

Non-Monetary Motivation and Performance of Staff of Some Selected Secondary School in Akoko Northeast and West, Ondo State, Nigeria

Amamhe Christerbel, ADARE¹, Femi Seun, BENJAMIN², Ayodele Samson, SAJOWA³, Sunday Fagbemi⁴

Adekunle Ajasin University Akungba Akoko, Ondo State Nigeria

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ABSTRACT

All organizations are concerned with what should be done to achieve high level of productivity, because the key to an organization's success or failure is majorly determined by how effectively and efficiently they can utilize the resources at their disposal, This has made it imperative for the management of an organization to guarantee that employees are retained, and the turnover is reduced using non-incentive strategy, hence this study examined the effect of non-monetary incentive on performance of staff of some selected secondary school in Akoko Southwest, Ondo state. A cross-sectional survey research design was used in carrying out this study, The total population of the school was 450 teaching staff, The sample size of this study was derived using Taro Yamane formula which is 211, Purposive sampling technique was employed for this study. To provide answers to research questions and the stated objectives, information gathered on all relevant variables were analyzed using descriptive (frequencies, percentage, mean, and standard deviation) and inferential (regression) statistics with the use of SPSS statistical packages version 20. The results revealed that the predictor variables (employee recognition and staff development) were statistically significant to staff performance. The overall effect of non-monetary incentive and employees performance was significant ($F= 7.697, p<0.01$). The findings in the study showed that predicting variables have significant effect on the outcome variable using regression analysis. Employees recognition and staff development both positive and significant effect on staff performance of secondary school Akoko, Ondo state,

The recommendations and the conclusion agreed upon for this study, which invariably could help in the development of non-monetary incentive among Nigerian institution. Organisation should give a reasonable attention to motivation, most especially non-monetary incentive which gives direction to the achievement of their employees objectives and goals.

INTRODUCTION

Motivation is the process of influencing people to actions to accomplish organizational objectives Motivation of employees in the workplace is essential for the growth and advancement of any organization because, in order for the organization to move forward, employees must be willing to perform effectively and efficiently (Arnolds, & Venter, 2017). People who constitute the human element of any organization are the most valuable resources and have the potential to be a source of sustainable competitive advantage, contributing to basic organizational objectives such as high quality, profits and growth, improving productivity, service quality, efficiency and customer satisfaction. Human asset in the 21st century is

considered the most important asset of any company (Arnolds, & Venter, 2017). The key to an organization's success or failure is majorly determined by how effectively and efficiently they can utilize the resources at their disposal.

The human resources compared to other resources in an organization are the most important for the successful performance of any organization (Arnolds, & Venter, 2017). In reality, some firms realize the fact that workers are a major part of the firm and they can get the targets of the firm. If the workers of the firms are not happy, they will not take interest in attaining the targets of the firms and firms will not be able to get their targets (Josephine, 2015). Furthermore, organizational success rests on its employees; therefore there is a need to stress on elements that will impact on employees' motivation and performance (Liao et al., 2007).

All organizations are concerned with what should be done to achieve high level of productivity through staff motivation using the right kind of incentive. Most organizations in the past have been using financial incentives but their workers are still agitating for increment in salaries (Orga, Mbah & Ekechukwu, 2018). Consequently the effect of non-financial incentive becomes a burning issue in human resource management (Orga, Mbah & Ekechukwu, 2018). However, the entire issue of the implication of adequate incentive on workers' productivity is embedded in the various theories of motivation. People are motivated by various factors at different times, according to Wilkinson (2018) People work together in large organisations like bank, factory where they are expected to follow orders, which they may not approve of. In addition, they may have to obey instruction from supervisors they had no hand in selecting. This is the type of situation where the worker might have no opportunity for self-expression. The basic question that now arises, relates to how to create a situation in which workers can satisfy their individual needs while working towards organisational goals. How can workers in corporate organisation in Nigeria whose workers feel that their salaries are low when compared with their contemporaries in other organisation?

As such a lot of theoretical concept, principles and techniques of management have evolved in response to these challenges/ but most scholars suggest that more conceptual and empirical work is required to show the link between Monetary and non-monetary incentive and staff productivity is still vague but some studies have documented in their work that financial incentive is readily perceived as having a high instrumental value that makes putting forth extra effort worthwhile and it has a long term effect in terms of labour turnover rate because of comparative value for alternative employment while non-monetary incentive has less initial impact as the pragmatics of financial gain, they seem to have a steady, sustainable impact (Ezewuzie, 2008). Despite the growing body of literature and empirical study on the effect of non-financial incentive on workers' productivity, the subject matter still remains complex. Hence, the need to undertake a survey on the effect non-monetary incentives on staff productivity in Nigeria public sector.

Statement of the Problem

Schools are looking forward to ensuring it succeeds, but, their success has been low due to some factors affecting the commitment of the teaching staff. The high level of Absenteeism, Low moral to work and lateness to work are some the factors affecting the success of schools in Nigeria. This has become an issue needed for urgent attention in our schools.

studies by (Zafarullah & Sharjeel, 2014; Lonah, Edward, Ezekiel, Denis & Januaris, 2018; Ok wudil, 2015; Yakubu, Usman, Alshatu, 2018; Olabosipo, Aderemi & David, 2014; Orga, Mbah & Ekechukwu, 2018; Lonah, Edward, Ezekiel, Denis and Januaris, 2018;) has shown that Non Monetary incentives influences the performance of employees in Nigeria, but most of these studies where carry out in manufacturing and most of the studies are not done in southwestern Nigeria, despite the facts that it show a positive significance to employee performance, we cannot rely on it in ondo state, simply because some of the studies are not done in the public sectors. Also study by (Mbah, Mgbemena & Ejike, 2017) has shown a negative result of non-

Monetary incentives on employee performance, hence there is need to investigate this study empirically, to find the effect of Non-Monetary incentives on employees performance of some selected secondary school teachers in Akoko south west, Ondo State.

Objectives of the Study

The main objective of this study is to examine the effect of non- monetary incentive on performance of staff of some selected secondary school in Akoko Northeast and west, Ondo state.:

- i. Examine the effect of employee recognition on performance of teaching staff in Akoko Northeast North west, Ondo State;
- ii. examine the influence of staff development on employee performance of teaching staff in Akoko Northeast North west, Ondo State

Research Question

To achieve the objectives of this study, the following questions will be addressed:

- i. How does employee recognition affect the performance of teaching staff in Akoko Northeast Northwest, Ondo State?
- ii. How does staff development affect the performance of teaching staff in Akoko North east/west, Ondo State?

LITERATURE REVIEW

Conceptual Review

Non-monetary incentives are the physical or perceptible incentives, societal practices or work associated element which are used in an institution to encourage workers devoid of direct cash compensation. In categorizing the non-financial enticements, analysis of on-the-job incentives suggested by Meacham et al. (1999), gives an outline which is embedded in on the-job incentives and accepted compensations. Perceptible, non-financial motivations denote physical substances which include citations, gift, certificates, clothing, key holders and discounted tickets to access different facilities at the workplace. Wiesen (1999), states that Non-monetary incentive has the prospects to encourage workers devoid of cash rewards. Work related non-financial compensations have the probability to induce workers inherently. Jobs with different duties, accountability, independence, empowerment and career development prospects are very essential in gratifying workers particular wants and may arrive at a situation that makes the employee feel that the work in itself is noteworthy of putting more energy devoid of the necessity of any outside compensation. There are various types of non-monetary incentives used to motivate staff in organizations.

Non-financial variable

This is compensation given in a transaction which does not involve cash. A non-monetary reward can consist of almost any material object such as jewelry, precious metals or an automobile for example

In business, a non-monetary reward can also be a service such as improvements made on a property or repairs done on a car (Business Dictionary, 2018). In employment, it is a reward to an employee other than extra pay. Many non-financial rewards are bonuses such as company cars, free private medical care, and free pension entitlement. However, an employee may be rewarded, for example, by being given a better office or a bigger budget to control, or by being given the choice of where to take a posting in a company.

Non-financial rewards can be very cost effective for companies because, in contrast with a pay increase, little or no income tax or national insurance contributions are paid. Non-financial incentive programmes and reward programmes structured to motivate positive behaviour change through means other than money motivate and retain employees; a motivated employee will achieve a great deal. A demotivated employee will be slow, horizontal to error and not likely to achieve. Non-financial reward helps to build feelings of confidence and satisfaction in employees and can be very important for their long-term effect (Armstrong, & Brown, 2016). These variables are Recognition, work environment and career development

Recognition

Kirton (2003), opines that being extra conscious of an individual's reasoning decision-making attribute may perhaps impact on self-reflection and self-controlled inducement to attention. As a characteristic, an individual's thoughtfulness behavior takes into account a person's desired manner of reasoning and difficulty-resolution. Kirton's (2003), philosophy of reasoning style symbolizes cognitive managerial and resourcefulness transversely in a single range from variation to modernization. People who have the tendency to be extra responsive in style focus on collective competence and in compliance with conventional, procedures and power. These personalities desire fulfilling transformation by means of prevailing standards. Individuals who have the tendency to be adaptive like executing a duty at a time and do not accept uncertainty. Individuals who exhibit creativity in their reasoning style have the tendency to create enormous and numerous novice notions or thoughts, operate very well in crises situations, involve themselves in taking risks and performs multiple tasks. Inventors become accustomed to eagerly drastic alteration, in much enhanced manner and create innovative standards. Associating reasoning style philosophy with character, innovator is connected with the behaviors of taking risk and pursuant of sensation, conscientiousness as well as positivity whilst adaptors are concomitant to low level of self-confidence and low forms of insight detection. In the view of Moody (2003), characters of divergent classes may perhaps require a challenging period functioning collectively in groups, except supported in being extra careful of the vice versa of problem resolution form of penchants and becoming more aware of the opposite problem-solving style penchants and attitudes to thinking policymaking.

Ramlall (2003), assesses that recognizing the comprehensive effects of having emotional impact, disposition, behavior, thinking style and mental policymaking relative to stimulus and the possible influence on employees and motivation is very vital. Positive emotional impact impacts on work stimulus and employees' ability to efficiently involve them in awareness-centered policymaking in motivating employees. Giving a helping hand to employees and work groups in being extra conscious of their differences is relative to emotional impact, character, and thinking styles which helps to improve joint effort and open feedback in addressing difficulties. Relative to reasoning and sensitively centered inspirational elements affecting performance of duty, autonomy, self-efficacy, and self-confidence need a critical look since they function to sustain or challenge personal capability at the workplace.

Career Development

In responding to the current and ever increasing difficult working environments, institutions have designed tactics that have taken into account the acceptance of modern institutional planning. Theories of career concept and analysis have fallen short of the explanations of these emergent scenarios. Resting on Randall et al. (2000), an old-fashioned model established by patriarchal professional supervision in inflexible officialdoms remains to govern collected works of careers. This gap in experimental investigation is particularly challenging for occupational advancement expert when dealing with the concerns of superiors and workers in modern institutions. Modern institutional viewpoints posited by Heath field (2000), advocates that occupational modification is a vital instrument of yet to some career forms which find slight resemblance with old-fashioned hypothetical representations. Undeniably, the degree to which transformation has become connected with occupations has paved the way to the upsurge of novice views.

The degree and magnitude of transformation in institutional hierarchical forms has shaped the opinion of some writers like Leopold (2010), who proposed that occupational uproar or mayhem must be looked at from inside a multicultural line of business supervision scheme joining together direct, knowledgeable, and momentary occupational values. This permits the institution to become accustomed to its occupation schemes to altering employees' desires. Career advancement accomplishments are geared towards solidifying occupational flexibility which gives rise to added flexible and easy going worker character that are essential for the modern organization and for the person who should ultimately think of career adjustment.

Work Environment

Employee welfare is a term that describes various services, benefits and facilities offered to employees by the employers. The welfare measures need not be monetary, but can be in any kind/forms. This includes items such as allowances, housing, transportation, medical insurance and food. It also includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families. Through such generous benefits, the employer can make life worth living for employees (Ayinde, 2014). Many scholars argue that there exists some relationship between employee performance and work environment. For instance, Sila (2014) opines that poor standards of living, bad health, lack of education and housing, poor transportation to and from work, bad conditions in the work place, all reduce workers' productivity. In a vicious cycle, low productivity, in turn, reduces the capacity of society to improve working conditions. Work environment includes certain additional activities provided by an organization like housing, transportation, medical, recreational and cultural facilities, libraries, gym and health club among others in hope of winning the satisfaction index of an employee.

Employee Performance

The performance of employee is the achieved results of operations with the capabilities of the employee who acts in certain situations. According to Byars (2005) employee performance is a combined result of effort, ability and perception of tasks. High performance is a step towards the achievement of organizational goals. Therefore, efforts are needed to improve employee performance. Dharma (1991) stated that performance is something that is done on the products/services produced or provided by any persons or group of people. However, Swato (2006) argued that employee performance is the action or the execution of tasks that were completed by individuals within a certain time. Similarly, Colquitt et al (2011) noted that job performance is the set of employee behaviors that contribute to organizational goal accomplishment.

In the same vein, Okoh (2011) opined that employee performance is the individual effort of an employee in his given tasks in a production process. This implies that each individual is given a task in the production process of every organization as such the rate of work an individual undertakes in a particular production is said to be his performance towards that production, while the overall effort of the employee is said to be organizational performance. For the purpose of this paper employee commitment will be used as proxy for performance

Employee commitment

Monday, et al (1982), refers employee commitment to congruence between the goals of the individual and the organization whereby the individual identifies with and extends effort on behalf of the general goals of the organization. Meyer and Allen (1994) also states that employee commitment is a psychological state that: Characterizes the employee's relationships with the organization and have implications for the decision to continue membership in the organization. Employee commitment has been described as consisting of affective and /continuance as an attitude, differences between commitment and job satisfaction are seen in

several ways. Commitment is a more global response to an organization and job satisfaction is more of a response to a specific job or various facets of the job and also an attitude toward work related conditions, facets, or aspects of the job. Therefore, commitment suggests more of an attachment to the employing organization as opposed to specific tasks, environmental factors, and the location where the duties are performed. When discussed on these terms, commitment should be more consistent than job satisfaction over time. “Although day-to-day events in the work place may affect an employee’s level of job satisfaction, such transitory events should not cause an employee to value seriously his or her attachment to the overall organization”. “Relationships Employees” he proved that the several of the level job satisfaction; store location had a significant effect on level of satisfaction with policies, also the level of education significantly affected satisfaction with recognition. Further, satisfaction with policies, compensation, work conditions and advancement were found to have a significant relationship to organizational commitment. As such, he affirmed that Poor Job Match, poor work ethic, absenteeism, substance abuse/employee fraud and theft, weak managers, and employee turnover are some of the factors that contribute to substandard productivity. Today’s global business leaders depend on significant productivity increases to maximize the bottom line. Consequently, employees are asked to do more each day with less, resulting in a mismatch of resources and loss of productivity. Fortunately, employee productivity increases can be achieved by knowing more about your employees and what motivates them

Employee Performance Incentives in Workplace

The use of performance incentives date back to era of scientific management movement, which was championed by Frederick Taylor in the early 20th century to resolve the problem of soldering at work. Since then, the private sector in most countries has continued to employ performance incentives with a view to raising the productivity of their workers (Okoh, 2004). While research on the impact of incentives on employees’ productivity has been a prominent area of interest in human resource management; it has been established by pest surveys that effective incentive pay system are panacea for performance. This is owing to the fact that incentives are regarded as variable payments made to employees or a group of employees on the basis of the amount of output or result achieved. Alternatively, it could be payments made with the aim of pursuing employees’ performance toward higher targets (Banjoko, 2006). Similarly, Egbe (2009) sees performance incentives as compensation other than basic wages or salaries that fluctuates according to employees’ attainment of some standard, such as pre-established formula, individual or group goals, or organizational earning. Incentives in work place are designed to boost the effort of employees to work extra hard in order to enhance organizational productivity

Theoretical Review

This study will review two theories of motivation, Hierarchy theory of motivation and Two Factor Theory (Motivator-Hygiene)

Hierarchy Theory

The hierarchical theory, one of the most popular philosophies of motivation was developed by Abraham Maslow an American psychologist. This theory posits that individuals have innermost desires to be attained or satisfied and as a consequence, getting the means to satisfy these existing wants have a deep-seated procedure for these desires to be achieved. These necessities are ranked in order of how desire is attained. These can be recognized in the levels as physiological, safety, social, esteem and self-actualization needs. According to Maslow, these are propelling factors that motivate employees to achieve organizational goals. In the view of Martin (2001), once the functional or physiological wants are inherent within a person, it sends a signal of contentment in an individual. The functional desires are a necessity for humanoid to have the right frame of mind to work with special emphasis on prime essential of human nature which consists of shelter, water, food and air. With respect to these desires in institutional context a rise in salary levels is

essential and it gives the individual a respectable and sustaining livelihood in society. In relation to safety prerequisites, Martins (2001), deduces that safety desires bring together wants that assist the notion of security of an individual in the individual's daily working life. This goes on to say that safety needs or desires are a vital component in motivating workers within an organization. The safety needs give protection to workers from being harmed which originate from effort as individuals need work protection so as avoid relinquishing their places in organizational setting. Judging from the organization point of view this means that work safety should be a guarantee. If employees get to know that safety is certain they will be motivated enough to exert energy to accomplishing an outcome. Socially the philosophy or theory considers communicative support or friendship at the work environment. In this vein individuals must feel valued and be cherished in the workplace as part of the group in an organization. This requirement in an institutional situation is linked with acquaintances in the work environment and at the same time feels part of the employment group in an organization which in turn has the impetus to motivate employees either financially or non-financially to exert energy in the performance of duty. With the esteem desires in relation to the hierarchy of needs theory, an employee or group of employees in an institution must have a sense of love irrespective of their rank in the organizations. This correspondingly, is associated with the idea or notion of achievement of a specific goal, ability in exceptional skills, acknowledgement and repute in addition. From institutional arena, it recognizes that when employees are given recognition on important contributions relating to the company, it serves as a necessary motivating factor to the employee which will lead to effective and efficient outcome of work.

An additional want recognized is the self-actualization desires which are correlated to satisfactory conditions of an individual's greatest competences in an institute. This suggests giving huge influence above a person's or an employees' workplace status quo. Giving judgment to this from the institutional view point, Martin (2001), suggests that it is vital to empower an individual to organize the needed job requirement to suit the person's choice and circumstance which can be managed on the level of ends not the means. When this happens employees becomes emancipated and have free will to put in their maximum best in the organization and those workers with that sense of respect will be motivated enough in exerting much effort to work for a repetitive action. There are innumerable valuations of the hierarchy of needs literature because people are induced by diverse desires in the hierarchy since not every worker is induced in a positive or negative manner in an institution as motivation is varied. The concept makes mention of the fact that people have a tendency to assess each desire inversely since a number of workers in an institution have a preference to working for low level income but then again in a more tenable working atmosphere. Nonetheless the model of hierarchy need is not always applicable to all employees and it is tool for supervisors to query responsively on inducement from the angle of the worker to establish how to comprehend circumstances. It as well offers superiors the grounds to supplement what is previously delivered by the institute via well-being and aid packages to be encompassed in the employment incentive systems, according to (Martins, 2001). This theory implies that there is the need for organizations to know the level of needs which their employees are presently at. These needs must be addressed with a motivational drive. Where the first two levels of needs (physiological and Safety needs) are not met, the others 30 cannot be met. There is therefore the need for organizations to design the reward scheme that would meet the needs of the employees.

Two Factor Theory (Motivator-Hygiene)

Developed by Herzberg, an American psychologist (1923 – 2000), the motivator-hygiene theory is at times known as the two-factor theory. The model was founded on Maslow's concept of the working condition by exploring working stimulus which wanted to divulge numerous situations and conditions that employees perceived to be encouraging. The scholarship from the perspective of Axelsson et al. (2009), revealed that workers are focused on achieving a need or desire by two features referred to as motivator and hygiene factors. From the perspectives of Axelsson et al. (2009), the concept's motivator aspect points out a state of satisfaction when accomplished but the hygiene aspects generates dissatisfaction. In view of this, incentive

schemes normally posit that cash is the singular feature which has the capacity to motivate or induce workers. From the standpoint of Herzberg cash or money is an imaginary hygiene feature that creates dissatisfaction when acknowledged in an unsuitable quantum, but then again it does not actually serve the likelihood for accomplishing fulfillment or positive stimulus. As Herzberg (1974), identified in the Motivator-Hygiene concept the consequence of income produces a temporary sociable emotion, therefore the stimuli add to contentment which is more lasting to workers. Herzberg (1974), presumes that stimuli which create satisfaction in a worker and the features of drive take account of recognizing the employee, attainment, thought-provoking tasks, contributing meaningfully in the organization, trust building and a likely viewpoint of emerging a profession and a sense of accountability are all required in the workplace surroundings. Hygiene elements are required to be definite that an individual will not be upset or dissatisfied with work. The hygiene factors do not ensure that an employee will perform a surprising form of stimulus. All the same devoid of the hygiene factors, discontent between individuals is noteworthy in collective hygiene aspects such the form of work condition, salary in terms of fiscal cash, organizational strategies and administration (Herzberg, 1974). This theory implies that there is the need for organizations to provide factors that are important to work itself to enhance the satisfaction of employees on their job rather than providing only hygiene factors that will help avoid employees motivation. This study was anchored on two factor theory

Empirical Review

Ok wudili (2015) analyzed the effect of non-monetary rewards on the productivity of employees among selected Government parastatals in Abia State, Nigeria. A total of 78 civil servants were selected across the parastatal in Abia state using simple random sampling technique from which data and information were elicited from the questionnaire. Analytically, the study employed descriptive statistics, multiple regressions and the Pearson's correlation coefficient. The analysis of factors affecting productivity of employees in Government parastatals in the study area using the multiple regression analysis indicated that Sex of the respondents, Age of respondents, monthly income, days of work in a month, type of non-monetary reward received and responses of respondents with respect to their judgment on effect of non-monetary reward on their productivity all revealed a negative significant contribution to the productivity of the sampled Government parastatal in the study area respectively. More so, marital status of the respondents, Educational qualification of the respondents, position/rank, and number of non-monetary reward received revealed a positive significant contribution all at 1-percent level of probability respectively to the productivity of the employees of sampled government parastatals in the study area. The Pearson's correlation coefficient values indicated that non-monetary rewards and productivity of employees have a positive relationship which is significant at 5% level of probability (2-tailed). The study concludes that higher productivity and efficiency of employees in government parastatals is possible with the effective exploitation of human resources through non-monetary rewards.

Mbah, Mgbemena, & Ejike, (2017) examined the impact of effective reward system as a tool for employee performance in civil service using Anambra state civil service as case study. As specific objectives, the study examined the relationship between employee performance and pay reward, employee recognition, conducive work environment and staff development. As a survey design, an item structured instrument developed by the researcher to reflect such options as strongly agree, agree, disagree, strongly disagree and undecided popularly referred to as the modified five (5) points Likert Scale, was used to elicit information from the respondents. Out of the 1481 senior civil servants identified through the nominal roll of various ministries at the state secretariat, Awka Anambra state, 315 was estimated as the sample size. Statistical tools considered most appropriate for analyzing the data generated from the fieldwork were Pearson correlation coefficient and multiple regression analysis. Findings from the study shows that pay reward and

some non-financial rewards of employee recognition, conducive work environment and staff development are positively and significantly related to employee performance in civil service.

Yakubu, usman, Alshatu, (2018) centered on the extent at which incentive system impact on the productivity of staff in Gombe State University, thus, specifically looking at the two components of incentive i.e. financial incentive system and non-financial incentive system. Sixty (60) participants were stratified across the two cadres of employees (senior staff, and junior staff) of the university staff. Participants were stratified and equally were randomly selected from the pool of respondent. 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 analysed using the Chi-Square method. The study reveals that there is a significant impact of both financial and non-financial incentive system on the productivity of staff at Gombe State University.

Olabosipo, Aderemi& David, (2014) High productivity is regarded as a goal that ensures long-term survival of firms. In Nigeria's labour-intensive construction industry, firms are currently applying various non-financial incentive schemes aimed at improving operatives' productivity. A questionnaire survey involving the management and operatives of construction firms was conducted to determine the impact of these scheme on the productivity of bricklayers. The survey was complemented with on-site observation and measurement of bricklayers' output on 40 construction projects in order to determine the impact of non-financial incentive schemes on productivity. Comparative analysis of sites with and without incentives showed that non-financial incentive schemes significantly improved bricklayers' productive time and these schemes accounted for 6% to 26% of the variations in output between the two sets of sites on block laying and concreting activities measured.

Orga, Mbah & Ekechukwu, (2018) examined the effect of non -financial rewards on staff productivity in Shoprite Company Enugu. The study sought to determine the relationship between medical benefits and level of absenteeism; the relationship between having relaxation areas and volume of output. Relevant research questions were asked, and hypotheses were formulated and tested. Primary and secondary data were used. The primary sources were the administration of a questionnaire to the staff of Shoprite. The population of 275 was used. Copies of the questionnaire were administered and were returned. Two hypotheses were tested using F-statistic. It was found that the relationship between medical benefits and the level of absenteeism was significantly high, hence $F(95, n = 275) = 1046.270$. The relationship between having relaxation areas and volume of output was significantly high, hence $F(95, n=275) = 1345.096$, p

Lonah, Edward, Ezekiel, Denis & Januaris, (2018) assessed the effects of non-financial motivators on employee performance, taking a case of Baringo County Referral Hospital. The study adopted a descriptive research design. The sample comprised 50 employees out of the 250 working in different departments within the Hospital. The sample was selected using the Central Limit Theorem. To collect data, questionnaires were used. The collected data was then analysed using study descriptive statistics to with the aid of computer software Statistical Package for Social Science (SPSS). From the findings of the study, there were some non-financial motivators at the hospital, namely communication, training and working environment. Most of the respondents stated that there was inadequate use of non-financial motivators and only a few were of contrary opinion.

Zafarullah & Sharjeel, (2014) explores the concept of employee engagement and how employee engagement can be strengthened by offering monetary and non-monetary rewards to employees. The objective of this research was to assess the relationship between employee engagement and high firm performance. For testing hypothesis data were collected through questionnaires from 250 respondents. Hierarchical linear regression was used to estimate the effect of rewards on firm performance mediated through employee engagement. Results disclosed the fact that monetary and non-monetary rewards can increase the level of employee engagement and high level of employee engagement is an important cause

for high firm performance.

Gap in Literature

Studies have indicated that non-monetary incentive have become topical issues attracting the attentions of researcher both in the developed and developing countries. Despite the plethora of researches on this area of study, there are still gaps yet to be covered. Studies revealed that both private and manufacturing firm has enjoyed the attention of researchers in the area of this study, also there are positive result that shows that non-monetary incentive Has a significant relationship with performance. But studies by Mbah, Mgbemena & Ejike, (2017) a negative report. In addition, most of the studies were done in other state and not in on do state which this study will capture

Conceptual framework

The relationship between independent and dependent variables was showed in this framework. Non-monetary incentive acts as the independent variable and it was measured using: employee Recoignision, conductive work environment and staff development in line with the work of Ok wudili (2015). The performance of employee will be act as the dependent variable and it was measured using: employee commitment. This is diagrammatically show in fig 2.1

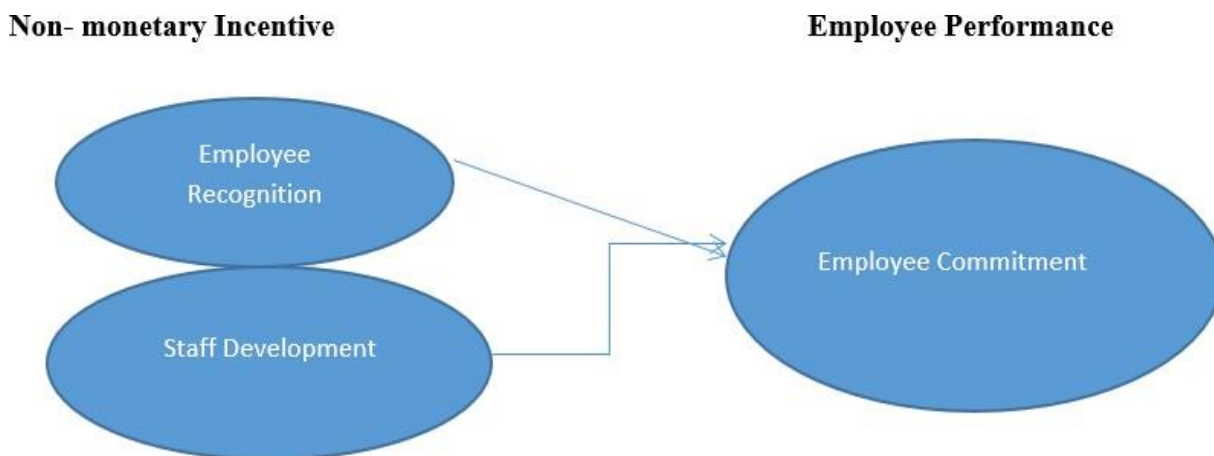


Fig 2.1: Source: Researchers computation (2023)

METHODOLOGY

Akoko Area of Ondo state has four local Government in Ondo Sate, it shares is boundaries with Ekiti, Edo, and Kogi State. The state was created in February 13, 1976. It shares boundaries with Edo, Lagos, Ekiti and Osun State. A cross-sectional survey research design was used in carrying out this study. The population of this study was the staff which have been working in the school for about 10years ago (by the management of the school), five (5) of the school were selected by on the fact that they were among the best 20 schools in Akoko North east/west local government area ondo state (Edusko Blog,2020). 50 staff each from 5 schools were selected, making 450 staff in total. The total population of the school is 450 staff

The sample size of this study was derived using Taro Yamane formula

$$S = N/1+N(x^2)$$

The variable **N** represents the population of the study which is 450, Margin of error is donated by ‘e’ which was put at 0.05. while the **S** is the unknown sample size.

$$\frac{450}{1 + 450(0.05^2)}$$

$$\frac{450}{1 + 450(0.0025)}$$

$$\frac{450}{1 + 1.125}$$

$$\frac{450}{2.125}$$

211 staff

Purposive sampling technique was used in selecting the sampled schools and the sampled respondents. These respondents were in the positions to supply the type of information needed for this study. In adopting any method in Research study, it is imperative to put into consideration the approach that yield the most productive result relevant to the problems at hand. In regard, data for this study were gathered from primary source. The main instrument of this study was structured questionnaire designed to collect information from the respondents. The questionnaire consists of closed ended questions specifically designed to achieve the stated objectives of the study and to analyze the research hypothesis. Structured questionnaire administered to each respondents were used to obtain qualitative information about the study.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter gives the results of this study. The discussions and organization of this chapter were in line with the issues observed and how objectives stated for this study were achieved. The analysis of this study is all about data generated from the research study in relation to the responses obtained through the administration of questionnaire. Out of the 211 copies of questionnaire administered, 202(95.7%) were retrieved from the respondents and this was adjudged to be representative enough. The data presented, analyzed and interpreted were based on the retrieved useable questionnaire.

Descriptive Analysis

The descriptive analysis table captured the demographic analysis of the study

Table 4.1: Demographic Characteristics of the Respondents

DEMOGRAPHIC CHARACTERISTICS					
		FREQUENCY	PERCENT	VALID PERCENT	CUMULATIVE PERCENT
GENDER	MALE	107	53.0	53.0	53.0
	FEMALE	95	47.0	47.0	100.0
	TOTAL	202	100.0	100.0	
AGE GROUP	21 – 30	75	31.2	31.2	31.2
	31 – 40	97	36.7	36.7	67.9
	41 – 50	10	21.1	21.1	89.0
	51 and Above	20	11.0	11.0	100.0
	TOTAL	202	100.0	100.0	

MARITAL STATUS	Single	46	22.7	22.7	22.7
	Married	106	52.5	52.5	75.2
	Divorced	40	19.8	19.8	95
	Widow	10	5.0	5.5	100.0
	TOTAL	202	100.0	100.0	
EDUCATIONAL BACKGROUND	Waess	27	13.4	13.4	13.4
	OND	18	8.9	8.9	22.3
	B.Sc./HND	107	53.0	53.0	75.2
	MBA/M.Sc.	50	24.8	24.8	100.0
	TOTAL	202	100.0	100.0	
YEARS OF SERVICE	5-9	36	17.8	17.8	17.8
	10-14	102	50.5	50.5	68.3
	15 above	64	31.7	31.7	100.0
	TOTAL	202	100.0	100.0	

Source: field survey, 2023

The analysis in Table 4.1 indicates the socio demographic characteristics of the respondents of this study. This analysis showed that gender participation was representative as both sexes had good representation. Because, about 53.0% (107) of the respondents were male while 47.0% (95) were female indicating that majority of the respondents were male. In terms of age, majority of the respondents representing 36.7% (97) were within the age bracket 31-40 years. For the age bracket 21-30 years, 31.2% (75) respondents took part. Also, 11.0% (51) of the respondents were within the age bracket 51 years above while 21.0% (10) of the sampled respondents were within the age bracket 41-50 years which shows that the respondents of the study are matured enough to give correct information pertaining to the question being asked. In terms of marital status, (52.5%) 106 respondents were married, 22.7% (46) of the respondents were single. 40 (19.8%) respondents were divorced while 5.0% (10) of the respondents are widowed indicating that the respondents were responsible with low marital problem thereby having full attention to supply the necessary information needed for this study without distraction from the home front.

On the qualifications of the respondents, Table 4.1 shows that majority 107 (53.0%) of the respondents possessed BSc/HND certificate and was closely followed by the holders of Mba/Msc 50(24.8%). Waec holders were 13.4% (27) of the respondents, while 8.9% (18) respondents are holders of Ond, indicating that our respondents were educated enough to know and understand the questionnaire given to them.

In terms of years of service, 50.5% (102) respondents have spent 10-14 years in the organization, This was followed by those in who have spent 15 years above 31.7% (64) and 17.8% (36) belong to the categories of people who have spent 5-9 yrs. This revealed that that relevant information for this study came from respondents whose have spent years in organizations and therefore their information was relevant and reliable.

TEST OF HYPOTHESES

Hypothesis of The Study

This section showed the inferential analysis of the study, non-monetary incentive and performance of staffin

Akoko secondary school.

Table 4.2 The relationship between non-monetary incentive and employees performance

We have below the regression analysis of Non-monetary incentive using employee recognition (ER) and staff development on staff performance (SP)

Model	Unstandardized coefficients		Standardized coefficients	T	Sign	Collinearity statistics	
	B	Std Error	Beta			Tolerance	VIF
Constant	16.295	2.272		7.173	.000		
ER	.152	.074	.241	2.066	.042	.850	1.177
SD	.160	.070	.156	2.291	0.01	.850	1.177
Model Statistics							
R	.268						
R ²	.072						
Adjusted R ²	.062						
S. E of estimate	3.61763						
F- stat	7.697						
Sig (F stat)	0.01						
DW stat	2.682						

Source: Field Survey, 2023.

a. Dependent variable SP

Predictors: (Constant), ER, SD.

ER= employee recognition

SD= staff development

There is no significant relationship between non-monetary incentive and staff performance. The analysis indicates there is significant relationship between employee recognition and employees performance, also staff development also have positive significant relationship between the dependents and independents variables while conducive working condition had positive relationship with employees' performance and statistically not significant as shown in Table 4.2. The results revealed that the predictor variables (employee recognition and staff development) were statistically significant to staff performance. Employee recognition explained 15.2% of the variance in the employee performance, staff development explained 16.0% of the variance in the employee performance. However, the overall effect of non-monetary incentive and employees performance was significant (F= 7.697, p<0.01).

In addition, multiple regressions simply measures the naturally occurring scores on a number of predictor variables and try to establish which set of the observed variables gives rise to the best prediction of the dependent variables. The R value was .268 which represents the fitness of the model. Adjusting to a degree of freedom, our model could still account for 72.0% of the variation in the performance while 28.0% in the

performance variation were accounted for by other variable not included in this study. The regression assumptions were also checked by auto correlation and multi-collinearity tests. The results of the Durbin Watson (DW) was satisfactory at 2.682 implying that in this model the residuals are not auto-correlated as the value is greater than 2. The multi-collinearity of the variables in the model was verified by the Tolerance (Tol.) and the values were satisfactory. The Tolerance values were high ranging from 0.850 to 0.850 which are far above 0.1 the worrying level and the Variance Inflation Factor (VIF) values ranging from 1.177 and 1.177 were also lower than the worrying level of 10 and above indicating that there were no multi-collinearity problems among the independent variables in the data.

CONCLUSION

The results of the analysis indicated that non-monetary incentive such as (employee recognition and staff development) to a large extent has an effect on performance of employee, except for conducive working environment that revealed a positive and insignificantly effect on employee performance. The results revealed that non-monetary incentive lead to increase in performance of employee. Using regression analysis, the results revealed that there was significant relationship between non-monetary incentive and performance of employees ($F= 7.697, p<0.01$). Thus, non-monetary incentive and employee had significant influence on employee performance. The findings in the study showed that predicting variables have significant effect on the outcome variable using regression analysis. Employees recognition and staff development both positive and significant effect on staff performance of secondary school Akoko, Ondo state, but the respondents agreed that Conducive working environment does not affect their performance

The study recommends that Organisation should give a reasonable attention to motivation, most especially non-monetary incentive which gives direction to the achievement of their employees objectives and goals.

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