

Recognition by Others of the Work Done and Feeling of Self-Efficacy

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Abstract: *The optimal functioning of employees must be a constant concern of organizations wishing to present a competitive advantage. Indeed the goal of any company is to ensure its sustainability through the human factor which is one of the key elements of success. For this, companies must implement practices of recognition of the work performed by employees. Indeed, not taking into account this aspect of recognition leads to demotivation and a decline in performance by employees. In a company like LCB Bank, there is a real problem of recognition of others in the work done; which is the subject of our brief. This thesis shows the important place of the recognition of others and suggests to the managers of the LCB Bank to apply different forms of recognition and an appropriate style of management to mobilize more the employees in the tasks which are proposed to them.*

Keywords: Recognition of others, self-efficacy, work done, performance

1. Introduction

The feeling of personal self-efficacy of employees in an organization contributes greatly to the development of individual performance, which can lead to the achievement of the objectives set by the company. However, several motivation and performance factors are put into practice such as: remuneration, working conditions, recognition by others of the work done. We focus on the recognition by others of the work done, insofar as motivation can be conditioned by the factors that can lead to satisfaction and dissatisfaction. Regarding satisfaction factors, recognition by others is one of them and therefore contributes to staff performance.

This article starts from the observation according to which, within the LCB Bank, a certain number of agents carry out a work and beyond the salary which they perceive, it misses the fact that one does not recognize the effort made to carry out the assigned tasks. However, this effort can be a factor of motivation and organizational performance.

For several years, many authors have focused on objective remuneration, which highlights salary, bonuses, incentives, etc. Nowadays, more and more research concerns the subjective remuneration consisting of a good corporate atmosphere, good relations with the hierarchical superior, the interest shown in the work and the recognition of the task carried out.

It is obvious that in any organization, what is expected is the good performance of the staff in order to achieve the objectives set. This performance must also stem from the recognition of the work done.

The objective of this research is to analyze the role played by recognition by others of the work done in the self-efficacy and performance of LCB Bank staff.

Thus, we specifically aim to show the real impact of the recognition of others on the feeling of self-efficacy (self-efficacy).

The main interest of this research is to sensitize the managers of LCB Bank on the importance of the recognition of the work carried out as being a factor of motivation and organizational performance.

The problem of recognition has always been a concern for all employees in the professional environment or in everything they do. It is clear that recognition at work is always at the heart of the concerns of employees of all generations when it comes to junior or senior staff in a company.

Business success, in general, depends on how people are managed, as they are the lifeblood of a business. Recognition of work done is therefore a factor that managers must take into consideration. Thus, setting up recognition practices to manage human resources is therefore essential to mark the contributions of each worker.

The problematic thus elaborated, we are led to pose the research question in the following way:

What is the place of recognition by others of the work done in the motivation and performance of LCB Bank staff?

This research question allows us to highlight the following hypothesis: the recognition by others of the work carried out

occupies a dominating place in the motivation and the performance of the personnel.

This place occupied is justified by the decrease in absenteeism when employees feel valued (variable 1), the commitment of employees in the tasks proposed (variable 2), the performance of the latter in the activities of the organization (variable 3), improvement in the quality of life at work (variable 4).

To verify this hypothesis, we use a work methodology that consisted of interviews with employees of LCB Bank.

The first part of our thesis sets out the framework of the study and the theoretical approach. It is divided into two chapters: the first presents the LCB Bank and the second the theoretical approach to the concepts of motivation, performance and recognition by others.

As for the second part relating to the characterization of recognition by others at LCB Bank, it is structured around two chapters. In the first, we present and analyze the recognition by others at LCB Bank, while the second carries out the verification of the hypothesis and the formulation of suggestions.

2. Methodology

In this section, we explain the survey methodology we used with LCB Bank staff.

Paragraph 1: Presentation of the sample and the data collection tool

2.1 People interviewed

The total number of LCB Bank agents amounting to 288, we considered that it was not necessary to investigate all the agents of the structure, given the fact that we opted for a study qualitative. To do this, we targeted twenty (20) agents. In addition, we asked to meet with five (5) managers, but they declined our offer. So our survey was the subject of twenty (20) interviews with LCB Bank agents.

2.2 The interview

De Kintele and Roegiers (2015) consider the interview as a method of collecting information which consists of oral, individual or group interviews, with several carefully selected people, in order to obtain information on facts or representations, the degree of relevance, validity and reliability of which is analyzed with regard to the objectives of the collection of information.

For our part, the interviews were recorded with a digital device (telephone). We then proceeded to an audio hearing of the comments collected from each respondent, which we transcribed in order to remain faithful to the comments collected.

Our study focused on the qualitative method of the "semi-structured" type interview conducted on the basis of an interview guide and whose relaunch of questions was systematic.

The questions were the same for all the agents, and their order was pre-established. These interviews lasted between a minimum of 45 minutes and a maximum of 1 hour.

The interview guide that we have developed has been structured on the basis of five (5) themes each comprising at least 2 questions and at most 7 questions, open-ended, to promote follow-up and give respondents the opportunity to express themselves.

2.3 Presentation of themes

Our survey was structured around five (5) themes relating to identity dynamics, work involvement, motivation, recognition of the work done, the importance of recognition.

These themes are therefore defined as follows:

- 1) Identity dynamics tell us about the professional, personal, social and experiential background of each LCB Bank agent.
- 2) Involvement at work informs us about the way in which agents attach importance to their work or even their involvement
- 3) Motivation highlights the will, the efforts made to carry out their tasks
- 4) Recognition of the work done tells us about the way agents are valued and the impact that this valuation has on their work
- 5) The importance of recognition highlights the essential role of recognition in the professional life of these agents.

3. Results Analysis

This analysis is made on the basis of the themes presented above.

3.1 Identity dynamics

From this theme emerge the preliminary information on the identity of the respondents (name, sex, age, family situation). It also relates to the course, the diplomas obtained, the duration within LCB Bank, the differences observed from their beginnings to the current stage. The purpose of this theme was to inform us about the profiles of LCB Bank agents. To this end, the following questions were asked:

-Can you introduce yourself by indicating your name, gender, age and family situation?

In the analysis of the answers, we noted that out of twenty (20) surveyed, five (5) were in the age bracket ranging from 40 years and over, eight (8) agents being between 30 and 39 years old and seven (7) from 24 to 29 years old. Our interviews show that LCB Bank has a young team, which can be an asset for a company.

-Can you give us your background, diplomas obtained and your duration within LCB Bank?

By examining their answers, we noted that out of twenty (20) surveyed, four (4) have a BTS, two (2) have a BAC level, Eight (8) have a license, four (4) have a master's degree, a (1)

has an engineering degree and one (1) another, a master's degree. These data are shown in the table and graph below:

Level	Spécialization	Numbers of agents
Engineer	Engineer in IT management	1
Master	Master's Degree in Private Law	1
Master	Professional Master's in Management Economics	1
	Master in Business Administration (Finance Management)	1
	Professional Master in Audit and Control	2
Bachelor's degree	Bachelor's degree in Administration and Human Resources	3
	Bachelor's degree in Bank Insurance and Finance	1
	Bachelor's degree in Financial Management and Accounting	1
	Professional Bachelor's degree in Business Administration	1
	Professional Bachelor's degree in Computer Networks	1
	Professional Bachelor in Business Communication	1
BTS (Higher Technician Certificate)	BTS in Business Management	1
	BTS in Banking and Finance	1
	BTS in Accounting and Business Management	2
BAC	BAC F2 (electronics)	1
	BAC R5	1

This table shows us that the agents of LCB Bank are of various levels of study. It emerges that few agents are recruited with a BAC level and the profile of these agents is mainly made up of people with a diploma of Engineer, Masters, Masters, License and BTS, which is an asset for the LCB Bank.

- Please tell us in a few words about your beginnings as an agent at LCB Bank. What is the difference between your beginnings and now?
- Five (5) answered that the integration was good
- Six (6) found the integration to be average

According to our analysis, out of the twenty (20) surveyed, five (5) answered that the integration was good, six (6) found that the integration was average and nine (9) did not see this integration. ease of integration and claim that it was difficult and the reception less favourable. We can see this state of affairs in the words of this 46-year-old respondent who says: "... But what I can say, uh, integration into the LCB was difficult, because uh, the LCB staff is not welcoming so uh there is a frustration, you are left out it is as if you are an intruder, they do not accept others. Today all of this I have accepted as normal behavior, what else can I say? The beginning is difficult between colleagues you are not accepted, those who did not start with you do not accept you but those who accept you are those with whom you started..." (Interview n°11 carried out on May 21, 2019 with A11 (agent n°11). Young lady, AML agent, Bachelor's degree in Administration and Human Resources, duration of the interview, 52 minutes).

We noted, from these interviews, a slight problem of integration at LCB Bank. Knowing that the integration of an employee within a company is a crucial step, because it aims

to facilitate adaptation to the workstation, integration within teams and the company in general.

3.2 Involvement at work

This theme allowed us to assess the work involvement of agents in the way they perform their work. That said, 20 respondents were interviewed. The following questions were asked:

- How involved are you at work?
- Do you feel valued in your work?

The responses we recorded yielded the following results:

Five (5) claimed that their involvement at work decreased because they did not see their efforts being recognized or rewarded and fifteen (15) demonstrated their real involvement at work.

The words of this respondent corroborate the analysis of these fifteen (15) respondents who have a real involvement at work: "... hum I am very involved at work that there are days I do not take my break the weekends to finish a task and as long as I don't finish it I admit that I am not comfortable. Er, so here's a bit of what I understand about work involvement" (Respondent no.15 conducted on May 24, 2019 A15 (agent no.15), Female, 29 years old, BTS level in Banking and Finance, single, mother of two children, duration of the interview 50 minutes).

We note on the one hand a real involvement of employees in their work despite the fact that they do not see their effort valued and on the other, a minority of agents who have seen their involvement drop given this lack of valuation.

As for the question on valuation, Neuf (9) feel valued as we can see from the words of this respondent: "Me personally I feel valued and I don't know about the others but I think it depends on the manager that we have mine is rather open and in case of error he corrects me without necessarily yelling at me and uh suddenly I feel valued " (Interview n°4 carried out on April 29, 2019 A4 (agent n°4), man, 41 years old, level BAC, married, father of 3 children, duration 45 minutes). The 11 others say the opposite. The words of this 41-year-old respondent confirm this analysis: "... hum hum NO! I would say no, I don't feel valued, when the work is well done, you don't feel any reaction, you don't say anything, but it's when the work is badly done that you react, so I don't feel valued. When a job is well done, we say 'thank you, that's good', it allows you to do better next time and it allows you to see what level you are at, if you have to redouble your efforts but if you are told nothing we only talk to you about the day it didn't work so you don't know if you've done well lately or had been average so suddenly for me I don't feel valued" (Interview n°19 carried out on May 30, 2019 A19 (agent n°19), Male, 41 years old, engineer in IT management, married, father of 6 children, duration 50 minutes)

Then we asked them the following question:

-When you are given a rather important task and you complete it before the deadline, what is the reaction of your manager?

On this question, 3 say that they are thanked and the 17 others do not evoke any reaction from their manager, as this 32-year-old respondent said "... eh eh there is no reaction eh. We can do a job before the scheduled deadline but the day you will be late or compared to the last time there is a change because there you worked within the standards and it looks as if you were late and it this is when we will say the last time you did this work in a short time, while the last time there were sacrifices this work was a priority even on your personal time but we do not thank you. For me, there is no reaction, no change..." (Interview n°20 carried out on June 3, 2019 A20 (agent n°20), Female, 37 years old, BTS in Business Management, single, duration 56 minutes)

We can also note the words of this 38-year-old respondent who agree: "... my manager often tells me it's good but, the congratulations decrease even when you anticipate. . . ." (Interview n°3 carried out on April 29, 2019 A3 (agent n°3), Male, 38 years old, Master in Business Administration, single, duration 58 minutes)

3.3 Motivation

This theme allowed us to make a perception on the motivation of LCB Bank staff, given that motivation is the lever that pushes employees to give their best in order to achieve the objectives of the organization.

The following question was therefore posed to them:

-Why do you put effort into your work?

Sixteen (16) respondents affirmed that they make efforts at work to achieve objectives, as can be seen in the comments of this 42-year-old respondent who underlines:

"...Firstly for the primary reason which is the achievement of objectives, for personal achievement in order to improve my employability, enrich my experience and also feel valued given the efforts I provide. (Interview n°1 carried out on April 26, 2019 A1 (agent n°1), Female, 42 years old, BTS in Accounting and Business Management, Married, duration 49 minutes)

Then another question was asked:

-When you do work, what does your manager do for you?

18 out of 20 agents believe that their managers do not apply any form of motivation to them, as this respondent stated: "There is no motivation, huh! It is you who must motivate you, you must be shielded if you do not you fall, on the contrary there is the pressure, a 200% increase in stress which prevents the blood from circulating normally..." (Interview n°5 produced on April 30, 2019 A5 (agent n°5), male, 27 years old, Bachelor's degree in Administration and Human Resources, Single, duration 30 minutes).

It is important to emphasize that without a minimum of motivation, nothing is done, nothing is created. It is the

driving force, which pushes us to take action and makes what we do more effective. When there is a lack of motivation, it leads to several causes such as lower productivity, etc.

Modality 1 2

When you do work, what does your manager do to motivate you? 18 2

1: Absence of motivational practice; 2: Motivational practice

We then looked for what could motivate these agents despite the lack of motivation on the part of their managers by asking the following question:

-What motivates you in your work?

Out of 20 respondents, thirteen (13) answered that the salary is their only motivation and the seven (7) others say that the salary is their motivation but other factors contribute to it. The words of these respondents corroborate the analysis of these seven agents:

"-What motivates me is the fact of receiving my salary every month and hoping that my efforts in my work will be recognized by the company" (Interview n°18 carried out on May 28, 2019 A18 (agent n°18), male, 29 years old, License in Financial and Accounting Management, Single, duration 48 minutes).

"-Without lying to you, what motivates me the most is my remuneration, it is the key point of my motivation apart from that, there is the recognition of the efforts and the energy that I spend when I do my work. Unfortunately, this recognition does not exist here at the LCB. Another thing that motivates me is the fact that I expect recognition when I successfully complete a given task in a short time is also a form of motivation for me. But it's not just that, there's also the atmosphere between colleagues that motivates me and pushes me to come to work every day" (Interview n°14 carried out on May 24, 2019 A14 (agent n°14), male, 30 years old, Professional Master in Economics and Management, Single, duration 45 minutes).

Motivation is an essential element for the success of companies, combined with competence, it allows individuals to achieve objectives because it is the engine, the energy that moves. It is obvious that the motivation factors are not the same for everyone, but the fact that a manager motivates his team or his agent, this has an influence on the motivation of the latter.

We note, from these interventions, a problem of motivation on the part of the agents by the fact that they estimate that their manager does not apply any form of motivation towards them.

3.4 Recognition of the work done

The analysis of this theme allowed us to know through the speeches of the agents interviewed, the place of the recognition of the work carried out. Thus, the following questions were posed to them:

- What do we recognize in your work (the effort, the time, the method you use, etc.) ?
- By whom (colleagues, superior) do you feel you are best recognized? What does this represent for you?
- How important is recognition by others to you?

It is important to emphasize that the absence of recognition leads to the breakdown of the Give-Receive-Return cycle. It also creates a set of sufferings inherent in invisibility, contempt and injustice (Le Breton, 2007).

Among the agents interviewed, eighteen (18) confirmed to us that they do not feel recognized when carrying out their work with their manager. They confirm that when a task is entrusted to them, regardless of the method used or the effort used to achieve it, managers do not show any form of recognition. This can be seen through the testimony of this 29-year-old respondent: "...To know if we recognize the effort or the method that I use for my work, we would first have to recognize my work, but that is not the case so I can't know what my boss recognizes in my work, it's hard but it's the sad reality" (Interview n°10 carried out on May 16, 2019 A10 (agent n°10) woman, 29 years old age License in Banking Insurance and Finance, duration 46 minutes).

This shows the lack of recognition on the part of superiors. However, our interviewees affirmed that they feel more recognized by their colleagues than by their superiors insofar as they help each other in order to ensure the cohesion of their team as we can notice it in the remarks of this respondent: "...the fact that my colleague has an emergency and entrusts me with his work to do, for me it is a form of recognition because he trusts me and believes me to be competent enough to do his work..." (Interview n°15 carried out May 24 A15 (Agent n°15) male, 29 years old BTS in Banking and Finance, duration 45 minutes). This is a horizontal recognition that is expressed between colleagues

We can point out that the lack of recognition of the work carried out by the agents impacts their motivations and their performance. These words corroborate this analysis: "... since my involvement has declined, I do not see my efforts recognized and even less valued and I admit that often I want to put all my soul into my work but I know that it does not is useless so I just do what I'm supposed to do and I stop there" (Interview n°1 carried out on April 26, 2019 A1 (agent n°1), Female, 42 years old, BTS in Accounting and Business Administration, Married, duration 55 minutes.)

This lack of recognition impacts on the motivation and performance of agents and beyond the fact that they see their motivations and their involvement drop considerably. As a result, some even express the desire to leave their jobs or even resign. In this sense, Gostick and Elton (2007), point out that 79% of employees who left their job mentioned the lack of recognition as being one of the main reasons for their departure. It is therefore important to know that the individual needs recognition and appreciation from others and that if you recognize your employees at their fair value, you will see a positive impact on their mobilization, their commitment to your company, their level of motivation with regard to their work and even their health.

The comments of this respondent confirm these statements ". . . I admit that often what motivates me has remained is the fact of receiving a salary every month because I have a family to feed and several responsibilities, it is the only motivation, don't go thinking that I don't like what I do. I love my job but the fact that it is not recognized demotivates me" (Interview n°19 carried out on May 30, 2019 A19 (agent n°19), Male, 41 years old, engineer in IT Management, married, father of 6 children, duration 50 minutes).

Although these remarks come from the majority of agents, namely ten (18) who do not feel recognized, two (2) agents believe that their managers recognize the efforts they make in their work. This is the case of the following remarks: "...My boss is exceptional, I say it out loud, rare have bosses like mine in this company, he has a style of management totally different from the others, first of all he trusts me then when he gives me a task to do in a short time although it is urgent, he has a way of motivating me and that's what makes me enjoy doing a job and doing it well. When I make mistakes, he reprimands me like any boss, but gives me advice so that I can improve next time" (Interview no.4 conducted on April 29, 2019 A4 (agent no.4), male, 41 years old age, BAC level, married, father of 3 children, duration 45 minutes)

We can see through this interview that recognition impacts the motivation of employees and pushes them to give the best of themselves. As Laure Becker points out, recognition is a very powerful tool for mobilizing people. Recognizing a person for their work, efforts or skills helps them to maintain a positive image of themselves in the sense of a feeling of self-efficacy and to continue their actions in this direction. Encourage them to develop their skills and continue their efforts to overcome the difficulties of their daily lives, an employee who feels recognized will be more motivated and more committed within their company.

Along the same lines, they were asked the following question: What happens when you don't feel recognized, encouraged or thanked?

On this question, several interviewees gave negative answers and felt demotivated, as evidenced by these comments:

-"... As I said, the fact that my work is recognized allows me to surpass myself. You know at my former employer, I keep the name of the company, when my manager gave me tasks to do even if they were very difficult and could take me a lot of time, I did it with pleasure, because the latter gave me trusted me so much that I didn't want to disappoint him and when I handed in my work he congratulated me and encouraged me but I assure you the pleasure I felt pushed me to redouble my efforts yet it was not an increase in salary but just thanks, congratulations but satisfaction was important. Which is not the case with my new manager because I work with him because I like my job no more because he does not show any form of recognition" (Interview n°7 carried out on May 6, 2019 with A7 (agent no.7), duration of the interview 1 hour)

-. . . it depends on the weight of the task and for each job we don't spend the same energy so when we say thank you or when the manager recognizes that the job is well done we are happy we say to ourselves that it was worth to make all these efforts and to see his work being considered but when there is no reaction you don't know what level you are at, you wonder if the work is well done or badly done then it disorients him" (Interview n°11 carried out on May 21, 2019 with A11 (agent n°11). Young lady, LCB agent, Bachelor's degree in Administration and Human Resources, duration of the interview, 45 minutes).

In view of our analyses, we notice a clear absence of recognition on the part of managers, knowing that it is a simple act that they can apply without fear in order to motivate employees and achieve the objectives of the organization. . To this end, J. P. Brun illustrates four forms of recognition

- Existential recognition focuses on the employee as a distinct individual, endowed with his own intelligence, feelings and expertise (Jacob, 2001). It is a recognition granted from the outset to everyone, for the simple reason that he is a human being too. It manifests itself in the small gestures made daily during interpersonal exchanges. Existential recognition should be the basis of all other forms of recognition.
- Recognition of work results
With the recognition of the results of the work carried out, it is the product of the employee's work and its contribution to the objectives of the company that are the object of appreciation. It is a judgment and a token of gratitude on the efficiency, usefulness and quality of work performed by an individual or a group of employees. This type of recognition, conditional on the results, is therefore expressed once the task has been accomplished. For the employee, it is his contribution to the company that is thus valued, hence a greater sense of importance in the organization.
- Recognition of the work practice: This concerns the way in which the employee carries out his task, rather than his person or his results. It also relates to his behavior, his professional qualities and his skills. The elements covered by this recognition include creativity, innovation, continuous improvement in working methods, customer relations, teamwork, etc.
- Recognition of the investment in the work: Sometimes, despite all the know-how and energy deployed, the results do not match the efforts. We cannot therefore reward the achievement of objectives (recognition of results), but the investment in work can receive appropriate recognition. We will then note the quality and the importance of the efforts thanks to which the employee contributed to the work process. The recognition of the investment relates to the involvement of the employees, the risks they take to carry out their task, the energy deployed in sometimes difficult conditions. This appreciation makes it possible to highlight the contribution of employees who are not very visible or less efficient, whose actions do not have a great impact, but who participate in the functioning of the organization.

Throughout the analysis, it seems to us that the agents are in a permanent quest for recognition. Indeed, recognition at work is an essential element in preserving and building the identity of individuals, giving meaning to their work, promoting their development and contributing to their professional well-being.

4. Discussion

This section summarizes, in two phases, the data resulting from different approaches to the survey (interview) relating to recognition by others as a factor of motivation and performance at LCB Bank.

Indeed, we interviewed twenty (20) agents and executives of the LCB Bank. Our investigations focused on six (5) themes, namely: identity dynamics (theme 1), work involvement (theme 2), motivation (theme 3), recognition of the work done (theme 4), importance of recognition (theme 5).

We have analyzed each theme by establishing a connection with the information collected, relying on the work of certain authors.

4.1 From involvement to motivation at work

The first phase of our discussion will revolve around the work involvement and work motivation of the agents surveyed.

Thus, by comparing the results from our survey (interviews), we found at LCB Bank that the majority of employees, beyond the work they do, do not see their efforts or their involvement in their work being valued (Theme related to work involvement). In addition, we demonstrated in theme 3 on motivation that the lack of valuation leads to demotivation and/or a drop in employee productivity.

Many theories of motivation exist. From all these theories, we can generally retain that motivation is a variable and complex system where multiple internal and external factors interact.

The older work of Couix (1977), on the basis of subjective remuneration (which is not pecuniary, for example giving a compliment, encouraging after a job has been done), emphasizes that in return for his investment in the work, the employee requires a sufficient amount of rewards. In the event that he does not obtain this quantity of rewards, the employee has the feeling of being exploited and risks reducing his investment at work.

Frederick Herzberg (1968), states that there are two factors that influence the behavior of employees: the satisfaction factor and the dissatisfaction factor. He considers that among the factors of satisfaction, there is recognition by others of the work done, and the absence of this recognition can lead to demotivation.

Thus, we can consider that Herzberg's theory is a continuation of Maslow's. Herzberg states that hygiene factors act on primary needs and that motivational factors complement secondary factors.

Also, motivation being at the heart of professional life, it is vital for any organization to have a motivated and efficient workforce. Indeed, we find, during our interviews, that some LCB agents derive their sole motivation from remuneration, whereas this is not the only motivating factor. In particular, there is career development, recognition of the work done, which are just as many factors that nourish the motivation of employees. This is not the case within LCB Bank and this negatively affects the motivation of its agents.

4.2 Recognition of the work done and its importance

After having gathered all the information from our interviews carried out at LCB Bank on work involvement and motivation, we have identified a real problem of recognition at LCB Bank.

This problem can be solved by a change of management style applied by certain leaders. Thus, we examined the recognition of the work done (theme 4) which is the key theme of our research work. Indeed, during our interviews, a large part of the interviewees expressed their dissatisfaction with the fact that they do not feel recognized when they do a job. This lack of recognition is one of the major causes of the demotivation of employees, because it affects the employee's self-esteem, even his psychological health. And it is quite fair and worthwhile to see his efforts being recognized at their true value by his manager, because it allows the employee to evolve, to feel confident and to develop professionally, as Blanchard and Johnson point out (2015) which state that "most companies spend so much money on salaries but spend only a tiny fraction of their budget on staff development". Knowing that motivation is very important, employees tend to work better and more efficiently when they are motivated. Hence the importance of recognition of the work done (theme 5).

In 2018, during an interview with the LCI channel, Jean Pierre Brun stipulates that recognition is perhaps not the most important, because job insecurity and remuneration are important, but is a situated issue. at the top of the list. Recognizing employees, like recognizing your manager, is a human duty. When people are recognized, they perform better. Putting people back into company reports, which have become very quantified, task-oriented, performance-oriented and results-oriented, is essential. The result is the final destination. To achieve this, there are several means and recognition is one of them.

Long before, in 2008, this author pointed out that the demand for recognition has become an essential component of life at work. It affects all organizations, private or public, and all professions, from the bottom to the top of the hierarchy. It takes the form of a demand for salary, status, but also a more general demand that relates to the person himself.

In the sense of Rondier (2009), "verbal persuasion means that through suggestions, warnings, advice and questioning, participants can be brought into the belief that they possess the potential to successfully perform the behavior that formerly embarrassed them".

Christophe Laval (2011) affirms that people no longer simply want to be congratulated, they want the company to consider them and allow them to renew their relationship with work. All categories of organization and all sectors combined, employees do not necessarily seek to be placed on a pedestal, they especially want their individual or collective intelligence to be solicited as much as their skills in order to simply express the potential for progress that they carry within them.

In his Papidoc website, Doctor Lucien Mias (2001) emphasizes the thought of Abraham Maslow who believes that everyone should have self-esteem and feel that others have consideration for him. . The need for self-esteem is then linked to the desire for strength, success, merit, mastery and competence, self-confidence in front of others, independence and freedom. A person also needs to be recognized and appreciated by others, when these two needs are met, the person has self-confidence and feels useful; if they are not satisfied, the person may feel weak and inferior.

Perreti (2000), considers that recognition is the constructive and personalized reaction, expressed in the short term by an individual following an attitude, particular or global, which constitutes an effort worth noting.

Thus in the same work, he underlines that the expectations of recognition are very strong today: to be recognized for what one is and for what one does, to see all one's expectations of recognition identified and taken into account. He evokes the problem of recognition during a company and personal survey which emphasizes the dropout of employees, offside, who have the feeling, at 78%, that their capacities and their motivation are underused and suffer from a lack of recognition.

Moreover, recognition at work constitutes a judgment made on the contribution of the worker, both in terms of work practices and personal investment and mobilization. In addition, it consists of evaluating the results of this work and highlighting them. It appears here that there is almost no recognition of managers towards employees. Thus, there is the problem of recognition by others of the work done.

5. Conclusion

Taking into account the personality of individuals and the efforts they make during their work, requires LCB Bank managers to apply more effective management. This article on the recognition by others of the work done and feeling of personal effectiveness at LCB Bank is a contribution that shows the limits of objective remuneration in motivation. Using our results, we detected a real lack of recognition on the part of the managers of this structure. This lack of recognition is the cause of several dysfunctions within the company, such as the feeling of personal effectiveness, motivation and performance of employees. Indeed, LCB Bank managers are only interested in the results of a job well done without seeing upstream the efforts that employees have made in a job. Many managers consider this compensation in the simple monetary form. It is this situation that the employees of LCB Bank deplore, who

consider that recognition occupies an important place in any company.

In view of these results, we confirmed our hypothesis that what would therefore be appropriate is to apply the different forms of recognition as described by J. P. BRUN. Indeed, by integrating the different forms of recognition at work into an overall commitment to gratification through recognition rather than compensation, the company is opting for a winning strategy. Beyond a simple financial compensation, there are deeper human values such as equality, justice and benevolence that are experienced on a daily basis.

The beneficiaries of these forms of recognition would feel indebted and would develop a feeling of personal effectiveness that encourages them to boost their performance at work. Companies are therefore called upon to emphasize the reciprocity of exchanges by granting employees these forms of recognition that fairly reflect the efforts they make at work; which will create a mutually beneficial work environment for companies that will rejoice in the performance and motivation of employees, and for employees who will benefit from a managerial practice that will give them the feeling of being unique people worthy of respect.

Recognition at work is approached timidly in daily practices within companies. However, it plays a role and occupies an important place in the development of labor relations. It is for this reason that the heads of organizations are called upon to design and implement a recognition program at work, to monitor it and to integrate this policy into the values of the company, in order to contribute to the development of potential of their employees and thus guarantee the success of their organization.

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