



NON-ECONOMIC FACTORS AND EMPLOYEES' PERFORMANCE IN RIVERS STATE CIVIL SERVICE

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Article history:	Abstract:
<p>Received: 28th July 2021 Accepted: 7th August 2021 Published: 30th August 2021</p>	<p>The study examined non-economic factors and employees' performance in Rivers State civil service. The study was guided with four objectives and four corresponding research questions and hypotheses. The research was anchored on the human relations theory advocated by Elton Mayo. The study adopted a correlational design. The population of this study consisted of the entire civil servants in Rivers State Civil Service. The study adopted simple random sampling in selecting 400 civil servants for the study. The instrument for data collection was self-structured questionnaires titled; 'Non-economic Factors (NEF) and Employees' Performance Questionnaire (EPQ) in Civil Service in Rivers State. A pilot study using the instrument was administered to 30 company workers in Rivers State. The reliability indices were obtained by using the Pearson Product Moment Correlation Coefficient. The study employed both PPMCC and regression in analysing the study's hypotheses at a 0.5 level of significance. The findings revealed that there is a significant relationship between job security, recognition, satisfaction, achievement and employees' performance in civil service in Rivers State. Based on the findings the study recommended among other things that employee job security should be guaranteed. This will remove the sense of fear of the possibility of being removed or sacked from their job. Employees should be properly recognized in the working places by their employers. The sense of recognition serves as a motivational factor for employees to put their best into the production process. Recognition given to employees especially in decision making reduces the negative syndrome of 'not man father job' thereby increasing the organizational productivity. A conducive environment should be created for civil servants in Rivers State. This will enhance their job satisfaction thereby decreasing the likelihood of leaving their job. Government and stakeholders should formulate robust policies such as salary increments to enable the civil servants to care for their essential needs such as food, shelter etc. This enhances civil servants' job achievement.</p>

Keywords: Non-economic Factors, Recognition, Satisfaction, Job Security and Achievement.

INTRODUCTION

The word "civil service" refers to a sector of government that is mostly formed of career civil servants who are hired based on their professional merit rather than being appointed or elected, and whose institutional tenure typically lasts through changes in political leadership. A civil servant is a person employed in the public sector by a government department or agency, or a public sector company, with the primary responsibility of providing vital services to the general public. When it comes to improving the standard of living of citizens, the success of any government is largely dependent on how well a political office holder can galvanize public servants by incorporating proper motivational factors into policy design and implementation processes. The civil servants are essential for the success of any government in power. As a result, effective management of human resources (HR) is critical to the long-term viability of the State. The ability of civil servants to be motivated by economic and non-economic incentives is critical to their overall effectiveness. In organizations all throughout the world, this notion has proven to be successful. It is used to define the duties carried out by employees in their varied workplace environments. Employee job performance, according to Motiwidlo, et al. cited Bullock (2013) is defined as the overall expected value from employees' behaviors carried out throughout the course of a specified period. Employee job performance, according to Weli (2019) is defined as the sum of an employee's actions and behaviors over a specified period.

Most people agree that job performance is comprised of a complex set of interacting variables about features of the job, the employee, and the surrounding environment (Milkovich & Wigdor, 1991; Bullock, 2013; Navickas, 2015).

Generally, good and comfortable working conditions are related to higher levels of job performance. Meeting the expectations and needs of the employee results in excellent job performance, but failing to meet these expectations and needs results in poor performance at the workplace. The job performance of employees is one facet of the organization that has long piqued the interest of management experts and researchers in organizational behavior and psychology. It is the performance of employees that determines whether or not an organization's goals are achieved; if employee performance is high, the aim of any organization will be realized, and if employee performance is low, the goal of any organization will not be reached. The success of the employees, on the other hand, is significantly affected by a range of elements that are beyond their control (Agung, & Subroto, 2018). In addition to non-economic factors, such as social responsibility, economic factors can have a substantial impact on total employee satisfaction rates; however, economic factors can be helpful to the business (Navickas, 2015). There are non-economic factors that influence employee performance that is not tied to monetary rewards or incentives, such as job satisfaction and job security. Work stability, recognition, job satisfaction, and job performance, to name a few of the non-economic factors to examine, are all important considerations to make.

Job security, according to Sullivan (2002) is the assumption that employees will be able to keep their jobs for an extended length of time. It indicates that an employee cannot be fired from his or her work based on his or her performance. A secure job environment encourages an individual to be more dedicated to his or her job and the organization as a whole. Employee commitment and performance are positively related, according to Lambert (1991), when an extrinsic reward is provided. Because of this, job security is a key component in employee productivity. When it comes to encouraging employees, job security is one of the most effective tools available, particularly during times of economic crisis.

Employees not only desire money, but they also want to feel that their managers appreciate their efforts. Employee morale will improve as a result of this. Employees will be highly motivated if their efforts are acknowledged by their superiors (Saunderson, 2004). Recognizing an employee's efforts entails recognizing and caring about their accomplishments. It is critical for businesses to acknowledge and appreciate their staff (McGregor, cited in Hussain, et al. 2019).

Job satisfaction can be described as the level of contentment that employees have with their jobs and their employers. Employees' contentment with their team members and management, as well as their satisfaction with organizational policies, are all taken into consideration. Additionally, the impact of their job on their personal lives is considered. Another variable with significant impact on employee's job performance is job achievement.

In the context of science, achievement refers to the eventual completion of anything significant after considerable labor and often in the face of challenges and discouragement: a scientific achievement. The ability to generate a positive self-image is a set of building blocks that allows someone to feel like a success. The accomplishments that are most important to an individual come together to build a version of success that has meaning and substance for them. The concrete evidence of a person's accomplishments is also used by colleagues, competitors, and the general public to determine if that person is more or less successful.

One major issue is that civil officials lack enough motivation as well as the ability to cultivate that motivation. The Civil Service's organizational structure has been mentioned as a contributing factor to its seeming low productivity. Higher-ranking civil workers, such as Permanent Secretaries, are seen as political appointments under the presidential system of government. Due to the fact that these positions were obtained through a promotion selection procedure, this is in contrast to the previous norm in which such positions were subject to screening by the Civil Service Commission. Lobbying became the rule of the day under this regime, and merit and expediency appear to have been tossed to the wind. Appointments to such offices become influenced by political considerations. Because of weak motivating tactics, the civil service in Rivers State has retrogressed and is no longer serving the general public's interests. There are difficulties in the promotion process. When faced with an unfavorable work environment, several federal officials are passed over for promotion or advancement. Since government servants have failed to reach their goals and the service's objectives are unclear, new opportunities have arisen for civil servants to start their enterprises in order to better meet their daily needs.

Despite the high wage structure in the Civil Service, the majority of government servants still regard their jobs as 'no man's work'. This is because financial incentives are no longer effective motivators for city officials. This series of events and circumstances create an issue of dedication to productivity as well as loyalty to the direction of the government, and consequently, of job productivity and job happiness.

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Due to weak motivating tactics, the civil service in Rivers State has regressed and is no longer serving the general public's interests. There are difficulties in the promotion process. When faced with an unfavorable work environment, several civil servants with high connections are passed over for promotion or advancement. Since

government servants have failed to reach their goals and the service's objectives are unclear, new opportunities have arisen for civil servants to start their enterprises to better meet their requirements.

Despite the high wage structure in the civil service, the majority of government servants still regard their jobs as 'no man's job'. This is because financial incentives are no longer effective motivators for civil servants. These series of events and circumstances create an issue of dedication to productivity as well as loyalty to the direction of the government, and consequently, of job productivity and satisfaction.

Damanhour and Rana (2019) carried out a study on the 'Factors impacting labor productivity: An applied study of non-oil manufacturing sectors in the Kingdom of Saudi Arabia. The findings of the study revealed that application of physical elements were statistically significant and ranked first, followed by job performance factors, which were applied in a somewhat significant manner. The study's scope, on the other hand, was limited to solely the oil and gas industries in Saudi Arabia. It should be noted that the study did not investigate the impact of non-economic elements on an employee's performance, which is the focus of this research.

Navickas et al. (2015) investigate the utilization of non-economic and non-material aspects to increase a company's competitiveness level. This research demonstrates that non-economic elements can be leveraged to improve competitiveness levels when the appropriate situation occurs, or when the appropriate condition is created. After that, non-economic factors are transformed into economic factors. The application of these aspects inside the organization necessitates the development of cutting-edge technology, such as big data and internet of things principles. However, the study did not address some of the most important characteristics, such as job security, job satisfaction, job achievement, and employee performance in the civil service of Rivers State, which are the crux of this study.

According to Bhat (2018) research science and engineering professionals differ in their perceptions of the factors influencing their job satisfaction, According to the findings of the study, two factors are responsible for significant differences in job-related pleasure among scientists and engineers. Economic elements include the income, perks, and job security that are supplied by the company. Non-economic reasons include such things as personal responsibility, intellectual challenge, contribution to society, independence, upward mobility, and geographic location, to name a few. In contrast to this, the author did not place a strong emphasis on the relationship between non-economic elements and employees' job performance in the civil service of the state of Rivers, Nigeria.

Yildirim and Nyadera (2019) published research paper entitled "The Importance of Non-Economic Drivers in Development Planning: The Case of South Korea and Turkey" in which they discussed the role of non-economic drivers in development planning in South Korea and Turkey. This comparative analysis, which draws on a thorough systematic and thematic review of government records, academic publications, and data from international organizations, reveals the important significance that non-economic factors play in each country's economic progress. Several studies have indicated that these considerations not only influence the form of planning strategies selected by governments but also influence the manner in which these policies are implemented (Hussain, et al. 2019; Saunderson, 2004; Lambert (1991). However, these studies briefly reviewed above did explore the relationship between the non-economic factors and employees' performance in Rivers State civil service. Therefore, it is against this backdrop that this study systematically examined the relationship between non-economic factors and employees performance in Rivers State civil service

Objectives of the Study

The aim of this study is to examine the relationship between non-economic factors and employees' job performance in Rivers State civil service. Specifically, the study seeks to:

- 1) Examine the relationship between job security and employees' performance in civil service in Rivers State.
- 2) Examine the relationship between recognition and employees' performance in Civil service in Rivers State.
- 3) Examine the relationship between job satisfaction and employees' performance in Civil service in Rivers State.
- 4) Examine the relationship between job achievement and employees' performance in Civil service in Rivers State.

Research Questions

The following research questions were formulated to guide the study.

- 1) To what extent does job security relate with employees' performance in civil service in Rivers State?
- 2) To what extent does job recognition relate with employees' performance in civil service in Rivers State?
- 3) To what extent does job satisfaction relate with employees' performance in civil service in Rivers State?
- 4) To what extent does job achievement relate with employees' performance in Civil service in Rivers State?

Research Hypotheses

The following hypotheses are formulated and tested at 0.5 level of significance:

- 1) There is no significant relationship between job security and employees' performance in civil service in Rivers State
- 2) There is no significant relationship between job recognition and employees' performance in civil service in Rivers State
- 3) There is no significant relationship between job satisfaction and employees' performance in civil service in Rivers State
- 4) There is no significant relationship between job achievement and employees' performance in civil service in Rivers State

REVIEW OF RELEVANT LITERATURE

Job security

Having job security means knowing that a person will be able to keep their position in the foreseeable future with just minor influences from outside causes. Generally speaking, businesses may provide better job security to their employees during times of economic boom and vice versa; job security is typically poorer during times of recession. Workplace security also differs according to a person's expertise or industry: positions in law enforcement and healthcare are generally considered to be more "secure" than employment in the private sector (Blogger, 2021).

In the words of Hodson and Sullivan, as mentioned in Chinyelu (2018), job security is the assumption that employees will be able to maintain their positions for an extended length of time. It indicates that an employee cannot be fired from his or her work based on his or her performance. A secure job environment encourages an individual to be more dedicated to his or her job and to the organization as a whole. Employee commitment and performance are positively related, according to Lambert (1991), when an extrinsic reward is provided (cited in Chinyelu, 2018). Because of this, job security is a key component in employee productivity. When it comes to encouraging employees, job security is one of the most effective tools available, particularly during times of economic crisis. When it comes to performance, employees' conviction that they will not lose their jobs or that they will remain employed in the same firm for as long as they wish is a crucial factor. In the words of Arabi (2000), work security is defined as the sensation of having legitimate employment and the assurance that it will continue in the future, in addition to the lack of threatening elements. It has a significant impact on both social and professional life since it relieves employees of their concerns about the future, contributes to the preservation of labor peace, increases organizational productivity, promotes personal growth, and safeguards societal balance and values (Guzel 2001). Robbins (1998) asserts that job security is one of the most important factors in determining job satisfaction and commitment to a company and that this can lead to employees devoting more time and effort to their organizations. So job security is one of the most important criteria in determining employee satisfaction since it indicates how an employee feels about his or her overall attitude toward his or her employment (Bakan and Buyukbese 2004). When job security is seen negatively, on the other hand, it is impossible to expect people to apply their expertise and experience to their jobs.

It should go without saying that job security is extremely vital for any employee, but it is also extremely important for the employer as well. For an employee, job security means the assurance of a steady source of income, which translates into a reduction in stress. A stressed employee would likely be less productive on the job, and it may also result in other long-term consequences such as depression. When job security is developed, for example, it will result in lower staff turnover, which will, in turn, result in lower hiring expenses and better overall growth for the organization (Blogger, 2021).

Job satisfaction

Job satisfaction, also known as employee satisfaction, is a measure of workers' contentment with their occupations, including whether they like their jobs or specific features or facets of their jobs, such as the nature of the work or the supervision they receive. Affective (or emotional) and behavioral components of job satisfaction can be examined apart from cognitive (evaluative) components. A further observation made by researchers is that job satisfaction assessments differ in the amount to which they reflect feelings about the job (affective job satisfaction) vs cognitions about the job (cognitive job satisfaction) (Hulin & Judge, 2003).

Job satisfaction is defined as a sense of accomplishment and success experienced by a person while on the job. Generally speaking, it is regarded to be directly related to both personal well-being and productivity. Job satisfaction is defined as doing a job that one enjoys, doing it well, and being rewarded for one's efforts in the process of doing so. Job satisfaction entails being enthusiastic and happy about one's job in addition to this. Satisfaction on the job is the most important factor in obtaining recognition, earning a salary, receiving a promotion, and achieving other objectives that result in a sense of fulfillment. (Kaliski et al., 2007)

Job satisfaction, according to Hoppock, is defined as any combination of psychological, physiological, and environmental conditions that leads a person to honestly state that he or she is content with their job (Aziri, 2011). Even while job satisfaction is influenced by numerous external circumstances, according to this approach, it remains something internal that has to do with how the person feels about his or her job. In other words, job satisfaction is a collection of characteristics that contribute to a sense of fulfillment.

In the absence of a quantitative measure, job satisfaction is described as a pleasant emotional response you experience while performing your job duties or while being present at work. Increasingly, leading firms are attempting to quantify this emotion, with job satisfaction surveys becoming standard practice in most workplaces (Mallick, 2020).

When considering job happiness, it's crucial to understand that it differs from employee to employee. The elements that make one employee feel good about their job may not be the same factors that make another employee feel good about their job in the same work under the same conditions.

For this reason, it is essential to have a multidimensional approach to employee satisfaction, covering the following areas:

- The challenging nature of work, pushing employees to new heights
- A level of convenience (short commutes, access to the right digital tools, and flexible hours)
- Regular appreciation by the immediate management and the organization as a whole
- Competitive pay, which employees maintain a good quality of life
- The promise of career progression is in sync with employees' growth targets (Mallick, 2020).

Employee Recognition

Employees not only desire money, but they also want to feel that their managers appreciate their efforts. Employee morale will improve as a result of this. Employees will be highly motivated if their efforts are acknowledged by their superiors (Saunderson, 2004). Recognizing an employee's efforts entails recognizing and caring about their accomplishments. It is critical for businesses to acknowledge and appreciate their staff (Hussain, et al. 2019). Other studies have found that it is preferable to recognize employees rather than to provide incentives to them (Deci & Ryan, 2000). Employee recognition programs include both monetary and non-monetary incentives, according to McAdams (1995). Employee recognition can take the form of writing their names in the corporate newsletter, letters of commendation, extra time off, and verbal appreciation, to name a few possibilities. This is a way of showing concern for and appreciating the staff. Non-monetary incentives are more motivating than monetary prizes in terms of increasing productivity (Hussain, et al. 2019). Employees are given the impression that they are appreciated in this manner.

Employees Job Achievement

In the context of science, achievement refers to the eventual completion of anything significant after considerable labor and often in the face of challenges and discouragement: a scientific achievement. The ability to generate a positive self-image is a set of building blocks that allows someone to feel like a success. The accomplishments that are most important to an individual come together to build a version of success that has meaning and substance for them. Achievements can serve as tangible evidence that colleagues, competitors, and the general public can use to determine if a person is more or less successful than they are (Harmania & Nessa, 2016). Building employees' achievement is an effective tool for increasing job satisfaction. It can be accomplished through the empowerment of employees or the provision of autonomy to work, which demonstrates the company's confidence in its employees, recognition or reward to recognize the efforts that the employees have made or internal promotion, as every employee is concerned about their career path and the opportunity for personal development within a company. All of these methods contribute to enhancing intrinsic motivation, which in turn increases overall satisfaction.

In most cases, achievement refers to anything that has been completed and demonstrates the effort that has been put out in it. Staff achievement has been defined as a positive outcome that occurs as a result of a member of staff completing a certain goal in a task or providing value to the firm such that his or her efforts will be recognized or a certain status will be established by the company and themselves (Harmania & Nessa, 2016). Investigating the Relationship Between Employee Achievement and Job Satisfaction in a Hong Kong Residential Clubhouse. Several criteria are listed below under the accomplishment aspect that has an impact on employee satisfaction levels and even attrition.

THEORETICAL FRAMEWORK

The human relations theory advocated by Elton Mayo serves as the theoretical framework within which this study is situated. This idea was developed as a result of a groundbreaking study conducted by a team of academics at the Harvard Business School led by Elton Mayo. This theory serves as the foundation for positive transformation in human relations, and it is being used all around the world to effect positive change (Orlu, 2020). Researchers were able to identify a relationship between physical working circumstances (such as temperature and humidity) and productivity through a series of tests done between the mid-1920s and early 1930s. The findings of the study indicated that workers' productivity levels increased significantly regardless of whether or not lighting conditions, work hours, or rest intervals were changed during the trial. It is believed that the increase in productivity is because employees worked harder as a result of the attention they were receiving from their employers, which included financial incentives and other forms of care. Using this experiment, it was demonstrated that an increase in worker productivity and efficiency was not only associated with increased compensation but was also associated with the contributions and participation of employees, as well as the obvious attention paid to them by their superiors and employers. The best in employees would be brought out in this situation if they were treated as critical tools for enhancing organizational productivity, with their individual needs satisfied and the maximum amount of attention they craved. This would bring out the best in them. The Hawthorne effect is the term used to describe this phenomenon in this context (which was given this name because of the electrical plant in which the experiment was carried out). As a result of the classical school of management's emphasis on efficiency, human relations practices in the production process, which were a defining feature throughout that period, were radically impacted by this philosophy. However, the behavioral era was distinguished by the application of psychological, sociological, and other human relations techniques to gain proper knowledge of the organizational environment, for example, through the use of group dynamics theory. A major emphasis is placed on the recognition of human capital as the lifeline of any organization in the human relations theory created by Elton Mayo (Orlu, 2020). This idea demonstrated that workers are a critical component of any organization's production process and that they should be involved in the decision-making process to facilitate organizational development and progress in any business. This was made possible, in part, by a statement from Elton Mayo, who demonstrated that seeking employee ideas and creating a pleasant working atmosphere made people feel comfortable and motivated. This has led to employers taking steps to ensure that a culture of mutual interaction is formed between themselves and their employees, allowing them to coexist peacefully at the workplace. This is accomplished by the implementation of appropriate policies, procedures, and processes. According to Elton Mayo's human relations theory, excellent performance in the civil service of Rivers State can be attained if civil servants are suitably recognized through non-economic factors such as recognition, job security, job satisfaction, and achievement. Public employees will be encouraged to devote their best efforts to the

development and implementation of policies that will result in more effective and efficient administration of the country's affairs as a result of these characteristics.

METHODOLOGY

The research design employed for this study was Correlational design. Correlational design measures the relationship between two variables without the researcher controlling either of them. The population of this study consisted of the entire civil servants in Rivers State Civil Service. The study adopted simple random sampling in selecting 400 civil servants for the study. The instrument for data collection was self-structured questionnaires titled; 'Non-economic Factors (NEF) and Employees' Performance Questionnaire (EPQ) in Civil Service in Rivers State which consisted of three sections; A, B & C. Section A provides demographic data of the respondents such as gender, class, name of school and address. Section B was used to generate the opinions of the respondents on "Non-economic Factors while section C contained items on Employees' Performance in Civil Service in Rivers State". A pilot study using the instrument was administered to 30 company workers in Rivers State. The reliability indices were obtained by using the Pearson Product Moment Correlation Coefficient. The study employed both PPMCC and regression in analysing the study's hypotheses at a 0.5 level of significance.

DATA PRESENTATION AND ANALYSIS

This heading dealt with the presentations and analysis of data based on the objectives of the study. Research hypotheses were presented concomitantly with the research questions to ascertain the level of relationship between the two variables in the study.

Research Question One: To what extent does job security relate with employees' performance in civil service in Rivers State?

HO₁: There is no significant relationship between job security and employees' performance in civil service in Rivers State.

Table 1: Summary of Pearson Product Moment Correlation and Regression on the Relationship between Job Security and Employees' Performance in Civil Service in Rivers State

A. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.834 ^a	.696	.352	1.51105

a. Predictors: (Constant), Job Security

B. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	455.327	1	455.327	199.418	.000 ^b
1	Residual	831.113	364	2.283		
	Total	1286.440	365			

a. Dependent Variable: Employees Performance in Civil Service in Rivers State

b. Predictors: (Constant), Job Security

C. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error				Beta	Lower Bound
1	(Constant)	48.670	1.103		44.126	.000	46.501	50.839
	Job Security	.944	.067	.834	-14.122	.000	-1.076	-.813

a. Dependent Variable: Employees Performance in Civil Service in Rivers State

Table A above showed the coefficient of relationship between job security and employees' performance in civil service in Rivers State is 0.834 while the R-squared value is 0.696 indicating that job security relates positively with employees' performance in Rivers State civil service. The table also showed that job security account for only 69.6% (0.696x100) relationship employees' performance in Rivers State civil service Meaning that the remaining 30.4% of employees' performance in civil service in Rivers State is explained by other variables not included in the model. The F-statistic on table B above shows that there is a significant relationship between job security and employees' performance

in Rivers State civil service, $F_{1, 364}=199.418$, $p<0.05$ (i.e significant value is less than 0.05). Therefore, null hypothesis one was rejected at 0.05 alpha level. The regression equation $y=48.670+0.944x$ in table C indicating that an increase in job security will lead to an increase in employees’ performance in civil service in Rivers State. Also, in Part C, the column label t under job security (14.122) confirmed the significance of F-statistics with $Sig<0.05$.

Research Question Two: To what extent does job recognition relates to employees’ performance in civil service in Rivers State?

HO₂: There is no significant relationship between job recognition and employees’ performance in civil service in Rivers State.

Table 2: Summary of Pearson Product Moment Correlation and Regression on the Relationship between Job Recognition and Employees’ Performance in Civil Service in Rivers State.

A. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903 ^a	.816	.815	.80681

a. Predictors: (Constant), Job Recognition

B. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	1049.499	1	1049.499	1612.288	.000 ^b
1	Residual	236.941	364	.651		
	Total	1286.440	365			

a. Dependent Variable: Employees Performance in Civil Service in Rivers State

b. Predictors: (Constant), Job Recognition

C. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error				Lower Bound	Upper Bound
	(Constant)	12.893	.506		25.489	.000	11.899	13.888
1	Job Recognition	1.264	.031	.903	40.153	.000	1.202	1.326

a. Dependent Variable: Employees Performance in Civil Service in Rivers State

Table A above showed the coefficient of relationship between job recognition and employees’ performance in Rivers State civil service is 0.903 while the R-squared value is 0.816 indicating that job recognition relates positively with employees’ performance in in Rivers State civil service The table also showed that job recognition account for only 81.6% (0.816x100) relationship employees’ performance in Rivers State civil service. Meaning that the remaining 18.4% of employees’ performance in civil service in Rivers State is explained by other variables not included in the model. The F-statistic on table B above shows that there is a significant relationship between job recognition and employees’ performance in Rivers State civil service, $F_{1, 364}=1612.288$, $p<0.05$ (i.e significant value is less than 0.05). Therefore, null hypothesis two was rejected at 0.05 alpha level. The regression equation $y=12.893+1.264x$ in table C indicating that an increase in job recognition will lead to an increase in employees’ performance in civil service in Rivers State. Also, in Part C, the column label t under in job recognition (40.153) confirmed the significance of F-statistics with $Sig<0.05$.

Research Question Three: To what extent does job satisfaction relates to employees’ performance in civil service in Rivers State?

HO₃: There is no significant relationship between job satisfaction and employees’ performance in in Rivers State.civil service

Table 3: Summary of Pearson Product Moment Correlation and Regression on the Relationship between Job Satisfaction and Employees’ Performance in Civil Service in Rivers State

A. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756 ^a	.572	.571	1.22987

a. Predictors: (Constant), Job Satisfaction

B. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	735.861	1	735.861	486.495	.000 ^b
1	Residual	550.578	364	1.513		
	Total	1286.440	365			

a. Dependent Variable: Employees Performance in Civil Service in Rivers State

b. Predictors: (Constant), Job Satisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error				Beta	Lower Bound
	(Constant)	5.513	1.254		4.397	.000	3.047	7.979
1	Job Satisfaction	1.613	.073	.756	22.057	.000	1.470	1.757

a. Dependent Variable: Employees Performance in Civil Service in Rivers State

Table A above showed the coefficient of relationship between job satisfaction and employees’ performance in civil service in Rivers State is 0.756 while the R-squared value is 0.572 indicating that job satisfaction relates positively with employees’ performance in civil service in Rivers State. The table also showed that job satisfaction account for only 57.2% (0.572x100) relationship employees’ performance in civil service in Rivers State. Meaning that the remaining 42.8% of employees’ performance in civil service in Rivers State is explained by other variables not included in the model. The F-statistic on table B above shows that there is a significant relationship between job satisfaction and employees’ performance in civil service in Rivers State F1, 364=486.495, p<0.05 (i.e significant value is less than 0.05). Therefore, null hypothesis three was rejected at 0.05 alpha level. The regression equation y=5.513+1.613x in table C indicating that an increase in job satisfaction will lead to an increase in employees’ performance in civil service in Rivers State. Also, in Part C, the column label t under in job satisfaction (22.057) confirmed the significance of F-statistics with Sig<0.05.

Research Question Four: To what extent does job achievement relates to employees’ performance in civil service in Rivers State?

HO₄: There is no significant relationship between job achievement and employees’ performance in civil service in Rivers State

Table 4: Summary of Pearson Product Moment Correlation and Regression on the Relationship between Job Achievement and Employees’ Performance in Civil Service in Rivers State

A. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903 ^a	.816	.815	.80681

a. Predictors: (Constant), Job Achievement

B. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	1049.499	1	1049.499	1612.288	.000 ^b
1	Residual	236.941	364	.651		
	Total	1286.440	365			

a. Dependent Variable: Employees Performance in Civil Service in Rivers State

b. Predictors: (Constant), Job Achievement

C. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error				Beta	Lower Bound
	(Constant)	12.893	.506		25.489	.000	11.899	13.888
1	Job Achievement	1.264	.031	.903	40.153	.000	1.202	1.326

a. Dependent Variable: Employees Performance in Civil Service in Rivers State

Table A above showed the coefficient of relationship between job achievement and employees’ performance in civil service in Rivers State is 0.903 while the R-squared value is 0.816 indicating that job achievement relates positively with employees’ performance in civil service in Rivers State. The table also showed that job achievement accounts for only 81.6% (0.816x100) relationship employees’ performance in civil service in Rivers State. Meaning that the remaining 18.4% of employees’ performance in civil service in Rivers State is explained by other variables not included in the model. The F-statistic on table B above shows that there is a significant relationship between job achievement and employees’ performance in civil service in Rivers State F1, 364=1612.288, p<0.05 (i.e significant value is less than 0.05). Therefore, null hypothesis four was rejected at 0.05 alpha level. The regression equation $y=12.893+1.264x$ in table C indicating that an increase in job achievement will lead to an increase in employees’ performance in civil service in Rivers State. Also, in Part C, the column label t under in job achievement (40.153) confirmed the significance of F-statistics with Sig<0.05.

DISCUSSION OF FINDINGS

The research hypothesis one revealed that there is a significant relationship between job security and employees’ performance in civil service in Rivers State F1, 364=199.418, p<0.05 (i.e significant value is less than 0.05). Therefore, null hypothesis one was rejected at 0.05 alpha level. The above findings correlated with the work of Cohen, (2005), and Gladden (2015) which emphasized a strong relationship between job security and employee productivity. The study correlates with Miller, Erickson, and Yust (2001) who found in their study that low job security decreases the performance of employees at the workplace. It also relates with Khan (2015) and Özyaman (2007) who examined and stated that the performance of employees decreases to the increased worrying of employees due to any stress at the workplace including job insecurity. They also found that if an employee perceives a job as secure and organization ensures job security; positive outcomes related to performance and commitment gains.

Research hypothesis two revealed that there is a significant relationship between job recognition and employees’ performance in civil service in Rivers State F1, 364=1612.288, p<0.05 (i.e significant value is less than 0.05). Therefore, null hypothesis two was rejected at 0.05 alpha level. The study is inconsonant with the work of Orajaka (2021) which showed that there is a strong positive relationship association between job satisfaction and employee recognition in public universities. As rightly stated by Nyakundi, et al. (2012) employee recognition aims to allow individuals to know and understand that their work is valued and appreciated, provides a sense of ownership and belongingness, improves morale, enhances loyalty, and increases employee retention rate in the organization.

Research hypothesis three revealed that there is a significant relationship between job satisfaction and employees' performance in civil service in Rivers State F1, $364=486.495$, $p<0.05$ (i.e significant value is less than 0.05). Therefore, null hypothesis three was rejected at 0.05 alpha level. The study relates with the study of Inuwa (2016) on Job Satisfaction and Employee Performance: An Empirical Approach which showed that there is a positive and significant relationship between job satisfaction on the performance of the non-academic staff of the University.

The study relates with Hidayat et al. (2019) on Achievement of Organizational Performance: The Role of Job Motivation, Job Satisfaction, and Job Productivity which showed that showed a positive relationship between job satisfaction and organizational performance and a positive relationship between job satisfaction and job productivity.

Finally, research hypothesis four revealed that there is a significant relationship between job achievement and employees' performance in civil service in Rivers State F1, $364=1612.288$, $p<0.05$ (i.e significant value is less than 0.05). Therefore, null hypothesis four was rejected at 0.05 alpha level. The present study is in collaboration with the study of Oravee (2018) which showed a positive relationship between Job achievement and employee performance in Nasarawa State Water Board, Lafia, Nigeria. The study also agrees with Igwe and Wosu (2020) which showed that motivational factors other than monetary benefit are measures in the effective functioning of the civil service. What this implies is that those factors aside from monetary benefit such as job security, job recognition, job satisfaction, and job achievement are determinant factors to having effective performance from the employees in the civil service.

CONCLUSION

The civil service and the public service have been the dependable agents for the formulation and implementation of policies for the State. There have been some setbacks for the service throughout the years especially in Rivers State. There have been instances of widespread purges, terminations, and redundancies. Even if there have been wage reviews and increases, and even though the workers' take-home compensation is relatively substantial now, it is still visible in the service. To raise the morale of the workforce, it is stated that several other elements are more significant than income. The study investigated how non-economic elements such as job security, job recognition, job happiness, and job achievement influence the performance of employees in the Rivers State Civil Service as a result of this. The following four objectives were formulated, and these were afterward converted into research questions and matching hypotheses to attain the desired results. Findings from the study revealed that there is a substantial positive association between employees' performance in the public service and their job security, job recognition, job satisfaction, and job achievement in Rivers State. For this reason, the civil service must provide appropriate resources for the non-economic aspects described above for employees to properly perform their jobs.

RECOMMENDATIONS

Based on the findings the following recommendations were made:

- 1) The employee's job security should be guaranteed. This will remove the sense of fear of the possibility of being removed or sacked from their job. The result when workers feel secured is high productivity.
- 2) Employees should be properly recognized in the working places by their employers. The sense of recognition serves as a motivational factor for employees to put their best into the production process. Recognition given to employees especially in decision making reduces the negative syndrome of 'not man father job' thereby increasing the organizational productivity.
- 3) A conducive environment should be created for civil servants in Rivers State. This will enhance their job satisfaction thereby decreasing the likelihood of leaving their job.
- 4) Government and stakeholders should formulate robust policies such as salary increments to enable the civil servants to care for their essential needs such as food, shelter etc. This enhances civil servants' job achievement.

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