Non- Financial Incentive, Commitment and Employee Performance; a Study of Non-Academic Staff of The University of Jos

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***Abstract*: Motivating employees is no doubt has an impact on the productivity of an organization, but the extent of the motivation is the gap that this study focuses on. Incentive systems play a key role in motivating employees in an organization. Motivating employees to work energetically is beneficial to the organization while employees, on the other hand, are systematically satisfied with the level of the job done. This study centered on the effect of non-financial incentives on employee's performance among non-academic staff of university of Jos. Three hundred and seven (307) participants were stratified across the two cadres of employees (senior and junior staff) of the university non-academic staff. Participants were stratified and equally were randomly selected from the pool of respondents. The survey method was used to generate required data from the respondents, using and with the aid of a well-structured questionnaire. The data generated were analyzed using the regression method. The study reveals that there is a significant impact of non-financial incentive system, commitment on the non-academic staff at the University of Jos.**

***Keywords*: financial incentive, non-financial incentive, commitment, and performance.**

I. INTRODUCTION

Today's organizations consider employee performance as one of their topmost priorities. Organizations consequently make a great effort to encourage and enhance employee commitment which in turn increases employee performance (Torrington & Hall, 2008). According to Armstrong (2010) employee performance refers to proper completion of tasks at work and the results achieved, this is usually interrelated with the organizations strategic goals, customer satisfaction and economics contributions. When employee performance is high, the general performance of the organisation will also increase (Hueryren & Dachuan, 2012). According to Armstrong (2010) monetary and non-monetary incentives have a positive effect on employee performance with the effect of employee commitment. Achieving high employee commitment through offering incentives to employees promotes employee performance (Chiang & Birtch, 2008).

Furthermore, Tumwet, 2013 opines that managing employee performance in most organizations has habitually concentrated on evaluating employee performance and enhancing incentives offered to the employees. Better incentives will lead to improved and effective employee performance, which is realized as a result of the interaction between incentives and employee commitment. One of the major challenges faced by a large number of employers whether in public or private sector is how to offer and use incentives as a tool for encouraging employees in order to improve their employee commitment, highly committed employees perform well at work (Clark & Estes, 2002).

The global nature of the prevailing social and economic challenges has made it hard for majority of the organizations to cope with the unending employee demands, among them provision of an appropriate incentive systems to effectively link employee commitment and employees performance (Atambo, Kabare, Munene, & Mayogi, 2013). Incentives are instrumental in enhancing employee commitment in an organization. Incentives offered at the organization play an important role in giving employees satisfaction and achievement at work in terms of recognition, and promotion opportunities, which leads to increased and effective employee performance (Olubusayo, Stephen, & Maxwell, 2014). Incentives play a key role in discouraging absenteeism, minimizing employee turnover, increasing job pleasure and encouraging employee retention rate, these are indicators of employee performance (Olubusayo et al., 2014).

Finally, Incentives will influence employee performance and commitment (Yeh, 2012). Chi, Yeh, & Chiou (2008) found that incentives have a significant and positive relationship with organizational commitment. Incentives can change the mindset of organizational members to commit to the organization (Chi et al., 2007). Lee (2010) asserted incentives have a positive and significant effect on employee commitment, hence employee commitment will significantly and positively affect employee performance (Chi et al., 2007; Chi et al., 2008). Incentives have a positive influence on employee performance (Yeh, 2012).

Wang cited in (Yeh, 2012) observed that incentives and employee commitment have positive and significant effects on employee performance. Dar, Bashir, Ghazanfar and Abrar (2014) concluded that the employee commitment will mediate the relationship between incentives and employee performance. Ahmad (2009) suggested that incentives would affect organizational commitment and in turn, organizational commitment will influence employee performance and mediate the relationship between leadership style and job performance.

Organizations over the years are facing challenges on both internal and external work environment, organizations therefore cannot maintain full employees' performance without providing incentives to their employees based on their effective and efficient role. Like other organizations facing many challenges under globalization, especially in terms of providing incentives to employees,

1.1 Statement of Problem

In the world today, most of the public sectors have suffered the consequences of poor performance, low staff morale and high employee turnover due to poor or lack of effective incentives programs (Kirunda, 2010). This is the reason companies are increasingly offering worker incentive schemes to inspire and encourage them to be extra productive and efficient. According to the study of Safiullah, (2014) it is not just one factor can motivate employees, for example it is not just monetary rewards which motivate an employee, though monetary compensation is the physiological factor to the employees. That is the employees in any organization need to be constantly provided with opportunities for learning new skills so that they do not feel monotonous. They should be motivated to use the acquired skills on their job.

As fact, most organizations provide only money or financial incentives to remunerate employees for the work they had done for the organization by perceiving that people need only money to stay, motivated and work in their organization. This perception may lead to lose of the skilled manpower and it would affect the productivity of organization

Often than not, organizations and institutions, especially in Nigeria, tend to downgrade or neglect the relevance of incentive system approach in influencing the performance of their workforce. Many institutions have failed in achieving their goals and objectives while others have not been performing beyond their expectations while many are struggling with the system as to which strategies, they will apply to achieve their target. Organisations exist to achieve the designed goals/objectives, and this can be successful if done through their employees, and employees need to be motivated either financially or non-financially

Studies in Africa have shown that employee motivation is not a factor of financial incentives alone (Goetz et al., 2015; Momanyi et al., 2016; Peters et al., 2010; Weldegebriel et al., 2016). This implies that; regardless of how financial incentives have been used widely in organizations, sometimes they discourage creativity in the workplace, a concept that can be achieved via the use of non-financial incentives like career development, training and recognition.

Most of the prior research studies were focused on the effects of financial incentives on job satisfaction, employee engagement and/or employee motivation; while limited work has been focused on non-financial incentives, commitment, and employee's performance. This study is therefore intended to close the existing research gap via the assessment of the non-financial incentives, commitment, and employee's performance, of non-academic staff of the university of Jos.

1.2 Research Question

1. To what extent does non-financial incentive influence performance of non-academic staff of university of Jos?
2. To what extent does non-financial incentive influence commitment of non-academic staff of university of Jos?
3. To what extent does commitment influence performance of non-academic staff of university of Jos?
4. To what extend does the mediating role of commitment on non-financial incentives affects performance of non-academic staff of university of Jos?

1.3 Research Objectives

The defined objectives of this study include:

1. To determine the extent which non-Financial Incentives affect performance of non-academic staff of university of Jos.
2. To determine the impact of non-financial incentives on commitment of non-academic staff of university of Jos.
3. To determine the extent which commitment, affects performance of non-academic staff of university of Jos.
4. To determine the effect of the mediating role of commitment on non-financial incentives affects performance of non-academic staff of university of Jos.

1.4 Research Hypotheses

According to the literature, the following are the hypotheses would be developed for this study:

H01: Non-financial incentive does not affect the performance of non-academic staff of university of Jos.

H02: Non-financial incentive does not affect commitment of non-academic staff of university of Jos.

HO3: Commitment does not affect the performance of non-academic staff of university of Jos.

Ho4: The mediating role of commitment does not affect non-financial incentives and performance of non-academic staff of university of Jos.

II. CONCEPT OF INCENTIVES

The term incentive refers to something that purposes to make one put in greater effort to act in each manner to enhance employee commitment which leads to increased employee performance. An incentive refers to a stimulus that is offered to employees to motivate, encourage, and uphold a desired behavior (Awad & Odeh, 2011). According to Arnold

(2013), incentives are mechanisms meant to achieve an exact change in behavior.

Incentives are divided into 2 groups; these are monetary and non-monetary incentives. The monetary incentives include the following salary, pension plans, loans, social security, paid leave and workers compensation plans in case of an accident. Non-monetary incentives include, promotion, feedback recognition and career development and training and job rotation. In the perspective of employee incentive, it has been observed that motivation serves as a tool for cheering and rousing employees to put forth extra effort and to improve employees work and of course, institutional productively. According to Arvidsson (2004) in Magnusson and Nyernius (2011), the major aims of incentive systems include management control, motivating employees to desired performance and recruiting and keeping employees.

An incentive system is one of the strategies used by the head of institutions or organisations for attracting and retaining employees and to improve their productivity. This has been confirmed by Caruth, Middlebrook and Frank (1982), that, the general purpose of incentive schemes is to increase productivity in the organization. It is a fact that whenever employees are rewarded (either financially or not financially), it will result in positive output. For instance, Njanja, Maina, Kibet and Njangi (2013) posited that managers‟ focus on "recognition" as the key to raising morale. One must be recognized for the job well done, this fall under non-financial incentive. Incentive system helps them maintain a cordial relationship with the management and as well help the employees meet their desires both independently and jointly. Armstrong (2007) also points out that incentives turn out to be a goal that employees generally struggle for; it is also an instrument that gives good results.

2.1.1 Non-Financial Incentives

The non-financial incentive system is another way or system of motivating employees by organizations in a public sector. Some of such could be leaves of any kind, training for development, attending workshops, accelerated promotion, study grant, staff welfare, bonuses, education, official cars and many more. Many authors have affirmed the impact of incentives in enhancing the performance of employees.

These rewards address more on intrinsic motivational aspects where it is tending to a relationship-based approach between organization and its employees. For that organization has to give the respect to the employees through different means as symbolic rewards after observing the performance. Creating a comfortable work place through all these means is helpful to make employees committed to the work honestly. It makes a feeling of value addition for the lives of employees where people may receive recognition, reputation, status and other qualitative achievements in their career life and it will ultimately create learning and development culture within the work place. It is seen as a greater opportunity for the employees to go to the top of the career ladder and organisations also need to put the attention on exploiting opportunities to develop/upgrade the motivational aspects of self-esteem, self-actualization, etc. (Yousaf et.al, 2014).

La Belle (2005) posit that different individuals have different perceptions of rewards and believes that such factors are the main driving force of satisfaction and that they help boost the employee to work harder and better, due to the motivation that it brings about. Some specific non-financial rewards are reviewed below.

2.1.1.1 Opportunity for Career Advancement

Lack of opportunity for advancement through seniority or otherwise may result in dissatisfaction that simmers in an employee's mind until he or she finally quits. In the case of jobs having no real future, applicants should receive a full explanation before they are hired. If an organization does not have chances for promotion of their employees, they may quickly lose this resource to others. Promotion chances are the degree of potential occupational mobility within an organization. Promotional chances reduce turnover since an employee can stay on hopefully eyeing a vacancy. Promotion of staff is a motivator in the sense that an employee is satisfied even as he performs his duties. With job satisfaction turnover is highly reduced (Cascio, 2002).

Growth and development are an integral part of every individual's career. If employees cannot foresee their path of career development in their current organization, there are chances that they will leave the organization as soon as they get an opportunity (Bratton and Gold, 2003). The important factors in employee growth that an employee looks for himself are work profile, personal growth and dreams, and training and development. Career development is vital for both the employees and employers. Career development is mutual beneficial process because it gives imperative outcomes to employer and employees. To gain and maintain competitive advantage organizations required talented and productive employees and these employees need career development to enhance and cultivate their competencies (Prince, 2005).

2.1.1.2 Training

Training is the systematic development of the attitude and skill behavior pattern required by an individual to perform adequately a given task (Torjaman, 2012). To Torjaman, training is designed to change the behavior of the employee in the workplace in order to stimulate efficiency and higher performance standards. Training of employees is equal to investing in the organizational most important asset which is the employee. It develops their skills, changes their attitude towards work and builds their loyalty to the company hence improved performance. Training also helps build the foundation for career advancement hence staff recognition through promotions further leads to job satisfaction (Dabale, Jagero & Nyauchi, 2014).

Training is designed to provide learners with the knowledge and skills needed for their present job (Fitzgerald, 1992) because few people come to the job with the complete knowledge and experience necessary to perform their assigned job. Bebchuk, Cremers and Peyer (2011) provide a systematic explanation of investment in human capital and associated productivity, wages, and mobility of workers. Such investment not only creates competitive advantages for an organization, but also provides innovations and opportunities to learn new technologies and improve employee skills, knowledge, and firm performance. In fact, there is an increasing awareness in organizations that invest in training, and they could improve organizational performance in terms of increased sales and productivity, enhanced quality and market share, reduced turnover, absence and conflict (Salas & Cannon-Bowers, 2013).

2.1.1.3 Recognition

Recognition is the demonstration of appreciation for a level of performance, an achievement or a contribution to an objective. It can be confidential or public, casual, or formal. It is always in addition to pay (Pitts, 2005). In addition to reward, employees also need recognition. Individuals like to share their achievements with others and have it recognized and celebrated. When this need is satisfied, it works as an excellent motivator. If employers rely on reward alone to recognize contribution and achievement it is most possible that the employee's objective will become modified to secure the pay and nothing more and this in turn will lead to a degraded culture of the organization. When used correctly recognition is a cost-effective way of enhancing achievements and enable people to feel involved in the company culture (Pitts, 2005).

An intrinsically motivated individual, according to Ajila (1997) will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her. And an extrinsically motivated person will be committed to the extent that he can gain or receive external rewards for his or her job. He further suggested that for an individual to be motivated in a work situation there must be a need, which the individual would have to perceive a possibility of satisfying through some reward. According to Shore and Shore (2005), employees who are able to experience and receive recognition for their work are also able to have a better perception of their work, their workplace and the people they work for. Thus, there is a need for the employer to really make an effort in showing the employee that his/her wellbeing is of concern to the organization and the management and that the contribution of the employee towards the organization is highly valued.

2.1.2 Concept of Commitment.

Employee commitment is a belief that links the emotional state of the organizational values and objectives to the values and objectives of the employee Lau (2011). Employee commitment is an individual manifestation of loyalty to an organization (Saleem, 2011). Employee commitment is the virtual strength of an employee's identification and association with an organization (Ahmed, 2014). This signifies a great level of affection, devotion and attentiveness on a task assigned at the organization (Dee, Henkin, & Singleton, 2006).

Commitment is a practical evaluation of an entire organization and the objectives, an employee's commitment and performance are directly affected by the value of incentives schemes offered to employees by the organization, the performance that particular organizations is also directly linked to employee's performance (Ahmed, 2014). The outcomes of employee commitment are improved work pleasure, work performance and progress, reduced employee turnover, increased retention rate, decreased plan to search for alternative employers, and reduced absenteeism. Employee commitment is important because high levels of commitment lead to several favorable organizational outcomes. It reflects the extent to which employee's identify with and organization and is committed to its goals. According to Tolentino (2004) Sustained productivity improvement depends on the enterprise's human capital (the skills, knowledge, competencies, and attitudes that reside in the individual employee of the enterprise) and its social capital (trust and confidence, communication, cooperative working dynamics and interaction, partnership, shared values, teamwork, etc. among these individuals.

2.1.2.1 Types of Commitment

Affective commitment is defined as the emotional association of an employee with its organization and objectives (Mowday et al, 1997, Meyer & Allen, 1993). Porter et al. (1974) further state that the affective commitment thus based on (1) "faith of the employees in the organization's objectives (2) their readiness to put forth effort in order to achieve organizational objectives, and (3) a strong wish to be a part of the organization".

Continuance commitment is the readiness of employees to be with an organization because of the cost associated with leaving the organization (Reichers, 1985) and further state that continuance commitment based on years of employment in the organization, job tenure and financial incentives rewarded to employees.

Normative commitment is when employees want to remain in the organization due to the pressures resulting from organizational obligations (Bolon, 1994).

2.1.3 Employee Performance

Performance is referring to outcome and accomplishment of work as well as the results achieved in line with the strategic goals of the organization (M. Armstrong, 2009). Armstrong continues to indicate that performance can be managed by taking action to enhance organizational and individual performance which is associated with both monetary and non-monetary incentives. The term employee performance is connected to quantity, quality and timeliness of output, efficiency and effectiveness of work done, and presence or attendance on the job (Mathis & Jackson, 2009). Employee performance is an issue that has captured the attention of many organizations and hence fueled enormous research in the field of Human Resource Management (Lerner & Mosher, 2008).

According to Porter and Lawler (1968) cited in (Azril, Jegak, Asiah, & Bahaman, 2010), there are three types of performance. On the basis of grouping of employee performance, the three dimensions performance could be distinguished as task, contextual and adaptive performance besides counter productive work behavior (Koopmans et al 2011). Task Performance refers to the proficiency in performing job tasks, such as work quantity and work quality (Koopmans et al., 2011). Contextual Performance refers to behaviors that are past formally prescribed work goals such as performing extra tasks, showing initiative, and coaching newly recruited employees on the job (Fluegge, 2009; Maxham, Netemeyer, & Lichtenstein, 2008). Several labels exist for this dimension such as non-specific task proficiency, extra-role performance and organizational citizenship behavior (Fluegge, 2009; Maxham et al., 2008). Counterproductive behavior includes behaviors as absenteeism, lateness for work, engaging in off-task behavior, theft, and substance abuse (Rotundo & Sackett, 2002). Adaptive performance is defined as the extent to which an individual adjusts to changes in a work system or work roles for example, solving problems, creatively dealing with unpredictable work situations, learning new tasks, technologies, and procedures (Griffin, Neal, & Parker, 2007).

2.2 Theoretical Review

the study is guided by two theories which are: expectancy and equity theory.

2.2.1 Expectancy Theory

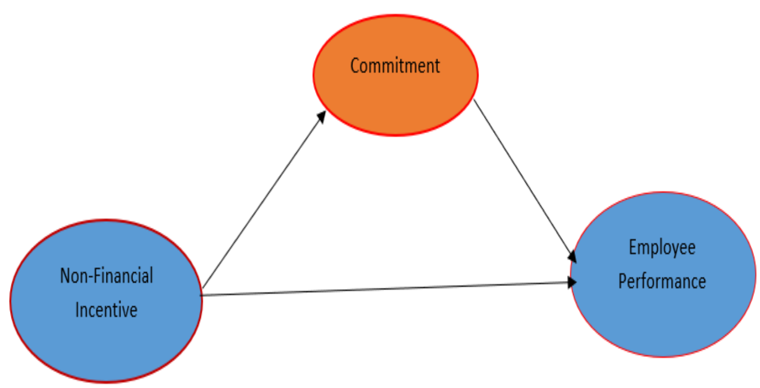
According to Robbins (2003), expectancy theory refers to the strength and attractiveness of individual's expectation of the outcome produced by performance. The attractiveness of expected reward for given input will determine one's motivational soundness according to this theory and whether that reward responds to individual's personal goals. Robbins (2003) explained that there are three relationships; effort – performance, performance – reward and rewards – personal goals which will direct one's behavior. Expectancy Theory predicts one's level of motivation depends on the attractiveness of the rewards sought and the probability of obtaining those rewards (Bohlander & Snell, 2004). If employees perceive that they may get valued rewards from the organization, they tend to put greater effort into work. Expectancy Theory includes three dimensions, say, expectancy, instrumentality and valence, the level of all of which must be high if desired behaviors are looked forward to in employees‟ work. Expectancy theory of motivation explains the link between motivation and performance. The theory proposes that performance at individual level depends on high motivation, possession of the necessary skills and abilities and an appropriate role and understanding of that role (Savaneviciene & Stankeviciute, 2010). It is a short step to specify the human resource management practices that encourage high skills and abilities, for example careful selection and high investment in training; high motivation, for example employee involvement and performance-related pay; and an appropriate role structure and role perception, for example job design and extensive communication and feedback.

Ramlall (2004) explained that an individual estimate an outcome to be positively valence once the outcome is considered wanted in other words once the reward matches one's personal goals. Robbins (2003) said that the expectancy theory gives good explanation why employees are not motivated; they might feel that the excellent performance is not acknowledged in the organization due to several reasons.

2.2.2 Equity Theory

Equity theory deals strongly with the aspects of organizational justice, whether the individuals feel that they are treated fairly at work or not. The felt equity or inequity will impact their level of effort given in the work environment (Arnold et al., 2010). Ramlall (2004) posits that an individual on employee – employer relationship evaluates not only the benefits and rewards he or she receives and whether the input given to the organization is in balance with the output but also the relevance of inputs given, and outputs received by other employees inside or outside the employing organization. Individual inputs can be education, effort, experience, and competence in comparison to outputs such as salary, recognition and salary increases. If an individual notice an imbalance on the input - outcome ratio according to his or her own experiences and in comparison, to the others, tension is accumulated. Arnold et al., (2010) noted that individuals who feel under rewarded will have stronger, negative feelings than the ones who are over rewarded. If inequity is met in the employee-employer relationship individuals are likely to change their inputs to correspond the outcomes i.e. lower the work effort to equal the outcomes, change the referent to which they are comparing the felt inequity or distort perceptions of self or others.

Conceptual Framework



Sourec: Literature review (2019)

The conceptual framework shows the relationships in the study. Employee performance is the dependent variable, Commitment is the mediating variable. It is hypothesized that Non-financial incentive has a relationship with commitment; a direct relationship with employee performance; commitment with employee performance

2.3 Empirical Review

Mbasua, Usman, Aishatu & Luka (2018). Investigated the impact of financial and non-financial incentive system on the productivity of staff in Gombe State University. The study reveals that both financial and non-financial incentive system has a positive impact on the productivity of staff in Gombe state university.

Josephine (2015) carried out research on non-financial reward and employee retention in private primary schools in Kenya (Kiambu County). Most research undertaken had focused on the monetary aspects of reward. Little effort had been taken to understand the value of non-financial rewards. The objective of the research was to determine whether private schools in Kenya were utilizing non-financial rewards as a competitive benefit in retraining their employees. A survey was done on the heads and teachers at selected private schools to find out their perception of the use of different non-financial rewards in retaining their services in their institutions. The objectives of the study were achieved through conducting a survey on the employees of selected schools. The results that described the entire population was used. The main findings were that job flexibility was an important tool because it gave the employee some authority in their working hours. That gave them room to cater for any other eventualities that might arise in their life away from the office hence the job did not turn out to be a hindrance to their duties prompting them to serve the institution longer years. The findings under paternity leave were almost at a tie because the greater part of the respondents had gone through the stage of paternity leave and others had no intention of the same thereby finding it not relevant. That required an employer to gain knowledge of the employee well enough to ensure he or she offers benefits that were relevant to them. From the results of the research, non-financial rewards took dominance as a factor of employee retention. It was recommended that organizations review their reward practices to make sure alignment with the potential impact of changes in the macro environment and to make allowance for diverse requirements based on the demographic factors of their employees.

Tausif, (2012). Explored the relationship between the nonfinancial rewards (promotion, job enrichment and job autonomy) and job satisfaction for the educational sector of Pakistan. Data collected from 200 full time employees from public sector schools show that there is a strong relationship of non-financial rewards with job satisfaction. And also, the satisfaction increases with the age. The older employees are more satisfied with non-financial rewards than younger employees.

Dzuaranin, (2012) Suggested from the results that companies that only have cash incentives must also introduce noncash rewards to their performance incentive systems to increase the motivation level of employees.

Erbasi, (2012). Examined the effect of financial and non-financial incentives on job satisfaction. Questionnaires were applied to eleven employees at food premises. And several techniques were used to analyze data via SPSS. Results showed significant relationship between financial and nonfinancial incentives and the job satisfaction of employees. Attitude towards financial incentives have stronger effect on job satisfaction than attitude towards non-financial incentives.

III. METHODOLOGY

3.1 Research Design

The research used a descriptive cross-sectional approach

3.2 Study Population And Sampling Technique

3.2.1 Study population

The population consists of 1,312 numbers of non-academic staff of the University of Jos (office of the Registrar 2019).

3.2.2 Sample size

Literature suggests various guidelines on sample size determination. Notably, the commonly used approach by Taro (1967) was used. Since the study has a population of 445. The research adopted simple random sampling technique. The Simple random sampling design was preferred to minimize bias when dealing with the population.

Taro Yamane’s Formula (1967):

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

n = Sample Size

N = Total Population

e = level of precision

1 = Constant Number

$$\frac{1312}{1+1312(e)^{2}}$$

$$\frac{1312}{1+1312(0.05)2} = 307$$

3.3 Source Of Data

The data for this study was obtained from primary source. The primary data was obtained directly from the field in their original form using the research questionnaires guide. The questionnaires guide was administered on the sampled number of non- academic staff of university of Jos. It was divided into three sections A, B and C, and it contained Likert scale type of questions.

3.7 Method Of Data Analysis

The data collected was analyzed using both descriptive and inferential statistics from statistical package for social sciences version 26 (SPSS v. 26). The descriptive statistics of simple percentages was used for the analyses of the demographic data of the respondents. However, the major tool of analysis is multiple regression analysis. Multiple regressions analysis is an extension of simple linear regression. It is used when we want to predict the strength of a variable based on the value of two or more other variables.

IV. DATA PRESENTATION AND ANALYSIS

4.1 Data Presentation

This chapter deals with the presentation, analysis of data and discussion of findings.

Table 1: Questionnaire Administrations

Number of Questionnaire Administered	No of Questionnaire Returned	No of Questionnaire Not Returned	Percentage of Retrieval rate
307	281	26	92%

Field Survey, 2021.

Questionnaire Administrations in table 2 showed that out of the 307 questionnaires that were administered, 281 were properly filled and returned while 26 questionnaires were not returned. This represents 92 percent retrieval rate. The retrieved questionnaires were properly coded in statistical package for social sciences (SPSS v. 26). now known as Statistical Product and Service Solution. The data was properly cleaned before analysis. Data cleaning is the process of identifying and removing the errors in the data warehouse. This is to avoid out of range value.

Table: 2 Section A: Personal Profile

	Frequency	Percent
Gender		
Male	189	67.3
Female	92	32.7
Total	**281**	**100.0**
Age		
21-30yrs 31-40yrs 41yrs and Above **Total**	71 156 54 **281**	25.27 55.52 19.21 **100**
Cadre of Staff		
Senior Management	52	18.51
Middle level Management	176	62.63
Other management staff	53	18.86
Total	**281**	**100**
Level of Education Attained		
Secondary	41	14.59
Certificate/Diploma	48	17.08
Bachelor's Degree	153	54.45
Postgraduate Certificate	39	13.88
Total	**281**	**100**
Length of Service		
1-10yrs	46	13.37
11-20yrs	115	40.93
21-30yrs	84	29.89
31yrs and Above	36	12.81
Total	**281**	**100**

Field Survey, 2021.

Table 3: ANOVA

ANOVA^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	671.010	2	335.505	150.695	.000^b
	Residual	618.933	278	2.226		
	Total	1289.943	280			
a. Dependent Variable: EMPLOYEE PERFORMANCE						
b.Predictors: (Constant), COMMITMENT, NON-FINANCIAL INCENTIVES						

Source: SPSS v. 26.

4.2. Test Of Hypotheses

H_{O1}: There is no significant relationship between non-financial incentives and employee performance non- academic staff of university of Jos.

H_{O2}: There is no significant relationship between non-financial incentives and commitment non-academic staff of university of Jos.

H_{O3}: There is no significant relationship between commitment and employee performance non-academic staff of university of Jos.

H_{O4}: There is no significant relationship between the mediating role of commitment on non-financial incentives and employee performance non-academic staff of university of Jos.

Table 4 Summary of Result

Hypotheses	Relationship	Std. Beta	T-Stat	P-V	Decision
H_{O1}:	**NI → EP**	.314	5.532	.000	NOT Supported
H_{O2}:	**NI →CM**	.267	4.636	.000	NOT Supported
H_{O3}:	**CM→EP**	.710	16.819	.000	NOT Supported

Key: NI–Financial Incentives; CM- Commitment, EP-Employee Performance

Source: SPSS v.

Table 5: Summary of Result of Mediating effect of Commitment

Hypothesis	Indirect Relationship	EFFECT	STD Error	LLCI	ULCI	Decision
H4	**NI ->CM -> EP**	.1153	.0274	.0624	.1694	Not Supported

4.2.1 Test of Hypothesis 1

Decision: The results revealed in table 13 that P-value (.000) < α (.05). This means that H_0 is rejected and H_1 which states that non-financial incentives had a significant effect on employee performance is accepted. If the P-value is ≤ .05 (.000 ≤ .05) meaning that the probability of making type 1 error is low. Therefore, we reject the null hypothesis. Decision: T-statistics is a critical ratio which test coefficients whether result obtained is significant or not significant. T-statistics which is defined by Z ≥ 1.64 for two tailed-tests. Decision: The result in table 13 revealed that t-statistics for non-financial incentives (NI) is greater than 1.64 (i.e. 5.532 ≥1.64). These showed that there is significant relationship between the two variables.

4.2.2. Test of Hypothesis 2

Decision: The results revealed in table 13 that P-value (.000) < α (.05). This means that H_0 is rejected and H_1 which states that non-financial incentives had a significant effect on commitment. If the P-value is ≤ .05 (.000 ≤ .05) meaning that the probability of making type 1 error is low. Therefore, we reject the null hypothesis. Decision: T-statistics is a critical ratio which test coefficients whether result obtained is significant or not significant. T-statistics which is defined by Z ≥ 1.64 for two tailed-tests. Decision: The result in table 9 revealed that t-statistics for non-financial incentives (NI) is greater than 1.64 (i.e. 4.636 ≥1.64). These show that there is significant relationship between the two variables.

4.2.3 Test of Hypothesis 3

Decision: The results revealed in table 9 that P-value (.000) < α (.05). This means that H_0 is rejected and H_1 which states that commitment had a significant effect on employee performance is accepted. If the P-value is ≤ .05 (.000 ≤ .05) meaning that the probability of making type 1 error is low. Therefore, we reject the null hypothesis. Decision: T-statistics is a critical ratio which test coefficients whether result obtained is significant or not significant. T-statistics which is defined by Z ≥ 1.64 for two tailed-tests. Decision: The result in table 9 revealed that t-statistics for commitment (CM) is greater than 1.64 (i.e. 16.891 ≥ 1.64). These showed that there is significant relationship between the two variables.

4.2.4 Test of Hypothesis 4

Decision: Table 11 indirect effect of commitment (X) on employee performance (Y) showed that commitment (CM) mediates the relationship between non-financial incentives (NI) and employee performance (EP) because the estimated effect of .1153 falls within the range of lower limit confidence interval (LLCI) of .0624 and upper limit confidence interval (ULCI) of .1694.

4.3 Discussion of Findings

This discussion of findings is done in line with the research questions, objectives and the hypotheses of the study.

4.3.1 Non-Financial Incentives and Employee Performance

The study revealed that there is a significant relationship between non-financial incentives and employee performance. This agreed with the study conducted. As per Jeffery (2002), non-monetary incentives and its ability to influence on a range of psychological requirements have deeper long-term implications than that of monetary rewards. It is proven by most of the real-world scenarios where employee retention rates are high in the companies who are much concentrated on those unquantifiable non-financial aspects. employee engagement in line with non-monetary rewards are strongly linked with the organizational performances whereas a human resource management practice that engagement needs to be promoted in the organizational cultures and let the other firms to practice it. This will enhance the employee satisfaction and ultimately result in improving organizational performances particularly in terms of financial means (Sales, revenue, cost reductions, etc.). Therefore, the concept of motivation in line with non-monetary reward schemes will enable a company to drive its performance and sustainable into a long-term future (Frank et.al, 2004). Another aspect of non-monetary rewards is the availability of training and career development facilities where training has a positive relationship with employee motivation. Based on that future financial benefits are ensuring which enable the employees to enhance their current capabilities with comprehensive programs usually those are designed by looking at the individual capabilities and their performances.

Most of the companies align financial rewards systems in line with such training programs in order to attract and motivating the employees to get benefits out of them. Those training programs will enable the companies to get adjusted with the dynamism of the external environments which will also make the people motivated to perform well. On the other hand, career development provides opportunities to adapt skills, technologies, and competencies which are essential for performance improvements as well as even for promotions. It makes a feeling of value addition for the lives of employees where people may receive recognition, reputation, status and other qualitative achievements in their career life and it will ultimately create learning and development culture within the work place. It is seen as a greater opportunity for the employees to go to the top of the career ladder and organisations also need to put the attention on exploiting opportunities to develop/upgrade the motivational aspects of self-esteem, self-actualization, etc. (Yousaf et.al, 2014).

4.3.2 Non-Financial Incentives and Commitment

The results revealed that there is a significant relationship between non-financial incentives and commitment. This agreed with the study conducted. Malhotra et al. (2007) established that intrinsic non-monetary rewards are more powerful predictors of affective commitment than monetary rewards. Coetsee (2004) underscores the significance of linking rewards, which are terms the outcomes to good performance and explains that this giving of compensation to deserving employees will encourage the employee to work harder and therefore affect their behavior by motivating them. Furthermore, social rewards, help employees develop trust and interest in pursuing organizational goals. Employees who perceived their supervisor as supportive were more affectively committed to their employer. Zingheim and Schuster (2000) argues that when supervisors are committed to their subordinates and engage in behaviors that support organizational objectives, employees experience emotional gratification and are more likely to respond by developing trust and modeling their supervisor's behaviors.

Chiang and Birtch (2009) posit that rewards that are non-financial in nature, such as the provision of an increase in holidays, and increases in family benefits, contribute towards the employee perceiving his/her workplace as a „supporting and caring" organization. By providing employees with as much rewards as possible (in proportion to their work efforts), employees can function more efficiently. This idea is further supported by Luthan et al., (2006) who stresses that when employees can see that their company really values and rewards certain service behaviors, then the employees would also want to embrace or welcome such values, and they would be able to exhibit desirable behaviors based on such perceptions and the promise of rewards. According to Chhabra (2010), the perceptions that employees have with regards to their reward climate influences their attitudes towards their employees. In addition, the commitment of managers towards their organization is also shown by how the manager rewards his/her employees. In exchange for the rewards provided to them, employees should reciprocate by increasing their commitment towards their organization and their work, in addition to increasing their "socio-emotional bonds" with their company and their colleagues

4.3.3 Commitment and Employee Performance

The results showed that here is a significant relationship between commitment and employee performance. This agreed with the study conducted. Lau (2011) Stated that employee commitment is a belief that links the emotional state of the organizational values and objectives to the values and objectives of the employee. Employee commitment is an individual manifestation of loyalty to an organization (Saleem, 2011). Employee commitment is the virtual strength of an employee's identification and association with an organization (Ahmed, 2014).

According to Griffin and Hepburn (2005), affective commitment comes from an emotional connection to the organization and is usually sensitive to job experiences, it progresses when an employee is involved in, identifies the value, importance of, and develops his or her identity from the organization. Normative commitment centers on the internalization of principles, values and rules which will eventually influence the employee. Continuance commitment, the employee will feel she has a moral responsibility to continue working for the organization (Mohammad et al., 2013). Employee commitment entails great amount of the employees, readiness to put forward great amount of effort, or desire to be part of the organization. Commitment is a practical evaluation of an entire organization and the objectives, an employee's commitment and performance are directly affected by the value of incentives schemes offered to employees by the organization, the performance that particular organizations is also directly linked to employee's performance (Ahmed, 2014). The outcomes of employee commitment are improved work pleasure, work performance and progress, reduced employee turnover, increased retention rate, decreased plan to search for alternative employers, and reduced absenteeism. The study done by Salem (2011) revealed a significant relationship between incentives, employee commitment and employee performance.

4.3.4 Mediating role of Commitment

The fourth research question was: To what extent does commitment mediate the relationship between non-financial incentives and employee performance? The results showed that commitment mediate the relationship between non-financial incentives and employee performance. This finding agrees with the studies conducted.

V. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

This research examined non- financial incentives and commitment of non- academic staff of the university of Jos. Major findings of the research are summarized. Non- financial incentives were found to have a significant effect on employee performance. This finding, drawn from the formulated hypothesis 1 answered research question 1 and satisfies specific objective 1. Also, non- financial incentives had a significant effect on commitment of non-academic staff of university of Jos. This finding, drawn from the formulated hypothesis 2 answered research question 2 and satisfies specific objective 2. Concerning Commitment, the reported findings showed that it had a significant relationship on employee performance of non-academic staff of university of Jos. This finding, drawn from the formulated hypothesis 3 answered research question 3 and satisfies specific objective 3. Lastly, the mediating role of commitment on financial incentives was positively significant on performance of non-academic staff of university of Jos. This finding, drawn from the formulated hypothesis 4 answered research question 4 and satisfies specific objective

5.2 Conclusion

The study examined the effects of non-financial incentives, commitment on employee performance of non-academic staff of the University of Jos. The objective of the study was to establish the relationship that exists between the variables and employee performance of non-academic staff of university of Jos. From the results of the analysis in chapter four, it is apparent that non- financial rewards have positive significance on employee performance. It is true that employees work for money, but they also want recognition of their work, work in freedom, show creativity, job security, and good relationship with peers, good working environment to utilize their ability hundred percent. So, organizations should provide more significance on non-financial reward practices. The study suggests that these elements are vital to the performance of non-academic staff; therefore, the awareness of these determinants and the strategic application by universities will positively influence the employee performance of non-academic staff on the plateau.

5.3 Recommendations

The following recommendations were made.

i. This research can be helpful for human resource managers in service sectors in Nigeria. They can design effective non-incentive rewards factors to retain their competent employees
ii. Management can improve the use of effective rewards and recognition system in the feedback process of their performance management system to motivate their employees
iii. the University of Jos should improve on motivating their employees on other to enhance their productivity, since there is a positive relationship between non-financial incentives system and the performance of non-academic staff
iv. the study recommends that incentives should match the value of motivation by the institution or its representative to ensure a high level of commitment

5.4 Limitation of The Study and Direction for Future Use

intellectual capital is limited to three variables: non-financial incentive, commitment and employee performance which may also be opened to bias. Other measures could be employed. The research was also limited to the responses of 307 respondents, and it is cross sectional

For future research, longitudinal approach could be employed in future research. In addition, other measures of non- financial incentives and moderators could also be employed in future research studies. The study could also be expanded to other sectors of the economy to better understand the influence of work-life balance on employee performance and as well enrich the body of knowledge.

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