



NON-FINANCIAL REWARD PRACTICES AS PREDICTORS OF EMPLOYEES JOB INVOLVEMENT IN NIGERIA

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ABSTRACT

Employees with high levels of job involvement pay more attention to their jobs in such a way that they are preoccupied with, immersed in, or absorbed by their work activities. Such positive work attitude as evidenced by extant literature contributes to organization success and performance as well as to the wellbeing of the employees themselves. While large number of organisations opt for financial rewards system as means of stimulating desired work attitude, it has been asserted that non-financial rewards equally and uniquely influence employees positive work attitudes. Therefore, this study sought to examine the influence of non-financial rewards practices (classified as Training, Advancement, and Recognition practices) on employees' job involvement among teachers of selected private secondary schools in Kwara State Nigeria. The study employed survey research design and quantitative approach to achieve its set objectives. A structured questionnaire was designed and utilized to collect data, and SMART PLS (Structural Equation Modelling) was used to analyse the data. The result of the analysis shows that Training, Advancement, and Recognition practices positively and significantly influence workers job involvement in the selected organizations. It was thus recommended that organizations take more seriously practices such as praises, appreciation for work well done, awards of recognition of effort, conducting workshops and seminars as well as imbibing the culture of performance-based promotion as these practices have been shown to significantly influence employees job involvement.

Keywords: *Job involvement, Non-financial Reward, Training, Advancement, Recognition*

INTRODUCTION

Arguably one of the most researched concepts in the field of management and organizational studies is Motivation. Extant literature shows that performance of an organization is positively associated with highly motivated personnel among other factors. However, Motivation is often used as an umbrella term which encompasses several other concepts of positive attitudes to work in the forms of job satisfaction, organizational commitment, organizational citizenship behavior and job involvement (Sharma, Srivastava, Ningthoujam & Arora, 2012). Among these attitudes, Salessi and Omar, (2019) opine that job involvement is the most transcendental as its relevance is based on the abundant evidence that demonstrates the benefits of job involvement both for organization and the individual workers themselves. To get the best out of employees, it is crucial that they pay more attention to their jobs such that they are preoccupied with, immersed in or absorbed by their work activity. This is a key component of motivation called is job involvement (Diendorff, Brown, Kamin & Lord, 2002). Studies show that employees job involvement is crucial to both organization and the individual worker as outcomes such as commitment to the organization, greater identification with the organization, and lower turnover intentions have all been reported to be direct consequences of Job involvement to the organization (Zopiatis, Constani, & Theocharous, 2014; Scrima, Lorito & Di-Maria, 2014). To the individual worker, job involvement has been reported to be negatively related to stress and burnout (Paoline & Lambert, 2012). In other words, the health and well-being of the workers are also positively related to job involvement.

A common perception about employees in Nigeria organizations is that they are low on commitment, uninvolved with their jobs, and exhibit little enthusiasm about their jobs. However, given that the performance of the organization largely depends on the performance of its employees which in turn is a function of not only their level of competence but their attitudes towards their jobs, it follows that concerted efforts will be made by organizations to stimulate positive work attitudes of employees. While a common practice by organizations is to increase the financial incentives to an employee, evidence also shows that non-financial incentives also significantly influence these attitudes. As opined by McHugh and McHugh (2002), wage or financial incentives are not the only effective means of enhancing employees' productivity, non-financial incentives may even be more important as motivation for higher productivity.

However, there appears to be paucity of studies which examined the influence of non-financial rewards on job involvement as no study was found in this regard. Large number of articles focused on Non-financial rewards on such other variables as motivation, staff performance, job satisfaction, etc.(e.g. Uzair & Mehmood, 2021; Kumar, Hossain, Nasrin, 2015; Alabi, Olonade, Omotoye, & Odebode, 2022; Hickenlooper, Richard, & Blumenthal, 2022; Chukwuemeka, 2020; Sabina, Okibo, Nuang'au, & Ondima, 2015). Therefore, to fill this research gap, this study sought to evaluate non-financial reward practices as predictors of job involvement. Specific objectives were to;

- i. evaluate the effect of Training practices on job involvement
- ii. examine the influence of Advancement/Promotion practices on Job involvement
- iii. determine the effect of Recognition practices on employees' job involvement.

The accompanying Hypotheses of the study were;

H₀₁: Training practices does not have a significant effect on Job Involvement

H₀₂: Advancement Practices does not have a significant influence of Job Involvement

H₀₃: Recognition Practices has no significant effect on Job involvement

Conceptual Issues

Non-Financial Rewards

Non-financial reward stake the form of tangible and intangible benefits that an employer offers to workers to motivate them to improve and sustain performance on the job (Ijazi and Khan, 2013). As opined by Owolabi and Abdul-Hameed (2011), non-financial incentives used by management to motivate workers include recognition, praise, appreciation, advancement on the job, responsibility, merit awards, annual awards, goal setting, challenging jobs and meaningful work, Continuing Professional Development, Performance Feedback, Employee Empowerment, Participation in Decision Making, Task Autonomy among others. In addition, Non-financial incentives include tangible rewards, social practices and job related factors that are implemented in organizations to motivate employees without direct payment of cash and consists of intrinsic and extrinsic motivators such as achievement on the job, recognitions, responsibility and praise, among others (Ayandele & Etim, 2020). It can be seen that most of the non-financial incentives mentioned above can be categorized broadly into,

Training, Advancement and Recognition practices. For instance, praises, appreciation, merit awards, annual awards as mentioned earlier are all forms or practices of Recognition of employees' efforts. Similarly, task autonomy, participation in decision making, increased responsibility, advancement on the job all comes with advancement/promotion. In addition to these is training practices which are meant not only to improve an employee's performance but to facilitate the attainment of their individual goals of personal improvement and development. Hence, the independent variables of the study

Recognition

Recognition is the demonstration of appreciation for a level of performance, an achievement, or a contribution to an objective. It can be confidential or public, informal or formal. recognition when used correctly, is a cost-effective way of enhancing achievement, works as an excellent stimulus for positive work attitude and enable people to feel involved in the company culture (Manenjene and Muhanga, 2021). Zinghem and Schuster (2000) as cited by Uzair and Mehmood (2021) reported that Recognition improves individual interaction as well as their productivity and faithfulness to the organization which results in higher retention. More often than not, managers praise and appreciate employees for their efforts and imbibe the culture and practice of issuing merit awards to best performing employee of the month or year as a way of recognizing the efforts and contribution of the employee. Such practices should be value-based, and timely so as to yield the desired outcome.

Advancement

Advancement in the workplace entails upward movement in rank and position in an organization. Uzair and Mehmood (2021), submits that employees want promotion because it has a significant effect on their pay, power, responsibility, and the potential to influence wider organizational decision making. Employees would feel respected and empowered if they are given opportunities to advance their careers by adapting skills, technology and capabilities that are required for performance enhancement and promotion (Manenjene and Muhanga, 2021). It is a common practice that such advancement is largely performance based, but sometimes, also depends on the availability of vacancy in higher position. However, the criteria for advancement is often communicated to

employees as a guide towards the direction to which they should channel their efforts.

Training

Alderfer (1972) emphasized the importance of providing people with opportunities for personal growth as means of rewarding and therefore motivating them. He believed that satisfaction of growth needs take place when an individual has the opportunity to be to become what they can. Organizations often imbibe continuous staff training philosophy and frequently provide staff with training opportunities in the form of workshops and seminars inside or outside the organization.

Job Involvement

Arguably, the most prominent works on the conceptualization of job involvement include those of Lothal and Krejner (1965), Kanungo (1982), Paulley et.al (1994) among others. While there are several definitions provided for job involvement one of the most prominent definition states that it the degree to which a person psychologically identifies or is committed to his/her job (Kanungo, 1982). It is also defined as the degree or extent to which an individual is cognitively preoccupied with, engaged in, and concerned with his or her present job (Paullay et al., 1994). Job involvement is crucial to organization performance as it has been being viewed by some scholars as a way to stimulate employees' citizenship behavior such as their commitment to the organization (Zhang, 2014). On the one hand employees with high job involvement benefits the organization in such that they are more emotionally committed, dedicated, persevering, proactive, motivated and willing to make extraordinary efforts to achieve objectives and increase their performance (Salessi & Omar, 2019). On the other hand, to the employees themselves, job involvement leads to higher levels of subjective well-being, job satisfaction and life satisfaction etc. (Akhtar, Nadir, & Nadir, 2016; Salessi & Omar, 2018). Similarly, it has been asserted that job involvement serves as a fundamental basis for establishing competitive advantage in business markets and that increasing job involvement can enhance organizational productivity and effectiveness (Pfeffer, 1994).

ANTECEDENTS of Job Involvement

Extant literature reports various antecedents of job involvement such as the behaviour of supervisors, their style of leadership particularly transactional and transformational as well as support provided from co-

workers, friends and family, all of which constitute some of the most significant antecedents (Cheng et al., 2012; Rana et al., 2016; Lambert et al., 2016). In addition, Organizational practices and values such as clear and formalized procedures, open communication channels and management practices focused on high performance also represent important antecedents to job involvement (Lambert et al., 2017; Huang et al., 2016). Other variables that serves as antecedents include individual characteristics such as emotional competences/emotional intelligence and psychological factors such as personality traits all predict job involvement. (Shrestha & Rojan, 2016; Lin & Hsu, 2015; Fu, 2015;). In addition, it has also been reported that Organizational Attractiveness, Pay Satisfaction, and Organizational Support are all antecedents to job involvement (Marwan, Bader, Hamza, & Muhammad, 2016).

Consequences of Job Involvement

Being a positive work attitude, job involvement has a number of significant consequences on individual workers and organization as evidenced by extant literature. For instance, at an individual worker level, the study by Hermawati and Mas (2017) reports that job involvement significantly and positively influences Intra role performance. Other studies have reported that proactivity, innovation and organizational citizenship are all significantly influenced by job involvement (for example, Zhang, 2014; Singh, & Sarkar, 2012). Furthermore, outcomes such as commitment to the organization, greater identification with the organization lesser turnover intentions have also been reported to be direct consequence of Job involvement (Zopiatis, Constani, & Theocharous, 2014; Scrima, Lorito & Di-Maria, 2014). With respect to health and well-being of the workers, job involvement has been reported to be negatively related to stress and burnout (Paoline & Lambert, 2012). Individuals with high job involvement appears to have more satisfaction with their jobs as well as in their family relationships (Bayraktar, Araci, Karacay, & Calisir, 2017; Konradt & Garbers, 2016)

Methodology

This study adopts a survey research design due to the nature of data required to evaluate the effect of training, advancement and recognition on employees' job involvement. a survey approach is suitable when the population is relatively large, respondents are dispersed and for covering various issues as the case is with this study. Thus, the study utilized a structured questionnaire to gather data and performed statistical analysis

using Smart PLS (Structural Equation Modeling). The choice of PLS SEM is informed by the fact that it possesses the merit of estimating the relationships between latent constructs and their relationships with respective indicators. Furthermore, the population of the study consists of all the teachers of the 17 selected private secondary schools in Ilorin metropolis (Ilorin East, Ilorin South, Ilorin West, and Asa) totaling 583 teaching staff. Specifically, the selected schools are those that have been operational for the past two decades as it is believed that the older the organization, the more their wealth of experience in staff management. In addition, the study utilized Krejcie and Morgan (1970) formula to determine the sample size and proportional sampling technique for selecting the samples.

$$S = \frac{X^2 NP (1 - P)}{d^2(N - 1) + X^2 P (1 - P)}$$

Where:

S = Required Sample Size

X² = Table value of Chi Square for 1 degree of freedom at 95% confidence level (3.841)

N = population Size (583)

P = population proportion (assumed to be .50 since this will provide the maximum sample size)

d = margin of error (.05).

The above values were substituted into the formula as follows; S =

$$S = \frac{(3.841) (583) (0.5) (1-0.5)}{0.05^2(583-1)+(3.841) (0.5) (1-0.5)}$$

$$= \frac{559.82575}{1.455+0.96025} = \frac{559.82575}{2.41525} = 232$$

RESULTS AND DISCUSSIONS

Measurement Model

The measurement model under a structural equation model is meant to assess the validity and reliability of the study constructs. However, Validity refers to the extent to which an instrument measures what it is expected to measure. In other words, it is the accuracy of measurement. For this study, two forms of validity were employed namely; convergent validity and discriminant validity. The Discriminant Validity entails that variables under study (more importantly, the independent and the dependent variable) are statistically different from each other. This is the case with reflective measures. Thus, this is ascertained by examining the cross loadings of the observed variables and the Fornell and Lacker criterion

which is the square root of Average Variance Extracted (AVE) and is expected to be higher than its correlation with all other constructs. The result of Fornel and Lacker criterion test is presented it Table 4.1 below.

Table 4.1 Fornell and Lacker Criterion

	Advancement	Job involvement	Recognition	Training
Advancement	0.786			
Job involvement	0.678	0.770		
Recognition	0.301	0.439	0.802	
Training	0.431	0.534	0.581	0.850

Source: SMART PLS Output, 2022

The table above shows that discriminant validity of the constructs under study is accurate as indicated by the diagonal values of 0.786, 0.770, 0.820 and 0.850. These values are the square roots of AVE which are all higher than respective correlation values between the variable and all other variables below it. With respect to factor loadings and Cross loadings, items that measure a specific construct should load better with its parent latent construct than it should with other latent constructs in the study. Thus, Table 4.2 below shows that the items meant to measure the latent construct "advancement" loads better on Advancement than they do to other factors. The same applies to all other factors as evidenced from table 4.2 below.

Table 4.2 Factor loadings and Cross Loadings

	Advancement	Job Involvement	Recognition	Training
Advancement2	0.752	0.575	0.185	0.354
Advancement1	0.867	0.660	0.288	0.375
Advancement4	0.748	0.420	0.274	0.285
Advancement3	0.770	0.399	0.195	0.325
Job Involvement1	0.617	0.717	0.267	0.290
Job Involvement2	0.470	0.755	0.317	0.480
Job Involvement3	0.499	0.796	0.398	0.489
Job Involvement4	0.504	0.807	0.362	0.371
Recognition2	0.206	0.389	0.792	0.494
Recognition4	0.237	0.312	0.765	0.424
Recognition5	0.371	0.415	0.888	0.565

Recognition1	0.101	0.257	0.755	0.334
Training5	0.412	0.451	0.443	0.816
Training1	0.359	0.473	0.476	0.879
Training2	0.377	0.470	0.589	0.872
Training3	0.314	0.417	0.465	0.834

Source: SMART PLS Output, 2022

Recognition practice item 3 (factor loading = 0.614), Training Practice item 4 (factor loading = 0.519), and as Advancement Practice item 5 (factor loading = 0.485) were all dropped due to low factor loading of less than 0.7.

Furthermore, Convergent validity entails the degree to which observed variables used to measure latent variables conforms. In other words, it shows how well all the observed variables come together to measure their latent constructs. This is often assessed by examining the average variance extracted (AVE) as well as factor loadings. Largely, AVE is expected to be greater than 0.5 while factor loading values are expected to be greater than 0.6. Thus, the closer the values are to 1, the more desirable. Table 4.3 above shows the factor loadings of all the latent constructs with values ranging from 0.7 to 0.8. In addition, table 4.3 below shows the AVE values which are all greater than 0.5

Table 4.3 Cronbach's Alpha, Composite Reliability and AVE

Variables	Cronbach's Alpha	Composite Reliability	(AVE)
Advancement	0.795	0.865	0.618
Job involvement	0.770	0.853	0.592
Recognition	0.815	0.878	0.643
Training	0.872	0.913	0.723

Source: SMART PLS Output, 2022

The reliability of a measurement entails consistency of measurement. In other words, it is the degree to which an instrument continues to measure what it is expected to measure. According to Hair et.al (2014), reliability shows the extent to which measurement items are consistent in measuring a construct in a research. Therefore, the study ascertained the internal consistency of it measurement utilizing Cronbach's alpha test and the

composite reliability. Modern research uses both Cronbach's and **Composite Reliability** which is also expected to be greater than 0.7. Table above, shows that the values of both Cronbach's Alpha and Composite reliability are all between 0.7 and 0.95 as such based on these criteria the instrument is deemed valid and reliable.

Structural model

The structural model of SEM shows the relationship between the dependent and the independent variables of the study. This is presented using the path diagram or a table of direct relationships (path coefficients)

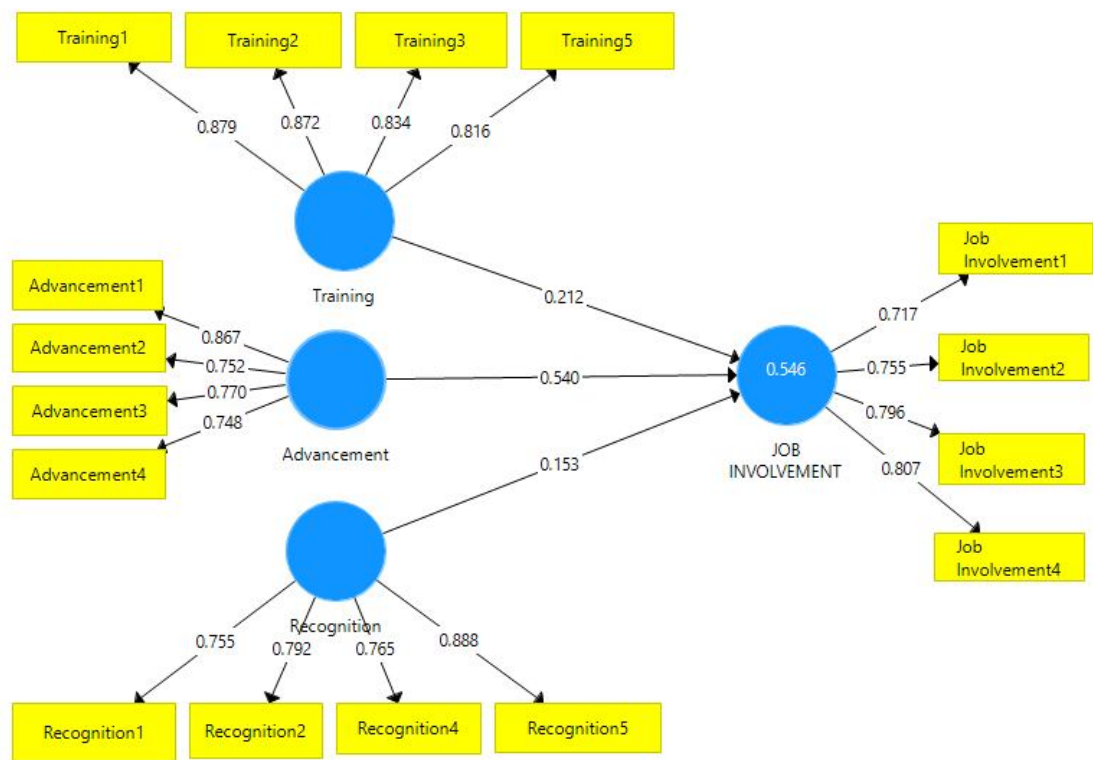


Fig 1: Path Model for Training, Advancement, Recognition, and Job Involvement.

Source: Researchers' Path Model, 2022

The path diagram above shows an R² value of 0.546, which implies that overall, the combined explanatory power of the 3 independent variables is 54.6%. In other words, training, Advancement, and recognition, together explain 54.6% variability in Job Involvement.

Table 4.4 Direct Relationships (Path Coefficients)

	Original sample (beta)	Sample Mean (5000 bootstrap)	T statistics	P Values
Training > Job Involvement	0.212	0.212	4.119	0.000
Advancement > Job Involvement	0.540	0.574	8.839	0.000
Recognition > Job Involvement	0.153	0.153	3.054	0.002

Source: SMART PLS Output, 2022

Decision criteria: If T value greater than 1.96 implies a significant impact, alternatively, P value less than alpha of 0.05 means reject the null hypothesis.

Overall, the study objectives were to determine the effects of Training, Advancement and Recognition practices on job involvement of teachers of selected schools for the study. Table 4.4 above provides information on the Beta values (weight of impact), as well as their corresponding p values of the direct relationships between dependent and independent variables of the study. With respect to the first objective of the study, result shows that training statistically significantly predicts job involvement as evidenced by a beta value of 0.212 and a p value of 0.000. Thus the null hypothesis which states that Training practices has no significant effect of job involvement among selected secondary school teachers in Ilorin is rejected. Similarly, Advancement is found to statistically significantly influence job involvement as evidenced by p value of 0.000 with beta value of 0.540. This also leads to the rejection of Null hypothesis 2 which states that advancement practices have no significant effect on job involvement among the selected secondary school teachers. Lastly, the study hypothesized that Recognition practices has non-significant effect on job involvement. This hypothesis is rejected based on the results from table 3.4 above. This is evidenced by a p value of 0.002 which is less than alpha value of 0.05. The study results also show that Advancement, Recognition and Training practices together explains .546 (54.6%) variability in job involvement.

DISCUSSION OF FINDINGS AND RECOMMENDATIONS

The study assessed the influence of non-financial rewards on employees' job involvement. Specifically, it evaluated the effects of Training practices, Advancement Practices and Recognition practices on employees' job involvement. From the result and analysis of the effect of Training practices on job involvement, it was found that training has statistically significant effect on job involvement. This implies that practices such as continuous training of staff through organizing or selecting staff to attend seminars and workshops influences employees to be more proud, enthusiastic, immersed, and inspired by their jobs. Furthermore, the study results also show that variations in job involvement of employees can be explained by the advancement practices of the organization. This entails the more organizations provide opportunity for staff promotion, communicates the criteria for promotion and imbibes the culture of performance-based promotion, the more employee will be proud, enthusiastic, immersed, and inspired by their jobs. With respect to the influence of Recognition practices, the study showed that timely and frequent practice of praise and issuing of awards to employees for performance significantly influences their levels of job involvement making such employees prouder, more enthusiastic, and more inspired by their jobs. Therefore, in light of the above findings, it is recommended that organizations take more seriously practices such as praises and appreciation for job well done, frequent and timely awards for recognition of good performance, organize workshops and seminars for staff training and imbibe the culture and philosophy of continuous staff training. It is also recommended that organizations should provide adequate opportunity for promotions, communicate the criteria for promotion and make such promotions performance-based as these practices have been shown to influence significantly employees job involvement.

Recommendation for Further Studies

Given the paucity of empirical studies that evaluated the extent to which non-financial rewards influence employee job involvement, it is recommended that similar studies be conducted in other types of organization such as hospitals, hotels, government agencies, ministries, higher institutions etc. using these non-financial reward variables or practices and others not captured in this study. In addition, this study was not only limited to private secondary schools, it was also limited in geographical scope to a North central state in Nigeria as such it is recommended that similar studies be conducted in other states that

belongs to different geopolitical zones in Nigeria and other countries of the world as well, so as to account for the multicultural nature or diversities that exist in different climes.

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