



## **Non-Financial Incentives and the Staff Performance of Selected Public Organizations In South East Nigeria**

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### **ABSTRACT**

The main objective of the study was to find out the effects of non-financial incentives on the performance of Staff in Nigeria public organizations with special emphasis on three federal higher institutions in south-east Nigeria; Federal Polytechnic Uwana, Afikpo, Federal Polytechnic Nekede and Federal Polytechnic Oke. The objective of the study was to find out the extent to which Career advancement opportunity, Participation in decision making, and Employee Empowerment affect public servants' job performance. Six research questions and hypotheses were formulated in line with the objectives to guide the study. The methodology used in this study was the survey research design. The population size was 6641, and the sample size of 1276 was determined using Borg and Gall's formula. 1276 copies of the questionnaire were administered to the respondents in order to collect data and 1059 were retrieved. Hypotheses were tested using chi-square test statistic at the 0.05 level of significance. Result showed that: Non-financial incentives do positively affect public servants' job performance. More so, among the expected factors of non financial incentives identified in this study, career advancement opportunity, participation in decision making and employee empowerment positively affected employee motivation and improved job performance. The study recommended that: Management should pay more attention to non-financial motivational factors. Management should make the job a little more challenging, and promotion should, be based on merit to encourage superior performance among public servants. Again, participation in decision making should be imbibed and finally, organization should publicly and promptly recognize employees with superior performance and positive critical incidents.

**Keywords:** Career Advancement Opportunity, Participation in Decision Making, Employee Empowerment

### **INTRODUCTION**

According to Porter, Lawler and Hackman (1974), three main characteristics of a motivating job exist; first the job must allow a worker to feel personally responsible or otherwise experienced as worth-while to the individual. Secondly, the job must provide feedback about what is accomplished. Finally, if the level of independence by the worker is high, his degree of partaking in decision making will equally be high; this leads to increase productivity and job satisfaction. Cole (2007) wrote; prior to the scientific management movement led by Fredrick W. Taylor, one of the first industrial engineers, the usual method of payment had been by the hour, by the day or by the traditional piece rate plans. Elton Mayo, Mary Parker Follet and Douglas McGregor came up with the second idea of adopting socio-psychological approach in resolving managerial problem. Elton Mayo stated that emotional factors were a more imperative determinant of workers performance than the physical and rational factors. This gave rise to the human relations approach/movement and thus non-financial incentives became prominent as a means of securing improved performance from subordinates.

McHugh and McHugh (2002) summarized by saying that wage incentives are not the only effective incentives, non financial incentives may even be more important as motivation for higher productivity. According to Safiullah (2014), workers in an organization should be motivated by providing an all

encompassing reward system in order to remain competitive. Progression in the career path, income level and rewards are imperative factors for employee motivation. On the other hand organizations should consider a more structured reward system that considers both fundamental and extrinsic rewards which in turn enhances high performance culture in the organization. Unlike private institutions, public organizations do not have free access to money as a means of motivating employees because of their nature and set up. Non financial incentives are most effective for staff who are contented with their salaries or have spent a long time in a particular position. Employees work in any enterprise in order to satisfy their needs and in most cases they do not contribute towards the organizational goals (as much as they can) due to the fact that they are not adequately motivated. Motivation or incentives acts as that process which excites people to work for attainment of the desired objective.

### **Statement of the Problem**

Nigerian public organizations have consistently witnessed insufficient motivation, low morale, poor job performance and the resultant un-impressive performance of employees. These institutions have recorded massive negative attitude of staff, ranging from loafing during work hours, idleness, absence, lateness to work etc. The employees often miss deadlines, fail to meet expectations and / or are not for over time. All of which can be evidently associated with unmotivated employees. (Chukwuemeka, 2015). Some people advance reasons for this ugly phenomenon to the set up and mode of administration which does not provide the managers enough authority and economic powers required to get the Staff motivated and productive. The fact remains that employees who are unmotivated affect the performance of the team or department. In an organization, the human element is the most intricate and the most complex of all resources available to the manager.

The Hawthorne studies concluded that man is a social being and that employees are motivated by more than the satisfaction of economic needs because they seek to fulfill social and psychological needs which cannot be met entirely with money (Igboeli 1990). Neelam, Arif, and Shoaib (2013), opined that non-financial incentives positively correlate with employee attitude and performance in the workplace by stating that "feedback to employees, freedom, career development plan, and valuation of employees, learning programs, open and comfortable work environment and good supervisory relations, positively correlate with employee attitude and performance in the workplace." On the other hand, Njeri (2014), agrees that non-financial rewards motivate employees to a great extent and were very important to them and that the business has numerous non-financial incentives to motivate employees. Njeri went ahead to recommend that various non-financial rewards that motivate employees effectively should be used due to the harsh economic times and the decreasing power of money as a motivator. Other authors like; Kumar, Hossain, and Nasrin (2015), Chukwuemeka (2015) and Nzewi (2017) all agreed that non-financial rewards are positively correlated to employees' attitude and performance in the workplace.

Okolo (2018) argued that it is the phobic aspect of non-financial rewards that increases productivity. Josephine (2015) maintained that non-financial rewards are dominant factor of employee retention, whereas Yousaf, Latif, Aslam and Saddiqui (2014) opined that financial factors affects job satisfaction more. While Ndichu (2017) opined that both financial and non financial incentives are essential, but have different meaning to different categories of employees. Saddiqui (2014) argued that financial rewards are imperative for employee motivation in third world countries but the consequence of non financial rewards cannot be undermined. Tochukwu (2018), maintained that junior workers considered increase in wages and salary to be an important motivation factor but the top management staff place less emphasis on increase in wages and salary.

Some scholars argue that the effect of financial incentives on the employees is temporal, and do not have a far reaching impact on their psychology, yet it costs a lot of money which is very scarce in the present economic conditions. Financial incentives also eat deep into the organizational scarce financial resources yet increases the total cost of production. Worst of it all is that they are not usually readily available to the management of government owned institutions as a tool to achieve motivation among the staff.

Therefore problem focus of this study came as a result of the above conditions and factors. It becomes imperative to study the effect of non-financial incentives on the performance of Staff in Nigerian public Organization as an alternative or complimentary means of securing improved performance from the staff

of public organizations. The study aims to specifically identify those non-financial factors that initiates, directs and sustains employees' behavior towards effective job performance and their effect on the performance of staff in Nigeria Public Organizations.

### **Objectives of the Study**

The main objective of this study is to determine the effect of non-financial incentives on the performance of staff in Nigeria public organizations.

Specifically, the purpose of this study is to;

1. Find out the extent to which Career advancement opportunity improves public servants' job performance.
2. Determine the extent to which Participation in decision making positively influences public servants' job performance.
3. Investigate the extent to which Employee Empowerment affect public servants' job performance.

### **Research Questions**

This study sought answers to the following research questions.

1. To what extent does Career advancement opportunity improve a public servants' job performance?
2. To what degree does Participation in decision making positively influence public servants' job performance?
3. How does Employee Empowerment positively affect public servants' job performance?

### **Hypotheses**

Hoi: Career advancement opportunity has no significant positive effect on a public servants' job performance

Ho2: Participation in decision making has no significant positive effect on public servants' job performance.

Ho3: Employee Empowerment has no significant positive effect on public servants' job performance.

### **Significance of the Study**

This study will be of great help and importance to the following:

**Organizations under study:** These will benefit from this study by having a better understanding on how to get the employees motivated without spending money in order to remain productive especially in the face of the present harsh economic climate.

**Government:** Government and its agencies will benefit from this study by understanding and applying the findings of this work to the management and smooth running of corporations in order to improve the attitude and performance of public employees.

**Policy makers:** This study will be beneficial to Policy makers by helping them understand the importance and efficacy of non-financial incentives. This will enable them include non financial incentives as part of motivation package available in the organizations.

**Employees** will benefit by understanding the importance of non financial incentives that affect emotions.

**Students and researchers:** can get new knowledge, and further research can emanate from this study too. This study will serve as literature materials and a bridge in knowledge gap which will thereby add to the existing body of knowledge in the subject area of using non financial incentives to achieve motivation.

## **REVIEW OF RELATED LITERATURE**

### **Conceptual Review**

#### **Non Financial incentives**

Firstly, Incentive can be defined as monetary or non-monetary reward offered to the employees for contributing more efficiently. Incentive can be additional payment or something more than the standard salary or wage. They act as good stimulator or motivator because it encourages the employees to advance their efficiency level and attain the target (Chukwuemeka 2015). Incentive is a positive motivational influence on a person that helps improve his performance. Thus, it can be said that all the measures taken by the management to improve the performance of its employees are incentives, (toppr.com) Wagepoint

(2018) Non-financial incentives are the types of rewards that are not a part of an employee's pay. Typically, they cost the company little or no money, yet carry significant weight. Chukwuemeka (2015) posits that these are the incentives which cannot be calculated in terms of money. As organizations reduce employee payments, non-financial incentives for employees become extremely imperative. Employees certainly appreciate more money, but money does not buy happiness, nor does it buy engagement and loyalty. Non-financial incentives instigate and connect employees in ways that money is incapable of doing.

The usual method of payment had been by the hour, by the day or by the traditional piece rate plans. Wage incentives were first developed by Taylor who believed that workers would produce more, if they are given an incentive to do so. He further stated that pay should be increased in some proportion to increase output resulting from workers' own extra effort. (Cole, 2007)

Elton Mayo, Mary Parker Follet and Douglas McGregor came up with the second idea of adopting socio-psychological approach in resolving managerial problem. Elton Mayo stated that emotional factors are more essential determinant of optimal performance than physical and logical factors, therefore he called for a new social order designed to stimulate individual cooperation. According to Wagepoint (2018) Praise and validation are two crucial elements essential to all relationships, including employee-employer. Praise and validation should be the focus of non-financial incentives for employees. Furthermore, non-financial incentives ranks more powerful motivators than financial incentives and employees respond better to non-financial incentives because they can affect emotions of employees.

Thompson (2014) opines that on-financial rewards have further considerable impact on employee satisfaction and motivation than conventional financial. Organizations with outstanding non-financial incentive plans can attract, motivate and retain talented people. Thompson went ahead to observe that some organizations tend to rely on non-financial rewards when budgetary constraints make it difficult to financial incentives but non-financial rewards should be a part of any company's plan regardless of the economic situation because of their importance to the employees.

### **Performance**

Staff performance or Employee performance according to (businessdictionary.com) means the job related activities anticipated of an employee and how well they are executed. According to Armstrong (2012). Employee performance is behavior and should be distinguished from the outcomes because they can be contaminated by the system. Armstrong (2014) opined that employee performance is a function of both ability and motivation. He further stated that performance encompasses both behaviours and outcome. Behaviours originate from the performer and change performance from concept to deed. Behaviours are not just instruments for outcome, but are also results and product of intellectual and material endeavor applied to everyday jobs and can be judged apart from results. Campbell (1990) argued that performance is the result of acquaintance about details and things, understanding about how things are done and the skills to do them and ultimately, motivation to take action to apply effort and to persist.

In the context of this work performance shall be considered in line with the views of Hakala (2008) and McQuerrey (2018) who opined that key performance indicators relates directly to specific job functions and the measurement uses the following indicators of performance which among others includes: Quantity or units produced, Quality of work performed, Timeliness, Cost-Effectiveness, Absenteeism/Tardiness, Creativity and innovation, Adherence to Policy/ attention to details, Gossip and Other Personal Habits, Personal

### **Theoretical Framework**

The study was guided by Human Relations Theory: There are several theories associated with non-financial incentives but this study relied on the Human Relations theory. According to Nunes (2016) Human Relations Theory is a management theory, included in the Behavioral School founded by Elton Mayo following the conclusions obtained in several studies performed in several North American companies between 1924 and 1932 in Hawthorne. The study examined the special effects of social relationships, motivation and employee satisfaction in the work place. Unlike Taylor's viewpoint, the movement feels that interpersonal relations were central and the society was composed of groups not just

individuals who act in parallel with their own benefit but are influenced by Human Relations Theory. The foundation theory was that men have social needs, desires, and worthwhile relationships in the work place and responds more to the peer pressure than to the superiors' authority. From this theory emerged a new type of management more concerned in knowing the workers individual and group needs and seek for efficiency and productivity through leadership, motivation and communication. On the other hand, the informal organization concept also emerged.

In conclusion, human relations and the work environment that develops from there, the creation of bond among the workers who felt led by a management who cared about their well being are very crucial for the increase of productivity, than simple physical, conditions and work materials.

This theory was selected to guide this study to enable us interpret and relate the findings of this work to the tenets of the theory which concludes that good human relations, favourable working environment, cordial relationship among co-workers and people's oriented management are crucial factors that increases productivity in an organization

### **Empirical Review**

Chukwuemeka (2015) studied the impact of non-financial incentives on the performance of Workers in higher institutions in Nigeria: a case study of federal Polytechnic Oko. Survey design method was adopted; Questionnaires were used to obtain data from the sample of 320 respondents and data was analyzed using simple tables and percentage. The finding established that Non-financial incentives do motivate workers into higher productivity. Factors which stand out as the determinant of job satisfaction are achievement, advancement, responsibility and the job itself.

Josephine (2015) carried out a research on non-financial reward and employee retention in private primary schools in Kenya (Kiambu County). Survey research designed was adopted. The major finding was that non-financial rewards took dominance as a factor of employee retention. It was recommended that organizations evaluate their reward practice to ensure alignment with the possible impact of changes in the universal environment and to make provision for diverse necessities based on the demographic factors of their workers.

Kumar, Hossain, and Nasrin (2015) the research was on the impact of non-financial rewards on employee motivation in different organizations of Bangladesh. Quantitative survey research methodology was adopted and questionnaires were used to get data from a population of 215 respondents and Hypotheses was tested using chi square. The results show that there is a positive association between non-financial rewards and employee motivation. The study recommended that employees should be viewed as an important element and considered as the human capital of any organization.

Nzewi (2017) studied the impact of Non- Financial incentives on the performance of workers in higher Institutions in Nigeria: A study of Federal Polytechnic. The study adopted Descriptive Survey research method. Data was generated through Questionnaire from a sample of 413. Data obtained was analyzed with simple percentage and tables. Data was tested using Chi-square statistic. The findings established that non financial incentives do motivate workers into higher productivity

Okolo (2018) the effect of non-financial motivation on workers performance: a case study of Aguata local government area. The major purpose of the study was to ascertain the impact of non-financial motivation, on workers performance. The study adopted Descriptive Survey research method. Data was gathered through Questionnaire from a sample of 327. Data was analyzed with simple percentage and data was tested using Chi-square statistic. The major finding made was that phobic aspect of non-financial motivation would increase productivity. Based on the major findings made, it was recommended that, periodic training of workers should be seen as element of an organization so as to increase productivity effectiveness and efficiency.

Orga, Mbah, and Ekechukwu, (2018) the study examined the effect of non-financial rewards on staff productivity in Shoprite Company Enugu. Questionnaire was used to acquire data from a population of 275. Hypotheses were tested using F-statistic. It was establish that the relationship between medical benefits and the level of absenteeism was considerably high and the relationship between having recreation areas and volume of output was considerably high.

Saddiqui (2014) the research aimed to examine financial and non financial rewards that affect the motivation of employees in Lahore City of Pakistan. Qualitative and quantitative survey research methodology was adopted. Questionnaires were used for data collection. The findings were that there are different factors that influence the motivation of employees which can be classified into two categories; financial and non financial rewards. Financial rewards are more important for employee motivation in third world countries like Pakistan, where the inflation rate is so high that people are struggling hard to retain their social status but the importance of non financial rewards cannot even be discriminated.

Tochukwu (2018) focused on Comparative study of financial and non- financial motivation of employees in an organization: A study of West African Portland Cement Industries Ile-Ife, Osun State Nigeria. The research was Survey descriptive which used oral interview and structured questionnaire to gather data. Data was analyzed using Simple Average and Percentage Technique and Chi-Square for test of Hypothesis. Findings: Junior Workers considered financial incentives (such as increase in wages and salary) to be an important motivation factors, the top management staff place less emphasis on financial incentives. The study also found out that recognition will help to advance the performance of the employee. Recommendations: The environment in the organization must be improved to encourage the health state of worker force. Management must ensure that there are criteria for the promotion of workers to avoid arbitrary types that demoralizes effort.

Yousaf, Latif, Aslam and Saddiqui (2014) the study examined the effect of financial and non-financial incentives on job satisfaction. Questionnaires were used to acquire data which were analyzed using SPSS 15.0 program. Findings are that there is a considerable relationship between the financial and non-financial incentives and the job satisfaction of employees. Financial incentives have a stronger effect on job satisfaction than the non-financial incentives.

Zachary (2014) studied the Influence of Non-Monetary Rewards on Employee Performance in Muranga Water and Sanitation Company, Murang'a County. Descriptive survey research design was used. The population was all the 87 employees and data was collected using questionnaire. Frequency tables, charts and percentages were used to present and interpret data while analysis was by the use of SPSS (statistical package for social sciences). This study found out that there is a positive relationship between employee independence, recognition, career development and flexible working schedules and employee's satisfaction, performance and overall productivity.

## **METHODOLOGY**

Descriptive cross-sectional survey design/was adopted in this study. The area of study comprised three south eastern states: Anambra, Ebonyi and Imo states, selected from the five South East Geo Political zone of Nigeria. The sources of data for this research were primary and secondary data. The population of this study consists of the management and other staff numbering 6641 people distributed thus: Akanu Ibiam Federal Polytechnic Uwana Afikpo Ebonyi State; 1780, Federal Polytechnic Nekede, Imo state; 1891 and Federal Polytechnic Oko, Anambra state; 2970. The researchers sample size was determined using Borg and Gall's (1989) formular to obtain a sample size of 1276. Face and content validity was adopted in this study. Test-retest reliability and was used in determining the reliability of the instrument which involved the use of pilot study to ensure that another researcher would obtain the same result and findings if the study were repeated.

### **Method of data analysis**

The primary data generated through structural interview was collected and presented in the form of tables, frequency distribution and analyzed using simple tables and percentages. The quantitative data was further analyzed using chi square statistic to determine the level of relationships between the dependent and the independent variables of the study. Decision rule: Reject  $H_0$  and accept  $H_1$  if the calculated chi-square value is greater than the tabulated value otherwise, do not reject  $H_0$ .

**PRESENTATION AND ANALYSIS OF DATA**

**Table 1 Responses from the respondents**

S/no	The extent to which Career advancement opportunity improve a public servants' job performance	SA	A	UD	D	SD	Total
1	Growth opportunities on the job	287	243	299	109	121	1059
2	New challenges or responsibilities	192	195	260	198	214	1059
3	Training opportunities	328	254	299	86	92	1059
4	The possibility of being promoted	302	216	243	145	153	1059
5	Heading a team or department	343	246	272	95	103	1059
	Total	1751	1361	1601	790	851	6354
	Average	292	227	267	131	142	1059
S/no	The degree to which Participation in decision making influence public servants' job performance	SA	A	UD	D	SD	Total
1	Involvement in target-setting	296	127	121	293	222	1059
2	Working in a team	429	172	154	177	127	1059
3	Being involved in decision making	325	154	163	240	177	1059
4	Being consulted	402	154	130	216	157	1059
5	Opportunity to make contributions to the management	319	151	160	246	183	1059
	Total	1771	758	728	1172	866	5295
	Average	354	152	146	234	173	1059
S/no	How Employee Empowerment affect public servants' job performance	SA	A	UD	D	SD	Total
1	The opportunity to be creative in my work	160	260	172	154	313	1059
2	The flexibility of my job	275	311	177	133	163	1059
3	More freedom in the performance of duties	287	340	201	71	160	1059
4	Being the 'senior' representative in the team	388	325	163	91	92	1059
5	Having power over other people	319	302	160	118	160	1059
	Total	1429	1538	873	567	888	5295
	Average	286	308	174	113	178	1059

**Summary of data collected with respect to the Research Questions**

**Table 2: Career advancement and job performance**

	SA	A	UD	D	SI	TOTAL
Uwana	95	70	65	33	27	290
Nekede	90	70	82	32	25	299
Oko	107	87	120	66	90	470
Total	292	227	267	131	142	1059

**Table 3: Participation in decision making and job performance**

	SA	A	UD	D	SD	TOTAL
Uwana	107	52	39	60	32	290
Nekede	115	53	49	50	32	299
Okoko	132	47	58	124	109	470
Total	354	152	146	234	173	1059

**Table 4: Employee Empowerment and job performance**

Research Q3	SA	A	UD	D	SD	TOTAL
Uwana	78	85	50	31	46	290
Nekede	81	87	50	31	50	299
Okoko	127	136	74	51	82	470
Total	286	308	174	113	178	1059

4.3 Testing of Hypotheses

$$\chi^2_{(2)}(0.05) = \sum \frac{(fo-fe)^2}{fe}$$

Fo = Observed frequency

Fe = Expected frequency

$$Df (v) = (c-1) (r-1) \\ = (5-1)(3-1) \\ = 8$$

$$\chi^2_{(2)} (0.05) = 15.5$$

**Decision rule**

**Reject H<sub>0</sub>** and accept H<sub>1</sub> if the calculated chi-square value is greater than the tabulated value otherwise, do not reject H<sub>0</sub>. Note that this was applied to the testing of all hypotheses in this work.

**Test of hypotheses One**

H<sub>01</sub>: Career advancement opportunity has no significant positive effect on a public servants' job performance

**Table 5: Computation of chi square test statistic for the test of hypothesis 1**

Cells	Fo	Fe	Fo-Fe	(Fo-Fe) <sup>2</sup>	$\frac{(Fo-Fe)^2}{Fe}$
1	95	80	15	225	2.8125
2	70	62	8	64	1.03225806
3	65	73	-8	64	0.87671233
4	33	36	-3	9	0.25
5	27	39	-12	144	3.69230769
6	90	82	8	64	0.7804878
7	70	64	6	36	0.5625
8	82	75	7	49	0.65333333
9	32	37	-5	25	0.67567568
10	25	40	-15	225	5.625
11	107	130	-23	529	4.06923077
12	87	101	-14	196	1.94059406
13	120	118	2	4	0.03389831
14	66	58	8	64	0.27586207
15	90	63	27	729	11.5714286
	1059	1058	1	2427	34.8517887

Calculated chi-square = 34.8

Tabulated chi-square value = 15.5

**Decision/Research Conclusion**

Since the calculated Chi-square value of 34.8 is greater than the tabulated value of 15.5 we therefore reject  $H_0$  and conclude that Career advancement improves a public servants' job performance.

**Test of hypotheses two**

Ho2: Participation in decision making has no significant positive effect on public servants' job performance.

**Table 6: Computation of chi square test statistic for the test of hypothesis 2**

Cells	Fo	Fe	Fo-Fe	(Fo-Fe) <sup>2</sup>	$\frac{(Fo-Fe)^2}{Fe}$
1	107	97	10	100	1.03092784
2	52	42	10	100	2.38095238
3	39	40	-1	1	0.025
4	60	64	-4	16	0.25
5	32	47	-15	225	4.78723404
6	115	100	15	225	2.25
7	53	43	10	100	2.3255814
8	49	41	8	64	1.56097561
9	50	66	-16	256	3.87878788
10	32	49	-17	289	5.89795918
11	132	157	-25	625	3.98089172
12	47	67	-20	400	5.97014925
13	58	65	-7	49	0.75384615
14	124	104	20	400	0.15384615
15	109	77	32	1024	13.2987013
	1059	1059	0	3874	48.5448529

Calculated Chi-square value = 48.5

Tabulated chi-square value =15.5

**Decision/Research Conclusion**

Since the calculated Chi-square value of 48.5 is greater than the tabulated value of 15.5 we therefore reject  $H_0$  and conclude that Participation in decision making positively and significantly affect public servants' job performance positively

**Test of hypotheses three**

Ho3: Employee Empowerment has no significant positive effect on public servants' job performance.

**Table 4.3.3: Computation of chi square test statistic for the test of hypothesis 3**

Cells	Fo	Fe	Fo-Fe	(Fo-Fe) <sup>2</sup>	$\frac{(Fo-Fe)^2}{Fe}$
1	78	78	0	0	0
2	85	84	1	1	0.01190476
3	50	48	2	4	0.08333333
4	31	31	0	0	0
5	46	49	-3	9	0.18367347
6	81	81	0	0	0
7	87	87	0	0	0
8	50	49	1	1	0.02040816
9	31	32	-1	1	0.03125
10	50	50	0	0	0
11	127	127	0	0	0
12	136	137	-1	1	0.00729927
13	74	77	1	9	0.11688312
14	51	50	1	1	0.32
15	82	79	1	9	0.11392405
	1059	1059	0	36	0.88867617

Calculated Chi-square value = 0.8

Tabulated chi-square value = 15.5

### **Decision/Research Conclusion**

Since the calculated Chi-square value of 0.8 is less than the tabulated value of 15.5 we therefore accept  $H_0$  and conclude that Employee Empowerment does not have a positive effect on public servants' job performance.

### **Summary of Findings**

The major findings of this study are:

1. Career advancement improves public servants' job performance.
2. Participation in decision making positively influence public servants' job performance.
3. Employee Empowerment does not affect public servants' job performance,

### **Conclusion**

This study was on the effects of non-financial incentives on the performance of staff in Nigeria public organizations. The objective was to analyze the common non financial motivational factors and how they affect the performance of staff in Nigeria public organization. Non-financial incentives do positively affect public servants' job performance. More so, among the expected factors of non financial incentives identified in this study; Career advancement, Participation in decision making, and Recognition of employees' achievements and Organizational climate positively affect employees' motivation and improves job performance while Employee Empowerment and Job security does not affect public servants' job performance.

### **RECOMMENDATIONS**

Based on the analysis of the research and subsequent findings, the researcher wish to state that workers performance in the public sector cannot be effective and efficient until they are properly motivated. As a result of this, the following recommendations are articulated:

1. Management should pay more attention to non-financial motivational factors as they have far more reaching effects on the workers and a far less expensive than financial incentives. Financial incentives basically provide only temporary motivation.
2. Since Career advancement improves a public servants' job performance, effort should be made to make the job a little more challenging not just business as usual and promotion should be based on merit to encourage superior performance among public servants.
3. Participation in decision making is a proven tool that motivates and gives a sense of belonging to workers. Management of public organizations should imbibe an open door policy that offers fair hearing and ideas gathering from the workers to enable it have a more motivated workforce and quality decisions.

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