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IMPACT OF NON-FINANCIAL REWARDS ON EMPLOYEE PERFORMANCE IN THE PLATEAU STATE LOCAL GOVERNMENT SERVICE COMMISSION

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Abstract
This study explores the impact of non-financial rewards on employee performance within the Plateau State Local Government Service Commission (LGSC). Recognizing that employee performance is crucial for organizational success, the research investigates how various non-financial rewards—such as recognition, and work-life balance affect employees' motivation and performance. Using a quantitative research approach, data were collected from a sample of 273 employees through structured questionnaires. Using a chi-square statistical method, the research tests hypotheses regarding the effect of recognition and awards on employee performance, and the influence of work-life balance on employee motivation and retention. The findings reveal that both recognition and awards, as well as work-life balance, have a significant impact on employee performance. Based on these findings, the study recommended that the Plateau State Local Government Service Commission should enhance its recognition and award systems to further motivate employees. A structured and regular program of recognition, both monetary and non-monetary, is suggested to boost employee morale and performance. Second, promoting work-life balance initiatives is essential to improving employee motivation and retention. The Commission is encouraged to introduce flexible work options, such as remote work or adjustable hours, to support employees in balancing their personal and professional lives. These measures are expected to foster higher job satisfaction, reduce turnover rates, and contribute to a more productive workforce.
Keywords: Non-financial rewards, Employee performance, Job satisfaction, Local government, Motivation theory

Introduction

Non-financial rewards, which encompass recognition, career development opportunities, job enrichment, and work-life balance, are essential motivators that fulfill employees' psychological needs, contributing to satisfaction and productivity. Unlike financial incentives, non-financial rewards emphasize intrinsic motivation, which Herzberg's Two-Factor Theory suggests is vital

for long-term engagement and job satisfaction (Herzberg, 1968). Non-financial rewards often address higher-level needs such as esteem and self-actualization, as illustrated in Maslow's Hierarchy of Needs (Maslow, 1943). For example, recognition for a job well done or opportunities for professional growth can instill a sense of achievement and purpose, leading to higher morale and a stronger connection to organizational goals (Armstrong & Taylor, 2020).

Research highlights that non-financial rewards can positively affect employee retention and loyalty. Meyer and Allen's (1991) three-component model of commitment supports this, demonstrating that such rewards increase affective commitment, fostering a willingness to stay within the organization. This is especially pertinent in sectors with budget constraints where financial rewards are limited; non-financial rewards offer cost-effective ways to boost motivation and performance (Shields et al., 2016).

The Plateau State Local Government Service Commission (PLGSC) plays a central role in managing human resources across local governments within Plateau State, Nigeria. Its mandate includes recruiting, training, promoting, and retaining employees to ensure effective service delivery at the grassroots level. As a regulatory body, the PLGSC faces challenges related to limited financial resources and high employee turnover which are common issues in Nigeria's public sector (Akume& Abdullahi, 2021). Due to these constraints, there is a growing emphasis on non-financial rewards—such as recognition, career development opportunities, and job enrichment—to motivate employees and enhance performance.

Non-financial rewards in the PLGSC are particularly significant because they can boost morale, improve job satisfaction, and foster loyalty without necessitating large budgetary allocations (Okeke-Uzodike et al., 2022). Given the socio-economic pressures faced by public servants, particularly in regions with high inflation and limited private sector alternatives, effective non-financial reward programs can play a pivotal role in retaining skilled personnel (Agbo, 2023).

The context of PLGSC reflects a structured, albeit resource-constrained, environment where non-financial rewards are essential to addressing employee motivation and retention challenges, impacting local government efficacy throughout Plateau State.

The impact of non-financial rewards on employee performance is an increasingly relevant area of study in the Nigerian public sector, especially in resource-constrained institutions such as the Plateau State Local Government Service Commission (PLGSC). As a central body managing human resources for local governments across Plateau State, The Plateau State Local Government Service Commission (PLGSC) faces challenges such as high employee turnover, low motivation, and reduced productivity due to limited non-financial rewards and recognition for staff performance. Traditional monetary rewards may be limited by budgetary constraints, necessitating the exploration of alternative motivational strategies to enhance employee productivity and commitment (Agbo, 2023). On the other hand, non-financial rewards—such as a collaborative work environment, recognition and awards, job security, and work-life balance—offer significant potential to improve employee satisfaction and performance within such limitations (Okeke-Uzodike et al., 2022).

Despite the acknowledged benefits of non-financial rewards, the PLGSC continues to grapple with issues of employee disengagement, low morale and increased turnover which negatively impact overall performance and service delivery (Oladipo & Adebayo, 2020). Agbo, (2023) and Ogunrotifa, (2021) shows that non-financial rewards such as recognision, job security and work life balance can significantly impact employee motivation and performance in the public sector (. However, there is a paucity of empirical research examining how these specific non-financial rewards affect employee performance within the PLGSC. Without a structured approach to understanding the impact of these rewards, the Commission may be missing out on opportunities to optimize employee engagement and effectiveness.

Deci & Ryan, (2008) study has indicated that inconsistent and poorly aligned reward programs fail to address employees' intrinsic motivations, leading to diminished effectiveness in enhancing sustained productivity. There is also limited awareness among PLGSC management about the strategic importance of non-financial rewards, as most incentive programs in the Nigerian public sector focus on financial compensations, leaving gaps in non-monetary motivational strategies (Akume& Abdullahi, 2021). This oversight potentially exacerbates turnover issues and diminishes employee morale, as non-financial incentives that promote collaboration, recognize achievements, ensure security, and balance personal well-being are overlooked.

This study seeks to address these gaps by investigating the role of non-financial rewards on employee performance within the PLGSC. Specifically, it will examine the effectiveness of a recognition and awards, and work-life balance on enhancing employees' commitment and productivity. Understanding these dynamics is crucial for the PLGSC to formulate targeted strategies that not only boost performance but also foster an engaged and satisfied workforce capable of driving public sector efficiency across Plateau State.

Objective of the Study

The main objective of this study is to examine the impact of non-financial rewards on staff performance within the Plateau State Local Government Service Commission, other specific objectives are to;

i. Assess the impact of recognition, and awards on employee performance in the Plateau State Local Government Service Commission and
ii. Determine the extent to which work-life balance influence employee motivation within the Plateau State Local Government Service Commission. The study was guided by the following hypothesis;

$H0_1$: Recognition, and awards have no significant impact on employee performance in the Plateau State Local Government Service Commission.

$H0_2$: Work-life balance have no significant influence on employee motivation and retention within the Plateau State Local Government Service Commission.

Literature Review

Concept of Non - Financial Incentives

Non-financial incentives are rewards given to employees that do not involve direct monetary compensation but are aimed at enhancing motivation, satisfaction, and performance within an organization. These incentives include various forms of recognition, job security, opportunities for personal development, and the promotion of a positive work environment. Unlike financial incentives, which rely on salaries, bonuses, and cash-based rewards, non-financial incentives focus on fulfilling employees' psychological and emotional needs, making them feel valued and appreciated in their roles (Armstrong & Taylor, 2020).

A prominent form of non-financial incentive is recognition, which involves acknowledging employees' achievements publicly or privately. Recognition can be as simple as verbal praise or as formal as employee-of-the-month awards, both of which reinforce positive behavior and commitment to organizational goals (Jiang et al., 2022). Job security is another significant non-financial incentive, particularly relevant in the public sector, where employees may place a high value on long-term stability. Job security enhances loyalty and reduces turnover intentions, creating a stable workforce essential for institutional knowledge retention (Okeke-Uzodike et al., 2022)

Other non-financial incentives include work-life balance provisions, such as flexible hours and support for personal well-being, which help employees manage both professional and personal responsibilities more effectively. Such initiatives reduce stress, enhance job satisfaction, and improve employee retention (Aguinis et al., 2021). Additionally, opportunities for career

development, such as training and advancement possibilities, empower employees to enhance their skills and grow within the organization.

Non-financial incentives are thus integral to an organization's reward system, particularly where budget constraints limit financial rewards. They leverage intrinsic motivation by fulfilling higher-order needs, encouraging employees to invest in their roles, and aligning their personal and professional goals with organizational objectives (Armstrong & Taylor, 2020)

A gap in the review is the lack of specific discussion on how non-financial incentives are implemented and their effectiveness within resource-constrained public sector organizations, particularly in local government bodies like the Plateau State Local Government Service Commission (PLGSC). While the review highlights various forms of non-financial rewards and their general benefits, it does not address the challenges and contextual factors that may hinder the successful application of these incentives in such settings.

Employee Performance

Employee performance is a multifaceted concept that reflects how well an employee fulfills their job roles and contributes to organizational goals. It encompasses both the quality and quantity of work, adherence to organizational standards, and the achievement of set objectives (Dessler, 2020). High performance typically includes efficiency, effectiveness, and a commitment to the job, while underperformance often results in decreased productivity and morale within the organization. Employee performance is influenced by various factors, including motivation, job satisfaction, and the overall work environment (Armstrong, 2021).

Kuvaas (2016) emphasize that employee performance is not just task completion but also involves behaviors that contribute to organizational effectiveness. For instance, extra-role behaviors—commonly referred to as organizational citizenship behaviors (OCB) such as helping colleagues, staying committed, and showing initiative, can significantly enhance overall productivity (Robbins & Judge, 2022). These behaviors are often driven by intrinsic and extrinsic factors, with non-financial rewards like recognition and work-life balance contributing positively to such extra-role engagement (Okeke-Uzodike et al., 2022).

The relationship between employee performance and organizational success has made performance management a key focus in human resources. Performance management strategies, which may include setting clear objectives, providing feedback, and recognizing achievements, are designed to improve both individual and organizational outcomes (Torrington et al., 2021). In the public sector, where financial resources may be constrained, non-financial rewards become crucial for maintaining employee motivation and enhancing performance (Agbo, 2023).

Thus, employee performance is a comprehensive concept involving multiple factors that contribute to both individual and organizational success. Non-financial rewards, a supportive work environment, and recognition are essential in fostering high employee performance, particularly in resource-constrained environments like the public sector.

Recognition and Awards

Recognition and awards are essential non-financial motivators within organizational settings, driving employee engagement, productivity, and retention. Recognition refers to the acknowledgment of an individual's achievements, efforts, or contributions in the workplace, which can positively impact self-esteem, job satisfaction, and morale (Baskar & Rajkumar, 2015). Awards, on the other hand, are tangible or symbolic rewards, such as certificates, trophies, or special titles, given as a formal token of appreciation for outstanding performance. Together, recognition and awards serve as powerful tools in aligning individual objectives with organizational goals, fostering a sense of belonging, and reinforcing desirable behaviors (Shields et al., 2016)

The impact of recognition and awards on performance has been widely documented. Research indicates that employees who feel valued are more likely to engage fully in their roles, show loyalty, and exhibit enhanced performance (Nelson, 2012). This positive response stems from the intrinsic motivation that recognition triggers, as employees feel their contributions matter and are integral to the organization's success (Tessema, Ready, & Embaye, 2013). In public sector settings, where financial incentives may be limited, effective recognition and awards programs can bridge motivational gaps, contributing to overall organizational efficacy (Okeke-Uzodike et al., 2022).

Work-Life Balance.

Work-life balance refers to the equilibrium between an individual's work responsibilities and personal life, aiming to ensure neither aspect suffers due to the demands of the other (Kalliath& Brough, 2008). The concept has gained prominence as organizations recognize that employee well-being is directly linked to productivity and job satisfaction. A balanced approach allows employees to manage their roles effectively at work while fulfilling personal responsibilities, leading to reduced stress, higher job satisfaction, and improved mental health (Greenhaus & Allen, 2011).

Work-life balance can be influenced by organizational policies, such as flexible work schedules, remote work options, and reasonable workload management, which help employees to meet both professional and personal obligations (Kossek&Lautsch, 2018). In the public sector, where work-life balance challenges may be exacerbated by bureaucratic structures and fixed schedules, organizations that support flexibility can enhance employee motivation and retention (Mordi et al., 2020). Ultimately, achieving work-life balance is beneficial for employees and employers alike, fostering a healthier, more motivated workforce and enhancing organizational performance.

Plateau State Local Government Service Commission

The Plateau State Local Government Service Commission plays a pivotal role in the governance framework of Plateau State, Nigeria. Established to enhance local governance, it operates under the constitutional mandate to manage appointments, promotions, and the overall administration of the local government workforce. Its mission is to create a proficient civil service characterized by professionalism, transparency, and effective service delivery.

Recently, under the leadership of Chairman Simon Tangni, the Commission has undertaken significant reforms aimed at improving operational efficiency and employee welfare. The emphasis on creating a positive work culture and fostering cooperation among staff reflects a commitment to modernizing local government practices. Initiatives such as e-governance and digitization of personnel records have been implemented to streamline processes and enhance accountability (PSLGSC, Journal 2023)

Moreover, the Commission prioritizes training and capacity-building programs to equip local government employees with necessary skills, ensuring a responsive workforce ready to tackle contemporary challenges. The recent approval for enhanced allowances for senior officers exemplifies the government's focus on boosting staff morale and overall job satisfaction.

Overall, the Plateau State Local Government Service Commission is integral to ensuring effective governance at the grassroots level, enhancing the delivery of services to the public, and responding to the dynamic needs of the local government landscape.

Non - Financial Rewards and Staff Performance

Non-financial rewards, encompassing incentives such as recognition, career development opportunities, and flexible work conditions, have a substantial influence on employee

performance, particularly in contexts where financial compensation may be limited (Aktar et al., 2012). These rewards cater to intrinsic motivations by fulfilling psychological needs, enhancing job satisfaction, and encouraging employee commitment to organizational goals. In public sector organizations, where budgetary constraints often restrict the extent of financial rewards, non-financial rewards become essential for sustaining employee morale and productivity (De Gieter& Hofmans, 2015).

Recognition is a key non-financial reward, reinforcing positive behaviors and achievements, and fostering an environment where employees feel valued. Studies have shown that when employees are acknowledged for their efforts, their engagement and loyalty increase, leading to improved performance outcomes (Ali & Ahmed, 2009). Career development opportunities, another significant non-financial incentive, provide employees with pathways for growth and skill acquisition, enhancing their sense of purpose and aligning personal goals with organizational objectives (Deci & Ryan, 2000). Flexibility in work arrangements also supports performance by allowing employees to better manage their work-life balance, reducing burnout and increasing focus on job tasks (Kossek&Lautsch, 2018).

Overall, non-financial rewards can be an effective strategy for enhancing performance by addressing the deeper motivational needs of employees, thereby promoting sustained commitment and productivity.

Influence of recognition and awards, on employee performance

Yang and Kim (2019) examines the effects of recognition on job satisfaction and job performance within nonprofit organizations. Recognizing the importance of non-monetary incentives in motivating employees, the research focuses on understanding how both formal and informal recognition practices impact employees' attitudes and performance in nonprofit settings. A survey was conducted with employees from various nonprofit organizations, and the findings reveal that recognition significantly influences job satisfaction and enhances job performance. The study differentiates between intrinsic and extrinsic forms of recognition, noting that both are effective but intrinsic recognition (such as verbal appreciation or personal acknowledgment) plays a particularly strong role in fostering a sense of purpose and belonging among employees. Employees who received regular recognition reported higher levels of motivation, engagement, and commitment to organizational goals, which in turn led to improved performance outcomes. Additionally, the study highlights that recognition not only boosts job satisfaction but also fosters a supportive and positive organizational culture, which is critical for employee retention in the nonprofit sector. The research suggests that nonprofit organizations should develop formal recognition programs that complement informal practices to maximize their impact on job satisfaction and performance. Overall, the study provides valuable insights for nonprofit leaders seeking to improve employee motivation and productivity through recognition strategies. The findings underscore the importance of recognition in enhancing the work environment, supporting employee well-being, and contributing to organizational success in nonprofit organizations.

Sarker, Sarker and Chakraborty (2018) investigates the impact of collaborative work environments on employee performance within public sector organizations. As public sector organizations strive for enhanced efficiency and service delivery, understanding the factors that contribute to improved employee performance becomes crucial. The authors explore how collaborative work environments—characterized by open communication, teamwork, shared resources, and collective decision-making—can positively influence job performance among employees. Using a mixed-methods approach, the study surveyed employees across several public sector organizations and analyzed qualitative interviews to capture their perspectives on collaboration at work. The findings reveal that employees working in a collaborative

environment tend to exhibit higher levels of motivation, job satisfaction, and performance. The study highlights that when employees have opportunities to work together, share knowledge, and engage in decision-making processes, they are more likely to be innovative, solve problems effectively, and contribute to achieving organizational goals. Furthermore, the research identifies the role of leadership and organizational culture in fostering collaboration, noting that supportive management practices and a culture of trust are essential to building a successful collaborative environment. Additionally, the study discusses the challenges public sector organizations face in implementing collaborative work practices, such as bureaucratic structures, resistance to change, and limited resources. Despite these challenges, the authors conclude that collaborative environments have significant potential to improve employee performance in the public sector, particularly in terms of efficiency and innovation. The study provides valuable insights for policymakers and public sector managers seeking to enhance organizational effectiveness through the promotion of collaboration and teamwork.

Effect of work-life balance on employee motivation and performance

Okeke and Eze (2021) investigates the role of job security and work-life balance in employee retention within the Nigerian banking sector. Employee retention has become a significant concern for organizations globally, especially in highly competitive sectors like banking, where talent management is crucial for sustained organizational success. Using a quantitative research design, the study surveyed employees across several commercial banks in Nigeria to understand the impact of job security and work-life balance on their decision to stay with their current employers. The results reveal that both job security and work-life balance significantly influence employee retention. Specifically, employees who perceived high levels of job security and favorable work-life balance were more likely to remain with their employers, demonstrating higher levels of commitment and job satisfaction. The study also found that a supportive work environment that prioritizes employees' well-being enhances retention by reducing job stress and burnout. Furthermore, the research highlights that while financial incentives play a role in employee satisfaction, non-financial factors, particularly job security and work-life balance, are more critical in fostering long-term commitment. The authors recommend that Nigerian banks implement policies that ensure job stability and offer flexible work arrangements to improve employee retention rates. This study contributes to the literature on human resource management in the Nigerian context, providing practical insights for organizational leaders to adopt retention strategies that go beyond financial rewards. The findings are particularly relevant in emerging markets, where organizational resources are often limited, and non-financial rewards can make a significant impact on employee retention.

Zhao, Seibert, and Lumpkin (2019) investigates the relationship between job security and employee motivation within state-owned enterprises (SOEs). As the public sector plays a significant role in economic development, understanding how job security influences employee behavior is crucial for improving performance in these organizations. The research explores how perceived job security affects intrinsic and extrinsic motivation, and its subsequent impact on employee performance. Using a survey-based approach, data were collected from employees working in multiple state-owned enterprises across China. The study applied structural equation modeling (SEM) to test the proposed relationships among job security, employee motivation, and job performance. The results reveal that job security is positively related to both intrinsic and extrinsic motivation, with intrinsic motivation showing a stronger correlation to job satisfaction and long-term commitment. Employees who perceive high job security report greater organizational loyalty, higher engagement in their work, and a willingness to exert extra effort to achieve organizational goals. Furthermore, the study highlights that job security reduces stress and anxiety, allowing employees to focus on performance without fear of job loss.

However, the study also suggests that excessive job security, particularly in rigid and bureaucratic environments, may lead to complacency, thereby diminishing overall motivation. The study contributes to the understanding of motivational theories in the public sector, providing evidence that job security is an essential factor in fostering a motivated and productive workforce in state-owned enterprises. The study calls for policy adjustments that balance job security with performance incentives to optimize employee motivation and organizational efficiency.

Theoretical Framework

Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, offers a comprehensive framework for understanding the factors that influence employee motivation and performance. According to Herzberg (1959), there are two categories of factors that affect job satisfaction and motivation: motivators and hygiene factors.

Motivators, also referred to as "satisfiers," are factors that contribute directly to job satisfaction and enhanced motivation. These include aspects like achievement, recognition, responsibility, and opportunities for advancement. Motivators are intrinsic to the job and result in higher levels of motivation when present. In the context of this study, recognition and awards can be categorized as motivators, as they provide employees with a sense of achievement and acknowledgment, leading to improved performance. Similarly, a collaborative work environment can serve as a motivator by fostering teamwork, responsibility, and a sense of belonging, all of which contribute to greater intrinsic motivation.

On the other hand, hygiene factors, also known as "dissatisfiers," are elements that, when inadequate, can lead to dissatisfaction but do not necessarily motivate employees if improved. These include job security, salary, working conditions, and company policies. While hygiene factors like job security and work-life balance do not directly drive motivation, their absence can cause dissatisfaction and hinder performance. This aligns with the study's focus on job security, which, when perceived as stable, prevents dissatisfaction and allows employees to focus on their work.

By applying Herzberg's Two-Factor Theory, this study aims to explore the influence of both motivators and hygiene factors on employee performance within the Plateau State Local Government Service Commission (PLGSC). Herzberg's theory posits that factors contributing to motivation can be divided into two distinct categories: motivators and hygiene factors. Motivators are intrinsic factors that directly enhance job satisfaction, motivation, and performance. These include elements such as recognition, responsibility, personal growth, and achievement. In the context of this study, recognition (formal or informal acknowledgment of achievements) and a collaborative work environment (fostering teamwork and shared goals) are key motivators. When these factors are present in the workplace, they are likely to elevate employee engagement, increase job satisfaction, and consequently improve performance. Employees who feel appreciated and valued are more likely to invest their efforts in their roles, which leads to higher productivity and job satisfaction.

On the other hand, hygiene factors are extrinsic elements that do not necessarily lead to higher levels of motivation but can cause dissatisfaction if they are inadequate. These factors include job security, work-life balance, company policies, and working conditions. Although these factors do not directly motivate employees, their absence or inadequacy can lead to dissatisfaction, stress, and disengagement, which negatively affects performance. In the PLGSC, job security (a stable position within the organization) and work-life balance (adequate time for personal life and flexibility) are vital hygiene factors. If these factors are not properly managed, employees may experience burnout or stress, hindering their performance despite being motivated by other intrinsic rewards.

Therefore, by integrating Herzberg's Two-Factor Theory into this study, the research will assess how both categories—motivators (recognition, collaborative work environment) and hygiene factors (job security, work-life balance)—interact to influence employee performance within the PLGSC. Understanding this relationship can help design strategies that balance both motivators and hygiene factors, leading to improved employee satisfaction, performance, and overall organizational effectiveness.

Methodology

The study employs a survey research design to examine the impact of non-financial incentives on staff performance within the Plateau State Local Government Service Commission. This approach is suitable as it allows for the collection of numerical data that can be statistically analyzed to identify patterns and relationships between non-financial incentives and employee performance.

A survey designas utilized, enabling the researcher to gather information from a diverse range of respondents across various departments within the commission at a particular point in time. The research involved the use of structured questionnaires, which include closed-ended questions to quantify perceptions of non-financial incentives, such as recognition, collaborative work environment, and work-life balance, and their impact on performance metrics.

The target population for this study comprises all employees of the Plateau State Local Government Service Commission. As at 2024 record the employee of the commission consists of approximately 1200 employees working across different administrative and operational roles. The study aims to capture a representative sample of this population to ensure the findings are generalizable and reflective of the broader employee experience.

The Slovian formula with the assumption of a 5 percent expected margin of error and a 95 percent confidence interval was adopted,

The formula was given as:

$$n_0 = \frac{N}{1 + N(e^2)}$$

n is the sample size without bearing in mind the finite population correction factor; e = 0.05; and N is the total number of observations.

Tables presenting the data were subsequently used. Results were reached after doing a comparative analysis with a simple percentage approach. The percentage is defined as x/N X 100, where X represents the frequency of responses and N represents the total number of responses (Adefila, 2008).

Data Presentation

Analysiswas based on 273 returned questionnaire from the respondents.

Table 1: Recognition and award in workplace encourages the sharing of ideas and knowledge, which improves employee performance.

Variables	Frequency	Percentage (%)
Strongly Agree	32	11.7
Agree	107	39.2
Strongly Disagree	34	12.5
Disagree	80	29.3
Undecided	20	7.3
Total	**273**	**100**

Source: Field survey, 2024

The data indicates that the majority of respondents believe recognition and awards in the workplace encourage the sharing of ideas and knowledge, which in turn improves employee

performance. A significant 39.2% of participants agree with the statement, while 11.7% strongly agree. Together, these positive responses suggest that recognition and awards play a substantial role in fostering a collaborative environment. However, 29.3% of respondents disagree, and 12.5% strongly disagree, which may indicate that a portion of the workforce perceives limited impact of recognition and awards on performance. A small group, 7.3%, remained undecided. These mixed responses imply that while recognition and awards may have a positive influence, their effectiveness may vary depending on individual perspectives and workplace dynamics.

Table 2: The awards or recognition received make employee valued and improve performance

Variables	**Frequency**	**Percentage (%)**
Strongly Agree	58	21.2
Agree	100	36.6
Strongly Disagree	30	11
Disagree	66	24.2
Undecided	19	6.2
Total	**273**	**100**

Source: Field survey, 2024

The survey results reveal that a majority of respondents believe awards and recognition make employees feel valued and improve their performance. Specifically, 21.2% strongly agree, and 36.6% agree with the statement, reflecting a positive association between recognition and perceived employee value. However, 24.2% of respondents disagree, and 11% strongly disagree, indicating that a significant portion of employees does not feel that recognition or awards significantly impact their sense of value or performance. Additionally, 6.2% of respondents remained undecided, suggesting some uncertainty or mixed views. Overall, the data suggests that while many employees perceive recognition as enhancing their value and performance, others may not experience the same impact, highlighting potential variations in workplace culture or individual expectations.

Table 3: Work life balance within the Plateau State Local Government Service Commission has a impact on employee performance.

Variables	**Frequency**	**Percentage (%)**
Strongly Agree	61	22.3
Agree	102	37.3
Strongly Disagree	43	15.8
Disagree	49	17.9
Undecided	18	6.6
Total	**273**	**100**

Sources: Field survey, 2024

The survey results indicate a strong perception of the impact of work-life balance on employee performance within the Plateau State Local Government Service Commission. A combined total of 59.6% (22.3% strongly agree, 37.3% agree) of respondents acknowledge that work-life balance positively influences their performance. On the other hand, 15.8% of respondents strongly disagree, and 17.9% disagree with the statement, suggesting a portion of the workforce does not see a direct correlation between work-life balance and performance. Only 6.6% remain undecided, pointing to

Table 4: Employee's ability to maintain a healthy work-life balance significantly contributes motivation to perform effectively at work

Variables	Frequency	Percentage (%)
Very satisfied	51	18.7
Satisfied	113	41.4
Very dissatisfied	22	8.1

Dissatisfied	72	26.4
Undecided	15	5.5
Total	**273**	**100**

Source: Field survey, 2024

The analysis of the data on work-life balance and its impact on employee motivation reveals a predominantly positive outlook. A total of 41.4% of respondents are satisfied with their work-life balance, and 18.7% are very satisfied, indicating that a significant portion of employees feel they have achieved a balance that contributes to their motivation to perform effectively. Together, these percentages show that 60.1% of employees are content with their work-life balance, suggesting that it plays a key role in enhancing motivation.

Conversely, 26.4% of respondents are dissatisfied, and 8.1% are very dissatisfied, indicating that a portion of employees may face challenges in balancing work and personal life, which could negatively impact their motivation. Additionally, 5.5% of employees were undecided, reflecting some uncertainty or lack of clarity on the importance of work-life balance. Overall, the data suggests that work-life balance is an important factor in employee motivation, with a majority of employees recognizing its positive influence on their performance. However, addressing the concerns of the dissatisfied group could further enhance motivation across the workforce.

Test of Hypothesis

$H0_1$: Recognition, and awards have no significant impact on employee performance in the Plateau State Local Government Service Commission.

$$\frac{£ (0i - Ei)^2}{1 = 1 \; Ei}$$

Where 0i = The Observed Frequency
Ei = The Expected Frequency

Responses	O	E	O – E	$(O – E)^2$	$(O – E)^2/E$
Strongly Agreed	32	54.6	-22.6	-510.76	-9.4
Agreed	107	54.6	52.4	2,745.76	50.3
Strongly Disagreed	34	54.6	-20.6	- 424.36	-7.7
Disagreed	80	54.6	25.4	645.16	11.8
Undecided	20	54.6	-34.6	-1,197.16	-21.9
Total	273	273			23.1

To determine the tabulated chi-square (X^2) tab. Using the degree of freedom DF= n-l and level of significance of 0.05.

Where n = number of different values observed in row

X^2 Tabulated = 5.991

Decision Rule: Accept the null hypothesis (H0) if x^2 Cal < x^2 tab. Reject the null hypothesis (H0) if x^2 call >x^2 tab.

Decision Rule

From the computation above it is seen that x^2 Cal is greater than x^2 tab (23.1 > 5.991) the null Hypothesis (H0) is therefore rejected and alternative Hypothesis (Hi) is accepted which state that Recognition, and awards has significant impact on employee performance in the Plateau State Local Government Service Commission.

Hypothesis II

$H0_2$: Work-life balance have no significant influence on employee motivation and retention within the Plateau State Local Government Service Commission.

Responses	O	E	O – E	$(O – E)^2$	$(O – E)^2/E$
Strongly Agreed	61	54.6	6.4	40.96	0.75
Agreed	102	54.6	47.4	2,246.76	41.1
Strongly Disagreed	43	54.6	-11.6	- 134.56	-2.5
Disagreed	49	54.6	-5.6	-31.36	-0.6
Undecided	18	54.6	-36.6	-1,339.56	-24.5
Total	273	273			**14.25**

Decision Rule: Accept the null hypothesis (H0) if x^2 call < x^2 tab. Reject the null hypothesis (H0) if x^2 Cal >x^2 tab.

Decision Rule

From the computation above it is seen that x^2 Cal. is greater than x^2 Tab (14.25 > 5.991) the null Hypothesis (H0) is therefore rejected and alternative Hypothesis (Hi) is accepted which state that work-life balance have significant influence on employee motivation and retention within the Plateau State Local Government Service Commission.

Discussion of Findings

The findings from the statistical tests conducted on the study reveal that both recognition and awards, as well as work-life balance, have significant impacts on employee performance, motivation, and retention within the Plateau State Local Government Service Commission.

This suggests that when employees feel recognized and rewarded for their efforts, their performance improves, which is consistent with the literature that emphasizes the motivating role of recognition. These results align with the empirical review by Sattar et al. (2021), which emphasized the importance of a collaborative work environment in boosting employee motivation and performance through shared knowledge and teamwork. Additionally, findings by Gupta and Kumar (2020) indicate that recognition and awards contribute to a sense of accomplishment and job satisfaction, which further enhances performance.

Secondly, for work-life balance, the computed chi-square value (x^2 Cal = 14.25) also exceeds the critical value (x^2 Tab = 5.991), leading to the rejection of the null hypothesis and acceptance of the alternative hypothesis. This finding indicates that a healthy work-life balance significantly influences employee motivation and retention. Employees who can balance their personal and professional lives are more likely to remain motivated, perform well, and stay with the organization, thus enhancing retention rates. Furthermore, these results align (Kaur & Sharma, 2021) whose study revealed that work-life balance was identified as a key motivator in improving employee satisfaction and productivity

Conclusion

In conclusion, the study highlights the significant roles of recognition and awards, as well as work-life balance, in enhancing employee performance and retention within the Plateau State Local Government Service Commission. Recognition and awards serve as powerful motivators, fostering a sense of appreciation and value among employees. When employees are recognized for their contributions, they are more likely to exhibit improved performance and increased commitment to their roles. Similarly, a favorable work-life balance is crucial for maintaining employee well-being. When employees can effectively manage their personal and professional lives, they experience lower stress levels, higher job satisfaction, and are more likely to remain

with the organization. This balance enhances both motivation and retention by promoting a supportive work environment. Together, these factors contribute to a more productive, satisfied, and loyal workforce, ultimately driving organizational success and reducing turnover within the commission.

Recommendations

Based on the findings, the following two recommendations are made:

i. Given that recognition and awards have a significant impact on employee performance, the Plateau State Local Government Service Commission should implement a more structured and frequent recognition program to boost employee morale and productivity. This could involve establishing clear criteria for awards and offering both monetary and non-monetary rewards.
ii. Since work-life balance significantly influences employee motivation and retention, the Commission should introduce flexible work policies, such as remote work options or flexible hours, to help employees balance personal and professional responsibilities. This would likely improve job satisfaction and overall retention within the organization.

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