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Non-Monetary Reward and Organizational Productivity in Bonny Local Government Council

E. O. Davies, P.hD
Department of Political Science
Rivers State University, Nkpolu-Oroworukwo
Port Harcourt

G. Nsiegbe P.hD
Department of Political Science
Rivers State University, Nkpolu-Oroworukwo
Port Harcourt

B. Frederick-Jumbo
Department of Political Science
Rivers State University, Nkpolu-Oroworukwo
Port Harcourt
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Abstract
Non-monetary reward form of compensation is increasingly gaining recognition as a critical driver of motivation and organizational productivity in both the private and public sectors. This paper examined non-monetary reward and organizational productivity in Bonny Local Government Council. The paper is anchored on the Expectancy Theory as the theoretical framework of analysis. Survey research design was adopted as a reference structure and plan of the paper for generating and analyzing data. Population of the study consisted of the six hundred and sixty four (664) staff working at the Bonny Local Government Council Secretariat. The sample size for the paper is two hundred and fifty (250) derived via the use of the Taro Yamane formula. A four (4) point scaled Likert Structure type questionnaire was the key instrument for collecting data from the respondent; this was complimented by additional data gleaned from secondary sources such as textbooks, journal articles, newspapers and other documentary texts. Generated data was analyzed via the use of descriptive statistics such as frequencies and simple percentages, while weighted Means and Standard Deviation where used to answer the single question posed by the paper. The lone hypothesis was tested via the use of Pearson Product Moment Correlation (PPMC) at a Decision Rule of 5% significance level at 0.05 p.value. The paper found that non-monetary reward has positive significant relationship with organizational productivity in the Bonny Local Government Council of Rivers State. The paper therefore, concluded that non-monetary compensation plays a significant role in improving organizational productivity. Accordingly, the paper recommends amongst others, that; government at the local and state levels should utilize the non-monetary reward approach with structured benefits and compensation packages to attract and encourage staff of their organizations for improved organizational productivity.

Keywords: *Non-monetary, Compensation, Reward, Bonny*

Introduction

One critical factor that has gained recognition as a driver of motivation and productivity among local government employees is compensation. Compensation extends beyond the traditional salary and monetary bonuses to encompass a range of non-monetary benefits and rewards. Non-monetary compensation includes flexible work arrangements, recognition and rewards programs, career development opportunities, and initiatives that support work-life balance. These benefits are designed to enhance employee job satisfaction, engagement, and commitment to their organizations (Ozah, Ogbu & Igomu, 2022).

Undoubtedly, employees have been the important element of any of organization whereby success or otherwise of a given organization depends largely on the performance of its employee. Therefore, organizations usually commit large part of its resources on developing its employee. Hence, the performance of employees in any organization is vital for the growth of individual employees as well as organizational productivity (Meyer & Peng, 2016). Productivity is generally defined as the relation in, or measure of input used in producing output which had existed for over two centuries and applied in many different circumstances on various stages of aggregation in the economic system. It is argued that it is the underlining principle guiding the production process and the vital factors affecting competitiveness (Chibuzo, Onuoha &Nwede, 2017). Organizational productivity is the measure of how well resources are brought together in an organization and utilized for the accomplishment of a set result. It means reaching the highest level of performance with the least expenditure of resources. It can be applied at any level, individual level or work unit level or organizational level (Pamela, Umoh & Worlu, 2017).

According to Oburu and Atambo (2016), employees will give their best in contributing to organizational productivity when they have a feeling or trust that their efforts will be rewarded by the management. There are many factors that affect employee performance like working conditions, worker and employer relationship, training and development opportunities, job security, and company’s overall policies and procedures for rewarding employees. Among all those factors which affect employee performance, motivation that comes with compensations/rewards is of utmost importance. Consequently, Oladosu (2020), emphasised that if employees were well compensated or paid in relation to the cost of living, their performance would be good because they would concentrate on their work. When they are compensated reasonably, they are happy, and they perform to the required standard without being constantly concerned about finding more money to support their living. However, where employees’ compensation is very low in relation to the cost of living, their productivity and quality of performance are similarly low. Evidently, both employers and employees do have their needs intertwined or dependent on each other. It is however a general believe that the employee performance depends on the corresponding compensations, recognition, and benefits. Compensation is one of the most important elements which motivates employees to contribute their best effort to generate innovative ideas that lead to better business functionality and further improve organisational performance both financially and non-financially (Oburu & Atambo, 2016).

Specifically, Bolatito and Olukemi (2022), noted that there are two basic types of compensation, monetary and non-monetary and both can be utilized positively to enhance performance behaviours of employees. Monetary compensation means pay-for performance such as performance bonus, commission, tips, gratuities, and gifts. Non-monetary compensation is non-monetary/noncash, and it is a social recognition such as acknowledgement, certificate, and genuine appreciation. The non-financial compensations are also called materials award. Moreover, non-monetary compensations are benefits and rewards given to employees to motivate them and to increase their level of satisfaction. The process of giving non-monetary compensation is called non-monetary intensification. In other words, non-monetary compensation are non-tangible rewards given to the employees because of their positive performance in the company (Emerole, 2015). According to Dewhurst (2020) there are other means to compensate employees that do not just focus on financial compensation. Some of these include the praise that employees can acquire from their managers, the opportunity to take on important projects or tasks, and even leadership attention all of which can lead to increase in organizational productivity. Ryan and Deci (2018) indicated that non-monetary types of compensation can be very meaningful to employees and very motivating for performance improvement. According to them, creative use of personalized non-monetary rewards reinforces positive behaviours and improves employee retention, performance, and organizational productivity. These types of recognition can be inexpensive to give, but priceless to receive. In support of this, Buwembo, Nabukeera and Bwengye (2019) stated that non-monetary compensation practices are particularly relevant in local government settings, given the diverse challenges and resource limitations these entities often face. While local governments strive to provide essential services to their communities, they must do so within constrained budgets. Non-monetary compensation serves to recognize and motivate employees without significantly increasing financial burdens and this can play a vital role in increasing productivity of local governments. It is therefore anticipated that by conducting this study, the researcher can contribute to providing insights into how non-monetary compensation can affect organizational productivity in Bonny Local Government Council of Rivers State.

Non-monetary compensation has gained increasing attention as a vital component of employee motivation and job satisfaction in organizations. In the context of local government workers in Nigeria, who play a crucial role in delivering public services and driving community development, the effectiveness of non-monetary compensation in enhancing organizational productivity is a matter of significant concern. This is because local governments in Nigeria often operate with limited budgets and resources. This constraint hinders their ability to provide attractive non-monetary benefits and rewards to employees. As a result, non-monetary compensation may not be as comprehensive or impactful as desired. Also, resource allocation among local governments is not equitable, leading to disparities in the availability of non-monetary benefits. Some areas have more resources to invest in employee compensation, while others struggle to offer competitive benefits, and this consequently affect their productivity. In addition to this, the administration of non-monetary compensation programs can be complex, requiring effective management and coordination. Local government authorities in Nigeria, Bonny inclusive, lack the capacity and expertise to administer these programs efficiently, leading to reduction in the productivity of these local governments. Coupled with this is the challenge of monitoring the implementation of non-monetary compensation programs and ensuring that employees receive the benefits they are entitled to. In addition to this, ensuring the fair and transparent distribution of non-monetary benefits has been a challenge in local government areas in Nigeria, particularly in Bonny local government Council. Accordingly, this paper poses a single question; how does non-monetary reward impact on organizational productivity in Bonny Local Government Council of Rivers State? As a guide to answer the question a lone hypothesis is raised; non-monetary reward has not made significant impact on organizational productivity in Bonny Local Government Council in Rivers State.

The paper is structured into five interrelated parts; part one is the introduction which we just concluded; part two covers the theoretical framework and brief review of relevant concepts of the paper; part three explains the method adopted in generating and analyzing data; part four is the data analysis and testing of the single hypothesis; while part five, the final part is the conclusion/recommendations of the paper.

Theoretical Framework

Expectancy Theory

The Expectancy theory was propounded by Victor Vroom in 1964. This theory though focuses on the link between rewards and behaviour, emphasizes expected rewards or benefit rather than experienced rewards. In other words, it is mainly concerned with effects of incentives. Vroom's Expectancy Theory attempts to explain the motivated behaviour as goal oriented. He argues that people tend to act in a hedonistic manner (Vroom, 1964) preferring the actions that will bring the highest subjective utility. Essentially, the expectancy theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual (Robbins, 1993). Consequently, behaviour could be oriented towards anticipated and individualized goals. Vroom's theory states that the 'choices made by a person among alternative courses of action are lawfully related to psychological events occurring contemporaneously with the behaviour' (Vroom, 1964). So, people choose among available alternatives in a conscious way and the choices are carefully related to psychological processes, particularly perception and the formation of beliefs and attitudes (Pinder, 1984). Motivation is determined by three factors: expectancy, instrumentality, and valence. That is, $M = E \times I \times V$

People will be motivated when they believe that effort will lead to performance, they can see a clear link between performance and certain results and the results are important for them. Vroom (1964), states that an outcome is positively valent if the person believes that it holds high instrumentality for the acquisition of positively valent consequences and the avoidance of negatively valent outcomes. Also, 'if you believe that a particular behaviour will certainly lead to a particular outcome but place no value on that outcome; you will not be motivated to behave in that way. On the other hand, if you place a high value on a goal, but expect that the probability of attaining it is zero, your motivation will again be zero' (Buchanan& Huczynski, 1985). The instrumentality is what links an outcome to other outcomes. Expectancy is the strength of a

person's belief about whether a particular outcome is possible. The absence of any factor from the formula will lead to a lack of motivation (that is why in the above formula there is a multiplication and not an addition sign). So, if any of the model's factors is null, motivation will also be null. As Eraly(2009) states, the theory does not refer to motivation in general, but to the motivation of doing something (in our case civil servants' work motivation).
According to Luthans (1989) everyone has a unique combination of valences, instrumentalities, and expectancies. The Expectancy theory indicates only the conceptual determinants of motivation and how they are related and does not provide specific suggestions on what motivates employees in an organization which influences turnover (Luthans, 1989). Compensation structures leverage this theory by allowing employees to earn as much money as they desire, completely based on their job performance. Making sure that employees always expect future pay raises and potential job promotions.

The assumptions of expectancy theory include;
Individuals have various needs, desires, and goals, and they assign different degrees of importance or valence to different outcomes or rewards. In other words, not all outcomes are equally motivating for all individuals.
Individuals assess the likelihood or probability that their efforts will lead to successful performance. This assessment of expectancy is based on their belief that if they put in the effort, they can achieve the desired performance level.

Once individuals have successfully performed a task, they assess the likelihood or probability that their performance will lead to specific outcomes or rewards. This assessment of instrumentality is based on their belief that performance will lead to outcomes that they value.
Individuals are motivated to act when they believe that their efforts (expectancy), performance (instrumentality), and the expected outcomes (valence) align positively. In other words, they will invest effort in a task if they believe that their effort will likely result in successful performance, which, in turn, will lead to valued outcomes.

Expectancy theory recognizes that individuals vary in their perceptions and valences. What is motivating to one person may not be the same for another. Therefore, it is important to consider the individual characteristics and perceptions of employees when assessing motivation.
There is a direct relationship between the effort individuals put into a task and their performance. In other words, the more effort an individual invests, the better the performance is likely to be, assuming other factors are constant.

There is a direct relationship between performance and outcomes or rewards. Individuals believe that successful performance will lead to positive outcomes.
Individuals have expectations regarding the relationship between performance and outcomes. They assign a positive or negative valence to outcomes based on their perception of how those outcomes are tied to their performance.

Relevance of Expectancy Theory to the Study

This theory is relevant to this paper as it provides theoretical explanation to the relationship between non-monetary compensation and organizational productivity. Expectancy theory suggests that employees are more likely to be productive and motivated when they believe their effort will result in improved job performance and, in turn, lead to non-monetary rewards they value. This theory underscores the importance of aligning non-monetary compensation practices with employees' expectations and preferences to enhance organizational productivity and job satisfaction.

Concept of Non-Monetary Compensation

A non-monetary compensation is to reward associates for excellent job performance through opportunities. It includes flexible work hours, training, pleasant work environment, and sabbaticals. The non-monetary incentives desired by employees across generations have done rapid changes. Meacham (2019) defined 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. According to Emerole (2015) non-monetary compensations are benefits and rewards given to employees to motivate them and to increase their level of satisfaction. The process of giving non-monetary compensation is called non-monetary intensification. In other words, non-monetary incentives are non-tangible rewards given to the employees as a result of their positive performance in the company. According to Ryan and Deci (2020) non-monetary types of compensation can be very meaningful to employees and very motivating for performance improvement. According to him, creative use of personalized non-monetary rewards reinforces positive behaviours and improves employee retention and performance. These types of recognition can be inexpensive to give, but priceless to receive. Luthans (2010) noted that non-financial compensation is non-monetary/noncash, and it is a social recognition such as acknowledgement, certificate, and genuine appreciation. The non-financial rewards are also called materials award.

Torrington (2020) defined non-financial compensation as the non-monetary rewards that are given by management to employees to satisfy employees' needs to have recognition, achievement responsibility, autonomy, influence, and personal growth at the workplace. They incorporate the notion of relational rewards, which are intangible rewards concerned with the work environment such as quality of work life, the work itself as well as work life balance. Greenberg (2016) holds the view that non-monetary compensation increases intrinsic motivation within employees; in other words, these types of compensation increase employees' motivation to work by raising their self-esteem. While financial compensation encourages workers' externally, nonfinancial compensation can satisfy employees just as well by making them feel like a valued part of an organization and showing them that they are appreciated. People look at these things more in terms of information about their worth to the company and their ability to achieve and succeed with their goals. Examples of non-financial rewards include job security, personal development programs, praise, or recognition and well as employee recognition programs. Nonfinancial compensation can be extrinsic such as praise or recognition or intrinsic associated with job challenge or interest. Non-monetary compensation provides a strong sense of security and stability of employment for the workers or employees. When employees come to know that their positions (or job) are secure and

stable, they work hard to get more recognition and respect. In this way, they are motivated and inspired entirely by their inner self. The organizational performance can be raised to the highest level by offering non-monetary rewards to the workers/employees (Heyman&Ariely, 2014).
In categorizing the non-financial enticements, analysis of on-the-job incentives gives an outline which is embedded in on-the-job incentives and accepted compensations. Wiesen (2019) stated that non-monetary compensation 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.

Importance of Non-Monetary Compensation

It has been found out that there is a significant relationship between non-monetary compensation and organizational productivity. Evidently, performance-based compensation has a positive effect upon employee and organizational productivity. Naidu and Satyanarayana (2018) identified the following as the benefits of non-monetary compensation to an organization:

Retention: In a tight job market, employers must be proactive in their efforts to retain talented employees. Compensation is directly tied to retention because everyone is fiercely competing for top performers. Many workers have found out that they can receive a much more substantial pay increase by switching jobs. Therefore, employers sometimes may need to increase wages to retain their most important workers.

Self-confidence: Individuals who have low self-esteem typically don't trust their own judgment, which creates more work for the manager, having to be very involved in their day-to-day tasks. Employees always need positive feedback and encouragement when they do good work. This makes them feel that they are valued, which in turn boosts their confidence and their performance.

Job satisfaction: compensation is the top contributor to job satisfaction, according to a report from the Society for Human Resource Management. Employers should regularly engage their workforce with surveys and feedback sessions to determine where everyone stands in terms of satisfaction.

Motivation: employees who feel they are under-compensated at work may not be motivated to work any harder. Human beings all have different kinds of needs. A compensation plan that hits workers needs is more likely to motivate them to perform in the desired way.

Employee performance: the quality and performance of your company's talent pool is usually directly dependent on how well you execute your compensation planning strategies. It offers them a reason to work hard and keep driving towards achieving the next milestone. Employee performance and efficiency can be drastically affected if a good compensation package is absent.

Low absenteeism: excessive absences can equate to decreased productivity and can have a major effect on company finances, morale, and other factors. Organizations should consider

implementing rewards that encourage good attendance practices, as these can be good motivators. Also, if employees enjoy the office environment and are happy with the compensation, their performance will be high, and absenteeism will be very low.
Attraction and Retention of Talent: Non-monetary benefits can make an organization more attractive to potential employees. Competitive non-monetary compensation packages, including benefits like flexible work arrangements, healthcare, and professional development opportunities, can help attract and retain top talent.

Enhanced Job Satisfaction: Non-monetary rewards contribute to employee job satisfaction. When employees feel valued and well-supported by their organization through benefits like recognition programs, work-life balance initiatives, and a positive work environment, they are more likely to be satisfied with their jobs.

Motivation and Engagement: Non-monetary compensation can serve as a powerful motivator. Recognition programs, opportunities for career advancement, and employee development initiatives can boost employee motivation and engagement, leading to increased productivity and commitment.

Work-Life Balance: Benefits such as flexible work hours, telecommuting options, and generous vacation time can help employees achieve a healthier work-life balance. This, in turn, reduces burnout, stress, and
absenteeism, promoting overall well-being.

Professional Development and Growth: Non-monetary rewards like training, mentoring, and tuition reimbursement support the professional development and growth of employees. This not only benefits individuals but also helps organizations build a more skilled and capable workforce.

Retention and Reduced Turnover: Offering non-monetary benefits, such as career development opportunities and job security, can reduce employee turnover. Retaining experienced and skilled employees saves organizations recruitment and training costs.
Productivity and Performance: Non-monetary compensation, particularly recognition programs and opportunities for advancement, can have a positive impact on employee productivity and performance. Motivated and satisfied employees tend to perform better in their roles.

Concept of Compensation
Compensation refers to the total package of salary, wages, benefits, and other perks provided by an employer to an employee in exchange for their work or services. It encompasses both direct financial payments, such as base salary and bonuses, as well as indirect benefits like health insurance, retirement plans, and other non-monetary perks. Compensation is output and the benefit that employee receive in the form of pay, wages and also same rewards like monetary exchange for the employee's to increases the Performance (Holt, 2003). Compensation is the segment of transition between the employee and the owner that the outcomes employee contract. As the prospective of employee pay is the necessary of life. The payment receives from work done on the behalf of people getting the employment. From the employee perspective, one of the most

important part of cash flow. Compensation is mostly equal to half of cash flow of the companies. But in the service sector it is more than half. It is the major to attract the employee and motivate employee to increases the performance (Ivanceikh & Glueck, 2009). For managers to improve organization's productivity, they must adopt compensation policy that employees will see as being fair and commensurable with their performance or input and expectations as well as what is obtainable in other firms within the industry. This call for the compensation philosophy to be adopted by managers of organizations, since following one pattern of philosophy provide a solid foundation for both the organization and the employees.

Compensation according to Dessler (2011) refers to all kinds of pay given to employees and as a result of their employment. Mathis and Jackson (2008) describe compensation as an essential factor influencing how and why individual decide to work at one organization over others. Stephen (2004) defined compensation as a tool that help employers to effectively attract, retain and motivate employees. Compensation, according to Snell and Bohlander (2010) refers to all manner of pay and rewards received by employees in exchange for work done. A compensation philosophy refers to as a guide to decision on how employees can be compensated (Bruce, 2005). This is done by recognizing the organization's goals and objectives, considering her competitiveness in attracting and retaining employees, her emphasis on internal and/or external equity and whether performance is tied to pay increase (Johnson, 2009).

Concept of Organizational Productivity

According to Ekundayoi (2015) productivity is a measure of the efficiency of a person, machine, factory, system etc. in converting inputs into useful outputs. This is computed by dividing average output per period by the total cost incurred or resources (capital, energy, material personnel consumed in that period). However, productivity may result from mix of factors that includes motivation, talent, work environment and support from others. Productivity can be referred to as the quantity of work that is attained in a unit of time by means of the factors of production. These factors include technology, capital, entrepreneurship, land and labour. It is the link between inputs and outputs and increases when an increase in output occurs with a lesser than comparative increase in input. It also occurs when equal amount of output is generated using fewer inputs (ILO, 2015). According to Mathis and John (2013), productivity is a measure of the quantity and quality of work done, considering the cost of the resources used. The more productive an organization, the better its competitive advantage, because the costs to produce its goods and services are lower. Better productivity does not necessarily mean more is produced; perhaps fewer people (or less money or time) was used to produce the same amount. According to Curtin, Steen, Farrell, Marison and Ford (2013) organizational productivity is the measure of an firm's ability to employ its available resources at any given point in time, in an efficient and effective way so that desired goals and valuable outputs are achieved. Furthermore, organizational productivity includes certain degree of outputs per unit of input such as a completed task per team (group) per week; in an oil exploration firm context- number or metres of pipe laid per person per day/ per week.

Organizational productivity is a measure of the efficiency of a person, machine, factory, system in converting inputs into useful outputs. Productive workplaces are built on teamwork and shared vision. Workplace productivity is essential to employees, employers, organization, and the

Nigerian economy. The more the economy grows, the more unemployment will decrease, raising the standard of living for everyone. Therefore, workplace productivity is pivotal for economic growth. Being productive is fundamental to business success as well as personal satisfaction. Organizational productivity is the amount of goods and services that a worker produces in a given amount of time. Workforce or organizational productivity is a measure for an organization or company, a process, an industry, or a country (Goodman, 2013). Productivity The concept of productivity has different meaning from different perspectives based on its usage in different fields of study. Productivity can be seen as the quantity of work that is achieved within a stipulated time by various factors of production. These factors could include, but not limited to technology, capital, land, and labour/human resource. It is used to measure inputs and outputs within any organization at a particular point in time (Goddey&Iheanyichukwu, 2021).

Concept of Local Government

The institution of local government has long been in existence in Nigeria and any other part of the world, but the mode of operation and the nomenclature differ from one's political system to the other. Hence, most writers on local government pay little attention to the issue of its definition. This, however, does not allow for uniform agreement on the definition of the concept. The absence of mutually agreed definition may not be explained as arising from vagueness of the idea conveyed by the concept but more significantly because of the series of postulations regarding the reason for the existence and objectives/purpose of local government (Marcellus, 2009). Hence, public administrators and scholars have tried to define it to suit their perception and purpose. Local government can be described as the government carried out by representative councils constituted by law to exercise certain authorities within defined boundaries (Local Government Reform Handbook, 1992). According to Ajayi (2017), local government refers to a political sub-division, which is created within a state for the exercise of duties and responsibilities granted by constitutional provision or legislative enactments. Like other units of governments, local governments possess a defined area, a population, an organization, authority to undertake and the power to perform public activities.

Local government is the smallest unit of administration in any political system. It is the lowest level of government in a modern state structure that is legally distinct with powers to raise its own revenue and to undertake responsibilities as provided for by the constitution. It is the lowest level through which representative government can be practiced. In Nigeria, there are three-tiers of government, i.e., Federal, State and Local Government. The local government is the third tier of government which places it in a position of nearness to the people and the populace enables it to perform special functions and services, which bother on the interests and aspirations of the local communities (Ajayi, 2017). Ikelegbe(2005) described local government as a segment of a constituent state or region of a nation-state established by law to provide public service and regulate public affairs within its area of jurisdiction. The above presupposes that it is the closest level to the people with powers to perform functions and mandates over its finances and manpower.

To Abutudu(2011), local government acts as a means of dispersing and localizing political tension, and in that way, neutralizing its impact. Local government is created to provide the centre stage for the people to be openly involved in government affairs at the grassroots level. In associating with the government, people are more diverse and do not have parochial citizenship within the state. Local government is also comparatively easier to reach by being the closest to those they represent. The local people can genuinely anticipate making a positive impact or exerting a positive influence, to a greater extent, in initiating and implementing developmental initiatives (Sikander, 2015). Sorka(2019) described local government as the decentralization or distribution of supreme decision-making, in which the decision-making power is dispersed geographically or downward from distant places near the top administration, bringing it closer to the people it will affect. Aborisada(2022) sees local government as rule by democratically elected organizations tasked with carrying out administrative and executive functions for residents of a certain area or location.

The United Nations Office for Public Administration quoted in Ola and Tonwe (2009) defined local government as a political sub-division of a nation or (in a federal system) state, which is constituted by law and has substantial control of local affairs, including the powers to impose taxes or to exert labour for prescribed purpose. The governing body of such an entity is elected or otherwise locally selected. Contributing further to the discourse, a more encompassing definition of local government and the one that captures the relevant indices of local government is contained in 1976 Guideline for Local Government Reform. According to the Reform, Local government is: Government at the local level exercised through representative council, established by law to exercise powers within defined areas. These powers should give the council substantial control over local affairs (including staffing) and institutional and financial powers to initiate and direct the provision of service and to determine and implement projects so as to compliment the activities of the state and federal government in their areas, and ensure, through devolution of these functions to these councils and through the active participation of the people and their traditional institutions, that local initiative and response to local needs and conditions are maximized (FGN, 1976).

The above definitions imply that there are essentials distinguishing characteristic of local government which are also well articulated in the scholarly work of many other scholars. The characteristics of local government according to Eme (2009) are as follows:

Localness: This implies that local government is the lowest tier of government; it is government at the grassroot or local level, which is subordinated but not subservient to the state and federal government.
Legal existence: The existence of local government is enshrined in the Constitution of the Federal Republic of Nigeria. This protects it from arbitrary actions of higher authority. As a legal entity, it can sue or be sued and has a perpetual succession, meaning that the life of a local government does not expire with the end of each administration.

Autonomy: Although, local governments are subject to State or Federal Government control in certain areas, they enjoy a reasonable degree of independence in administrative and financial affairs such as the hiring and firing of staff, discipline, and control of their own staff subject to certain upper limit, the preparation of annual estimates or budgets and the execution of certain projects.

Geographical Composition: Local government exists within a defined territory and exercises its authority over a given population. In other words, as a given or corporate entity, local government is created to serve citizens resident in a known location.

Functional Powers: Local government exercises specific powers and performs certain functions as enshrined in the constitution and is composed of elected representatives of the local people.

Departmentalization: Local government is usually divided into departments, divisions or units which facilitate the accomplishment of the goals, objectives, and functions of the local government.

Relationship Between Compensation and Productivity

Compensation, particularly in the form of performance-based pay or bonuses, can serve as a powerful motivator for employees. When employees see a direct link between their efforts and financial rewards, they are likely to be more motivated to perform at their best, leading to increased productivity. Competitive and fair compensation packages help attract skilled and talented individuals to an organization. Moreover, appropriate compensation plays a crucial role in retaining valuable employees. High-performing employees are more likely to stay with a company that recognizes and rewards their contributions. According to Oburu and Atambo (2016) employees will give their best in contributing to organizational productivity when they have a feeling or trust that their efforts will be rewarded by the management. There are many factors that affect employee performance like working conditions, worker and employer relationship, training and development opportunities, job security, and company's overall policies and procedures for rewarding employees. Among all those factors which affect employee performance, motivation that comes with compensations/rewards is of utmost importance.

In addition, Oladosu (2020) emphasised that if employees were well compensated or paid in relation to the cost of living, their performance would be good because they would concentrate on their work. When they are compensated reasonably, they are happy, and they perform to the required standard without being constantly concerned about finding more money to support their living. However, where employees' compensation is very low in relation to the cost of living, their productivity and quality of performance are similarly low. Evidently, both employers and employees do have their needs intertwined or dependent on each other. It is however a general believe that the employee performance depends on the corresponding compensations, recognition, and benefits. Compensation is one of the most important elements which motivates employees to contribute their best effort to generate innovative ideas that lead to better business functionality and further improve organisational performance both financially and non-financially (Oburu&Atambo, 2016). Lastly, adequate compensation contributes to overall job satisfaction. Satisfied employees are generally more engaged and committed to their work, which positively impacts productivity. Conversely, dissatisfaction with compensation can lead to demotivation and reduced effort.

Method

Descriptive survey research design was adopted. The major purpose of descriptive survey research design is to provide information on characteristics of a population or phenomenon
the population of this paper consisted of six hundred and sixty-four (664) staff working at secretariat office of Bonny Local Government Council in Rivers State.
However, the sample size of the paper was determined by Taro Yamane's formula at 5% level of significance. The Taro Yamane's Formula is given as follows:

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

Where,
n = Sample Size
N = Total Population
e = Tolerable error (0.05)

$$n = \frac{664}{1 + 664 * (0.05)^2}$$

$$n = \frac{664}{1 + 664 * (0.0025)}$$

$$n = \frac{664}{1 + 1.66}$$

$$n = \frac{664}{2.66}$$

n = 250 (approximately)

The sample size for this paper consisted of two hundred and fifty (250) junior and senior staff working at secretariat of Bonny Local Government Council in Rivers State.

Primary data were used in this paper. These data were collected from the respondents through administration of structured questionnaire and were complimented by the use of qualitative data sourced via secondary sources such as magazine, journal articles, government publications, book and other textual materials.

The paper made use of primary data that were collected through a structured questionnaire.
The questionnaire comprised of closed ended questions and statements. The response options were supplied by the paper out of which the respondents picked the response(s) that best describe their feeling or opinion. The questionnaire was made up of three segments as follows:

First Segment: This comprised of personal data of the respondents. This includes age, gender, level of education, marital status and years of experiences.

Second Segment: This focused on items or questions aimed at obtaining data on non-monetary compensation and organizational productivity in Bonny Local Government Council in Rivers State.

Responses for the questions were keyed using Likert five-point scale with which were logically employed to quantitatively reflect the following order of ranking:

Strongly Agree = 4 points
Agree = 3 points
Disagree = 2 points
Strongly Disagree = 1 points

The method of data analysis technique used for the analysis of the demographic data was descriptive statistics. These included tables, frequencies, and simple percentages. In addition to this, weighted means and standard deviation were used to answer the question. The mean was calculated by assigning nominal value to the response categories: strongly agree (SA) 4, agree (A) 3, disagree (D) 2 and strongly disagree (SD) 1. The criterion mean was achieved thus;

Criterion mean

Decision rule for the research questions was based on a criterion mean of 2.50. Any mean response of 2.50 and above is regarded as agreed and was accepted while mean response rating less than 2.50 is regarded as disagree and was rejected.

Specifically, the following guided the decision on the question.
Strongly agree = 4.00 - 3.50
Agree = 3.49 - 2.50
Disagree = 2.49 - 1.50
Strongly disagree = 1.49 - 0.00

Lastly, Pearson Product Moment Correlation (PPMC) was used to test the hypothesis formulated. The Pearson Product Moment Correlation (PPMC) is appropriate for the analysis because the variables in the paper are measured in ordinal scales and very importantly suitable to calculate the relationship between two variables (bivariate data).

Decision Rule: Reject the null hypothesis at 5% level of significance if the p-value is less than 0.05. on the other hand, accept the null hypothesis at 5% level of significance if the p-value is greater than the 0.05.

Data Presentation

Table 1: Response Rate of Questionnaire Administered

Particulars	**Number of Cases**	**Percentage**
Number of Questionnaire Administered	250	100.0
Number of Questionnaire Retrieved	227	90.8
Number of Questionnaire Not Retrieved	23	9.2
Number of Invalid Questionnaire	7	2.8
Number of Valid Questionnaire	**220**	**88.0**

Source: *Field Survey, 2024.*

From table 1, it can be observed that out of two hundred and fifty (250) copies of questionnaire administered to the respondents, two hundred and twenty-seven (227) representing 90.8% were retrieved, twenty-three (23) representing 9.2% were not retrieved. However, out of this number, seven (7) copies of the questionnaire representing 2.8% were completed but invalid while two hundred and twenty (220) copies of the questionnaire representing 88.0% were correctly filled and thus formed the basis for the data analysis in this study.

Data Analysis

Bivariate Analysis

The demographic data of the respondents such as age, gender, level of education, marital status and so on are analysed in this section using tables, frequencies and simple percentages as shown below:

Table 2: Age of the Respondents

		Frequency	Percent	Valid percent	Cumulative percent
Valid	20-29 years	54	24.5	24.5	24.5
	30-39 years	102	46.4	46.4	70.9
	40-49 years	38	17.3	17.3	88.2
	50 years and above	26	11.8	11.8	100.0
	Total	**220**	**100.0**	**100.0**	

Source: *Field Survey (SPSS Output), 2024.*

With respect to the age of the respondents, table 2 shows that 54 respondents representing 24.5% of the total respondents were within age bracket 20-29 years, 102 respondents representing 46.4% were within the age bracket 30-39 years, 38 respondents representing 17.3% were within the age bracket of 40-49 years, while 26 respondents representing 11.8% of the total respondents were aged 50 years and above. This age distribution shows that majority of the respondents were within age bracket of 30-39 years.

Table 3: Gender of the Respondents

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Male	132	60.0	60.0	60.0
	Female	88	40.0	40.0	100.0
	Total	**220**	**100.0**	**100.0**	

Source: *Field Survey (SPSS Output), 2024.*

With respect to the gender of the respondents, table 3 shows that 132 respondents representing 60.0% of the total respondents were male respondents while 88 respondents representing 40.0% were female respondents. This gender distribution shows that majority of the respondents were male respondents as compared to the female respondents.

Table 4: Educational Level of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NCE/OND	40	18.2	18.2	18.2

	HND/ BSc.	140	63.6	63.6	81.8
	MSc.	26	11.8	11.8	93.6
	PhD	14	6.4	6.4	100.0
	Total	**220**	**100.0**	**100.0**	

Source: *Field Survey (SPSS Output), 2024.*

As regards the educational level of the respondents, table 5 reveals that 40 respondents representing 18.2% of the total respondents were NCE/OND holders, 140 respondents representing 63.6% were HND/BSc holders, 26 respondents representing 11.8% are MSc. holders while 14 respondents representing 6.4% were PhD holders. This educational level distribution shows that majority of the respondents were BSC/HND holders.

Table 5.: Marital Status of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	58	26.4	26.4	26.4
	Married	150	68.2	68.0	94.6
	Divorced	6	2.7	2.7	97.3
	Widowed	6	2.7	2.7	100.0
	Total	**220**	**100.0**	**100.0**	

Source:*Field Survey (SPSS Output), 2024.*

With respect to the marital status of the respondents, table 4.2.4 shows that 58 respondents representing 26.4% of the total respondents were single, 150 respondents representing 68.2% were married, 6 respondents representing 2.7% are divorced while 6 respondents representing 2.7% are widowed. This marital status distribution shows that majority of the respondents were married as compared to the single, divorced, and widowed respondents put together.

Table 6: Respondents' Years of Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-4 years	70	31.8	31.8	31.8
	5-9 years	76	34.5	34.5	66.3
	10-14 years	42	19.1	19.1	85.4
	15 years and above	32	14.5	14.5	100.0
	Total	**220**	**100.0**	**100.0**	

Source: *Field Survey (SPSS Output), 2024.*

The distribution of the respondents by years of experience as revealed by table 6 shows that 70 respondents representing 31.8% of the total respondents had 1-4 years of experience, 76 respondents representing 34.5% of the total respondents had 5-9 years of experience, 42 respondents representing 19.1% of the total respondents had 10-14 years of experience, 32 respondents representing 14.5% of the total respondents had 15 and above years of experience.

Analysis of Research Questions
Four research questions were raised in the chapter one of the study. In this section, answers to these questions are provided using descriptive statistical analysis such as tables, frequencies, simple percentages, and weighted mean scores as follow:
Strongly Agree (SA) = 4
Agree (A) = 3
Disagree (D) = 2
Strongly Disagree (SD) = 1

Table 7: Analysis of Questionnaire Items on the Impact of Non-Monetary Reward to Organizational Productivity in Bonny Local Government Council in Rivers State

S/N	Questionnaire Items	SA (%)	A (%)	D (%)	SD (%)	Mean $\overline{X}$	Decision
Q16.	The non-monetary rewards provided by the Bonny Local Government positively influence employee motivation to perform well in their roles.	81 (36.8%)	105 (47.3%)	20 (9.1%)	14 (6.5%)	3.20	Agreed
Q17.	There is fairness of non-monetary reward distribution which impacts overall morale and productivity among team members.	79 (35.9%)	113 (51.4%)	16 (7.3%)	12 (5.5%)	3.18	Agreed
Q18.	Team members were motivated to work together more effectively as a result of shared recognition or non-monetary rewards	85 (38.6%)	104 (47.3%)	19 (8.6%)	12 (5.5%)	3.23	Agreed
Q19.	Availability of meaningful non-monetary rewards positively influences overall job satisfaction and commitment to Bonny Local Government	88 (40.0%)	111 (50.5%)	13 (5.9%)	13 (3.2%)	3.28	Agreed
Q20.	Availability of attractive non-monetary rewards, such as career development opportunities or performance-based incentives will contribute to employee retention and	99 (45.0%)	99 (45.0%)	9 (4.1%)	13 (5.9%)	3.24	Agreed

	performance within Bonny Local Government						

Source: *Field Survey, 2024.*

Table 7 shows the answers to the question. The question was posed to find out the influence of non-monetary reward on organizational productivity in Bonny Local Government Council in Rivers State. The result of the analysis of responses to the question as shown in table 7 indicate that greater number and percentages of the respondents agreed/strongly agreed that non-monetary reward influences organizational productivity in Bonny Local Government Council in Rivers State. In addition, the results in the table showed that each of the questionnaire item on the research question four has weighted mean score value that is above the grand mean value (3.0). Based on these results, it can therefore be statistically concluded that reward influences organizational productivity in Bonny Local Government Council in Rivers State.

Bivariate Analysis (Tests of Hypotheses)

In this section, the empirical testing of the null hypotheses formulated is given. These hypothesis was tested at 5% level of significance using Pearson Product Moment Correlation (PPMC) through the help of Statistical Package for Social Sciences (SPSS) 21.0 version. The decision rule for accepting or rejecting the hypothesis is stated below:

Decision Rule: Reject the null hypotheses at 5% level of significance if the *p-value* is less than *alpha value* of 0.05. Contrarily, retain the null hypotheses at 5% level of significance if the *p-value* is greater than *alpha value* of 0.05.

Additionally, a correlation coefficient of zero (r=0.0) indicates the absence of a linear relationship and a correlation coefficient of r =+1.0 and r=-1.0 indicate perfect linear relationship. Also, a correlation coefficient of r>0.50 indicates strong degree of linear relationship while a correlation coefficient r<0.50 indicates weak degree of linear relationship.

H_0: Non-MonetaryReward has not made significant impact on organizational productivity in Bonny Local Government Council in Rivers State.

Table 8: Pearson's Product Moment Correlation Analysis of Non-monetary Reward and Organizational Productivity

		Reward	**Organizational Productivity**
Reward	Pearson Correlation	1.000	.739**
	Sig. (2-tailed)	.	.000
	N	220	220
Organizational Productivity	Pearson Correlation	.739**	1.000
	Sig. (2-tailed)	.000	.
	N	220	220

**. Correlation is significant at the 0.05 level (2-tailed).

Source: *Field Survey, 2024 (SPSS 21.0 Output).*

Table 8 above reveals a Pearson Product Moment Correlation (PPMC) coefficient of 0.739 and probability value of 0.000. This result indicates that reward has not made positive impact on organizational productivity in Bonny Local Government Council in Rivers State.
the relationship between non-monetary compensation and organizational productivity in Bonny Local Government Council in Rivers State between 2012 -2023. The study made use of Pearson Product Moment Correlation (PPMC) to test hypotheses formulated while frequencies, simple percentages and weighted mean scores were used to analyse personal data of the respondents as well as other items of the questionnaire.

Lastly, the result of this study showed that reward has positive and significant influence on organizational productivity in Bonny Local Government Council in Rivers State. This indicates that increase in reward will lead to a significant increase in organizational productivity in Bonny Local Government council in Rivers State. This finding is supported by the work of Ozah, Ogbu and Igomu (2022), who discovered that none-monetary reward has significant effect on employees' job performance in Port Harcourt Electricity Distribution Company (PHED). Also, Alabi, Olonade, Omotoye and Odebode (2022), found that non-financial rewards significantly impact employees' organisational performance.

Conclusion/Recommendations

This paper examined the relationship between non-monetary compensation and organizational productivity in Bonny Local Government Council in Rivers State between 2012 -2023. The paper found that, non-monetary reward have positive significant relationship with organizational productivity in Bonny Local Government Council of Rivers State. Based on the results, the paper therefore concluded that non-monetary compensation plays a significant positive role in improving organizational productivity in Bonny Local Government Council in Rivers State between 2012 -2023.

Drawing from the finding, the following recommendations were put forward by the paper:
Government/Management should not only provide mandatory benefits as required by the law, but also provide and/or improve the fringe benefits in order to strengthen the employees' organizational commitment, motivation, productivity and job performance.

Government at the local and state levels should utilize the non-monetary reward approach with structured benefits and compensation packages to attract and encourage staff of their organizations for improved organizational productivity.

There is need for the administration of Bonny Local Government Council to recognize and reward employee for work-related performance as well as those who achieve outstanding results.

Administration of Bonny Local Government Council should invest a lot in training and empowering workers and help them develop their career as this has a significant influence on their customer satisfaction and prompt delivery.

There is also need to communicate the available non-monetary compensation to the employees so that they can be aware and appreciate the organization by working harder to make the organization perform better.

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