International Journal of Academic Management Science Research (IJAMSR)
ISSN: 2643-900X
Vol. 10 Issue 8 August - 2026, Pages: 34-43

Effects Of Non-Monetary Incentives On Employee Performance: Evidence From The Federal Airports Authority Of Nigeria

[1]Hadiza Bappah, & [2]Dr. Amanawa David Ebiegberi

[1]Ph.D. Candidate, ANAN University Business School, Kwall, Plateau State, Nigeria.

hadiza.babsedu@gmail.com
[2]Senior Lecturer, ANAN University Business School, Kwall, Plateau State, Nigeria.
david.amanawa@iaue.edu.ng

Abstract: *Employee performance is fundamental to organizational effectiveness, particularly in public sector institutions where financial constraints often limit the use of monetary rewards. Consequently, non-monetary incentives have become increasingly important in motivating employees and enhancing organizational productivity. This study examined the effects of recognition, work-life balance, and career development opportunities on employee performance in the Federal Airports Authority of Nigeria (FAAN). A quantitative cross-sectional survey design was adopted, and data were collected from 195 employees using a structured questionnaire. A total of 172 valid questionnaires were analysed using descriptive statistics and multiple regression analysis in SPSS. The findings revealed that recognition, work-life balance, and career development opportunities all exert positive and statistically significant effects on employee performance. Recognition emerged as the strongest predictor, followed by career development opportunities and work-life balance. The regression model explained 68.5% of the variation in employee performance, indicating that non-monetary incentives are important determinants of employee productivity within FAAN. The study concludes that organizations can significantly improve employee commitment, motivation, and performance by strengthening non-financial reward systems. It recommends the institutionalization of transparent recognition programmes, continuous career development initiatives, and employee-friendly work-life balance policies to improve organizational effectiveness in Nigeria's public sector.*

Keywords: Non-monetary incentives, recognition, work-life balance, career development opportunities, employee performance, Federal Airports Authority of Nigeria.

INTRODUCTION

Employee performance remains a critical determinant of organizational effectiveness and sustainable service delivery. In both private and public organizations, employees' knowledge, skills, and commitment influence productivity, innovation, and the achievement of organizational objectives (Aguinis, 2019). Consequently, organizations continue to seek effective human resource management practices that enhance employee motivation and improve performance.

Traditionally, organizations have relied on monetary rewards, including salaries, bonuses, and allowances, to motivate employees. However, evidence suggests that financial rewards alone are insufficient to sustain long-term employee commitment and productivity. Contemporary human resource management increasingly emphasizes the role of non-monetary incentives, such as employee recognition, work-life balance, and career development opportunities, in satisfying employees' intrinsic needs and promoting superior performance (Armstrong & Taylor, 2023; Deci & Ryan, 2000). These incentives strengthen employees' sense of value, competence, and organizational belonging, thereby encouraging greater commitment and discretionary effort.

Recognition is widely acknowledged as an effective intrinsic motivator because employees who receive appreciation for their contributions are more likely to demonstrate higher levels of commitment and job performance (Herzberg et al., 1959; Long & Shields, 2010). Similarly, work-life balance initiatives enhance employee well-being by enabling employees to effectively manage professional and personal responsibilities, thereby reducing stress and improving productivity (Greenhaus & Allen, 2011). Career development opportunities, including training, mentoring, and promotion, also improve employee competence and motivation by providing opportunities for professional growth and advancement (Becker, 1964).

These non-monetary incentives are particularly important in public sector organizations, where financial rewards are often constrained by government regulations and budgetary limitations. In such settings, strategic human resource practices that promote recognition, employee development, and supportive work environments provide practical mechanisms for improving employee performance without substantially increasing personnel costs.

The Federal Airports Authority of Nigeria (FAAN) is responsible for the management and development of Nigeria's airport infrastructure and the delivery of safe, efficient, and customer-focused aviation services. Achieving these responsibilities depends largely on a competent, motivated, and productive workforce. However, like many public sector organizations, FAAN faces challenges relating to employee motivation, organizational commitment, and career progression, which may affect service delivery and operational efficiency.

In public sector organisations, where employee competence, dedication, and motivation play a major role in determining service quality, employee performance is a critical factor in determining organisational effectiveness. Many government organisations in Nigeria still face issues like low employee morale, decreased productivity, limited career advancement, inadequate recognition systems, and poor work-life balance despite ongoing changes in the country's public sector. These difficulties could have a negative impact on workers' motivation and capacity to meet company goals (Amanawa, 2022).

The Federal Airports Authority of Nigeria (FAAN), as the agency responsible for managing Nigeria's airports, depends on a motivated workforce to ensure efficient airport operations, passenger safety, security, and quality service delivery. However, anecdotal evidence and previous studies suggest that public sector organizations often emphasize monetary rewards while giving relatively limited attention to non-monetary incentives that promote intrinsic motivation and long-term employee commitment. Inadequate recognition, limited opportunities for career development, and insufficient work-life balance initiatives may therefore contribute to reduced employee performance.

Although numerous studies have examined employee motivation in sectors such as banking, education, healthcare, and manufacturing, empirical evidence on the effects of non-monetary incentives within Nigeria's public aviation sector remains limited. Furthermore, previous studies like (Akinyele, 2007; Eze & Nwachukwu, 2014; Nwiyii, Amanawa & Alobari, 2022; Nyone, Amanawa & Nwiyii, 2023) have largely examined recognition, work-life balance, and career development independently, with few investigating their combined influence on employee performance within a single analytical framework. This study addresses these gaps by examining the effects of recognition, work-life balance, and career development opportunities on employee performance in the Federal Airports Authority of Nigeria.

OBJECTIVES OF THE STUDY

The primary objective of this study is to empirically examine the effect of non-monetary incentives on employee performance in the Federal Airports Authority of Nigeria (FAAN). Specifically, the study aims to:

1. Determine the impact of employee recognition on employee performance within FAAN.
2. Assess the influence of work-life balance on employee performance in FAAN.
3. Evaluate the effect of career development opportunities on employee performance among FAAN employees.

By exploring these dimensions, the study seeks to provide evidence-based insights to inform the development of effective human resource management strategies aimed at enhancing employee productivity and organizational effectiveness in Nigeria’s public aviation sector.

To guide this investigation, the study addresses the following research questions:

1. What is the effect of employee recognition on employee performance in FAAN?
2. How does work-life balance influence employee performance in FAAN?
3. What is the impact of career development opportunities on employee performance among FAAN employees?

RESEARCH HYPOTHESES

H_{01}: Employee recognition has no significant effect on employee performance in the Federal Airports Authority of Nigeria.

H_{02}: Work-life balance has no significant effect on employee performance in the Federal Airports Authority of Nigeria.

H_{03}: Career development opportunities have no significant effect on employee performance in the Federal Airports Authority of Nigeria.

Note: These hypotheses will be tested using multiple regression analysis at a 5% level of significance to determine the impact of each non-monetary incentive on employee performance within the organization.

This study is expected to contribute to both theory and practice. The findings will provide empirical evidence on the role of non-monetary incentives in improving employee performance within Nigeria's public sector, thereby enriching the literature on strategic human resource management. The study also extends the application of Herzberg's Two-Factor Theory, Self-Determination Theory, and Social Exchange Theory in explaining employee behaviour in the public aviation sector.

Practically, the findings will assist the management of the Federal Airports Authority of Nigeria in designing effective human resource policies that emphasize employee recognition, career development, and work-life balance as strategies for improving employee motivation and organizational performance. Policymakers and public sector administrators may also find the study useful in developing evidence-based employee motivation programmes that enhance service delivery. Furthermore, the study will serve as a useful reference for researchers and students interested in employee motivation, human resource management, and organizational performance.

This study examined the effects of non-monetary incentives on employee performance in the Federal Airports Authority of Nigeria. Specifically, the study focused on three dimensions of non-monetary incentives: recognition, work-life balance, and career development opportunities. Employee performance served as the dependent variable. The study was restricted to employees of the Federal Airports Authority of Nigeria and utilized data collected through a structured questionnaire administered to selected respondents. The analysis was based on 172 valid responses and employed descriptive statistics and multiple regression analysis to test the formulated hypotheses.

LITERATURE REVIEW

Non-monetary incentives are non-financial rewards provided by organizations to motivate employees and improve their commitment, job satisfaction, and performance. Unlike monetary rewards, these incentives focus on meeting employees' psychological, social, and professional needs through practices such as recognition, career development, work-life balance, employee empowerment, and opportunities for growth (Armstrong & Taylor, 2023). In contemporary human resource management, non-monetary incentives are increasingly viewed as sustainable strategies for enhancing employee motivation, particularly in public sector organizations where financial rewards are often constrained.

Recognition is one of the most important forms of non-monetary incentive because it acknowledges employees' efforts and accomplishments without direct financial compensation. Recognition may take the form of verbal appreciation, commendation letters, awards, or public acknowledgement of outstanding performance. Herzberg et al. (1959) argue that recognition is a key intrinsic motivator that promotes job satisfaction and encourages employees to maintain high levels of performance. Organizations that institutionalize fair and transparent recognition systems are therefore more likely to improve employee commitment and productivity.

Work-life balance refers to employees' ability to effectively manage work responsibilities alongside personal and family obligations. Organizations promote work-life balance through flexible work arrangements, leave policies, employee wellness programmes, and supportive work environments. According to Greenhaus and Allen (2011), effective work-life balance reduces work-related stress, enhances psychological well-being, and improves employee productivity. Employees who experience organizational support for their well-being are generally more motivated and committed to achieving organizational objectives.

Career development opportunities encompass organizational initiatives aimed at enhancing employees' knowledge, skills, and career progression through training, mentoring, coaching, professional development, and promotion. Becker's (1964) Human Capital Theory suggests that investment in employee development improves organizational productivity by strengthening employees' competencies. Consequently, organizations that provide continuous learning and advancement opportunities are more likely to retain skilled employees and improve overall performance.

Employee performance refers to the extent to which employees effectively accomplish assigned tasks and contribute to organizational goals. It is commonly reflected in productivity, quality of work, efficiency, service delivery, and organizational commitment (Aguinis, 2019). In this study, employee performance is examined as the outcome of strategic non-monetary incentive practices, with recognition, work-life balance, and career development opportunities serving as the principal explanatory variables.

THEORETICAL REVIEW

This study is anchored on Herzberg's Two-Factor Theory and Social Exchange Theory. These theories provide a suitable framework for explaining how non-monetary incentives influence employee performance by enhancing employees' motivation, commitment, and willingness to contribute to organizational goals.

Herzberg's Two-Factor Theory was developed by Herzberg, Mausner, and Snyderman (1959). The theory distinguishes between hygiene factors, which prevent employee dissatisfaction, and motivating factors, which enhance job satisfaction and improve performance. While hygiene factors include salary, working conditions, and organizational policies, motivating factors comprise recognition, achievement, responsibility, advancement, and opportunities for personal growth. The theory argues that employees are motivated primarily by intrinsic factors rather than financial rewards alone. Recognition and career development opportunities are regarded as important motivators because they satisfy employees' higher-order psychological needs and encourage greater commitment and productivity. In the context of the present study, Herzberg's theory suggests that employees of the Federal Airports Authority of Nigeria are more likely to improve their performance when they receive recognition for outstanding contributions and are provided with opportunities for professional growth and career advancement. Despite its wide acceptance, Herzberg's theory has been criticized for placing limited emphasis on individual differences in motivation and for assuming that the same motivational factors apply equally to all employees. Nevertheless, it remains one of the most influential theories in human resource management and provides an appropriate theoretical foundation for understanding the role of non-monetary incentives in improving employee performance.

Social Exchange Theory was introduced by Blau (1964) and explains workplace behaviour as a reciprocal exchange between employees and their organizations. The theory posits that when employees perceive that an organization values their contributions and demonstrates concern for their well-being, they are more likely to reciprocate through positive work attitudes and behaviours, including higher commitment, loyalty, and performance. Within organizations, recognition, supportive work-life balance policies, and career development opportunities represent forms of organizational support that strengthen employees' perceptions of fairness and appreciation. Employees who experience such support are more likely to respond by increasing their effort and commitment toward achieving organizational objectives. The theory is particularly relevant to this study because it explains why non-monetary incentives can improve employee performance even in situations where financial rewards are limited. Employees tend to reciprocate favourable organizational treatment by demonstrating improved productivity and stronger organizational commitment.

This study is principally anchored on Herzberg's Two-Factor Theory because it directly explains how intrinsic motivational factors, particularly recognition and opportunities for advancement, influence employee performance. Social Exchange Theory complements Herzberg's perspective by explaining the reciprocal relationship between organizational support and employee behaviour. Together, the two theories provide a comprehensive framework for understanding how recognition, work-life balance, and career development opportunities influence employee performance in the Federal Airports Authority of Nigeria.

EMPIRICAL REVIEW

Empirical evidence indicates that non-monetary incentives are important determinants of employee performance across different organizational settings. Long and Shields (2010) found that employee recognition programmes significantly improved employee commitment and job performance in Canadian organizations. Similarly, Aktar et al. (2012) reported that both financial and non-financial rewards positively influenced employee performance, although recognition had a stronger effect on employee motivation than expected.

In the African context, Kwenin et al. (2013) observed that employee recognition and supportive human resource practices significantly enhanced employee retention and productivity among employees in Kenya. Likewise, Ibrahim and Brobbey (2015) found that non-financial motivational practices positively influenced employee performance in Ghana's public sector, emphasizing the importance of organizational support beyond monetary compensation.

Within Nigeria, studies have equally demonstrated the relevance of non-monetary incentives in improving organizational outcomes. Oladipo and Abdulkadir (2019) reported that employee recognition significantly improved job performance and organizational commitment among employees in selected public institutions. Similarly, Akinwale and George (2020) found that career development opportunities positively influenced employee productivity by improving employees' competencies and motivation. Recent studies have also emphasized that organizations promoting employee well-being through work-life balance policies experience higher employee engagement, lower turnover intentions, and improved organizational performance (Saks, 2022; Armstrong & Taylor, 2023).

Although previous empirical studies have established that non-monetary incentives influence employee performance, important gaps remain in the existing literature. Most studies have concentrated on sectors such as banking, education, manufacturing, and healthcare, with limited attention given to Nigeria's public aviation sector. In addition, previous research has often examined recognition, work-life balance, and career development opportunities independently, with relatively few studies integrating these variables within a single analytical model.

This study contributes to the literature by simultaneously examining the effects of recognition, work-life balance, and career development opportunities on employee performance in the Federal Airports Authority of Nigeria. By focusing on a strategic public sector institution, the study extends existing knowledge on strategic human resource management and provides context-specific evidence to support policy formulation and organizational decision-making in Nigeria.

RESEARCH METHODOLOGY

This study adopted a quantitative research approach using a cross-sectional survey design to examine the effects of non-monetary incentives on employee performance in the Federal Airports Authority of Nigeria (FAAN). The survey design was considered appropriate because it enabled the collection of primary data from employees at a single point in time and facilitated the examination of the relationships among the study variables.

The target population comprised 381 employees of the Federal Airports Authority of Nigeria. The sample size of 195 respondents was determined using the Yamane (1967) as represented in equation 2, sample size determination formula with a 5% margin of error as in equation 1. A simple random sampling technique was employed to ensure that every employee had an equal probability of being selected, thereby minimizing sampling bias and enhancing the representativeness of the sample.

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

where:

n = Sample size

N = Population (381)

e = Margin of error (0.05)

Substituting the values:

$$n = \frac{381}{1+381(0.05)^2} = 195 \quad (2)$$

Primary data were collected using a structured questionnaire developed from established scales in the literature. The questionnaire consisted of two sections. Section A elicited respondents' demographic information, while Section B contained items measuring the study variables using a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The independent variables comprised recognition, work-life balance, and career development opportunities, whereas employee performance served as the dependent variable.

The validity of the instrument was established through expert review to ensure that the questionnaire adequately measured the constructs under investigation. Reliability was assessed using Cronbach's alpha coefficient. The reliability coefficients obtained were 0.929 for recognition, 0.731 for work-life balance, 0.664 for career development opportunities, and 0.706 for employee performance, indicating acceptable levels of internal consistency for the measurement scales (Hair et al., 2019).

A total of 195 questionnaires were administered, out of which 172 valid questionnaires were retrieved and used for analysis, representing a response rate of 88.2%. The data were coded and analysed using the Statistical Package for the Social Sciences (SPSS), Version 27. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize respondents' characteristics and the study variables. Multiple linear regression analysis was employed to examine the effects of recognition, work-life balance, and career development opportunities on employee performance. Prior to estimating the regression model, diagnostic tests, including assessments of normality and multicollinearity, were conducted to verify that the assumptions underlying multiple regression analysis were satisfied.

The functional relationship among the variables is expressed as:

$$EP = f(REC, WLB, CDO) \qquad (3)$$

The empirical model estimated in the study is specified as:

$$EP = \beta_0\beta_1 REC + \beta_2 WLB + \beta_3 CDO + \varepsilon \qquad (4)$$

where:

EP = Employee Performance

REC = Recognition

WLB = Work-Life Balance

CDO = Career Development Opportunities

β_0 = Constant term

β_1–β_3 = Regression coefficients

ε = Error term

The hypotheses were tested at the 5% level of significance. The decision rule was to reject the null hypothesis where the probability value (p-value) was less than 0.05 and fail to reject the null hypothesis where the p-value exceeded 0.05.

RESULTS AND DISCUSSION

A total of 195 questionnaires were distributed to employees of the Federal Airports Authority of Nigeria (FAAN), of which 172 were properly completed and returned, representing a response rate of 88.2%. This response rate was considered adequate for statistical analysis and provides a reliable basis for drawing conclusions about the study population.

The respondents comprised employees occupying different administrative and operational positions within FAAN. Their responses provided valuable insights into the influence of recognition, work-life balance, and career development opportunities on employee performance.

Table 4.1 Descriptive Statistics of the Study Variables

Variable	Mean	Standard Deviation
Recognition	4.18	0.67
Work-Life Balance	3.86	0.71
Career Development Opportunities	3.94	0.73
Employee Performance	4.09	0.64

Source: Field Survey (2025).

The descriptive statistics indicate that respondents generally expressed favourable perceptions regarding the implementation of non-monetary incentive practices in FAAN. Recognition recorded the highest mean score (4.18), suggesting that employees generally perceived recognition as an important motivational practice. Employee performance also recorded a relatively high mean score (4.09), indicating that respondents viewed themselves as performing effectively in their respective roles.

Prior to estimating the regression model, diagnostic tests were conducted to verify that the assumptions of multiple regression analysis were satisfied. The normality test revealed that the skewness and kurtosis values for all variables fell within the acceptable thresholds recommended in the literature, indicating that the data were approximately normally distributed. Similarly, multicollinearity diagnostics indicated that the independent variables were sufficiently independent of one another, thereby confirming the suitability of the data for regression analysis.

The study employed multiple linear regression analysis to examine the effects of recognition, work-life balance, and career development opportunities on employee performance.

Table 4.2 Regression Results

Variable	Coefficient (β)	t-value	p-value
Constant	0.842	4.617	0.000
Recognition	0.576	15.035	0.000
Work-Life Balance	0.120	4.029	0.000
Career Development Opportunities	0.256	5.535	0.000

Model Summary

Statistic	Value
R	0.778
R^2	0.685

Adjusted R²	0.683
F-statistic	259.827
Probability (F-statistic)	0.000

Source: SPSS Output (2025).

The regression results demonstrate that the model is statistically significant F = 259.827 and $p < 0.001$, indicating that recognition, work-life balance, and career development opportunities jointly explain employee performance in the Federal Airports Authority of Nigeria. The coefficient of determination $R^2 = 0.685$ indicates that approximately 68.5% of the variation in employee performance is explained by the independent variables included in the model, while the remaining 31.5% is attributable to factors outside the scope of this study.

Among the explanatory variables, recognition recorded the largest standardized coefficient of 0.576 and a p-value of 0.001, indicating that it exerts the strongest positive influence on employee performance. Career development opportunities also had a positive and statistically significant effect of 0.256 and a p-value of 0.001, suggesting that employees who perceive greater opportunities for training, promotion, and professional growth are more likely to demonstrate improved performance. Similarly, work-life balance positively influenced employee performance with a coefficient of 0.120 and p-value of 0.001, implying that organizational support for employees' personal and family responsibilities contributes to higher productivity and commitment.

The findings demonstrate that non-monetary incentives are significant determinants of employee performance in the Federal Airports Authority of Nigeria. Recognition emerged as the strongest predictor of employee performance, indicating that employees who receive timely appreciation and acknowledgement for their contributions are more motivated to achieve higher levels of productivity. This finding supports Herzberg's Two-Factor Theory, which identifies recognition as an intrinsic motivator that enhances job satisfaction and performance (Herzberg et al., 1959). It also corroborates the findings of Long and Shields (2010), who reported that recognition programmes improve employee commitment and organizational performance.

The positive effect of work-life balance on employee performance suggests that employees perform more effectively when organizations provide supportive policies that enable them to balance work and personal responsibilities. This finding is consistent with Social Exchange Theory (Blau, 1964), which argues that employees reciprocate organizational support with greater commitment and improved work performance. The result also aligns with Greenhaus and Allen (2011), who found that work-life balance initiatives reduce stress and improve employee well-being and productivity.

The study further established that career development opportunities significantly enhance employee performance. Employees who perceive opportunities for training, mentoring, and promotion are more likely to remain committed to organizational objectives and improve their job performance. This finding supports Human Capital Theory (Becker, 1964), which emphasizes that investment in employee knowledge and skills increases organizational productivity. It is also consistent with Akinwale and George (2020), who reported that career development positively influences employee motivation and organizational effectiveness.

Overall, the findings underscore the strategic importance of non-monetary incentives in improving employee performance within public sector organizations. The evidence suggests that organizations do not necessarily need to rely solely on financial rewards to motivate employees. Rather, well-designed recognition systems, employee-centred work-life balance policies, and structured career development programmes can substantially improve employee commitment, productivity, and organizational effectiveness.

SUMMARY, CONCLUSION AND POLICY RECOMMENDATIONS

This study examined the effects of non-monetary incentives on employee performance in the Federal Airports Authority of Nigeria (FAAN), focusing on recognition, work-life balance, and career development opportunities. Using a cross-sectional survey design, data were collected from 172 employees and analysed using descriptive statistics and multiple linear regression analysis.

The empirical findings revealed that all three dimensions of non-monetary incentives positively and significantly influenced employee performance. Recognition emerged as the strongest predictor of employee performance, indicating that employees perform better when their efforts are acknowledged and appreciated. Career development opportunities also exerted a significant positive effect, suggesting that investment in employees' professional growth enhances competence, commitment, and productivity. Similarly, work-life balance was found to significantly improve employee performance by promoting employees' well-being and reducing work-related stress. Overall, the regression model explained a substantial proportion of the variation in employee performance, highlighting the strategic importance of non-monetary incentives in improving organizational effectiveness.

The study concludes that non-monetary incentives are essential drivers of employee performance in the Federal Airports Authority of Nigeria. The findings demonstrate that employee recognition, supportive work-life balance policies, and career development opportunities significantly enhance employees' motivation, commitment, and productivity. Among these factors, recognition was found to have the greatest influence on employee performance, underscoring the importance of cultivating a workplace culture where employees' contributions are consistently valued and appreciated.

The study further concludes that organizations do not need to rely exclusively on financial rewards to achieve higher employee performance. Well-designed non-monetary incentive systems can complement monetary compensation by satisfying employees' intrinsic motivational needs and strengthening organizational commitment. For public sector organizations operating under fiscal constraints, investment in strategic human resource practices that emphasize employee recognition, development, and well-being provides a practical and sustainable approach to improving service delivery and organizational performance.

RECOMMENDATIONS

Based on the findings of the study, the following policy recommendations are proposed:

i. FAAN should establish transparent, merit-based recognition systems that regularly acknowledge outstanding employee performance through awards, commendation letters, certificates of excellence, and public appreciation.

ii. Management should expand training opportunities, mentoring programmes, leadership development initiatives, and transparent promotion systems to enhance employees' professional competence and career progression.

iii. FAAN should strengthen employee-friendly policies, including flexible work arrangements where operationally feasible, wellness programmes, effective leave administration, and supportive supervisory practices.

iv. Recognition, career development, and employee well-being should be embedded within the organization's performance management and employee engagement framework to ensure sustainability and consistency.

v. Management should conduct regular employee perception surveys to evaluate the effectiveness of non-monetary incentive programmes and identify areas requiring policy improvement.

LIMITATIONS OF THE STUDY

Although this study provides valuable insights into the relationship between non-monetary incentives and employee performance, certain limitations should be acknowledged. First, the study adopted a cross-sectional design, which captured respondents' perceptions at a single point in time and therefore limits causal inference. Second, the study focused exclusively on employees of the Federal Airports Authority of Nigeria, which may limit the generalizability of the findings to other public institutions or private organizations. Third, the study relied on self-reported questionnaire data, which may be subject to response bias despite the measures taken to ensure anonymity and confidentiality.

FUTURE STUDIES

Future studies should employ longitudinal research designs to examine how non-monetary incentives influence employee performance over time. Comparative studies involving multiple public sector organizations and private institutions would also improve the generalizability of findings. Furthermore, future researchers should consider incorporating additional variables, such as organizational culture, transformational leadership, employee engagement, psychological empowerment, and organizational justice, to develop a more comprehensive understanding of the determinants of employee performance.

This study contributes to the growing body of knowledge on strategic human resource management by providing empirical evidence on the influence of non-monetary incentives on employee performance within Nigeria's public aviation sector. Unlike many previous studies that examined individual dimensions of non-monetary incentives in isolation, this study simultaneously investigated the effects of recognition, work-life balance, and career development opportunities within a unified analytical framework. The findings demonstrate that recognition is the most influential non-monetary incentive affecting employee performance in FAAN, thereby extending the application of Herzberg's Two-Factor Theory and Social Exchange Theory to the Nigerian public aviation context.

The study also provides evidence-based policy recommendations that can guide managers and policymakers in designing sustainable human resource strategies aimed at improving employee motivation, productivity, and public service delivery.

REFERENCES

Aguinis, H. (2019). *Performance management* (4th ed.). Chicago Business Press.

Akinwale, O. E., & George, O. J. (2020). Career development practices and employee performance in selected public institutions in Nigeria. *International Journal of Human Resource Studies, 10*(3), 45–61.

Akinyele, S. T. (2007). Motivational factors influencing employee performance in Nigerian public sector. *Journal of Business and Management, 5*(2), 55–63.

Aktar, S., Sachu, M. K., & Ali, M. E. (2012). The impact of rewards on employee performance in commercial banks of Bangladesh: An empirical study. *IOSR Journal of Business and Management, 6*(2), 9–15.

Armstrong, M. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.

Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice* (16th ed.). Kogan Page.

Becker, G. S. (1964). *Human capital: A theoretical and empirical analysis, with special reference to education*. University of Chicago Press.

Blau, P. M. (1964). *Exchange and power in social life*. John Wiley & Sons.

Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (Vol. 1, pp. 687–732). Consulting Psychologists Press.

Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management, 31*(6), 874–900.

Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behaviour. *Psychological Inquiry, 11*(4), 227–268.

Eze, S. C., & Nwachukwu, C. (2014). Motivational strategies and employee performance in Nigerian public sector. *International Journal of Business and Management Review, 2*(3), 45–57.

Greenhaus, J. H., & Allen, T. D. (2011). Work–family balance: A review and extension of the literature. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (2nd ed., pp. 165–183). American Psychological Association.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Cengage Learning.

Herzberg, F. (1966). *Work and the nature of man*. World Publishing.

Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The motivation to work* (2nd ed.). John Wiley & Sons.

Ibrahim, M., & Brobbey, V. A. (2015). Impact of motivation on employee performance: The case of selected public sector organizations in Ghana. *International Journal of Managerial Studies and Research, 3*(9), 121–130.

Judge, T. A., & Robbins, S. P. (2023). *Organizational behavior* (19th ed.). Pearson.

Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., De Vet, H. C. W., & Van der Beek, A. J. (2014). Measuring individual work performance: Identifying and selecting indicators. *Work, 48*(2), 229–238.

Kwenin, D. O., Muathe, S., & Nzulwa, R. (2013). The influence of employee rewards, human resource policies and job satisfaction on employee retention. *European Journal of Business and Management, 5*(12), 13–20.

Long, R. J., & Shields, J. L. (2010). From pay to praise? Non-cash employee recognition in Canadian and Australian firms. *The International Journal of Human Resource Management, 21*(8), 1145–1172.

Luthans, F. (2011). *Organizational behavior* (12th ed.). McGraw-Hill.

Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. (2021). *Human resource management* (16th ed.). Cengage Learning.

Noe, R. A. (2020). *Employee training and development* (8th ed.). McGraw-Hill.

Nwiyii, B. J., Amanawa, D. E., & Alobari, G. E. (2022). An assessment of organizational politics and employee performance in Rivers State table water manufacturing firms. *International Journal of Academic and Applied Research, 6*(11), 42–52.

Nwiyii, B. J., Amanawa, D. E., & Nyone, U. M. (2022a). Employee loyalty and organizational resilience of commercial banks in Rivers State, Nigeria. *International Journal of Academic Accounting, Finance & Management Research*, *6*(10), 175–183.

Nwiyii, B. J., Amanawa, D. E., & Nyone, U. M. (2022b). The management effectiveness of airline operators in South-South Nigeria, and digital communication decency. *International Journal of Academic Pedagogical Research, 6*(9), 106–115.

Nwiyii, B. J., Amanawa, D. E., & Nyone, U. M. (2023). The labyrinthine relationship between emotional labour and employee performance: A case study of Rivers State money deposit banks. *International Journal of Academic Multidisciplinary Research, 7*(1), 260–268.

Nyone, U. M., Amanawa, D. E., & Nwiyii, B. J. (2023a). A review of the significance of social information and employee productivity amongst commercial banks in Rivers State. *International Journal of Academic Multidisciplinary Research, 7*(1), 329–388.

Nyone, U. M., Amanawa, D. E., & Nwiyii, B. J. (2023b). Workplace equity and employee productivity in water bottling firms in Port-Harcourt. *International Journal of Academic Management Science Research, 7*(1), 261–272.
Oladipo, J. A., & Abdulkadir, D. S. (2019). Employee recognition and job performance in selected public organizations in Nigeria. *Nigerian Journal of Management Sciences, 7*(1), 112–124.
Robbins, S. P., & Judge, T. A. (2022). *Essentials of organizational behavior* (15th ed.). Pearson.
Saks, A. M. (2022). Caring human resources management and employee engagement. *Human Resource Management Review, 32*(3), Article 100835.
Saunders, M., Lewis, P., & Thornhill, A. (2023). *Research methods for business students* (9th ed.). Pearson.
Sekaran, U., & Bougie, R. (2021). *Research methods for business: A skill-building approach* (9th ed.). Wiley.
Shields, J. (2022). *Managing employee performance and reward* (3rd ed.). Cambridge University Press.
Yamane, T. (1967). *Statistics: An introductory analysis* (2nd ed.). Harper & Row.
Yukl, G. (2020). *Leadership in organizations* (9th ed.). Pearson.
Zhou, Y., & George, J. M. (2021). Linking employee development practices to work performance: A review and future research agenda. *Human Resource Development Review, 20*(4), 445–470.