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NONE-MONETARY REWARD AND EMPLOYEES' JOB PERFORMANCE IN PORT HARCOURT ELECTRICITY DISTRIBUTION COMPANY (PHED), CROSS RIVER STATE

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Abstract

This study examined the effect of none-monetary reward on employees' job performance in Port Harcourt Electricity Distribution Company (PHED) in Cross River State. The study used descriptive research design to study a sample of 93 employees out of 150 population of the company staffs in Cross River State through the help of Taro Yamane sample size formula. Data was collected through the use of structured questionnaires in 5-Likert scale format. Both simple percentages and Ordinary Least Square (OLS) multiple regression were used as the descriptive and inferential statistical tools for data analysis. The study discovered that none-monetary reward has significant effect on employees' job performance in Port Harcourt Electricity Distribution Company (PHED). It was specifically revealed that none-monetary reward practices such as staff recognition, and staff development opportunities have influence job commitment, efficiency and overall job performance of employees in Port Harcourt Electricity Distribution Company (PHED) in Cross River State. The study thus, recommends that management of Port Harcourt Electricity Distribution Company (PHED) should continue the use of none-monetary reward such as recognizing employees' job well done through gift presentation, awards etc. and as well giving of their employees more developmental opportunities in their various job profession to gain employees' citizenship behavior, improve employees' commitment and job performance.

Keywords: None-monetary Reward, Staff Development Opportunity, Staff Recognition

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Introduction

Organizations are created using people to carry out predetermined aims and objectives. It is impossible to overstate the importance of employees in achieving company goals, thus inspiring them is essential. Applying a rewards system is one of the tactics that many businesses have utilized to boost employee morale. The most popular types of rewards are monetary and non-monetary ones. Nakamura, (2011) posits that despite the fact that many firms use both types of incentives, non-monetary prizes have significantly increased recently. The long-term advantages of these incentives are the cause of the rising use of non-monetary incentives.

Rewards are crucial in deciding substantial success at work and are favorably related to the motivational process. Financial and non-financial rewards are the two different categories of rewards. Extrinsic rewards are those that are financial in nature, whereas intrinsic rewards are those that are non-financial in nature. {Nakamura, 2011). The non-monetary benefits include gratitude, meeting new challenges, a caring attitude from the employer, appreciation and acknowledgment, which drives the employee. The financial rewards include pay, bonus, incentives, profit sharing or gain sharing. Non-financial rewards, then, are those that have no monetary value yet still significantly influence employee motivation. Using non-monetary rewards is one strategy for inspiring staff (Nakamura, 2011). It is less expensive to use non-monetary incentives to encourage employees to do well on the job (Khan, Shahid, Nawab, & Wali 2013). As observed by Judge, Piccolo, Podsakoff, Shaw, & Rich (2012), non-monetary rewards are seen as non-cash prizes provided to staff members to encourage them to work hard. Non-monetary incentives used to encourage high levels of performance include acknowledgement, training and development, promotion, decent working conditions, involvement in goal-setting, and flexibility of working hours. Non-monetary incentives are thought of as efficient methods of paying employees, attracting, motivating, and keeping workers (Reiss, 2012). After the period of crisis that the global economic system experienced, monetary compensation became significant (World Bank, 2012).

Non-monetary incentives significantly influence how employees feel about the culture of rewards at work (Khan, et al 2013). Employees may see a firm favorably and compassionately when it pays attention to non-financial tools like the opportunity to increase holiday and family perks. Rewards have a crucial role in explaining certain job characteristics that have a big impact on the organization, such as job satisfaction. Therefore, incentives include all financial benefits provided by the firm, including salaries, promotions, verbal acknowledgment, and obligations (Deperi, Tortia & Capita, 2010). Given that they are seen as the most significant rewards, praise and recognition are powerful tools for encouraging employee behavior in the workplace (Lewis, 2013).

Non-monetary rewards, such as praise, opportunity for learning, demanding work, and career progression, have been found to be an effective motivating factor for employees, which in turn improves performance (Aktar, Sachu, & Ali 2012). The performance of the workforce is crucial

to achieving organizational goals, and while inspiring people is important, it is nearly now ingrained in every organization's culture to battle with performance improvement.

In order to ensure effective and efficient distribution and supply of electricity to her burgeoning population, the Nigerian government and its agencies, including the Nigeria Electricity Commission and Ministry of Power, have explored a number of avenues over the years, including privatizing electricity distribution. However, electricity distribution in Nigeria is still a mirage due to epileptic supply of power, low response rates of engineering staffs, poor customer relationships, and teaming unattended complains.

SMEs and the manufacturing sector must privately source their power supply because the effects of this electricity distribution failure on entrepreneurship growth and the whole economy in terms of productivity, unemployment growth, and cost-push inflation iss great.

Following the privatization of the Power Holding Company of Nigeria (PHCN) in 2014 to Port Harcourt Electricity Distribution Company (PHED) and other Electricity Distribution Company in all the regions in Nigeria, it is expected that the private sector will optimum utilize the abundant human resource available to ensure effective and efficient distribution of electricity in Nigeria, yet the performance is below expectation. In an attempt to gain optimum utilization of abundant human resource available and actualize effective and efficient distribution of electricity in Nigeria, this study investigated the effect of none-monetary reward on employees' job performance in Port Harcourt Electricity Distribution Company (PHED) Cross River State.

Specifically, the objectives of the study is to:

i. Determine the effect of staff recognition on employee job Performance in Port Harcourt Electricity Distribution Company (PHED) Cross River State.
ii. Evaluate the effect of staff development opportunities on employee job Performance in Port Harcourt Electricity Distribution Company (PHED) Cross River State.

Research Hypotheses

Arising from the ongoing, the following null hypotheses were formulated for the study.

H_{01}: Staff recognition has no significant effect on employee job Performance in Port Harcourt Electricity Distribution Company (PHED) in Cross River State.

H_{02}: Staff development opportunities has no significant effect on employee job Performance in Port Harcourt Electricity Distribution Company (PHED) in Cross River State.

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Literature Review

Non-Monetary Reward

Organizations frequently try to inspire employees using non-financial techniques because individuals are no longer just driven by their pay. Non-monetary benefits can have a greater influence on employee satisfaction and motivation than traditional monetary reward. A non-monetary incentive is one that is intended to meet the demands that the majority of individuals have, albeit to varying degrees, for accomplishment, recognition, influence, and personal growth (Armstrong and Murlis, 2004). Non-monetary remuneration is defined as any benefit that an employee receives from their company that goes above and beyond their monetary salary in order to retain and motivate them. Ngatia (2014) claims that non-cash incentives for workers include recognition, promotions, flexibility (flexible schedules), and professional advancement.

Nkansah (2016) proposed that non-monetary incentives are the tangible or observable rewards, cultural norms, or work-related elements employed in an institution to motivate employees who do not get direct monetary remuneration. Meacham et al. (1999) examination of on-the-job incentives provides a framework that is ingrained in acceptable compensations and on-the-job incentives that can be used to categorize non-monetary inducements. Perceivable non-financial incentives, according to Nkansah (2016), refer to tangible items like flexibility (flexible scheduling), citations, gifts, certificates, apparel, key holders, and cheap tickets to access various workplace amenities. According to Wiesen (1999), non-monetary incentives have the potential to motivate employees who do not get monetary compensation. Non-monetary rewards tied to the workplace have the potential to naturally motivate employees. Jobs with a variety of responsibilities, accountability, independence, empowerment, and career development opportunities are crucial in meeting employees' individual needs and may lead to a situation where the employee feels that the work is noteworthy of putting in more effort without the need for any outside compensation.

Development Opportunities

When workers are adequately and promptly trained, it gives them the opportunity to advance and prevents them from feeling trapped in routine and occasionally boring job. Employees that have received training can now handle and overcome challenges that are much greater. Personnel are motivated and forced through training to the point where they are quite aware of their own

strengths and weaknesses. Training must always be relevant to the job and career path the employee wants to pursue; otherwise, they won't be able to make the greatest use of the knowledge. Therefore, it is necessary to undertake skill assessments prior to planning training schedules (Ngatia, 2014).

Career development is used as a non-financial incentive to motivate employees and boost their mood toward their regular tasks. Most workers are aware of the necessity for ongoing learning, skill development, and growth in order to advance in all facets of their lives (Ngatia, 2014). Employees will see that the company cares about their development if they have the chance to learn. Learning and training opportunities can assist organizations better prepare current employees to fill new positions that need a certain degree of ability. An organization can stay abreast of market changes and innovations by continuously raising staff knowledge and skill levels, which will result in higher-quality goods, services, and even process improvements. When given no opportunity for professional growth, employees become like stagnant water (Krauel, 2014). In actuality, career advancement is the main draw for people to join an organization. Consider Maslow's hierarchy of requirements: In order for a person to survive, those needs must be satisfied. However, when basic survival needs are addressed, respect, recognition, reward, and, eventually, self-fulfillment become significant. Employee development initiatives give staff members the chance to broaden their knowledge and skills for more effective teamwork and individual growth (Jun, Cai, and Shin, 2006). Employees who undergo self-development training report higher levels of job satisfaction than those who do not.

Career development, according to Krauel (2014), is a planned strategy used to align employee goals with the operational requirements of agency workforce development activities. The author posits that the purposes of career development are to help employees perform better in their current jobs, prepare people for chances in the future, and help organizations achieve their objectives for a dynamic and productive workforce. The advantages of staff development to a business, according to Cole (2005), include: boosting employee morale since training will increase employees' confidence and motivation; lowering production costs due to better and more efficient use of resources; and minimizing and eliminating waste. Additionally, he saw that employee training results in a low turnover rate because of increased workplace security. Increased employee understanding and participation in the change management process is one way that training benefits change management.

Staff Recognition

Everybody wants to be recognized, yet some employees have never received a handshake or a pat on the back from their superiors. According to Ngatia, (2014) a letter or email of appreciation, an unofficial celebration of all the employees who excelled in their separate tasks for the month, an

employee of the month award, public acknowledgement of colleagues for good work, etc. are all examples of forms of recognition.

Employee productivity in a company is fundamentally affected by how well they are recognized. Ngatia (2014) asserts that if incentives like recognition are properly implemented, they create a large working environment that can inspire employees to attain high levels of success. Recognition is the expression of verbal or written gratitude for the job that someone does, including compliments such as "excellent work" or "well done." When employees are thanked for the work, they have put in, it increases their motivation, satisfaction, and sense of worth. Additionally, this will boost their output. When an employee excels at his or her job and is the reason for the company's success, but that employee's work is consistently ignored, not valued, or rewarded, that behaviour will cause dissatisfaction. But lack of recognition may not be a very significant factor that will directly lead to dissatisfaction (Ali and Ahmad, 2018). Through recognition programs included in a larger compensation package, people can be thanked for their accomplishments. When it is only given to the top achievers, recognition subsequently boosts performance (Christiane, Robert, Susanne and Arja, 2013).

The act of expressing gratitude for a level of performance, an accomplishment, or a contribution to an objective is known as recognition. It may be private or public, informal or official. Always in addition to being paid (Pitts, 2005). Employees require both rewards and appreciation. People prefer to brag about and enjoy their accomplishments with other people. This need serves as a powerful incentive when it is met. Employers that just use rewards to acknowledge contributions and accomplishments run the risk of changing their employees' goals so they focus solely on getting paid, which will damage the organization's culture. When done right, recognition may be a cheap method to boost performance and give employees a sense of ownership over the company's culture (Pitts, 2005).

Concept of Employee's Performance

Job performance is described by Blanchard and Witts (2009) as "behaviors or acts that are related to the aims of the organization." Similar to this, (Avery, 2004) defines performance as a behavior displayed by an employee or something they do for the organization's performance. Operational performance outcome, turnover, sales volume, income, and declared shareholders dividends are used to evaluate performance, as well as the quality and quantity of services provided. As a result, job performance is not a single, all-encompassing idea but rather a concept with numerous viewpoints that encompass multiple behavioral types. Therefore, it may be said that job performance is an output that was attained as a result of the employees' efforts (Blanchard and Witts, 2009).

Avery, (2004) posits that through fostering an environment where workers can work productively, developing a proper attitude that helps employees shape their commitment to organizational goals, and outlining strategy, managers can indirectly affect productivity and performance. Additionally, Shahzadi and Farooqi (2014) state that organizational climate is predicted to have progressive relationships with employee satisfaction, customer satisfaction, financial performance, and staff turnover. Blanchard and Witts (2009) contend that when businesses neglect to aggressively recognize and promote good performance, the desire for the job erodes with each accomplishment that goes unnoticed. Employees are motivated to perform well by feedback on their performance.

According to Agarwal (2008), when employees are involved in decision-making and the execution of transformations that touch them, they do so more quickly and perform better than employees who are merely informed about the transition. Similar to this, Across (2005) argues that employees perform poorly in situations where autonomy is not ensured, especially when they have developed the necessary abilities for functioning autonomously.

Employee performance can be defined as their capacity to carry out their duties under specific conditions; if these conditions are supportive, employee performance can be improved (Shahzadi & Farooqi, 2014). Performance, according to Agarwal (2008), relates to a worker's completion of delegated tasks. Employees with high performance lead a company and have more opportunities than individuals with low performance (Van Scotter, & Motowidlo, 2006). Performance incorporates judgment and assessment processes in addition to behaviors that are related to it. Agarwal (2008). Performance is indicated by the actions that may be evaluated and measured (Shahzadi & Farooqi, 2014). Performance is correlated with output amount, output quality, output timeliness, presence/attendance on the job, output efficiency, and output effectiveness (Mathis and Jackson 2009). According to Aguinis (2009), just the behaviors themselves are included in the definition of performance, not the outcomes of an employee's actions. Performance is not about the products that employees generate or the results of their labor, but rather about conduct or what employees do. The employee's general perception of his or her behavior and contributions to the success of the organization is represented by perceived employee performance.

Theoretical Framework

Herzberg's two-factor theory serves as the study's theoretical foundation. Frederick Herzberg proposed it in 1959. Herzberg's two-factor theory examined the workplace variables that contributed to employee satisfaction and those that contributed to employee dissatisfaction and came to the conclusion that the variables contributing to employee satisfaction and those contributing to employee dissatisfaction were not mutually exclusive. Herzberg, (1998). (1998).

According to Herzberg (1959), the variables can be separated into two categories: hygiene factors and motivators. Hygiene factors refer to the existence or absence of job dissatisfaction. The maintenance elements required to prevent job unhappiness are known as "hygiene factors," and they include things like working conditions, pay, status, security, supervision, business policies, etc. Therefore, labor becomes unsatisfying when hygienic parameters are eliminated. For instance, dangerous working circumstances may result in unsatisfied workers, but again, eliminating them won't increase motivation or contentment (Cole, 2002). Herzberg, posits that providing demanding tasks, job performance, employee recognition, the availability of growth prospects, and employees' accountability are some of the variables that intrinsically inspire workers. According to Herzberg, in order for a person to be fully motivated, their job needs to be enhanced with prospects for success and progress. Herzberg also asserts that there are two levels on which man exists: the physical and the psychological (Cole 2002).

Review of Literature

Dim, Okeke and Nwankwo (2020) carried out a study on non-financial reward and organizational performance of selected manufacturing firms in Anambra State. The descriptive survey research design was used as the data analysis technique. The results of the data analysis revealed that employee recognition has a substantial impact on organizational success. The performance of a company is positively impacted by career advancement.

Victor and Kathaluwage (2019) conducted a study on the impact of non-financial rewards on employee's performance. 150 employees of 20 finance companies in Batticaloa District's provided information using open-ended questionnaires. Univariate and multivariate analyses were used to analyze the data and provide the descriptive and inferential statistics. The findings showed that there was a high correlation between non-financial rewards application and employee performance in a sample of Batticaloa District finance companies. Non-financial rewards, such as career advancement, recognition, and achievement, had a significant positive impact on employee performance, whereas responsibility did not.

Orga, Mbah and Ekechukwu (2018) in their study examined the effect of non-financial rewards on staff productivity in Shoprite Company Enugu. The F-statistic was used to test two hypotheses. $F(95, n = 275) = 1046.270$ indicates that a significant association between medical benefits and absenteeism level was discovered. There was a highly significant correlation between possessing relaxation zones and output volume, as shown by F(95,n=275)=1345.096,p0.05. It was determined that non-financial compensation affected personnel dedication to the task and productivity. Providing employees with the appropriate medical care was advised among other things to keep them motivated.

Kibru and Chalchissa (2019) carried out a study on the effect of non-financial incentive scheme on employees' motivation a case of commercial bank of Ethiopia in Jimma town. The study used primary sources of data and was both descriptive and explanatory. One of the main conclusions was that respondents' perceptions of present non-financial incentive techniques were generally positive and satisfied with training and promotion, but neutral on recognition. Promotion, recognition, and training were important predictors of employees' motivation, according to the regression analysis's findings.

Buwembo, Nabukeera, and Bwengye, (2019) conducted a study on non-financial rewards, motivation and employee performance in Ministry of internal affairs Uganda. The study adopted a descriptive survey design on a target population of 152 staffs. The study's findings revealed that there was no positive significant relationship between motivation and performance and that the correlation coefficient between non-financial rewards and motivation was 0.175 with a p-value of 0.081. However, the correlation coefficient between non-financial rewards and performance was 0.449 with a p-value of 0.000, indicating statistically a positive significant relationship. This implies that although motivation improves when non-financial incentive management is good, motivation does not directly affect performance.

Alex, Ayitey and Boateng (2020) carried out their study on the effects of non-monetary incentives on employee performance a case of selected banks in Sunyani Municipality. A case study approach was employed, and 63 respondents from Zenith Bank and the Agricultural Development Bank (ADB) in the Sunyani municipality were chosen which purposive and simple random sampling technique was adopted in selecting the respondent. The findings revealed that while non-monetary incentives and ADB have a somewhat favorable association, they have a strong substantial positive link for Zenith Bank. Employment stability, favorable working conditions, goal-setting participation, success, staff recognition, job expansion, social need-based incentives, better working conditions, and fringe perks were among the non-financial incentives identified. However, Zenith Bank and not ADB is unique in terms of training- and career-related incentives as well as the desire to wield power.

Thomas, Austin and Henry (2020) conducted a study on non-monetary incentives and employee motivation of nongovernmental medical organizations in Port Harcourt, Nigeria. The study employed cross-sectional survey method for social research and primary data were collected using self-administered questionnaire. According to empirical data, non-monetary incentives and employee motivation of non-governmental medical organizations in Port Harcourt, Nigeria, have a positive, statistically significant link. According to the study's findings, non-financial incentives positively and significantly affect Port Harcourt-based nonprofit medical organizations' staff members' motivation.

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METHODOLOGY

Research Design

The study adopted survey design. Its usage is justified by the fact that it gives the researcher a profile of pertinent parts of the construct of interest, allowing for the examining of events surrounding the sample subject without resorting to any form of manipulation (Asika, 2008).

Population of the Study

The target population for this study comprised of all staff of Port Harcourt Electricity Distribution Company (PHED). The population of staff is 150 as obtain from the human resource department of the company.

Sampling Size Determination

Taro Yamane sampling size determination technique was applied to select 109 respondents from the population of 150 PHED staffs in Cross River State.

Source of Data Collection/Collection Method

Data was collected through the use of questionnaires. Well- structured questionnaires comprising of two sections were the major source of data collection. The sections were Section A, respondents' demographic information and section B, questions relating to the variables of the study. The questionnaire was done using a five–point Likert- Scale. The scale includes: strongly agreed (1), agreed (2), undecided (3), disagree (4) and strongly disagree (5).

Analytical Techniques

The research used both descriptive and inferential statistical tools. Descriptive data was analyzed using tables and percentages to group the reaction of the respondents based on the questions asked. Inferentially, the researcher collected data from samples and make generalizations about the population of the study. To test the hypotheses of the study, Ordinary Least Square (OLS) multiple regression was used for analysis using SPSS version 21.

Justification for the Analytical Tools

The analytical tools were adopted because of their ability to give clear understanding and revealing of the effect of independent variable on dependent variable (none-monetary reward on employees' job performance). Ordinary least square (OLS) is said to be best linear unbiased estimator (BLUE). The researcher considered this method of analysis appropriate to enhance accurate conclusion of this research work.

Model Specification

From the theories and empirical findings exposition, making employees' job performance central to the equation, the model below was developed for the study.

The study regression model:

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$$EJP = \beta 0 + + \beta_1 SR + \beta_2 CSDO + \varepsilon$$

Where;

EJP = Employees' Job Performance

SR = Staff Recognition

SDO = Staff Development Opportunity

β_0 = The autonomous parameter estimates (intercept)

β_1 = the independent variables' slope of the coefficients

ε = Error term

Decision Rule

If computed p-value is greater than the critical value at 0.5 level of significance, the null hypothesis will be accepted otherwise, it will be rejected in favour of the alternative hypothesis.

Data Presentation

Out of 109 distributed questionnaires to the staff of Port Harcourt Electricity Distribution Company (PHED), 11 were not returned and 5 were not properly filled; thus, making the properly filled questionnaire to be 93. The 93 properly filled questionnaires were thus, used for the analysis. This shows that 85.3% of the administered questionnaire were used for the analysis in this study.

Data Analysis

Descriptive, Correlation analysis and multiple regression were applied to describe and assess the effect of non-monetary reward on employees' performance in Port Harcourt Electricity Distribution Company (PHED), Cross River State. The formulated null hypotheses of the study were tested to satisfy the objective of the study. The study adopted 5% level of significance and conclusions was made based on the probability values (PV). If the P-value is less than 5% (0.05) that is (i.e. PV < 0.05), it implies that the variable in question is statistically significant at 5% level of significance; otherwise, it is not significant at that level.

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	
	Statistic	Statistic	Statistic	Statistic	Statistic	Skewness
SR	93	2.32	5	4.7312	0.42352	-2.22
SDO	93	3	5	4.7176	0.41634	-1.811
EJP	93	3.4	5	4.7035	0.27801	-1.105

Source: SPSS V 23

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The result of the descriptive statistics summarizes the raw data used for the analyses. The average ratios (mean) are; 4.7313 for staff recognition, 4.7176 for staff development opportunities and 4.7035 for employee's job performance. The standard deviation is 0.42352 for staff recognition, 0.41634 staff development opportunities and 0.27801 for employee's job performance. This implies that for every 4% increase in staff recognition leads to 0.4% increase in employee job performance and for every 4% increase in staff development opportunities, gives out 0.41% increase in employee's job performance. The data is negatively skewed (-2.22, for staff recognition) -1.811 for staff development opportunities and -1.105 for employees' job performance)

Table 2: Correlations

		SR	SDO	EJP
SR	Pearson Correlation	1	.673**	0.07
	Sig. (2-tailed)		0.000	0.18
SDO	Pearson Correlation	.675**	1	-0.013
	Sig. (2-tailed)	0.000		0.804
EJP	Pearson Correlation	0.070	-0.013	1
	Sig. (2-tailed)	0.180	0.802	

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

Source: SPSS V 23

Table 2 above disclosed that staff recognition is positively correlated with staff development opportunities (0.673) and significant at 0.01 significance level. Also, staff recognition has a positive (0.070) correlation with employees' job performance but insignificant (0.180). This implies that as staff recognition increases, employees' job performance Port Harcourt Electricity Distribution Company (PHED) will increase significantly.

Staff development opportunities has a significant association with staff recognition (0.675) and significant at 0.01 significance level. However, it has a negative correlation with employee's job performance. This implies that as staff development opportunities increase, the employee's job performance in Port Harcourt Electricity Distribution Company (PHED) will be affected but the effect is likely to be insignificant.

Employee's job performance has a positive but insignificant correlation with staff recognition and a negative and insignificant association with staff development opportunities.

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Regression analysis

The result of the regression analysis is presented in the table below:

Table 3. Multiple Regression Summary
Dependent Variable: EJP
Method: Least Squares
Date: 05/29/22 Time: 17:10
Sample: 93
Included observations: 93

	Coefficient	Std. Error	T-Statistics	Prob	Remark	Decision
Constant	1.241826	0.567090	7.835567	0.0000		
SR	4.876386	0.218067	2.568356	0.0067	Sig P<0.05	Rejected
SDO	1.976075	0.354115	2.243072	0.0134	Sig P<0.05	Rejected
R Square = 0.604522 Adjusted R Square = 0.563864 Durbin-Watson Stat. = 2.118277 F-statistic = 12.501769						

SPSS Ver. V 23

Test of Hypotheses

Hypothesis 1

H_{01}: Staff recognition has significant effect on employee's job performance in Port Harcourt Electricity Distribution Company (PHED) in Cross River State.

The regression result on table 3 above showed that the calculated t-value for SR is 2.56 which is greater than the critical value of 1.96 while the associate P-Value showed 0.0067 which is less than 0.05, also the F-statistics which is used to examine the overall significance of regression model equally showed that the result is significant, as indicated by a high low value of the *F*-statistic, 12.50 and it is insignificant at the 5.0 percent level. Thus, implying that the result of the first hypothesis falls in the rejection region. The study thus rejects the first null hypothesis ($H0_1$) and conclude that staff recognition has significant effect on employee's job performance in Port Harcourt Electricity Distribution Company (PHED) in Cross River State.

Hypothesis 2

H_{02}: Staff development opportunity has no significant effect on employees' job Performance in Port Harcourt Electricity Distribution Company (PHED) in Cross River State.

The result of second hypothesis ($H0_2$), in table the three above disclosed a calculated t-value for SDO of 2.24 and the tabulated value is given as ±1.96, under 95% confidence levels. Since the calculated t-value is greater than the tabulated value (2.24 > 1.96) and the associate P-Value showed 0.0134 which is less than 0.05, the study therefore, reject the null hypothesis ($H0_2$) and concludes that staff development opportunity has significant effect on employees' job Performance in Port Harcourt Electricity Distribution Company (PHED) in Cross River State.

More so, the R^2 (R-square) value of 0.6045 shows that the model does have a good fit too. It indicates that about 60.45 percent of the variation in employees' job performance (EJP) is explained by staff recognition (SR) and staff development opportunity (SDO), while the remaining 39.55 percent is captured by the error term.
Durbin Watson (DW) statistics which is also used to test for the presence of autocorrelation indicates that there is no autocorrelation among the variables as captured by (DW) statistic of 2.25. This shows that the estimates are unbiased and can also be relied upon for policy decisions.

Discussion of Findings

The findings of the study revealed that staff recognition has significant effect on employees' job performance thus, implying that regular and appropriate staff recognition such as praising and recognizing employees in public for good work done stimulate employees' job commitments and performance. The finding of this study concurred with the study of Maimuna (2019) who conducted a study on non-monetary compensation and performance of employees in Federal Polytechnic, Damaturu Yobe State, Nigeria and discovered that non-monetary compensation such as recognition has a positive impact on employees' performance in Federal Polytechnic, Damaturu Yobe State.

The study also, discovered that staff development opportunities has a significant effect on employees' job performance in Port Harcourt Electricity Distribution Company (PHED) Cross River State Branch. This however, means that staff development opportunities such as job specific training and involving employees in activities that promote their professional development improve employees' commitment, employees' citizenship behaviour and overall employees' job performance in the Port Harcourt Electricity Distribution Company (PHED). This finding is in agreement with the study of Victor and Kathaluwage (2019) that investigated the impact of non-financial rewards on employee's performance in selected finance companies in Batticaloa District and found that non-financial rewards such as career advancement, recognition and achievement had significant and positive impact on employee's performance.

Conclusion

Based on the findings of the study, the study concludes that none-monetary reward influences employees' job performance in Port Harcourt Electricity Distribution Company (PHED). Specifically, the study concludes that staff recognition, and staff development opportunities have powerfully and significantly influenced employees' job performance in Port Harcourt Electricity Distribution Company (PHED) Cross River State.

Recommendations

Based on the findings of the study, the following recommendations were made:

i. Management of Port Harcourt Electricity Distribution Company (PHED) should continue to use none-monetary reward as the strategic motivational tools for improving employees' commitment and job efficiency hence it has been discovered to be a key influencer of employees' job performance.

ii. The study finally recommends that Port Harcourt Electricity Distribution Company (PHED) management should regularly recognize employees' job well done and as well give the employees developmental opportunities in their various job profession to gain their citizenship behaviour and improve their job performance.

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