

Exploring The Role of Non-Financial Incentives in Enhancing Employee Performance: Evidence from Bayelsa State House of Assembly

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Abstract

This study explored the influence of non-financial incentives on employee performance among Bayelsa State House of Assembly staff, employing Expectancy Theory as its theoretical framework. The research adopted a correlational study design, utilising primary and secondary data collected through surveys and interviews. A total of 200 respondents were selected using purposive and stratified random sampling techniques. Data were analysed using frequency distribution tables and percentages, while Pearson correlation and chi-square tests were employed to examine the relationship between variables. The findings revealed a significant positive relationship between non-financial incentives and employee performance. The study concluded that the strategic implementation of non-financial incentives can significantly enhance employee productivity, improve capacity building, and foster sustainable workplace harmony.

Keywords: *Non-Financial Incentives, Employee Performance, Bayelsa State House of Assembly, Expectancy Theory, Workplace Productivity*

Introduction

Organisations are increasingly recognising the value of non-financial incentives in inspiring and engaging employees in today's competitive business climate (Luthans, 2020). While financial rewards such as salary increases and bonuses are essential motivators, non-financial incentives provide additional sources of motivation and satisfaction that can have a profound impact on work performance. Non-financial rewards and benefits are those that are not directly related to monetary pay. These incentives can take various forms such as recognition, opportunities, challenging assignments, a supportive work environment and work-life balance initiatives. Their impact on work performance goes beyond financial gains, tapping into intrinsic motivators and fostering a positive and fulfilling work experience (Raghuram, 2019).

One of the key impacts of non-financial incentives on work performance is increased employee motivation. When employees feel valued, appreciated, and recognised for their contributions, their motivation levels soar. Non-financial incentives, such as public recognition, awards, and appreciation from peers and leaders, create a sense of accomplishment and pride, driving employees to perform at their best.

Furthermore, non-financial incentives provide opportunities for personal and professional growth. When organisations invest in employee development through training programs,

mentorship initiatives, or challenging assignments, employees feel a sense of progress and advancement in their careers. This, in turn, enhances their skills, knowledge, and confidence, leading to improved work performance.

Another non-financial incentive that has a major impact on job performance is flexible work arrangements. By offering choices like remote work, flexible hours, or shortened work weeks, employers can help their employees achieve a better work-life balance. Workers who are in charge of their schedules and can fulfil personal commitments are more likely to be engaged, motivated, and effective at work. A positive work atmosphere is also important in motivating employees to perform well. Employees are more inclined to collaborate, share ideas, and take risks when they feel valued, respected, and supported by their colleagues and leaders. A trusting and open communication culture supports creativity, innovation, and teamwork, resulting in increased performance and outcomes.

Lastly, non-financial incentives that promote work-life balance contribute to better work performance. Organisations that offer paid time off, wellness programs, or initiatives to promote mental and physical well-being demonstrate their commitment to employees' overall well-being. When employees have time to recharge and take care of their personal needs, they return to work energised, focused, and ready to perform at their best.

Despite these advantages, non-financial rewards and their impact on performance have received little to no attention in favour of incentive schemes that predominantly incorporate monetary prizes (Amabile & Kramer, 2011). Using the Bayelsa State House of Assembly Staff as a case study, the researcher aimed to investigate and establish the current relationship between non-financial incentives and worker performance.

The role of non-financial incentives in influencing work performance has gained significant attention in recent years. Although financial incentives have historically been the main focus when it comes to inspiring workers, non-financial incentives are becoming increasingly important. However, more research and comprehension are still required to determine the precise effects of these incentives on productivity at work (Bersin, 2012). The problem lies in the limited understanding of how non-financial incentives directly influence work performance and the lack of comprehensive research in this area. While organisations have begun to implement non-financial incentive programs, there is a lack of clear evidence and data on the effectiveness of these incentives in driving employee performance (Bersin, 2012).

According to Cameron and Quinn (2011), there is a need to identify the most effective types of non-financial incentives in different organisational contexts. What works for one organisation may not necessarily yield the same results for another. It is crucial to determine the specific non-financial incentives that resonate with employees and have a direct impact on their motivation, engagement, and overall work performance.

Additionally, it can be difficult to evaluate and assess how non-financial incentives affect employees' productivity at work. Unlike financial incentives, which can be easily quantified, non-financial incentives are often intangible and subjective. Creating suitable measurements and assessment techniques to gauge the success of non-financial incentives is still a crucial

problem (Cameron & Quinn, 2011). Another aspect to consider is the potential drawbacks or unintended consequences of non-financial incentives on work performance. While these incentives are designed to motivate and engage employees, there is a possibility that they may not always yield the desired outcomes. Understanding the potential limitations and unintended effects of non-financial incentives is essential to ensure their successful implementation (Cottringer, 2018).

The issue is a lack of knowledge regarding the precise effects of non-financial incentives on job performance, the best incentive kinds to use, how to measure and assess their efficacy, and any potential negative or unexpected effects. Organisations looking to improve employee motivation, engagement, and overall performance will gain a great deal of insight from filling in these research gaps and investigating the impact of non-financial incentives in driving work performance. Thus, this study looked at how non-financial incentives affected employees' productivity at the Bayelsa State House of Assembly.

Research Objectives

The specific objectives are as follows:

1. To examine how job security affects the performance of Bayelsa State House of Assembly employees.
2. To explore the relationship between employee recognition and performance among Bayelsa State House of Assembly staff.
3. To evaluate how job training impacts the productivity of Bayelsa State House of Assembly employees.
4. To investigate the link between job accomplishment and staff performance in the Bayelsa State House of Assembly.

Theoretical Framework: Expectancy Theory of Motivation

The theoretical framework for this study is anchored on the Expectancy Theory. According to Victor Vroom's Expectancy Theory, individuals are driven to succeed when they believe their efforts will result in desirable consequences. Employees at the Bayelsa State House of Assembly may believe that certain non-financial incentives, such as recognition or prospects for advancement, will result in increased job satisfaction, career advancement, or a better work environment. According to this notion, when employees see a clear link between their efforts and the desired outcomes, their motivation and work performance will likely improve. Three other relationships influence an individual's behaviour. The four aspects are effort and performance, performance and reward, rewards and personal objectives, and rewards and personal objectives.

According to expectation theory, employees in an organisational setting are regularly evaluated depending on their performance. An employee will exert every effort if they think that doing their best work will lead to performance that is acknowledged by management. This sets the expectation that working hard will pay off in the shape of a performance that is valued and acknowledged. The justification for why incentives are suitable for a certain profession is based on instrumentality. People will have a positive emotional attitude toward the results (rewards) if the results (rewards) match their respective goals. A result has a positive valence, in Bumi's opinion, when it is desired or when the reward aligns with the person's own goals (Drucker, 1999).

According to the expectation hypothesis, employees are motivated by the similarity between the expected outcome and the current situation. To generate valence, it is possible to influence individual motivation by providing incentives that are compatible with their unique goals. In addition to the aforementioned, an effective assessment system must be implemented in which the link between effort and performance is well-appraised, evident, and measurable.

The expectation theory is critical in this study for understanding how employees value non-financial benefits. According to the expectation hypothesis, employee performance increases when they anticipate receiving incentives in addition to their commission package, which is paid as a reward for a job well done. Therefore, expectancy theory can be used to assess how non-financial incentives affect employee performance, i.e., does offering non-financial rewards for better performance impact employees' morale at work?

Materials and Methods

This study is a descriptive study which was designed to investigate how non-financial incentives correlate with employee performance in the Bayelsa State House of Assembly. The Bayelsa State House of Assembly is the legislative arm of the Bayelsa State Government. It is made up of 24 members with the speaker being the head of the house. The sample for this study consists of 200 out of the 246 staff members of the Bayelsa State House of Assembly, including Directors, Supervisors, and Labourers. Both purposive and stratified random sampling were used in the study. While stratified sampling was used to sample staff according to departments, purposive sampling was used to select staff who have been in the organisation for at least three.

Primary and secondary data were gathered for this investigation. Key data sources included director interviews and the distribution of questionnaires to non-managerial and management staff. Interviews were used to collect data from the purposively selected sample. During an interview, oral-verbal stimuli were given, and the respondents responded verbally and orally. The semi-structured interview was one of the various interview formats that were employed. This kind of interview was used because it gave the researcher precise data that can be compared with data from other interviews while still allowing for flexibility. This facilitates the process of gaining a deeper comprehension of the different management components. The interview was conducted in the respondents' offices, using the format provided in Appendix B, the interview guide.

Furthermore, information was gathered from respondents via surveys using stratified sampling. In this instance, questionnaires were used since they are an inexpensive way to reach hard-to-reach respondents and deliver information to a large number of people. Furthermore, surveys provide participants the time to consider their answers.

The researchers used content validity to ensure that the study instruments are measuring precisely what they should be assessing concerning the study objectives. Respondents with prior experience in the Bayelsa House of Assembly were considered trustworthy sources of data to guarantee the authenticity of the study. Faculty members and experts in assessment and measurement also assessed the study's clarity. The Cronbach's Alpha correlation coefficient was used to assess the questionnaire's (or instrument's) reliability. Based on the average inter-item correlation, pretest-retest is thought to have a high degree of internal consistency. The instrument's overall reliability coefficient was tested to be at least 0.70 using this method.

The goal of data analysis is to compile the collected information and arrange it so that the answers correspond to the goals and research questions. To facilitate work in the future, data was gathered, coded, and entered into SPSS software. After being combined onto a sheet, the respondents' scores were prepared for analysis. Descriptive statistics like charts, simple averages, and percentages were utilised to analyse the information gathered from the questionnaire to compare responses and identify recurring patterns. However, the Pearson correlation and chi-square tests were used to test the hypothesis. A written account was developed by compiling, rewriting, and reconstructing the audio interviews. When it came to qualitative data, it was evaluated in light of the study objectives and then condensed and divided into several categories based on the findings. Simple charts and graphs were created using SPSS by adjusting, coding, and processing quantitative data to facilitate the general comprehension of the qualitative data that was gathered.

Pseudo-identity was employed throughout the examination to treat the study participants' personal opinions anonymously to preserve their privacy. At several points, the respondents' consent was sought. The researcher made sure that the respondents' identities were safe and verbally got their agreement before, during, and after the study. Consequently, no one was forced to participate in the study against their choice.

Results

Socio-Demographic Characteristics of Respondents

According to Table 1, 104 (52.0%) and 96 (48.0%) of the respondents in the Bayelsa State House of Assembly (BSHA) are women. The data indicates that the majority of responses in the Bayelsa State House of Assembly are women, with men constituting the minority. Furthermore, an analysis shows that, throughout the study period, 74 (37.0%) of respondents in the Bayelsa State House of Assembly were between the ages of 20 and 30; 92 (46.0%) were between the ages of 30 and 40; 28 (14.0%) were among the Assembly's employees between the ages of 40 and 50; and 6 (3.0%) were among the population under study who were between the ages of 50 and 60.

Table 1: Socio-Demographic Characteristics of Respondents

Variable	F=200	P=100	CP=100
Sex:			
Male	96	48.0	48.0
Female	104	52.0	100.0
Age:			
20-30	74	37.0	37.0
30-40	92	46.0	83.0
40-50	28	14.0	97.0
50-60	6	3.0	100.0
Education:			
Doctorate	18	9.0	9.0
Master's Degree	31	15.5	15.5
Post Graduate Degree	26	13.0	13.0
Bachelor's Degree	67	33.5	33.5
Diploma	24	12.0	12.0
Certificate	34	17.0	17.0
Year(s) of Service:			

<One year	25	12.5	91.0
6-10 years	61	30.5	78.5
11-15 years	96	48.0	48.0
16-20 years	18	9.0	100.0

It is acceptable based on this finding that the majority of responders in the Bayelsa State House of Assembly were between the ages of thirty and forty. Conversely, a small percentage of participants were between the ages of 50 and 60. According to the survey, 67(33.5%) of respondents had a bachelor's degree, 24(12.0%) had a diploma, and 34(17.0%) had other certificate credentials. Of the respondents, 18(9.0%) had a doctorate degree, 31(15.5%) had a master's degree, and 26(13.0%) had additional qualifications. In conclusion, the majority of respondents in the studied area held bachelor's degrees, while a minority held doctorates. At last, the study's analysis reveals the year(s) of service; 25(12.5%) of respondents had served less than a year, 61(30.5%) had served between six and ten years, 96(48.0%) of workers at the Bayelsa State House of Assembly had served between eleven and fifteen years, and 18(9.0%) of respondents had served between sixteen and twenty years at the Bayelsa State House of Assembly during the study period. Those who had worked at the Bayelsa State House of Assembly for 16 to 20 years received the lowest score of 18 (9.0%), according to the data displayed above. The majority of employees had been there for 11 to 15 years.

Table 2 Nature of Incentives and Workers' Productivity

Variable	F=200	P=100
What form of incentives do you have in your organisation?		
Financial incentives	85	42.5
Non-financial incentive	67	33.5
Financial and non-financial incentives	48	24.0
What kind of gift would you prefer most		
Cash bonus	97	48.5
Souvenir	46	23.0
Electronic equipment	34	17.0
Free tickets to concerts	23	11.5
Is there any relationship between non-financial incentives and workers' performance		
Yes	107	53.5
No	93	46.5
Are there any challenges facing Bayelsa State House of Assembly when issuing non-financial incentives		
Yes	136	68.0
No	64	32.0

Source: Field Work

Table 2 illustrates the relationship between employee productivity and incentives. Our results show that 48 (24.0%) of BSHA employees stated that both financial and non-financial incentives are in place, whereas 85 (42.5%) of respondents verified that they had financial incentives and 67 (33.5%) of respondents indicated that they had non-financial incentives. This suggests that the majority of respondents (85=42.5%) agreed that the research area has financial

incentives. Conversely, the minority response rate (48=24.0%) indicates that BSHA offered both non-financial and financial incentives during the reviewed period. Additionally, an effort was made to ascertain the preferred gift kind from the respondents; research showed a resounding 200 (100%) responses. According to a breakdown of this analysis, during the period under review, 97 (48.5%) of respondents preferred cash bonuses, 46 (23.0%) of the study population preferred souvenirs, 34 (17.0%) of respondents preferred electric equipment, and 23 (11.5%) of respondents preferred concert tickets. This demonstrates that the majority of respondents (97=48.5%) in the Bayelsa State House of Assembly chose financial bonuses as incentives. Similarly, the overwhelming response of 107 (53.5%) indicates that worker performance in the research area was influenced by non-financial incentives. Furthermore, 136 responses, or 68.0%, indicate that there are issues with BSHA's non-financial incentive program.

Table 3: Employee Recognition, Reward Programs and Job Performance

Variable	SA	A	D	SD	\bar{x}
Promotion and growth opportunities improve job performance	65(32.5%)	43(21.5%)	52(26.0%)	40(20.0%)	2.7
Recognition is crucial in motivation	15(7.5%)	108(54.0%)	55(27.5%)	22(11.0%)	2.6
Improvement of the quality of work as a result of the reward system in place	31(15.5%)	79(39.5%)	80(40.0%)	10(5.0%)	2.7
Recognition and reward programs motivate employees to perform better	69(34.5%)	87(43.5%)	37(18.5%)	7(3.5%)	3.0
Recognition and reward programs reduced employee complaints	74(37.0%)	91(45.5%)	29(14.5%)	6(3.0%)	3.2
Formal praise motivates employees to do a quality job	85(42.5%)	84(42.0%)	23(11.5%)	8(4.0%)	3.2
It is important to be recognised by peers and co-workers for a job well done	51(25.5%)	123(61.5%)	6(3.0%)	20(10.0%)	3.0

Source: Field Work

Table 3 shows job recognition, reward programs and job performance. Our results indicate that opportunities for growth and promotion enhance job performance, with a mean score of 2.7. A breakdown of this shows that 40(20.0%) of the study population strongly disagree, 65(32.5%) of respondents highly agree, 43(21.5%) of respondents agree, and 52(26.0%) of respondents disagree. Furthermore, a mean score of 2.6 indicates that recognition is an important source of motivation; a dissection of this analysis reveals that, of the study population, 15 (7.5%) highly agree, 108 (54.0%) agree, 55 (27.5%) disagree, and 22 (11.0%) severely disagree.

The study goes on to demonstrate how the improvement reward system impacts the calibre of work; among respondents, 31 (15.5%) highly agreed, 79 (39.5%) agreed, 80 (40.0%) disagreed, and 10 (5.0%) strongly disagreed. In conclusion, a mean score of 2.7 confirms the results. Additionally, analysis demonstrates that incentive and recognition programs spur workers to improve. An average score of 3.0 validates these results. According to an analysis of the data, 37 respondents (18.5%) disagree, 7 respondents (3.5%) strongly disagree, 69 respondents (34.5%) strongly agree, and 87 respondents (43.5%) agree. Additionally, analysis reveals a

mean score of 3.2, which suggests that employee complaints are decreased by recognition and reward programs. An analysis of this result reveals that, of the respondents, 91 (45.5%) agree, 29 (14.4%) disagree, and 6 (4.0%) severely disagree. Of the respondents overall, 74 (37.0%) highly agree. Similarly, the study demonstrates that formal praise encourages workers to produce high-quality work; a mean score of 3.2 supports this conclusion. According to a breakdown of the analysis, 8 (4.0%) of the study population strongly disagree, whereas 84 (42.0%) of respondents agree, 23 (11.5%) of respondents disagree, and 85 (42.5%) of respondents strongly agree. The analysis concludes with a mean score of 3.0, suggesting that it matters to have coworkers commend you for a job well done. An analysis of these results reveals that, of the study population, 51 (25.5%) strongly agree, 123 (61.5%) respondents agree, and 6 (4.0%) respondents disagree.

Table 4: Job Security and Job Performance

Variable	SA	A	D	SD	\bar{x}
Workers' unionism has positive impacts on employees' job performance	64(32.0))	36(18.0)	43(21.5))	57(28.5))	2.5
Job security is a key determinant of job satisfaction	21(10.5))	115(57.5))	35(17.5))	29(14.5))	2.6
Job security helps employees to do their best	59(29.5))	65(32.5)	41(20.5))	35(17.5))	2.7
Job security improves employee bottom line	41(20.5))	61(30.5)	40(20.0))	58(29.0))	2.4
Providing job security for employees improves the company's reputation	59(29.5))	98(49.0)	19(9.5)	24(12.0))	2.9
Job security has an impact on employee job satisfaction	57(28.5))	87(43.5)	39(19.5))	17(8.5)	2.9
The presence of contract employment motivates employees to perform better	50(25.0))	42(21.0)	64(32.0))	44(22.0))	2.5

Source: Field Work

Job performance and job security are displayed in Table 4. The results showed that BSHA employees who agreed that worker unionism has a favourable effect on their job performance had a mean score of 2.5. According to a breakdown of this data, 64 respondents (or 32.0%) highly agree, 36 respondents (18.0%) agree, 43 respondents (21.5%) disagree, and 57 respondents (28.5%) severely disagree.

Once more, the study's mean score of 2.6 indicates that one of the main factors influencing job satisfaction is job stability. An analysis of this data reveals that, among the respondents, 21 (10.5%) highly agree, 115 (57.5%) agree, 35 (17.5%) disagree, and 29 (14.5%) severely disagree.

Additionally, the study's mean score of 2.7 showed that job security encourages workers to perform to the best of their abilities. An examination of the data reveals that 59 respondents (or 29.5%) highly agree, 65 respondents (or 32.5%) agree, 41 respondents (20.5%) disagree, and 35 respondents (17.5%) severely disagree. In a similar vein, the study verified that job security raises employee profitability. The 2.4 mean score validates this result. According to a

breakdown of the results, 58(29.0%) of respondents strongly disagree, 40(20.0%) of respondents disagree, and 41(20.5%) of respondents strongly agree. Once more, the study demonstrates that giving workers job security enhances a company's reputation. According to the result's breakdown, 59 respondents (or 29.5%) strongly agree, 98 respondents (or 49.0%) agree, 19 respondents (or 9.5%) disagree, and 24 respondents (or 12.0%). To sum it up, this outcome is supported by a mean score of 2.9. Additionally, a mean score of 2.9 suggests that job satisfaction among employees is influenced by job security. According to a breakdown of this data, 39 (19.5%) of the study population disagree, 87 (43.5%) of respondents agree, 57 (28.5%) of respondents strongly agree, and 17 (8.5%) of respondents strongly disagree. Lastly, a mean score of 2.5 indicates that contract employment encourages workers to improve their performance. An analysis of this result reveals that, of the respondents, 50 (25.0%) highly agree, 42 (21.0%) agree, 64 (32.0%) disagree, and 44 (22.0%) disagree.

Table 5: Training and Job Performance

Variable	SA	A	D	SD	\bar{x}
Training sharpened my thinking ability and creativity to make better decisions on time	32(16.0))	103(51.5))	27(13.5))	38(19.0))	2.6
Overall, the training I received on the job meets my needs	14(7.0)	68(34.0)	82(41.0))	36(18.0))	2.3
Training has increased the employee's capacity to adopt new technologies and method	56(28.0))	83(41.5)	57(28.5))	4(2.0)	2.9
Training helps to reduce the frequency of supervision	23(11.5))	35(17.5)	71(35.5))	71(35.5))	2.0
Employees are more willing to take on new tasks due to staff training	14(7.0)	114(57.0))	30(15.0))	42(21.0))	2.5
Training is an efficient tool for improving job satisfaction	49(24.5))	72(36.0)	44(22.0))	35(17.5))	2.7
Training and development boost the morale of employees	38(19.0))	71(35.5)	64(32.0))	27(13.5))	2.6

Source: Field Work

Job performance and training are displayed in Table 5 above. Research indicates that workers' critical thinking skills and creativity are enhanced by training. This result is confirmed with a mean score of 2.6. An additional examination of the data shows that, of the respondents, 32 (16.0%) highly agree, 103 (51.5%) agree, 27 (13.5%) disagree, and 38 (19.0%) severely disagree.

A mean score of 2.3, which indicates that the respondents' training met their needs, was confirmed by the study. An analysis of the results shows that, of the respondents, 14 (7.0%) highly agree, 68 (34.0%) agree, 82 (41.0%) disagree, and 36 (18.0%) severely disagree.

A mean score of 2.9 supports the analysis's conclusion that training has improved employees' ability to accept new techniques and technologies. An examination of this study breaks down the responses into the following categories: 56 (28.0%) highly agree, 83 (41.5%) agree, 57 (28.5%) disagree, and 4 (2.0%) severely disagree. Table 4.1.5 indicates that training contributes to a decrease in the frequency of supervision. This outcome is supported by a mean

score of 2.0. According to a breakdown of this data, 23 respondents (11.5%) highly agree, 35 respondents (17.5%) agree, 71 respondents (35.5%) disagree, and 71 respondents (35.5%) strongly disagree. Likewise, a mean score of 2.5 indicated that staff training has increased employees' willingness to take on additional tasks. According to a breakdown of this result, 42 respondents (21.0%) strongly disagree, 30 respondents (15.0% disagree), 114 respondents (57.0%) agree, and 14 respondents (7.%) highly agree. Analyses also demonstrate that training is a useful strategy for raising job satisfaction, a finding that is supported by a mean score of 2.7. A more detailed analysis of the results shows that, throughout the study period, 49 (24.5%) of respondents strongly agreed, 72 (36.0%) of respondents agreed, 44 (22.0%) of respondents disagreed, and 35 (17.5%) of the study population severely disagreed. Lastly, a mean score of 2.6 indicates that responders' morale is raised by training and development in BSHA.

Based on the analysis, it can be inferred that, out of the total respondents, 38 (19.0%) strongly agree, 71 (35.5%) agree, 64 (32.0%) disagree, and 27 (13.5%) workers in the study region severely disagree.

Table 6: Job Accomplishment and Staff Performance at Bayelsa State House of Assembly

Variable	SA	A	D	SD	\bar{x}
Volunteer for a challenging assignment	20(10.0%)	95(47.5%)	60(30.0%)	25(12.5%)	2.6
Consistency	37(18.5%)	72(36.0%)	60(30.0%)	31(15.5%)	2.5
High productivity	36(18.0%)	118(59.0%)	41(20.5%)	5(2.5%)	2.9
Ability to perform in all key areas of the role	31(15.5%)	44(22.0%)	83(41.5%)	42(21.0%)	2.3
Attention to detailed timeline	59(29.5%)	72(36.0%)	36(18.0%)	33(16.5%)	2.7

Source: Field Work

Job performance and achievement at BSHA are displayed in Table 6. The results showed that respondents who volunteered for difficult assignments in the research area had a mean score of 2.6. According to a breakdown of this data, 20 respondents (10.0%) highly agree, 95 respondents (47.5%) agree, 60 respondents (30.0%) disagree, and 25 respondents (12.5%) severely disagree. Additionally, a mean score of 2.5 indicates that responders performed their jobs consistently. According to a breakdown of the results, during the study period under consideration, 37 (18.5%) of respondents strongly agreed, 72 (36.0%) of respondents agreed, 60 (30.0%) of respondents disagreed, and 31 (15.5%) of the study population severely disagreed. Additional results support a mean score of 2.9, which shows that BSHA respondents were very productive. A study of the data shows that 36 respondents (18.0%) highly agree, 118 respondents (59.0%) agree, 41 respondents (20.5%) disagree, and only 5 respondents (2.5%) severely disagree. Conversely, the study found that participants lacked the capacity to function in every important area; the low mean score of 2.3 confirms this conclusion. Comparably, a dissection of the data reveals that, of the respondents, 83 (41.5%) disagree, 42 (21.0%) strongly disagree, 44 (22.0%) agree, and 31 (15.5%) workers highly agree. Lastly, the majority of responders focus on the comprehensive timeline; a mean score of 2.7 confirms this observation. According to a breakdown of the results, 59 respondents (or 29.5%) highly agree, 72

respondents (or 36.0%) agree, 36 respondents (or 18.0%) disagree, and 33 respondents (or 16.5%) severely disagree.

Study Hypotheses

H01: There is no relationship between job security and job performance among staff in Bayelsa State House of Assembly

Table 7: Correlations between job security and job performance

		Job security	Employee performance
Job security	Pearson Correlation	1	.496**
	Sig. (2-tailed)		.000
	N	200	200
Employee Performance	Pearson Correlation	.496**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Work

The correlation of the two variables—dependent job performance and independent job security—is displayed in the above table. $P < 0.00$ is the significant value, while 0.496 is the value of the Pearson correlation coefficient. This indicates that the two variables have a statistically significant relationship. Because the point of significance is less than 0.05, the alternate hypothesis—which maintains that job security and performance in BSHA are related—will be accepted in place of the null hypothesis, which maintains that there is no relationship between job security and performance.

H02: The Bayelsa State House of Assembly staff's job performance and employee appreciation are unrelated.

Table 8: Correlations between Job recognition and Employee performance

		Job recognition	Employee performance
Job recognition	Pearson Correlation	1	.340**
	Sig. (2-tailed)		.000
	N	200	200
Employee performance	Pearson Correlation	.340**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Work

The table above shows the correlation between employee appreciation and work performance. The Pearson correlation coefficient indicates that the critical value is at ($P < 0.00$), with a value of 0.340. This indicates that the two variables have a statistically significant relationship. Given that the point of significance is less than 0.05, the alternate hypothesis—which claims that there is a relationship between employee recognition and job performance in BSHA—will be

accepted in place of the null hypothesis, which claims that there is no relationship between employee recognition and job performance.

H03: The Bayelsa State House of Assembly staff's job performance and employee training do not significantly correlate.

Table 9: Chi-Square Tests between staff's job performance and employee training

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	259.461 ^a	9	.000
Likelihood Ratio	135.739	9	.000
Linear-by-Linear Association	66.786	1	.000
N of Valid Cases	200		

Source: Field Work

The correlation between employee training and work performance is displayed in the above Chi-square table. $P < 0.000$, $DF = 9$, and 259.461 were found via analysis. Since the p-value is less than 0.05, we will reject the null hypothesis and find evidence of a significant relationship between BSHA staff training and job performance during the study.

H04: The Bayelsa State House of Assembly staff does not significantly correlate staff performance with task success.

Table 10: Chi-square tests of Staff Performance and Task Success

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	120.307 ^a	9	.000
Likelihood Ratio	118.202	9	.000
Linear-by-Linear Association	17.583	1	.000
N of Valid Cases	200		

Source: Field Work

The cross-tabulation of staff performance and job accomplishment is displayed in the above Chi-square table. Based on analysis, $P < 0.000$ and $DF = 9$ were found. Given that the p-value is less than 0.05, we will reject the null hypothesis and declare that, during the study period, there was a significant correlation between staff performance and job achievement in the Bayelsa State House of Assembly.

Discussion of Findings

The inquiry focused on the non-financial incentives and performance of the workers of the Bayelsa State House of Assembly. The study confirmed the benefits of non-financial incentives on job productivity in public service, as reported by Grote (2012), Hom (2017), and Jamieson (2018).

This supports Lazear's (1990) findings, which showed that when there was an extrinsic reward, employee devotion and performance were positively correlated. Promotion, acknowledgement, official praise, and appreciation from coworkers are among the incentives that increase workers' output in the research area and have a beneficial impact on respondents' overall productivity. This supports the findings of Igwe and Wosu (2021), who identified several important factors that contribute to job motivation and high morale in the Rivers State civil service, including achievement, job security, recognition, advancement, enrichment or job satisfaction, responsibility, decision-making participation, and management style. The study disagreed with the findings of Igwe and Wosu (2021) but agreed with the Hawthorn studies (Bank Wiring Room Experiment) that workers' unions have a favourable impact on workers based on the relationship between job security and job performance. It was also established that among respondents in the BSHA, job security was a significant factor in determining job satisfaction.

The study found a strong correlation between job satisfaction and good production. This confirms the findings of Amar (2020), who found that while job contentment increases productivity, high productivity also benefits from increased job satisfaction. This supports the research by Anyadighibe et al, (2015), which found that employee job satisfaction affects productivity for the organisation. This article highlights related research that indicates that giving employees in the Bayelsa State House of Assembly employment security enhances job satisfaction and fosters an environment that is conducive to a quantifiable rise in productivity. This result was corroborated by Amar's (2020), research, which found that raising the mean degree of job satisfaction among employees positively impacted hourly value added in the manufacturing sector.

The impact of training on job performance was the subject of the following study goal. The majority of respondents agreed, according to the findings, that training helps them think more clearly and creatively so they can make better decisions. Dasgupta (2018) corroborates these findings when he claims that an employee's productivity is significantly impacted by the physical work environment, which includes office space, training, and noise level. Employees at the Bayelsa State House of Assembly provided evidence for the causal association in the study, stating that the training they received fulfilled their job requirements and improved their ability to accept new methods and technologies. It was also discovered that training made respondents more open to taking on new tasks, which decreased the need for frequent monitoring among Bayelsa State House of Assembly employees.

The study also verified that, in addition to other factors, workers' productivity in the Bayelsa State House of Assembly is also influenced by their consistency, capacity to execute in all important areas, and attention to detail. This is consistent with the findings of Bullock et al. (2015) and Navickas et al. (2015), who suggest that a complex web of interrelated factors involving job qualities, the individual, and the environment around them determines how effective a job is.

Conclusion and Recommendations

Non-financial rewards play a critical role in motivating employees at the Bayelsa State House of Assembly, as financial incentives alone are insufficient. These rewards, including

recognition, opportunities for professional growth, and work-life balance, contribute to a positive workplace culture, boost staff morale, and enhance overall performance. By effectively applying non-financial incentives, the Assembly can foster a culture of engagement and high performance, leading to better legislative outcomes, increased productivity, and improved service delivery to the people of Bayelsa State.

To achieve these goals, the Assembly should implement structured recognition and reward programs, prioritise staff training and development, and create a supportive work environment that promotes teamwork and open communication. Flexible work arrangements and comprehensive performance evaluation systems should also be introduced to enhance job satisfaction and productivity. Effective leadership and employee assistance programs focused on well-being are equally vital in maintaining motivation and engagement among staff members.

The Bayelsa State House of Assembly should prioritise non-financial incentive policies tailored to the needs of its workforce. By fostering a supportive and motivating environment, the Assembly can enhance staff efficiency, workplace satisfaction, and overall organisational effectiveness, ultimately contributing to its legislative success and the development of Bayelsa State.

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