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Effect of Non-Financial Rewards on Performance of Academic Staff in Federal Polytechnic Kaura Namoda

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ABSTRACT

The place of rewards cannot be over-emphasized in ensuring effective and efficient organizational performance. This research assessed the effect of non-financial rewards on the performance of Academic Staff at Federal Polytechnic, Kaura Namoda, Zamfara State, Nigeria. A population of 406 academic staff was used and a census study was adopted since the entire population was studied. A well-structured questionnaire with a 5-point Likert- scale was used to collect data collection. Data collected was to a reliability test using Cronbach Alpha statistics. Kolmogorov-Smirnov was use to test the normality of the data set collected, ordinal logistic regression was adopted for test of relationship between variables. The findings obtained indicate that work environment has a significant positive relationship with performance of academic staff in Federal Polytechnic, Kaura Namoda. Result obtained equally show a significant positive relationship between fringe benefits and academic staff performance in Federal Polytechnic Kaura Namoda. Based on the findings, the study concludes that work environment, and fringe benefits are significant predictors of academic staff performance, specifically in Federal Polytechnic Kaura Namoda. Therefore, it is recommended that the management of Federal Polytechnic Kauara Namoda ensure a consistent provision of a conducive work environment for academic staff, uncompromised and very attractive fringe benefits to academic staff in order to secure their engagement and commitment so as to boost organisational performance continuously.

Keywords: Non-financial reward, work environment, fringe benefits, academic staff performance

INTRODUCTION

Reward is something given or received in return for service, effort, or achievement. Reward system management is a process which deals with the formulation and implementation of strategies and policies that focus on rewarding people fairly, equitably and consistently based on the value they create for the organisation (Armstrong, 2018). It is a price offered to employees by employers in order to induce better performance (Obisi, 2019). Reward refers to all economical and psychological benefits issued by the management of an organisation to employees for services rendered. It is compensation given by employers to employees for work done, which can be both financial and non-financial (Obisi, 2019). Non-financial rewards are non-monetary rewards given by an employer to employees to meet employees' needs of recognition, autonomy, tasking responsibility, and professional and career growth at the workplace (Dina et al, 2018). One of the purposes of non-financial rewards is to establish a relationship between expected behaviours and the outcomes that make employees feel acknowledged and appreciated (Whetten & Cameron 2019). Over time, so much attention has been given to financial rewards, with little attention given to non-financial rewards as triggers to employees' performance (Obisi, 2019).

Non-financial rewards are non-monetary incentives that are given by employers to employees in order to secure their engagement and commitment to reaching or achieving organisational objectives. Non-monetary rewards are connected to job content and are intrinsic (Obisi, 2019). Phina et al. (2017) opined those non-monetary rewards includes work environment, career development, recognition among others, have the potential to enhance the effectiveness and efficiency of workers in any organisation. Non-monetary rewards include giving an employee a certificate of recognition for excellent performance and praising the employee for outstanding performance, which will stimulate the employee's self-esteem and motivate them to do more toward achieving organisational objectives. A conducive working environment for an

academic staff entails good office accommodation, furniture, lighting, air conditioning and access to good internet services (Burhanuddin,2019). The availability of these facilities offers a conducive environment capable of improving the performance of academic staff. Several researchers identified fringe benefits as one of the non-financial rewards that significantly influence the performance of employees in an organisation (Bernardin, 2019). Employees need additional benefits apart from basic salary and allowances, which will motivate them toward enhanced performance. Organisations that offer additional benefits like life insurance, health insurance, childcare assistance, educational assistance and other additional benefits aside from salary packages stand a better chance to attract, motivate and retain their employees as well as propel a higher level of performance than their rivals (Bernardin, 2019).

STATEMENT OF THE PROBLEM

Despite the acknowledged importance of reward management systems in fostering employee morale, performance, and retention, many organizations, both public and private, continue to grapple with issues such as low employee morale, poor performance, and high turnover rates, often attributed to deficiencies in reward systems (Tausif, 2018). Existing literature highlights a prevailing trend wherein organizations disproportionately emphasize financial rewards over non-financial incentives, potentially neglecting crucial aspects of employee motivation and engagement (Delbari et al., 2021; Firman, 2021; Wau & Purwanto, 2021). While prior research has extensively explored the effect of non-financial rewards on employee performance in sectors such as banking and manufacturing (Efenji, 2023; Dwi, 2023; Zirra & Charles, 2019; Omo-Odiagbe et al., 2022), limited attention has been paid to the tertiary educational sector, particularly regarding academic staff. This research aims to bridge this gap by investigating the influence of non-financial reward dimensions—namely, work environment and fringe benefits—on the performance of academic staff, specifically at Federal Polytechnic, Kaura Namoda.

RESEARCH QUESTIONS

Based on the objectives of the study, the following research questions were examined:

i. To what extent does the work environment affect the performance of academic staff at Federal Polytechnic Kaura Namoda?
ii. How does fringe benefit affect the performance of academic staff in Federal Polytechnic Kaura Namoda?

OBJECTIVES OF THE STUDY

The main objective of the study is to examine the effect of non-financial rewards on the performance of academic staff in Federal Polytechnic Kaura Namoda.

However, the specific objectives of the study are to:

i. Evaluate the effect of work environment on the performance of academic staff in Federal Polytechnic Kaura Namoda
ii. evaluate the effect of fringe benefits on the performance of academic staff in Federal Polytechnic Kaura Namoda

Research Hypothesis

The hypotheses outlined below were tested to determine the effect of the research questions raised against the research problem stated above.

H_{01}: Work environment has no significant positive effect on the performance of academic staff in Federal Polytechnic Kaura Namoda.

H_{02}: Fringe benefits have no significant positive effect on the performance of academic staff in Federal Polytechnic Kaura Namoda.

LITERATURE REVIEW

Rewards are incentives an employer gives an employee in addition to their regular salary or wages to commend and encourage high performance in their work. Non-financial rewards deal with the content of the job, are intrinsic and do exist in the job itself (Abdullah & Wan, 2019). According to Okeke (2018), a company should include non-financial rewards such as

recognition, promotion, good working conditions, and fringe benefits in its strategic plan so as to attract, motivate, and enhance the performance of workers in the workplace. Studies conducted in recent times proved the efficacy of non-financial rewards (fringe benefits, career development, and work environment) in stimulating and sustaining the performance of workers in the banking sector (Agbenyegah, 2019). Two dimensions of non-financial reward considered by this study are work environment and fringe benefits.

Work Environment

The importance of a pleasant and stimulating working environment to secure employees' engagement and commitment in the workplace in order to achieve a higher level of performance cannot be overemphasized. A good working environment offers a sense of security, which allows workers to work optimally. The efficiency of academic staff can only be achieved in a conducive environment. This agrees with Sunyoto's (2018) submission that the work environment can affect overall employee performance. A conducive working environment for academic staff entails good office accommodation, furniture, lighting, air conditioning, and access to good internet services. The availability of these facilities offers a conducive environment capable of improving the performance of academic staff. In a situation where an academic staff lacks a good working environment, his productivity will be negatively affected. A comfortable physical working space leads to increased morale and productivity of the workforce in any organisation. Burhanuddin (2019) opined that a good working environment provides convenience for employees, which increases their level of productivity. A good work environment has the potential to make an Academic staff feel comfortable, relaxed and motivated to teach, supervise, and engage in research and innovation more efficiently and effectively.

Fringe Benefits

Several researchers identified fringe benefits as one of the non-financial rewards that significantly influence the performance of employees in an organisation (Lewis, 2022). Fringe benefits refer to non-monetary rewards offered by employers to employees in addition to basic salaries, such as medical insurance, paid holidays, company car, pension scheme, and subsidised meals (Erbasi, 2020). Employees need additional benefits apart from basic salary and allowances, which will motivate them toward enhanced performance. These additional benefits are called fringe benefits. Bernardin (2019) pointed out that fringe benefits not only motivate employees but also improve their level of performance. This aligned with the submission of Robert (2018), who said non-financial rewards (work environment, career development and fringe benefits) enhance the performance of employees at work. Organisations that offer additional benefits like life insurance, health insurance, childcare assistance, educational assistance and other additional benefits aside from salary packages stand a better chance to attract, motivate and retain their employees as well as propel a higher level of performance than their rivals (Bernardin, 2019).

Academic Staff Performance

Employee performance is the basis for organisational productivity. It involves doing a job very well. Organisations can only achieve their established objective on the premises of high-quality employee performance. The realization of sustainability and growth of any organisation is a function of its employees' performance (Sungmala & Verawat, 2021). Several studies have been undertaken on the performance of academic staff in tertiary institutions, which show that teaching effectiveness, supervision, research, and innovation are mostly the bases for measuring academic staff performance. (Mawoli & Babandako, 2021) Academic staff in the polytechnic and across tertiary institutions performs the same and similar functions, which include teaching students,

supervising students' research, invigilation and marking of students' examinations, research and publication, innovation and community service (Iqbal et al., 2019). Research and innovation by academic staff birth new technologies, new inventions, and new knowledge, which bridges the gap between the past, present and future. Academic staff performance is the ability, capacity and capability of academic staff to effectively and efficiently execute or carry on or do the work of teaching, supervision, research and publication, as well as innovation and community services and ensuring that via these activities, the institution is able to achieve it established objectives. Achieving a higher level of organisational performance is a function of a higher level of employee performance.

Empirical framework

Work Environment and Academic Staff Performance

Nnadi and Titus (2023) investigated the effect of non-financial rewards on employee performance in private hospitals in Enugu State. A descriptive research design was employed, with six (6) private hospitals in Enugu serving as the population with a total number of 683 staff. Cochran sampling technique was used to obtain a sample size of 242 staff, and data analysis was undertaken using mean score and Pearson correlation. The result indicated a positive relationship between flexible working conditions and recognition of employee responsiveness and retention. This is in line with the study done by Deressa and Zeru (2019), who employed a cross-sectional study to find out workplace motivation for Nurses at Hawassa public and private Hospital, and it was found that nonfinancial incentives such as a conducive working environment, recognition and prospective encouragement motivate Nurses towards more superior performance. It is also in line with the submission of (Masri and Suliman,2019), who acknowledged working conditions as non-financial reward dimensions that influence employees' performance. This implies that flexible work condition and recognition of employees for their outstanding input improves their level of performance. It is recommended that the management of private hospitals provide flexible working

conditions and consistent staff recognition in order to sustain employee performance. This study did not base its results or findings on academic staff in the polytechnic, which creates a gap that the current study will explore.

Pshdar *et al.* (2022) studied the effect of non-financial rewards on employee performance in the Banking sector during the financial crisis of 2014-2018. The researcher used non-financial reward dimensions of job security, working environment, job enrichment, delegation and job status to assess employee performance during the financial crisis. Simple regression was employed for data analysis. Kurdistan's financial system, in general, and Erbil, in particular, was examined by the researcher using a survey research design. The result shows that job security is significantly correlated with employee performance, which implies that job security has a direct positive relationship with employee performance during the financial crisis period. There was a high linear correlation between working conditions, delegation dimension of non-financial reward and employee performance (Pshdar *et al.,*2022). This implies that working conditions and delegation improved employee performance during the financial crisis. Job enrichment has a strong relationship with employee relationships during the financial crisis. There was a significant correlation and a moderately strong linear relationship between job status and employee performance during the period. The study recommends that the bank management provide adequate job security, good working conditions, and job enrichment to improve the performance of employees continuously.

Saidi et al. (2019) set out to examine the relationship between work environment and employee performance in a local municipality in Kuching, Malaysia. The research used a descriptive research design and a quantitative approach to data analysis. The result shows that the work environment impacts employee performance significantly. This is supported by the submission of Aseanty (2016), who evaluated the effect

of working capability, motivation and working conditions on employee performance in a private university in West Jakarta, Indonesia, using a survey research design and a multiple regression for analysis of collected data. A sample size of 160 staff across six private universities was used. The result shows that working conditions have a favourable impact on the performance of employees. It is recommended that the local municipality should improve their working environment to sustain employee performance.

Fringe Benefits and Academic Staff Performance

A study undertaken by Zirra et al. (2019) investigated the effect of fringe benefits on employee performance in the NASCO group company, Nigeria. The study adopted a survey research design. Simple regression was employed for data analysis, and the findings show that healthcare benefits and the empirical analysis were done using the regression analysis method. The result from the study revealed that healthcare benefits and retirement benefits have a positive effect on employee performance in the NASCO group of companies. The study recommends adequate provision of health care benefits to workers by the management of NASCO and an acceptable retirement benefit to employees. This will boost the morale of employees and increase their performance. However, this study creates a gap because it was based only on health care and retirement benefits, neglecting other areas of fringe benefits.

Zirra and Charles (2019) studied the Impact of Fringe Benefits on Employee Performance of Nasco Group, Jos Plateau State, Nigeria. A descriptive research design was employed with the population of the study, which consisted of 189 marketers and sales representatives and a sample size of 54, which was determined using Smith's (1984) formula for sample size determination. A stratified random sampling technique was used for the administration of structured questionnaires. Multiple regressions were deployed for data analysis, and the result showed that health protection, retirement benefits, and recognition have a significant

positive effect on the performance of marketers and sales representatives of NASCO Group. The company should improve on its fringe benefits policies so as to attract the best hands in the marketing department and other departments as well. This study was limited to Nasco Group marketers and sales representatives; other categories of workers were not included, and it is not directed to the academic staff of the Polytechnic. Two of the proxies of non-financial reward captured in this, along with others, are also currently deployed in the present study to test their relationship with the performance of academic staff in Federal Polytechnic Kaura Namoda.

Adaeze and Chukwuma (2018) investigate the impact of fringe benefits on the performance of employees at the United Bank for Africa PLC, Nigeria. The study used a survey research design. Data was collected from both primary and secondary sources and analysed using regression analysis. It was found that medical insurance, annual leave, and overtime pay as fringe benefits have a strong and significant relationship with employee performance in UBA. It is recommended that the management of the United Bank for Africa (UBA) provide adequate medical insurance, annual leave, and overtime pay to employees in order to improve their performance. This is in line with the submission of (Okpara, 2021), who said that fringe benefits increase the morale of employees and inspire and as well as upgrade their level of performance. This study was limited and created a gap because fringe benefits exceed only medical insurance, overtime pay and annual leave.

Theoretical framework

This subsection deals with one relevant theory that relate to the effect of non-financial rewards on the performance of employees (Academic staff). The major underpinning theory discussed is Expectancy theory of Motivation.

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Expectancy Theory

This theory was advanced by Vroom (1964). This theory holds that motivation is a function of the relationship between effort expended and perceived level of performance, the expectation that rewards will be related to performance. There must also be the expectation that rewards (desired outcomes) are available (Bagobiri et al, 2020). Vroom's model was based on three key variables: Valence, instrumentality and expectancy. Valence is the anticipated satisfaction from an action. Instrumentality is the association between the first-level outcomes and second-level outcomes, measured on a range between +1 and -1. For instance, if it is believed that good work performance (first-level outcome) always results in a pay increase (second-level outcome), instrumentality will be constant at +1.0. If it is believed that a pay increase is certain without good performance, instrumentality will be -1.0. While expectancy is the relationship between a chosen course of action and its predicted outcomes, it relates effort expended to the achievement of first-level outcomes (Esther et al., 2020).

However, in the context of the research study, the Expectancy theory emerges as the most suitable theoretical framework and, therefore, underpins this study. This theory explains how individuals perceive the relationship between their efforts, performance, and outcomes, offering insights into the motivational dynamics that drive behaviour in organizational settings (Osafo *et al.,* 2021). Within academia, where performance is multi-dimensional and encompasses activities like research, teaching, and administrative duties, understanding the motivational factors that influence academic staff is crucial. Expectancy theory posits that individuals are motivated to engage in behaviours they believe will lead to desired outcomes, suggesting that academic staff may be motivated to excel in their roles if they perceive a clear link between their efforts and non-financial rewards such as fringe benefits and an improved work environment (Mitchell, 2021).

METHODOLOGY

A survey study design was utilised, and a population of 406 academic staff was used and census sampling was adopted since the entire population was studied. A well-structured questionnaire with a 5-point Likert- scale was used to collect information from 406 respondents, where 355 were filled and returned successfully. The data for the study was subjected to a reliability test using the Cronbach alpha statistics. The study adopted the Kolmogorov-Smirnov test to assess the normality of the gathered data. Given that a 5-point Likert scale, recognised as ordinal, the relationship between variables was subsequently analysed using ordinal logistic regression.

Model Specification

The study adopted the ordinal regression model to establish the relationship between the non-financial reward indicants, such as work environment, and fringe benefits, as the independent variables and the performance of academic staff as a dependent variable.

$ASP = \mu + error$……
……...(i)

$f(\mu) = \alpha + \beta_1 WE + \beta_2 FB + £$……..(ii)

$ASP = \alpha + \beta_1 WE + \beta_2 FB + £$……(iii)

Where;

ASP = Academic Staff Performance

WE = Work Environment

FB = Fringe Benefits

α = Intercept or constant

β = coefficient – the slope of the regression line with respect to the independent variables;

£ = error term

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Data presentation and discussion of result

Data were obtained through the administration of a well-structured 406 questionnaires to respondents. However, 355 responses were successfully collected and analyzed, which represents an 87.4% response rate.

Table 1: Test of Reliability

Variable	Cronbach Alpha(α)	Interpretation
Academic Staff Performance (ASP)	0.890	Good
Work Environment (WE)	0.787	Acceptable
Fringe Benefit (FB)	0.895	Good

Source: Author's Computation from SPSS Output, 2024.

Table 1 above presentts the test of reliability using Cronbach's Alpha (α) values for different variables related to academic staff performance and related factors. Cronbach's Alpha is a measure of internal consistency or reliability, which indicates how well a set of items measures a single latent construct.

The reliability analysis of various constructs related to academic staff performance shows strong internal consistency across the majority of the variables, as indicated by their Cronbach Alpha values. Academic Staff Performance (ASP) demonstrates a Cronbach Alpha of 0.890, which falls within the range of 0.8 to 0.9, indicating a "Good" level of reliability. This suggests that the items used to measure academic staff performance are consistently capturing the intended construct. Fringe Benefit (FB) mirrors these results with a Cronbach Alpha of 0.895, once again demonstrating a "Good" level of reliability, suggesting that the items consistently measure fringe benefits. However, the Work Environment (WE) variable presents a slightly lower Cronbach Alpha of 0.787, which is interpreted as "Acceptable" reliability. While this is slightly lower than the other

constructs, it still indicates a fair level of internal consistency in measuring work environment factors.In summary, the variables demonstrate acceptable levels of reliability, with all values being well above the minimum acceptable threshold of 0.7, suggesting the measurements are consistent.

Data Analysis

Table 2: Factor Analysis and Reliability Analysis

Variable	Factor		Factor loading	Average Variance Extracted
NON-FINANCIAL INCENTIVES	Work Environment	WE_1	.756	
		WE_2	.845	
		WE_3	.725	.627
		WE_4	.932	
		WE_5	.674	
	Fringe Benefits	FB_1	.576	
		FB_2	.968	
		FB_3	.746	.752
		FB_4	.739	
		FB_5	.867	
	Academic Staff Performance	ASP_1	.864	
		ASP_2	.857	
		ASP_3	.784	
		ASP_4	.857	.760
		ASP_5	.756	

Source: Researchers Computation Using SPSS Version 27.0

AVE was calculated using Hair et al. (2014) formula: $\frac{\Sigma\,(Standardize\ factor\ loading)2}{n}$

Where n= number of indicators of the construct in question.

Table 2 presents the factor loadings and the Average Variance Extracted (AVE) for different constructs under Non-Financial Incentives and Performance. The constructs include *Work Environment*, *Fringe Benefits*, and *Academic Staff Performance*. These constructs are measured through

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various indicators or items (e.g., WE1, WE2, among others.), each with corresponding factor loadings.

Factor Loadings:

Factor loadings represent the degree of correlation between an observed variable (indicator) and its corresponding latent construct. Higher factor loadings suggest that the indicator has a stronger relationship with the construct. Typically, a factor loading of 0.7 or higher is considered acceptable, indicating that the indicator is a reliable measure of the construct. The factor loadings for each construct reveal varying degrees of measurement effectiveness. For the Work Environment, the loadings range from 0.674 to 0.932, indicating a moderate to strong relationship between the indicators (WE1 to WE5) and the construct. This suggests that the indicators effectively capture the essence of the Work environment.

Fringe Benefits shows factor loadings from 0.576 to 0.968, with FB1 having the lowest loading, which may imply a weaker association with the construct. However, the remaining indicators demonstrate strong loadings, indicating that the construct is well-represented overall. Lastly, Academic Staff Performance features consistently high factor loadings ranging from 0.756 to 0.864, reflecting a strong and uniform measurement of the construct by the indicators (ASP1 to ASP5). This robust pattern underscores the effectiveness of the indicators in capturing the Academic Staff Performance construct.

Average Variance Extracted (AVE)

AVE indicates the amount of variance captured by the construct in relation to the variance due to measurement error. It is used to assess the convergent validity of the construct, with an AVE of 0.5 or higher generally considered acceptable. This means that over 50% of the variance in the indicators is explained by the construct.

Work Environment: The AVE is 0.627, which is above the 0.5 threshold, demonstrating good convergent validity. This implies that over 62.7% of the variance in the Work Environment indicators is explained by the construct itself, making it a reliable measure.

Fringe Benefits: The AVE is 0.752, which is significantly above the threshold. This indicates strong convergent validity, with 75.2% of the variance in the indicators being explained by the Fringe Benefits construct.

Academic Staff Performance: The AVE is 0.760, the highest among all constructs, signifying strong convergent validity. The construct explains 76% of the variance in the indicators, making it a very reliable measure of Academic Staff Performance.

In summary, the factor analysis and reliability analysis indicate that the constructs used in this study exhibit good convergent validity.

Table 3: Kolmogorov-Smirnov Test of Normality

Variable	Test Statistic	Sig.	Decision
Academic Staff Performance (ASP)	0.238	0.09	Normal Distribution
Work Environment (WE)	0.292	0.56	Normal Distribution
Fringe Benefit (FB)	0.238	0.25	Normal Distribution

Source: Author's Computation from SPSS Output, 2024.

In Table 3 the Kolmogorov-Smirnov Test of Normality is presented for various variables to determine whether their distribution deviates significantly from normality. The null hypothesis (H0) for this test is that the variable follows a normal distribution. If the p-value (Sig.) is greater than 0.05, we fail to reject the null hypothesis, indicating that the data follows a normal distribution. The Kolmogorov-Smirnov Test of Normality provides insight into the distribution of various variables, with the null hypothesis stating that each variable follows a normal distribution. For Academic Staff Performance (ASP), the test statistic is 0.238, and the significance (Sig.) value is 0.09, which is greater than the

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0.05 threshold. Consequently, we fail to reject the null hypothesis, suggesting that ASP's distribution does not significantly deviate from normality. Similarly, the Work Environment (WE) variable has a test statistic of 0.292 and a Sig. A value of 0.56, well above 0.05, leads to the conclusion that WE's distribution aligns with normality as well. Lastly, Fringe Benefit (FB) records a test statistic of 0.238 with a Sig. Value of 0.25. Since this Sig. Value is also above 0.05; we fail to reject the null hypothesis, meaning that FB is normally distributed. In summary, across all variables examined, the Kolmogorov-Smirnov test results consistently suggest that we fail to reject the null hypothesis, indicating that none of the distributions significantly deviate from normality.

Table 4: Goodness-of-Fit

	Chi-Square	Df	Sig.
Pearson	91.812	148	.975
Deviance	149.279	148	.455

Source: SPSS Output, 2024.

The **Goodness-of-Fit** table provides insight into how well the ordinal regression model fits the observed data. Two key tests are presented here:

Pearson Chi-Square and Deviance Chi-Square.

1. Pearson Chi-Square (Stat. 91.812, Df- 148, Sig. 0.975)

The Pearson Chi-Square test evaluates the fit of the model by comparing the observed and expected frequencies. The **p-value (Sig.) of 0.975** indicates that the model fits the data very well. A non-significant **p-value (greater than 0.05)** suggests that there is no significant difference between the observed and expected values, implying that the model fits the data adequately.

2. Deviance Chi-Square: (Stat. 149.279, Df- 148, Sig. 0.455)

The Deviance Chi-Square test is another measure of goodness-of-fit, comparing the fitted model to a perfectly fitting model. The **p-value (Sig.) of 0.455** is also non-significant (greater than 0.05), indicating that the

model's fit is good. A non-significant result suggests that the model is not significantly worse than a perfect model.

In conclusion, both the **Pearson** and **Deviance** tests have **non-significant p-values** (0.975 and 0.455, respectively), indicating that the ordinal regression model fits the data well. There is no evidence of poor fit, and the model adequately captures the relationship between the predictors and the dependent variable.

4.2.4 Test of Relationship

Table 5: Regression Output

	Estimate	Std. error	W- test	Sig.	Collinearity Statistics		R^2	F-Stat.	Dub. Watson
Intercept	2.635	.843	3.126	.000	Tolerance	VIF	0.659	10.161(0.02)	1.917
WE	.531	.941	.599	.000	.674	1.484			
FB	1.897	1.938	.505	000	.583	1.715			

The regression output in Table 4.2.4 provides insights into the relationship between the dependent variable, Academic Staff Performance (ASP), and the independent variables: Work Environment (WE), and Fringe Benefits (FB). Below is the regression result.

ASP = 2.635 + 0.531WE + 1.897FB

The intercept has an estimate of 2.635 with a standard error of 0.843, yielding a W-test value of 3.126 and a significance (Sig.) of 0.000. This means that when all predictors are held at zero, the baseline ASP is 2.635, and this value is statistically significant. The estimate for WE is 0.531 with a standard error of 0.941, resulting in a W-test value of 0.599 and a Sig. Value of 0.000. The Sig. value indicates that WE significantly predict ASP. The tolerance value of 0.674 and a Variance Inflation Factor

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(VIF) of 1.484 suggest no serious multicollinearity issues, meaning WE is a reliable predictor in the model.

FB has the highest estimate of 1.897 with a standard error of 1.938, yielding a W-test value of 0.505 and a Sig. A value of 0.000 indicates that FB significantly predicts ASP. The collinearity statistics show a tolerance of 0.583 and a VIF of 1.715, suggesting moderate collinearity but not at a critical level.

The model's R-squared (R^2) value of 0.659 suggests that 65.9% of the variation in ASP is explained by the predictors (WE and FB). The F-statistic of 10.161 with a significance value of 0.02 indicates that the overall model is statistically significant, meaning that the independent variables together significantly predict ASP. The Durbin-Watson statistic of 1.917 suggests that there is no significant autocorrelation in the residuals, meaning that the assumption of independent errors is met.
In conclusion, the analysis demonstrates that Fringe Benefits (FB) is strong and significant predictors of Academic Staff Performance (ASP). Work Environment (WE) also contributes significantly to Academic Staff Performance (ASP) in this model.

Test of Hypothesis

To test the given hypotheses using the Wald test and its corresponding significance levels based on the regression output provided earlier, we can proceed as follows:

Hypothesis 1:

(H_0): There is no significant positive relationship between work environment and academic staff performance in Federal Polytechnic, Kaura-Namoda.

Wald-Test (WE: 0.599, **Sig. Value** 0.001)

Since the Sig. The value for WE are 0.001, which is less than the 0.05 threshold; we reject the null hypothesis. This implies that there is a

significant positive relationship between work environment and academic staff performance.

Hypothesis 2:

(H_0): There is no significant positive relationship between fringe benefits and academic staff performance at Federal Polytechnic, Kaura-Namoda.

Wald-test (FB: 0.505, **Sig. value** 0.001)

The Sig. value for FB is 0.001, which is less than 0.05. Thus, we reject the null hypothesis. This indicates that there is a significant positive relationship between fringe benefits and academic staff performance.

DISCUSSION OF FINDINGS

Work Environment and Academic Staff Performance

The significant positive relationship between the work environment and academic staff performance is well-supported by various studies, though some contextual differences provide a richer understanding of this relationship.

Nnadi and Titus (2023) offer compelling evidence for the current finding by demonstrating that flexible working conditions and recognition positively impact employee performance in private hospitals. Their study underscores the importance of a supportive work environment, which aligns with the current research showing that such conditions enhance academic staff performance. Similarly, **Deressa and Zeru (2019)** found that a conducive work environment and recognition significantly motivated nurses towards improved performance. Their results reinforce the notion that non-financial incentives, including a positive work environment, are crucial for enhancing employee performance, consistent with the current study's conclusions.

Masri and Suliman (2019) also support the current findings by highlighting that working conditions are a critical dimension of non-financial rewards influencing performance. Their research confirms that

flexible work conditions and recognition significantly contribute to performance improvement, aligning with the study's results that a positive work environment boosts academic staff performance.

Fringe Benefits and Academic Staff Performance

The results from the test of hypothesis indicate that there is a significant positive relationship between fringe benefits and academic staff performance. This finding is well-supported by several studies, although some offer distinctive perspectives that enrich our understanding of this relationship.

Yusuf et al. (2022) provide robust support for the current study's finding by demonstrating that non-financial incentives, including fringe benefits, significantly impact staff performance and commitment at the University of Jos. Their recommendation for developing effective non-financial incentive systems aligns with the current research, stressing the importance of fringe benefits in enhancing staff performance and retention.

Similarly, **Zirra et al. (2019)** and **Adaeze and Chukwuma (2018)** reinforce this relationship by showing that specific fringe benefits like health care and retirement benefits positively affect employee performance in different organizational contexts. Zirra et al.'s focus on health care and retirement benefits within NASCO Group and Adaeze and Chukwuma's findings regarding medical insurance, annual leave, and overtime pay at United Bank for Africa PLC both highlight the significant role these benefits play in improving performance. These studies provide empirical evidence that supports the positive impact of fringe benefits on employee performance, which is consistent with the current study's results.

Somanath and Naga (2018) also contribute to the discussion by revealing a positive relationship between various fringe benefits, such as health and

life insurance and retirement benefits, and employee performance. However, their study notes a weaker impact of flexible work schedules, suggesting that not all types of fringe benefits have the same effect on performance. This finding introduces a nuanced view, emphasizing that the effectiveness of fringe benefits can vary depending on their nature.

CONCLUSION

This study concludes that non-financial reward has a significant positive relationship with the performance of academic staff at the Federal Polytechnic, Kaura Namoda. More specifically, the study concludes that there is a significant positive relationship between work environment and academic staff performance, which is well-supported by various studies. Fringe benefits also have a significant positive relationship with academic staff performance, therefore, based on the findings, the study concludes that work environment, and fringe benefits are significant predictors of academic staff performance in Federal Polytechnic Kaura Namoda.

RECOMMENDATIONS

Based on the research findings, the following recommendations are advanced by this study.

Since there is a significant positive relationship between work environment and academic staff performance, it is recommended that the management of Federal Polytechnic Kaura Namoda ensure a consistent provision of a conducive work environment for academic staff in order to enhance their performance continuously as well as boost organizational performance.

Likewise, since the results show that there is a significant positive relationship between fringe benefits and academic staff performance, it is recommended that the management of Federal Polytechnic, Kaura Namoda should provide very attractive fringe benefits to academic staff in order to secure their engagement and commitment so as to boost organisational performance continuously.

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