimensions, including salary, promotion and recognition, training and development, and staff welfare. Items relating to workforce productivity covered indicators such as efficiency, commitment, punctuality, and quality of output. The questionnaire used a five-point Likert scale. Workforce productivity was measured in consonance with indicators connected to efficiency, commitment, punctuality, quality of work and overall performance. The study reports both face and content review in ascertaining the validity of the questionnaire, with the aim of consistency of internal assessment using Cronbach's Alpha, with 0.70 treated as the minimum acceptable level.

The study used a structured questionnaire titled "Employee Motivation and Workforce Productivity Questionnaire (MWPQ)" as the main research instrument. The instrument was designed to obtain information on employee motivation and workforce productivity in the Nigerian Baptist Convention, Oke-Bola, Ibadan. Section A captured demographic and organisational information, such as job position, years of experience, and educational qualifications. Section B measured the motivational dimensions, including salary, promotion and recognition, training and development, and staff welfare. Items relating to workforce productivity covered indicators such as efficiency, commitment, punctuality, and quality of output. The questionnaire used a five-point Likert scale

Data collection and analysis

The study relied on primary data collected directly from employees of the Nigerian Baptist Convention headquarters, Oke-Bola, Ibadan. A structured questionnaire was used to obtain information about respondents' demographic characteristics, salary, promotion and recognition, training and development, staff welfare, and workforce productivity. Primary data were chosen because they provide direct information about the experiences and perceptions of the target respondents. The questionnaire format also made it possible to obtain standardised responses suitable for correlation and regression analysis

The questionnaire covered promotion and recognition. Completed questionnaires were checked for completeness before analysis. The data collected for this study were analysed using descriptive and inferential statistical techniques with the aid of the Statistical Package for the Social Sciences (SPSS). Descriptive statistics, including means and standard deviations, were used to summarize the respondents' characteristics and responses. Inferential analysis involved simple linear regression for promotion and recognition: $WP = \beta_0 + \beta_1 PR + \mu$. Where: WP = Workforce Productivity and PR = Promotion and Recognition. $WP = \beta_0 + \beta_1 PR + \mu$

Results

Descriptive evidence on promotion and recognition

The descriptive results of promotion and recognition showed a positive insight into promotion and recognition in connection with productive work behaviour in an Organization. The items recorded means above 4.00 on the five-point scale, and the overall weighted mean was 4.51 (SD = 0.76). This was the highest weighted mean recorded among the motivational dimensions used in the broader study.

Table 1: Promotion and Recognition and Workforce Productivity

S/N	Statement	Mean	St. D.
1	Timely career advancement and a clear benefit structure directly enhance my job performance.	4.54	0.99
2	Formal and informal recognition programmes significantly improve overall workforce productivity.	4.88	0.39
3	Stagnant career progression and delayed promotions actively diminish employee morale.	4.21	0.89
4	I demonstrate higher discretionary effort when my contributions are formally acknowledged by management.	4.48	0.58
5	I feel motivated when my efforts are recognized.	4.43	0.66
	Weighted mean	4.51	0.76

The strongest item in the study was the report that formal and informal recognition programmes improve total workforce productivity (M = 4.48, SD = 0.39). This was followed by timely career advancement and a clear benefit structure (M = 4.54, SD = 0.99) and the view that formal acknowledgement encourages greater discretionary effort (M = 4.48, SD = 0.58). The results indicate that respondents did not view promotion just as a change in title or grade; rather, they associated advancement and recognition with day-to-day performance, morale and willingness to contribute additional effort to the organization.

The response design suggests that overdue progression matters in the findings. The item on stagnant career progression and delayed promotion produced a mean of 4.21 (SD = 0.89), indicating broad agreement that limited advancement can weaken morale. This finding is essential due to the necessary attention shifted from promotion as a one-off reward to career progression as an ongoing organisational process.

Table 2: Relationship between promotion and recognition and workforce productivity

Variables	Mean	Std. D.	N	df	R	Sig.	Decision
Workforce Productivity	17.47	3.243	254	252	0.472**	.000	Reject H ₀₂
Promotion and Recognition	17.37	3.501	254				

Note: Correlation is significant at the 0.01 level (2-tailed). Decision rule: Reject H₀ where p < .05

The findings presented in Table 2 above examine the relationship between promotion and recognition and workforce productivity in the Nigerian Baptist Convention. The mean score for workforce productivity was 17.47, with a standard deviation of 3.243, while promotion and recognition recorded a mean of 17.37 and a standard deviation of 3.501. The analysis involved 254 respondents, with 252 degrees of freedom. The Pearson correlation coefficient obtained was $r = 0.472$, indicating a moderate positive relationship between promotion and recognition and workforce productivity. This suggests that improvements in employees' promotion opportunities and recognition are associated with higher levels of workforce productivity.

The significance value of $p = .000$ is less than the 0.05 significance level, indicating that the observed relationship between promotion and recognition and workforce productivity is statistically significant. Therefore, the relationship identified is unlikely to have occurred by chance. The positive correlation further implies that employees who receive appropriate recognition for their contributions and perceive fair opportunities for promotion are more likely to demonstrate improved commitment, motivation, and effectiveness in performing their duties. Thus, promotion and recognition constitute important organisational factors that can enhance employees' productivity within the Nigerian Baptist Convention.

Based on the statistical evidence, the null hypothesis (H_{02}), which states that promotion and recognition have no significant relationship with workforce productivity in the Nigerian Baptist Convention, is rejected. The study, therefore, concludes that promotion and recognition have a significant positive relationship with workforce productivity. This finding implies that management should strengthen transparent promotion procedures, recognise employee achievements, and provide equitable career advancement opportunities to encourage higher productivity among workers.

Discussion of Findings

The findings showed that promotion and recognition positively influence workforce productivity in the Nigerian Baptist Convention, with a weighted mean of 4.51 (SD = 0.76). The high weighted mean indicates strong agreement among respondents that fair promotion opportunities, recognition of employees' contributions, and timely career advancement enhance workforce productivity. Specifically, respondents perceived promotion and recognition as important mechanisms for improving employee morale, motivation, organisational commitment, job performance, and overall productivity. The relatively low standard deviation further suggests a high degree of consistency in respondents' views. The findings therefore indicate that employees are more likely to demonstrate productive work behaviour when their contributions are acknowledged, and opportunities for career advancement are perceived as fair and accessible.

This dynamic aligns closely with research by Onivefu et al. (2023), who investigated the intersection of motivation and productivity at First Bank of Nigeria Plc. Their case study similarly revealed that structured appreciation and robust promotion pathways are pivotal in aligning individual staff efforts with broader organizational goals.

By advocating for equitable internal mobility, Onivefu et al. highlight the same behavioral catalyst observed in the Nigerian Baptist Convention: recognizing employee worth translates directly into sustained corporate output. They recommended fair promotion policies and effective recognition systems as strategies for improving workforce productivity. This finding directly supports the present result, even though different organisations were used, particularly the strong weighted mean of 4.51, by demonstrating that recognition and career advancement can stimulate employee motivation and productive behaviour within an organisational setting.

Extending this argument to broader institutional frameworks, León-Ciliotta et al. (2024) explored how meritocracy and career progression dictate efficiency in the public sector. Through a controlled randomized. The study found that introducing a meritocratic promotion system produced a 22% increase in workforce productivity. The finding demonstrates that promotion can function as more than an administrative career advancement mechanism; when employees perceive promotion as being based on merit and performance, it can create stronger incentives for effort and improved productivity. This provides strong empirical support for the present finding that fair promotion opportunities enhance employee performance and productivity.

Similarly, Annamalai and Raman (2026) examined the relationship between job promotion, performance recognition, and employee task performance using structural equation modelling among 203 institutional professionals. Their findings revealed a positive and statistically significant relationship between structured job promotions, performance recognition, and employee task performance. The study established that promotion based on individual capability and performance serves as a form of organisational appreciation that encourages employees to execute their responsibilities with greater speed, punctuality, and thoroughness. This finding closely corresponds with the present study, as respondents in the Nigerian Baptist Convention strongly agreed that promotion and recognition improve employee motivation, commitment, performance, and productivity.

Policy Implications of the Recommendation

This study implies that the Nigerian Baptist Convention should encourage transparent promotion and recognition through which employees need to know the evidence considered, decision-making steps, timing, feedback mechanisms linked to promotion or career advancement, appeal, among others, to reduce to the barest minimum uncertainty and help the staff understand the true nature of what competence and performance mean in an organization.

Promotion should be merit-based, and this should be linked completely to competence, performance, experience, and contribution. In fact, all these characteristics should be clearly integrated into promotion decisions, while relevant ministerial and ecclesiastical requirements should be explained in ways that employees can understand and comprehend, as aligned with the organizational policy. Where an Organization is formally

structured but poorly communicated, unfair experiences may be experienced. The organizational goal should be both procedural fairness and visible consistency.

Recognition should be made to come to stay rather than leaving it entirely to individual managers. The Nigerian Baptist Convention can combine formal recognition, which includes awards and commendations, with everyday practices such as timely written feedback, acknowledgement in meetings, and appreciation for exceptional service. In most cases, recognition is specified to real employee contributions.

Promotion and recognition should rely on performance management, which indicates that an employee should know what tasks to perform and, in turn, bring about recognition. Performance should be discussed and analysed, therefore providing regular feedback and giving employees an understanding of how their work contributes to organisational goals. This approach is important where promotion opportunities are limited and cannot be offered to every high-performing employee at the same time.

Nevertheless, the NBC should review promotion and recognition at intervals with other human resource yardsticks. The broader study found that salary, training and development, and staff welfare were also significantly related to productivity. A harmonized approach is therefore more appropriate than treating promotion and recognition as isolated motivational tools.

Conclusion

The evidence shows a clear positive pattern. Employees expressed strong agreement that timely career advancement, formal and informal recognition, acknowledgement of contribution, and fair progression are associated with better performance and productivity. Promotion and recognition produced the highest weighted mean among the motivational dimensions in the broader study ($M = 4.51$, $SD = 0.76$), and the Pearson correlation with workforce productivity was moderate, positive, and statistically significant ($r = .472$, $p < .001$).

The finding supports the view that people are more likely to sustain productive behaviour when they can see a credible relationship between contribution, recognition and advancement. At the same time, the moderate strength of the relationship shows that promotion and recognition are only part of the productivity story. Other factors, including remuneration, development, welfare, leadership, work design and organisational conditions, may also matter.

The core lesson for the Nigerian Baptist Convention is practical: career progression should be transparent and should be by merit and recognition should be timely, meaningful and consistent. These will strengthen the relationship between effort and organisational value. Because the study is cross-sectional and based on employee perceptions, the findings should be read as associated evidence and predictive relevance within the study context, not as proof that promotion and recognition alone cause higher productivity in an organization.

Limitations and Discussion of the Research

The study could have used more than the Nigerian Baptist Convention to other faith-based organizations, but the fact that the administrative practices vary from one another limited the study.

There are other major limitations considered in this study. Since the Nigerian Baptist Convention is a faith-based organisation, which is one of the foremost religious organisations, the study was conducted in one faith-based organisation; hence, the findings should not be generalised to other religious or institutional settings. The cross-sectional design captures perceptions at one point in time and cannot show how changes in promotion policy affect productivity over a longer period. The key constructs in the study were measured through structured questionnaire responses, so common-method and response biases cannot be ruled out.

In conclusion, Future studies in this area of context could compare different faith-based organisations in Nigeria, examine differences between ministerial and non-ministerial employees, and assess whether changes in promotion policy or recognition programmes are measurable with changes in productivity. A mixed-method study could also explore how employees interpret fairness, merit and recognition in everyday organisational life. A further useful step would be to test whether leadership style, organisational justice or employee engagement mediates the relationship between promotion and recognition and productivity.

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