



Relationship Between Organisational Support, Organisational Reward and Academic Staff Performance in the University of Maiduguri, Nigeria

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ABSTRACT

Organisational support and organisational rewards, as integral components of the Employee Value Proposition, have been widely acknowledged as critical drivers of organisational success, particularly in enhancing employee performance. Despite this recognition, existing literature reveals several notable gaps. Firstly, there is a paucity of empirical studies that examine the combined effect of organisational support and organisational rewards on academic staff performance in Nigerian public universities. Secondly, the University of Maiduguri has received limited attention in the literature. Thirdly, prior studies have predominantly focused on private-sector organisations or non-academic settings, thereby limiting the generalisability of their findings to academic institutions. These gaps underscore the need for a more nuanced and contextually grounded investigation. Therefore, the main purpose of this study is to examine the influence of organisational support and organisational rewards on academic staff performance at the University of Maiduguri. The study specifically addresses the identified gaps by providing empirical evidence from a public university setting in Nigeria. To achieve this objective, the study adopted a survey research design. Questionnaires were personally administered to a total of 387 academic staff at the University of Maiduguri, out of which 330 were duly completed, returned, and deemed suitable for analysis. The collected data were analysed using regression analysis in SPSS version 25. The findings revealed positive, statistically significant relationships among organisational support, organisational rewards, and academic staff performance. This suggests that both organisational support and reward systems play a crucial role in enhancing academic staff performance within the institution. Based on these findings, the study concludes that effective organisational support mechanisms and well-structured reward systems are essential for improving academic staff performance. Consequently, it is recommended that the University of Maiduguri's management develop and implement robust strategies to strengthen organisational support and reward practices. Furthermore, policymakers and relevant stakeholders in the higher education sector should prioritise these factors as strategic tools to attract, motivate, and retain highly skilled academic staff, thereby improving institutional performance.

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1. INTRODUCTION

Employees are a crucial asset in an organisation, significantly influencing both individual performance and the organisation's overall functioning. Employee performance is characterised by their success in executing their assigned duties and responsibilities. Employee performance can be defined as the quality and quantity of input, work attitude, and behaviour

that employees contribute to the organisation's success. Employee performance is based on the extent of work and behaviour demonstrated during a specific period to complete assigned duties and obligations (Kloutsiniotis & Mihail, 2020). Employee performance is a means of improving accountability and decision-making (Schleu & Hüffmeier, 2021). According to Kurniawan et al. (2019), employee performance is defined as

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an individual's overall success in executing tasks over a specific period. This success is measured against various factors, including work standards, goals, predetermined targets, and mutually agreed-upon criteria. According to Mandhi et al. (2020), employee performance is the true demonstration of an individual's capabilities, expressed through the work they produce in accordance with their position in an organisation. This performance is essential in shaping the overall success of an organisation.

Employee performance is a significant factor in the organisation's continuity in achieving its goals. It is important to achieve high employee performance to achieve organisational goals and objectives (Mello & Thabayapelo, 2021). High employee performance fosters a positive work environment by encouraging low-performing employees to do their best, which in turn leads to higher overall performance. It establishes team trends: when employees are not performing well, it negatively affects productivity and ultimately leads to low productivity in the organisation; when employees are performing well, performance increases (Leonard, 2019). The global work environment is constantly changing, and organisations have recognised that human resources is a vital means to achieving organisational goals and objectives. Organisations constantly struggle to ensure that employees remain committed through a compelling employee value proposition (EVP) (Paadi et al., 2019).

In today's dynamic and competitive environment, organisations recognise the vital role employee performance plays in achieving sustainable success; as such, understanding the factors that influence it has become a paramount concern. Organisations struggle to ensure that employees remain committed to their jobs through strong, convincing organisational support and organisational rewards. Organisations with good organisational support and organisational reward attract, retain, and engage top talent by offering a comprehensive package that supports their employees in exchange for their skills and knowledge, which, in turn, boosts morale and leads to higher performance.

However, organisations with significant deviations in competitive packages, such as organisational support and organisational reward, for their employees would harm performance. The effects of these include high employee turnover, difficulty attracting competent personnel, disengagement, poor brand reputation, and a negative work culture, which can lead to low employee morale and engagement (Marable, 2023). An academic institution experiencing these problems might have difficulty attracting new students and may produce low-quality education due to a lack of competent lecturers, leading to poor-quality graduates.

Several studies (Emmanuela et al., 2023; Ridwan et al., 2020; Arif et al., 2019; Onyekwelu, 2021; Omotayo et al., 2023) have attempted to address the challenges of EVP and employee performance. However, a gap remains in understanding the effect of EVP on employee performance, particularly in academic institutions, specifically at the University of Maiduguri. The study also identified some geographical and industrial gaps. Other studies were conducted in countries such as Indonesia (Ridwan et al., 2020), Pakistan (Iqbal et al., 2021), and China (Chen et al., 2019). Many studies were conducted in the hospitality industry (Sarwar & Muhammad, 2020), in the banking sector (Rohim & Budhiasa, 2019), and in business organisations (Arif et al., 2019; Emelianova, 2019). Therefore,

the study aims to address these gaps identified in the literature by developing a framework and empirically testing the relationships among the research variables at the University of Maiduguri.

Therefore, the objectives of this study are to examine:

- i. Assess the effect of organisational support on academic staff performance in the University of Maiduguri;
- ii. Assess the effect of organisational reward on academic staff performance in the University of Maiduguri.

While the hypotheses of the study are:

H1: There is a significant effect of organisational support on academic staff performance in the University of Maiduguri.

H2: There is a significant effect of organisational reward on academic staff performance in the University of Maiduguri.

2. LITERATURE REVIEW

2.1 Employee Performance

Employee performance can be defined as the result of an employee's ability to accomplish tasks in both quantity and quality while carrying out their duties in accordance with their assigned responsibilities (Andreas, 2022). Employee performance is based on the extent of work and behaviour demonstrated during a specific period to complete assigned duties and obligations (Kloutsiniotis & Mihail, 2020). Employee performance is a means of improving accountability and decision-making (Schleu & Hüffmeier, 2021).

According to Kurniawan et al. (2019), employee performance can be defined as an individual's overall success in executing tasks over a specific period. This success is measured against various factors, including work standards, goals, predetermined targets, and mutually agreed-upon criteria. According to Mandhi et al. (2020), employee performance is the true demonstration of an individual's capabilities, expressed through the work they produce in accordance with their position in an organisation. According to Patnaik et al. (2023), employee performance is an evaluation of the extent to which an activity/program/policy has been successfully implemented to achieve the goals, objectives, mission, and vision outlined in an organisation's strategic planning. Therefore, employee performance is characterised by their success in executing their assigned duties and responsibilities. Employee performance can be defined as the quality and quantity of input, work attitude, and behaviour that employees contribute to the organisation's success. This performance is essential in shaping the overall success of an organisation.

2.2 Relationship Between Organisational Support and Employee Performance

Organisational support can be described as employees' perceptions of the extent to which the organisation offers support and is willing to assist when required (Utomo et al., 2023). According to Sabir et al. (2022), organisational support is characterised by employees' perceptions of the organisation's recognition of their contributions, the provision of support, and concern for their well-being. Additionally, when employees

face challenges in resolving work-related issues, the organisation is seen as a reliable source of assistance, offering comfort and care by providing appropriate solutions. Organisational support can be defined as the organisation's concern for employees' overall satisfaction, acknowledgement of their contributions, and appreciation of their additional efforts.

Furthermore, the organisation acknowledges extraordinary performance, takes pride in accomplishments, and addresses employee concerns (Eisenberger et al., 2020). Organisational support is employees' perception of the extent to which the organisation pays attention to their well-being, respects their contributions, and values their lives (Novianti & Roz, 2020). Putra et al. (2019) characterise organisational support as support emanating from the work environment to an employee. This perception represents an emotional connection between employees and their organisation, using a social-emotional needs approach to evaluate the organisation's readiness to recognise and reward efforts, thereby fostering a sense of commitment among employees.

Also, according to Patnaik et al. (2023) and Putri et al. (2023), organisational support is a process of attribution utilised to demonstrate commitments made by others within a social relationship. Organisational support is shaped by an individual's interactions with the organisation, including praise, support, and approval. As outlined by Febriantoro and Juariyah (2018), the perception of organisational support is the extent to which employees feel assured that their employer acknowledges and values their contributions. Organisational support refers to employees' perceptions of the extent to which the organisation recognises their contributions and demonstrates concern for their well-being (Suifan et al., 2018). According to Robbins and Judge (2019), organisational support is a gauge of employees' belief that the company will contribute to and prioritise their well-being. Also, Ardias (2019) refers to organisational support as employees' views about organisational policies, norms, and procedures related to the evaluation of their contributions and well-being.

Emmanuel et al. (2023) conducted a study on the role of perceived organisational support in improving employee performance within selected deposit money banks in Southeast Nigeria. The study utilised a survey research design, focusing on 10 banks with a total population of 789, from which a sample size of 257 was selected. Structured questionnaires were employed for data collection, and correlation analysis was used for data analysis. Hypotheses were tested at the 5% significance level. The study's findings indicated a positive and significant relationship between organisational support and employee performance in the selected deposit money banks in Southeast Nigeria. The research suggested that the examined banks' management should publicly acknowledge exceptional performance. This acknowledgement can motivate individuals to persist in their efforts and, in turn, inspire others to exert additional effort in anticipation of similar recognition.

Ridwan et al. (2020) conducted a study focused on enhancing employee performance through perceived organisational support, organisational commitment, and organisational citizenship behaviour in a Private University's SPMI units in West Sumatra, Indonesia. The population comprised employees of SPMI units in Private Universities in West Sumatra, totalling 241 individuals, with a sample size of 211 selected using the saturation sampling technique.

Hypotheses were tested through partial hypothesis testing (t-test) and simultaneous testing (F-test), with data analysis conducted using SPSS 21.0. The results revealed that perceived organisational support had a positive and significant impact on employee performance, both when examined individually and simultaneously, at SPMI Private University in West Sumatra.

Gemilang and Riana (2021) conducted a study examining the impact of perceived organisational support on employee engagement and performance in Indonesia. The research employed a saturated sampling approach, with 49 participants completing a questionnaire distributed via Google Forms. Structural Equation Modelling (SEM) based on Partial Least Squares (PLS) was used for data analysis. The study's findings indicated a positive and significant influence of organisational support on employee performance. In light of these results, it is recommended that management prioritise the quality of human resources, attend to employee welfare, address grievances, and cultivate a sense of pride in their work. Such measures are anticipated to enhance employees' optimal contributions.

Iqbal et al. (2021) conducted a study titled "Influence of Perceived Organisational Support on Organisational Commitment among University Employees: the Moderating Role of Job Experience in Southern Punjab, Multan, Pakistan." The study employed a correlational research design, with a sample of 128 employees selected using simple random sampling. Data were collected using a questionnaire and analysed using the Statistical Package for the Social Sciences (SPSS 23). Correlation, regression, and moderation analysis were employed to test the hypothesis. The results indicated a significant correlation between organisational support and organisational commitment among university employees in Southern Punjab, Multan, Pakistan. The study recommends further exploration in organisational psychology to help develop a workplace environment that is both encouraging and supportive for employees.

Chen et al. (2019) examined the influence of organisational support on employee performance in Chinese automotive manufacturing enterprises. The study surveyed 180 participants from 36 work teams across 7 large automotive manufacturing enterprises in China, utilising a questionnaire developed by the authors. Multiple linear regressions were employed to test the proposed hypotheses. The study's results indicated a positive correlation between organisational support and employee performance in Chinese automotive manufacturing enterprises.

Ikon and Ogochukwu (2019) conducted a research study on the relationship between perceived organisational support and employee performance in selected commercial banks in the southeast region of Nigeria. The study adopted a correlation research design, with a study population of 1552 individuals. The sample size of 308 was determined using Krejcie and Morgan's (1970) formula. Pearson's Product-Moment Correlation Coefficient was used in the analysis. The research findings revealed a significant positive correlation between perceived organisational support and employee performance in the selected commercial banks in South East Nigeria. The study suggests that the management of these specific firms should prioritise demonstrating genuine care and support to employees, extending beyond professional aspects to encompass their personal pursuits.

2.3 Relationship Between Organisational Reward and Employee Performance

A reward system comprises the practices and policies that an organisation adopts to acknowledge and compensate employees for their contributions towards achieving goals (Igomu & Aakoo, 2023). Reward can also be defined as the overall value of financial and non-financial compensation provided to an employee by the company and its management (Ashraf et al., 2023). A reward system comprises the practices and policies that an organisation adopts to acknowledge and compensate employees for their contributions towards achieving goals (Igomu & Aakoo, 2023). Reward can also be defined as the overall value of financial and non-financial compensation provided to an employee by the company and its management (Ashraf et al., 2023). According to Egbe (2022), reward is defined as the combination of monetary, non-monetary, and psychological payments that an organisation offers to its employees. According to Eziokwu and Onuoha (2021), reward systems aim to motivate employees to enhance performance and surpass expectations. Additionally, these systems seek to retain employees, fostering high levels of competence. Reward systems are designed to compensate individuals and groups, encompassing financial and non-financial elements (Ifeoma et al., 2023).

Also, the reward system is based on the concept of 'pay for performance,' manifesting through various means such as promotion, commission, bonuses, awards, ensuring safe working conditions, expressions of praise and appreciation, social recognition, and job enrichment involving increased responsibilities, among others (Eziokwu & Onuoha, 2021). Reward is commonly understood as the total of financial and non-financial remuneration given to an employee in exchange for the labour or services they provide at work. Described at times as reward or remuneration, it is arguably the most crucial contractual term in every paid-work scenario (Samatha et al., 2018). According to Afriyie et al. (2020), reward refers to the remuneration or incentive provided to an employee in acknowledgement of services rendered to the employer. This reward is typically structured around wages, salaries, incentives, or bonuses. Reward is therefore anything of value to an employee that an employer is willing to offer in exchange for his/her skills, knowledge and effort.

The reward system is a crucial mechanism by which management directs employee motivation toward desired outcomes, such as increased efficiency and overall improvements in company performance. In essence, individuals are driven to work based on their needs, seeking fulfilment. Those individuals are more dedicated to roles they believe can satisfy their needs through the rewards they will receive for their efforts. The nature of the reward plays a significant role in determining the type of motivation involved. Reward is therefore identified as a factor that has the potential to enhance the performance of both individuals and organisations. This is achieved by boosting productivity, improving performance quality, and fostering positive work attitudes among workers, thereby aligning them with the organisation's objectives (Abdul et al., 2019).

Therefore, reward systems are crucial in influencing employee performance across various industries, serving as effective instruments for attracting, motivating, engaging, and retaining skilled employees (Koo et al., 2020). By providing a combination of financial and non-financial incentives,

organisations can foster an environment in which employees feel appreciated for their contributions, resulting in heightened job satisfaction and commitment. Performance-based bonuses, recognition programs, career advancement opportunities, and flexible work arrangements are among the diverse methods by which reward systems enhance both individual and team performance (Chiang & Birtch, 2020). Effectively crafted reward systems can align employees' goals with organisational objectives, instilling a sense of purpose and promoting sustained high-level performance.

Pane et al. (2023) conducted a study to explore the impact of an organisational reward system on employee performance. The research employed simple random sampling and utilised questionnaires for data collection, with a sample size of 132. The collected data were analysed in SPSS, and correlation and regression analyses were used to test the hypotheses. The study's findings revealed a positive relationship between the reward system and employee performance. The results of this research can be used by the company to enhance and optimise its reward program, ensuring it effectively contributes to improved staff productivity.

Sarwar and Muhammad (2020) conducted a study to examine the impact of the reward system on employee productivity in the hospitality industry in New Zealand, with a focus on Wellington. The research utilised a descriptive survey design, encompassing a total population of 503. From this, 378 participants were randomly selected using the Taro Yamane sampling method. Inferential and descriptive statistics were applied to address the research questions, while regression analysis with Student's *t* statistics was used to assess the hypotheses. The study's findings indicate a positive and significant relationship between the reward system and employee productivity in the New Zealand hospitality industry. The research recommends that the management of Bolton Hotel consider implementing timely promotions to boost employee motivation and enhance performance, thereby positively impacting the overall hospitality sector.

Rohim and Budhiasa (2019) conducted a study to examine the moderating effect of organisational culture on the relationship between reward systems and employee performance in major private banks in Helsinki, Finland. The research employed a descriptive research strategy, targeting a population of 22,856 individuals, including both clerical and managerial workers from six selected private banks in Helsinki. A sample size of 377 was selected using the Krejcie and Morgan sample size formula. Data were collected using structured questionnaires, and SPSS was used for data analysis. The findings indicated a positive correlation between the reward system and employee performance in large private banks in Helsinki, Finland. The research suggests that policymakers should devise measures to foster a culture of inclusive participation among all employees and stakeholders.

Arif et al. (2019) conducted a study to investigate the impact of the reward system on employee performance within the Administration and Human Resources division of Tampa, Florida. The survey randomly selected 170 employees from this division and used a questionnaire for data collection. The collected data were analysed using descriptive statistics (means and standard deviations) and inferential methods, including Pearson's product-moment correlation and multiple linear regression. The results indicated a positive correlation between the reward system and employee performance in the

Administration and Human Resources division in Tampa, Florida. The study's conclusion suggests that the Tampa City Council, by prioritising and thoughtfully considering financial incentives, promotions, and employee recognition, could enhance performance, increase productivity, and foster greater employee dedication.

Emelianova (2019) conducted research to examine the influence of rewards on employee performance at Normet Ltd in Iisalmi, Finland. The data collection process involved both questionnaires and interviews. Statistical methods such as frequency analysis, correlation, and regression were applied to test hypotheses. SPSS was used to analyse the questionnaire data, while a manual thematic approach was employed to assess and interpret data gathered through individual interviews. The study's findings indicated a positive relationship between rewards and the employee performance of Normet Ltd in Iisalmi, Finland.

Okwuise and Ejimofor (2023) conducted a study on the relationship between the Reward System and Organisational Performance at Delta State University. The research employed a survey design and used stratified random sampling to survey 367 staff members at Delta State University. Descriptive statistics were used to analyse the research questions, while multiple regression analysis, using SPSS, was employed to test the study's hypotheses. The analysis revealed that specific dimensions of the reward system, namely compensation policy and performance recognition, had significant positive effects on organisational performance in this study. The study recommends that the management of tertiary institutions allocate reliable resources to develop and implement employee recognition programs to achieve the desired outcomes. Furthermore, it suggests that management should view employee recognition as a valuable investment rather than a costly and unnecessary practice with limited value for tertiary institutions.

Consequently, these studies suggested that organisational support and organisational reward are grounded in employees' evaluations of their treatment within the organisation. Importantly, the literature showed strong theoretical anchoring in social exchange theory, in which favourable organisational activities are reciprocated through positive employee attitudes and behaviours. Empirical studies have reported a positive and significant relationship between organisational support, organisational reward, and employee performance across different sectors and geographical contexts (Pane et al., 2023; Gemilang & Riana, 2021; Eisenberger et al., 2020; Ridwan et al., 2020). The empirical literature also demonstrated consistency in findings and suggested that organisational support and organisational reward enhance employee performance (Sarwar & Muhammad, 2020; Okwuise & Ejimofor, 2023). Despite the convergence of findings across previous studies, several gaps remain. These gaps are evident in a significant proportion of studies focusing on the banking, hospitality, and manufacturing sectors. At the same time, relatively few studies examine higher education institutions, particularly in developing countries like Nigeria, as most were conducted in Asia (Indonesia, China, Pakistan). Similarly, there is less research attention focusing on academic staff.

2.4 Underpinning Theory: Social Exchange Theory

Social Exchange Theory, often abbreviated as SET, is a sociological theory formulated by Homans (1961), Blau (1964),

and Emerson (1962, 1972). As described by Peter Blau (1964), social exchange theory concerns the voluntary actions of individuals, driven by the anticipated and actual returns they expect and receive from others. Blau contends that social exchange entails the idea that one person extends a favour to another, with a general expectation of future reciprocation, the specific nature of which is not predetermined (Blau, 1986).

Blau posited that social exchange extends beyond interactions between individuals to encompass exchanges between individuals and organisations. He proposed that organisations bear a responsibility to support their employees as part of this exchange, with employees expected to contribute their knowledge, skills, and effort in return. Blau underscored that factors like trust, reciprocity, and power can influence the exchange process. The significance of the theory lies in its capacity to elucidate how individuals engage in social interactions, particularly within the workplace. It asserts that social exchange is a pivotal factor influencing individual behaviour, motivation, and job satisfaction.

Additionally, the theory underscores the crucial role of trust and reciprocity in social exchanges, which are integral to fostering effective relationships between employees and organisations. The primary application of Social Exchange Theory lies in human resource management, offering a framework for understanding employee behaviour and guiding strategies to cultivate positive employee relationships. Studies indicate that when employees perceive organisational support for their needs, such as benefits and development opportunities, they are more likely to reciprocate with greater commitment, loyalty, and performance, as noted by Rhoades and Eisenberger (2002).

Regarding its implications for employee performance, Social Exchange Theory posits that employees are likely to exhibit higher productivity and commitment when they perceive their employer's genuine concern for their well-being. When organisations provide resources and support, such as training, feedback, and recognition, this can enhance employee motivation and engagement, ultimately resulting in higher job performance, as suggested by Eisenberger et al. (2002). Blau's theory integrates the concept of organisational support by proposing that social exchange is a mutual process involving both individuals and organisations. In this reciprocal dynamic, organisations are expected to provide employees with support and resources, thereby influencing individual behaviour and performance. Consequently, Social Exchange Theory recognises the significance of organisational support within the exchange process. Therefore, Peter Blau's social exchange theory offers a comprehensive explanation of how social exchange occurs in organisations and highlights the roles of trust, reciprocity, and power in these processes.

Consequently, Social Exchange Theory (SET) prominently provides a theoretical lens for explaining the reciprocal relationships between organisations and employees (Blau, 1984). The theory postulated that social behaviour results from an exchange process in which individuals seek to maximise benefits and minimise costs. In organisational settings, employees form exchange relationships based on the treatment they receive from the organisation, and they reciprocate favourable treatment with positive attitudes and behaviours. SET is grounded in the norm of reciprocity, which suggests that when one party provides valued resources, the receiving party feels obligated to return the favour. In the workplace, this

exchange manifests in organisational support and reward practices, which employees reciprocate with enhanced performance. Therefore, organisational support represents a primary device through which social exchange relationships are initiated and sustained. When employees perceive that the organisation values their contributions and cares about their well-being, they interpret this as a form of socio-emotional investment (Rhoades & Eisenberger, 2002). According to the theory, when an organisation provides support, employees develop a favourable perception of organisational support. In response, there will be greater commitment and willingness to put in extra effort to achieve better performance. Thus, organisational support serves as a relational resource that reinforces the psychological bond between employees and the organisation, which would eventually be translated into improved performance. Similarly, organisational reward represents the economic part of social exchange. Rewards provide tangible and intangible returns for employees' contributions at the workplace. The provision of rewards, such as financial rewards (salary, bonuses) and non-financial rewards (recognition, promotion), plays a vital role in employee motivation. With these provisions, the employees' assessment of the fairness, adequacy, and equity of rewards would be favourable. Hence, they would reciprocate with productivity, goal-oriented behaviour, and better performance.

2.5 Conceptual Framework for the Study

Based on the foregoing discussion and empirical evidence, a framework is developed to examine the relationship between organisational support, organisational reward and employee performance in the University of Maiduguri. Organisational support and organisational reward are the independent variables, and employee performance is the dependent variable. Figure 1 depicts the conceptual framework for the study.

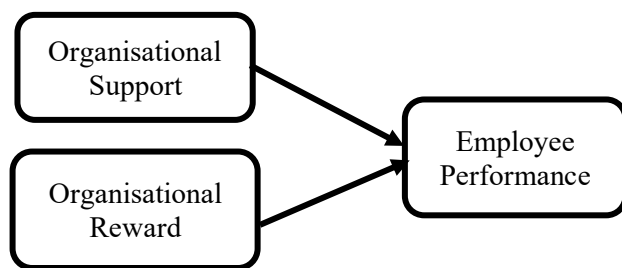


Fig. 1. Conceptual Framework for the Study

3. METHODS

The study area was the University of Maiduguri, located in Maiduguri, the capital of Borno State. This research employed a correlational research design to investigate the relationship between organisational support, reward, and academic staff performance. The research utilised primary data sources. A structured questionnaire was personally administered to the study's respondents. The population of the study encompasses 1,683 academic staff in the University of Maiduguri. The sample size was obtained using Taro Yamane (1967), and it is 323. The study used a stratified random sampling technique to select a sample from the academic staff of the University of Maiduguri. The main reasons for adopting stratified random sampling are its ability to ensure that all relevant subcategories within the study population are adequately represented. According to Creswell (2018), the stratified sampling technique

improves the representativeness of a sample by ensuring that the main subpopulations are included in proportion to their sizes in the population. This is particularly important in a heterogeneous population like academics, where members come from different departments and faculties with different specialisations. Likewise, Bryman (2016) asserted that population stratification enhances statistical efficiency by reducing standard errors relative to simple random sampling. Equally, Saunders et al. (2019) further emphasised that stratified sampling leads to more precise parameter estimates because variability between strata is controlled. The research used a five-point Likert scale and a structured questionnaire to gather information from the respondents. This study utilised the Statistical Package for the Social Sciences (SPSS) version 25 to analyse the data collected.

4. RESULTS

4.1 Reliability of the Instruments

Reliability refers to the stability and consistency with which instruments measure a variable, free of bias and error (Sekaran & Bougie, 2010; 2013). The most commonly used reliability test is Cronbach's Alpha coefficient (Sekaran & Bougie, 2010). It has been emphasised that the measurement with Cronbach's Alpha coefficient of 0.60 is regarded as poor, while a Cronbach's Alpha coefficient of 0.70 is regarded as acceptable, and 0.80 and a Cronbach's Alpha coefficient above 0.70 is regarded as good (Hair, Hult, Ringle, & Sarstedt, 2017; Nunnally & Bernstein, 1994; Sekaran & Bougie, 2010). The closer the coefficient is to 1, the more reliable the measure is. Thus, Cronbach's Alpha was used in the study to assess the internal consistency of the instruments. The results of the reliability test showed that the measures achieved acceptable reliability. Where the coefficient values are all above the minimum required standard for Cronbach's Alpha. Table 1 presents the reliability of the instruments used in the study.

Table 1. Reliability of the Instruments

Variables	Number of items	Cronbach's Alpha
Organisational Support	10	0.904
Organisational Reward	10	0.939

Source: SPSS Output (2024)

4.2 Demographic Characteristics of the Respondents

The descriptive analysis indicates that 229 (69.4%) of the respondents are male, while 101 (30.6%) are female. Table 2 presents the gender of the respondents.

Table 2. Gender of the Respondents

Items	Frequency	Percent
Male	229	69.4
Female	101	30.6
Total	330	100.0

Source: SPSS Output (2024)

As regards the marital status of the respondents, 71 (2.5%) are single, 248 (75.2%) are married, 01 (0.3%) is divorced, and 10 (3.0%) are widows. Table 3 depicts the marital status of the respondents.

Table 3. Marital Status of the Respondents

Items	Frequency	Percent
Single	71	21.5
Married	248	75.2
Divorced	01	0.3
Widow	10	3.0
Total	330	100.0

Source: SPSS Output (2024)

Similarly, 28 (8.5%) of the respondents are between the 25 to 30 years of age, 119 (36.1%) are between 31 to 35 years of age, 61 (18.5%) are between 36 to 40 years of age, 63 (19.1%) are between 41 to 45 years of age and 59 (17.9%) are 46 and above years of age. Table 4 depicts the ages of the respondents.

Table 4. Age of the Respondents

Items	Frequency	Percent
25 – 30 years	28	8.5
31 – 35 years	119	36.1
36 – 40 years	61	18.5
41 – 45 years	63	19.1
46 plus	59	17.9
Total	330	100.0

Source: SPSS Output (2024)

In relation to educational qualification, 92 (27.7%) possess degrees, 144 (43.6%) possess Master's degrees, and 94 (28.5%) possess PhD degrees. Table 5 presents the educational qualifications of the respondents.

Table 5. Educational Qualifications of the Respondents

Items	Frequency	Percent
Degree	92	27.9
Masters	144	43.6
PhD	94	28.5
Total	330	100.0

Source: SPSS Output (2024)

Furthermore, work experience in the university shows that 26 (7.9%) have less than 2 years working in the university, 116 (35.5%) 2 to 5 years working experience, 114 (34.5%) have 6 to 15 years working experience, 26 (7.9%) have 16 to 20 years working experience, 24 (7.3%) have 21 to 25 years working experience, 17 (5.2%) have 26 to 30 years working experience and 07 (2.1%) have over 31 years working experience. Table 6 presents the respondents' working experience.

Table 6. Working Experience of the Respondents

Items	Frequency	Percent
Less than 2 years	26	7.9
2-5 years	116	35.2
6-15 years	114	34.5
16 – 20 years	26	7.9
21 – 25 years	24	7.3
26 – 30 years	17	5.2
31 and above	07	2.1
Total	330	100.0

Source: SPSS Output (2024)

Moreover, the results show that 10 (3.0%) are from the faculty of agriculture, 35 (10.6%) are from the faculty of arts, 02 (0.6%) are from the faculty of dentistry, 37 (11.2%) are from the faculty of education, 42 (12.7%) are from the faculty of

engineering, 10 (3.0%) are from the faculty of environmental studies, 18 (5.5%) are from the faculty of law, 60 (18.2%) are from the faculty of management sciences, 35 (10.6%) are from the faculty of social sciences, 19 (14.9%) are from the faculty of physical sciences, 02 (0.6%) are from the faculty of pharmacy, 02 (0.6%) are from the faculty of basic medical sciences, 02 (0.6%) are from the faculty of allied health sciences, 02 (0.6%) are from the faculty of clinical sciences, 24 (7.3%) are from the faculty of life sciences, 20 (6.1%) are from the faculty of veterinary medicine. Table 7 presents the respondents' faculty.

Table 7. Faculty of the Respondents

Items	Frequency	Percent
Agriculture	10	3.0
Arts	35	10.6
Dentistry	02	0.6
Education	37	11.2
Engineering	42	12.7
Environmental Studies	10	3.0
Law	18	5.5
Management Sciences	60	18.2
Social Sciences	35	10.6
Physical Sciences	06	1.8
Pharmacy	04	1.2
Basic Medical Sciences	02	0.6
Allied Health Sciences	02	0.6
Clinical Sciences	02	0.6
Life Sciences	24	7.3
Veterinary Medicine	20	6.1
Total	330	100.0

Source: SPSS Output (2024)

Lastly, the ranks of the respondents showed that 88 (26.7%) are Graduate Assistants, 50 (15.2%) are Assistant Lecturers, 71 (21.5%) are Lecturer II, 45 (13.6%) are Lecturer I, 28 (8.5%) are Senior Lecturers, 31 (9.4%) are Readers, and 17 (5.2%) are Professors. Table 8 displays the rank of the respondents.

Table 8. Rank of the Respondents

Items	Frequency	Percent
Graduate Assistant	88	26.7
Assistant Lecturer	50	15.2
Lecturer II	71	21.5
Lecturer I	45	13.6
Senior Lecturer	28	8.5
Reader	31	9.4
Professor	17	5.2
Total	330	100.0

Source: SPSS Output (2024)

4.3 Hypothesis Testing of the Relationships

Taking into consideration the research objectives, research questions, and research hypotheses, the results of the relationships among Organisational Support, Organisational Reward, and Employee Performance were presented.

Hypothesis one anticipated that Organisational Support has a significant relationship with Employee Performance. The results of the analysis indicated a positive and significant relationship between Organisational Support and employee performance. Statistically, the results showed that $\beta = 0.112$, t-statistic = 2.489, and P-value = 0.037. These results indicate

that Hypothesis 1, which states that Organisational Support has a significant relationship with Employee Performance, is accepted.

In practical terms, the results suggest that organisational support functions as a catalyst for improved employee performance. Hence, organisational support is statistically significant, reliable and meaningful in influencing performance. The findings imply that organisational support plays a meaningful role in enhancing employee performance. When employees perceive that their organisation values their contributions and cares about their well-being. Consequently, the results provide clear empirical evidence that organisational support significantly influences employee performance. Thus, organisations seeking to improve workforce productivity should prioritise policies and practices that enhance employee support systems, as these have demonstrable performance benefits.

Hypothesis two anticipated that Organisational Reward has a significant relationship with Employee Performance. The analysis indicated a positive and significant relationship between Organisational Reward and employee performance. Statistically, the results showed that $\beta = 0.175$, t -statistic = 2.357, and P -value = 0.019. These results support hypothesis two, which states that Organisational Reward has a significant relationship with Employee Performance.

The findings suggest that organisational reward is a critical driver of employee performance. Rewards, whether financial or non-financial, serve as incentives that shape employee behaviour. Employees who perceive that their efforts are adequately rewarded are more likely to increase their effort and productivity, align their goals with organisational objectives, and demonstrate higher job satisfaction and engagement. In practical organisational settings, rewards serve as a motivational instrument that strengthens the performance behaviours employees need to exhibit. As soon as employees recognise a clear link between their contributions and the rewards they receive, they are encouraged to sustain or even improve their performance. Thus, the results confirmed that

organisational reward is a significant predictor of employee performance. Therefore, organisations should design and implement effective reward systems that are equitable,

transparent, and performance-driven, as these mechanisms play a vital role in enhancing employee productivity and overall organisational performance. Table 9 depicts the results of the hypothesis testing.

Table 9. Results of Relationships (Hypotheses Testing)

Hypotheses	Beta	T Stat.	Sig.	Decision
Organisational Support	0.112	2.489	0.037	Accepted
Organisational Rewards	0.175	2.357	0.019	Accepted

a. Dependent Variable: Employee Performance

Source: SPSS Output (2024)

4.4 Assessment of R-Square

The rule of thumb for R-squared is that a value of 0.75 is substantial, a value of 0.50 is moderate, while a value of 0.25 is weak (Henseler, Ringle, & Sinkovics, 2009). Similarly, it has been argued that R-squared values of 0.67, 0.33, and 0.19 are considered substantial, moderate, and weak, respectively (Chin, 1998). Therefore, the changes in Employee Performance at the University of Maiduguri attributable to Organisational Support, Organisational Reward, Organisational Culture, and Work Environment are 0.511%. This implies that the independent variables collectively led to a 51% improvement in the performance of the University of Maiduguri's academic staff. Hence, the changes are considered moderate (Chin, 1998).

This implies that the model has moderate explanatory power. Some of the changes in employee performance are accounted for by the independent variables (organisational support and organisational reward). In practical terms, an R^2 of 51% suggests the model is reasonably strong at explaining employee performance. The remaining 48.9% of the variance is predicted by other variables not included in the model. Table 10 depicts the R-squared of the study.

Table 10. R-Squared of the Study

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.459 ^a	0.511	0.500	5.50225	0.211	19.853	4	297	0.000

a. Predictors: (Constant), Organisational Rewards, Organisational Support,

b. Dependent Variable: Employee Performance

Source: SPSS Output (2024)

4.5 Discussions of Findings

The study examined the relationship between Organisational Support, Organisational Rewards and Academic Staff Performance in the University of Maiduguri. Hypothesis one tested whether there is a positive and significant relationship between Organisational Support and academic staff performance. Statistically, the results showed $\beta = 0.112$, $t = 2.489$, and $P = 0.037$. Organisational support shapes an employee's behaviour when they feel supported by the organisation. Employees exhibit higher motivation, job satisfaction, loyalty, and performance, and experience reduced stress and turnover when supported.

This study's findings are similar to those of Emmanuela et al. (2023), who examined the effect of perceived organisational

support on employee performance in selected deposit money banks in Southeast Nigeria and found a positive relationship between organisational support and employee performance. Also, Iqbal et al. (2021), in "Influence of Perceived Organisational Support on Organisational Commitment among University Employees: Moderating Role of Job Experience in Southern Punjab, Multan, Pakistan," found a positive relationship between perceived organisational support and organisational commitment among university employees.

Similarly, hypothesis two revealed a significant and positive relationship between organisational reward and academic staff performance at the University of Maiduguri, with $\beta = 0.175$, $t = 2.357$, and $P = 0.019$. The study's findings are consistent with the findings of Pane et al. (2023), who

reported a positive and significant relationship between organisational support and employee performance and explored the impact of an organisational reward system on employee performance. The study by Sarwar and Muhammad (2020) on the impact of the reward system on employee productivity also concluded that there is a positive and significant relationship between the reward system and employee productivity. The university has a good reward system that balances financial incentives with personal recognition and growth opportunities, which positively impacts employee performance.

Therefore, the study's findings indicated that Organisational Support and Organisational Rewards, as a package, can attract and retain high-skilled employees, help an organisation stand out from the competition, and influence employee performance. Lastly, the findings are consistent with established literature and theoretical frameworks, confirming that organisational support and reward are significant predictors of employee performance. In the academic sector, these results underscore the importance of institutional support mechanisms and performance-based reward systems in enhancing employee performance. The practical relationships can be described through social exchange processes and the contextual realities of academic work environments.

5. CONCLUSION

This study aims to examine the relationship between organisational support, reward, and academic staff performance at the University of Maiduguri. Specifically, from the findings of the study, it can be concluded that organisations that prioritise support like training and development opportunities, financial support, recognition and appreciation, availability of resources, etc., can lead to high performance due to the strong positive relationship that it holds with employee performance. Also, the study's findings suggest that organisations that thoughtfully design effective reward systems foster employee engagement, loyalty, and retention, leading to higher satisfaction and greater motivation. From a practical standpoint, the findings highlight the importance of organisational support and organisational rewards for organisations, particularly within the academic environment. This would lead to investment in supportive structures, including access to resources, professional development opportunities, and institutional backing. Such support mechanisms not only enhance individual employee performance but also contribute to overall organisational productivity and effectiveness.

6. RECOMMENDATIONS

The study examined the effect of EVP on academic staff performance at the University of Maiduguri. Based on the study's findings and conclusions, the following recommendations were made. Generally, universities, policymakers, and other stakeholders are encouraged to utilise the employee value proposition, particularly support, rewards, culture, and work environment, to attract and retain employees, thereby leading to higher employee performance and prospects. Specifically, the University and other stakeholders need to consider and provide a robust support system to ensure higher performance. In addition, the University needs to implement a

well-designed reward system to attract and retain highly skilled personnel and help it stand out from the competition.

7. LIMITATIONS AND SUGGESTIONS FOR FUTURE/FURTHER STUDIES

Despite the empirical support for the significant relationships between organisational reward, organisational support, and employee performance, several limitations should be acknowledged: (1) The study focused only on organisational reward and organisational support as predictors of employee performance. However, employee performance is influenced by other factors. So, future studies should consider other variables not included in this study. (2) This study used a unidimensional approach; future studies should consider a multi-dimensional approach to their studies in order to provide more insight. (3) The effect sizes of the independent variables are relatively modest, indicating that these variables contribute to performance but are not the sole determinants. That means their practical impact may vary across countries, cultures, contexts and institutions. Therefore, more studies should be conducted across countries, cultures, contexts, and institutions. (4) The study was conducted in an academic setting, so the findings may not be fully generalizable to other sectors such as manufacturing, healthcare, or financial services. Therefore, future studies should consider other settings and sectors. This study looked at the direct relationship between the independent and dependent variables. Future studies should consider a moderator or mediator in their framework.

8. ETHICAL CONSIDERATION

The participants in the study were provided with clear and comprehensive information about the study's purpose, nature, and procedures prior to data collection. Strict measures were taken to ensure the confidentiality of participants' information. Appropriate data protection protocols were implemented to safeguard the data collected from respondents. The study was conducted in accordance with relevant institutional and academic ethical guidelines for research concerning human participants. Where applicable, ethical approvals were obtained from the appropriate review bodies prior to data collection. Data for this study are available upon request.

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