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THE IMPACT OF NON-MONETARY INCENTIVE ON EMPLOYEES COMMITMENT IN TELECOMMUNICATION SECTOR IN LIBYA

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ABSTRACT

The key objective of the study is to inspect the relationship between non-monetary incentives (career advancement opportunities and development opportunities) and employee commitment among the workers working in the telecommunication companies of Libya. The moderating role of perceived supervisory support has been evaluated on the relationship between non-monetary incentives and employee commitment. For the sake of statistical analysis, the SPSS and PLS-SEM software were used to analyze data. Data analysis showed that the theoretical model developed for the sake of the present study effectively explained the significant effect of non-monetary incentives on employee commitment. However, the statistical finding revealed that supervisory support has a moderating role only on the relevance between career advancement opportunities and employee commitment. For development opportunities, the perceived supervisory support was found with no moderating effect.

1. Introduction

In today's dynamic and competitive environment, incentive management has become increasingly important. It allows organizations to hire and preserve employees and raise corporate output and image [1, 2]. Several organizations see their staff as significant contributors to the creation of business value and competitive advantage. Consequently, maintaining employees, empowering, and enhancing their productiveness through various strategies such as monetary and non-monetary incentives are indispensable. Therefore, it is necessary to design a system of employees' rewards and incentives which is focused on the abilities, skills, and task achievement of an employee to upsurge their performance and commitment [3].

Incentives in a company can be categorized in to two parts such as financial, tangible, and related to pay and benefits for employees provided by an organization, and the other is non-monetary incentives; incentives that focus on motivating employees and improving commitment to employment through non-monetary benefits [4]. Incentive management in a company is amongst the most important aspects of enhancing employees' commitment to work to contribute innovative ideas that improve business processes. Employees' commitment is effectively achieved if incentives are managed well since the staff has a sense of mutual benefits. These benefits are interfering with both the organization and the employees to attain the defined objective or strategies [5], and reward management systems supplement and strengthen the strategic plans of a business [6].

Non-monetary compensation is the non-financial gain that motivates people through non-material incentives such as promotion, praised and recognition [7]. Some researchers include indirect monetary benefits from work itself, such as performance and autonomy. Such non-monetary incentives are either believed to have a negative or positive impact on employees' commitment. The different kinds of non-financial incentives intend to entice highly capable and competent persons whose organizational goals are likely to be highly involved [8]. Armstrong reports on the role of non-monetary incentives to strengthen employees as stated, "commitment and performance on the job observed that essentially the notion of total reward says that there is more to rewarding people than throwing money at them". Incentives, particularly non-monetary incentives, are important to comfort employees at the workplace, especially from the developing nations. It heartens them to play a more significant role by putting extra exertion by evolving a deal that discourses a wide range of matters [9].

Previous studies shows that rewards or incentives at work play a significant role in different employees based measures such as turnover (Mendis, 2017), engagement (Saleh, Hayat, Sumartono, & Pratiwi, 2020), retention (Wickramasinghe & Sajeevani, 2018), commitment (Koo, Yu, Chua, Lee, & Han, 2020), and performance (Kalhor, Jhatial, & Khokhar, 2017).

However, motivational rewards could be monetary that based on extrinsic incentives or non-monetary that based on intrinsic incentives (A. K. Taylor & Alla, 2018). Different scholars reported the need for both incentives and they reports that extrinsic rewards must be aligned to lead to intrinsic rewards; otherwise, the extrinsic system will become inactive overtime and employees will not be motivated to do effective work (Fowler, 2019; Johnson-Tate, 2018; Shields, Rooney, Brown, & Kaine, 2020). Previous knowledge revealed that extrinsic rewards is effective for short term motivation, but intrinsic rewards is effective for the long term motivation (Huang, 2018; Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2017). Actual employees' emotional measure such as commitment, satisfaction, and engagement are related to intrinsic motivation; therefore, organizations have to emphasis on the non-monetary rewards that leads to increase intrinsic motivation (Corduneanu, 2020; Renard & Snelgar, 2017). Therefore, this study is going to emphasis on the intrinsic incentives as predictors for employee commitment in Libyan telecommunication industry.

Previous studies in the Libyan context revealed that employees evaluate their psychological measures at low level in different domains. Alatyoush and Salem (2020) stated that employees' satisfaction and job performance is evaluated as satisfied but at low level (between 50% and 60%) at the Libyan oil and Gas industry. Eseleni (2017) revealed that employees engagement has problem and employees are willing change their jobs in the Libyan banking industry. The few scientific studies was performed in North Africa area and Libya stated that the employees relevant measures for example commitment, satisfaction, , and performance were evaluated in below satisfactory level (ElObeidy, 2016; H. M. R. Salah & Habtoor, 2015). In Libya, the telecommunication sector is facing several challenges regarding human capital development. Studies examine the human capital issues in Libya found that employees working in telecommunication companies have a very low commitment with their jobs which have an adverse effect on individual and organizational performance (Almojahed, 2020; H. M. R. Salah & Habtoor, 2015). Therefore, this study is emphasizing on the practical gap of the low employee commitment to their work in Libya and specifically in Libyan telecommunication industry.

Unfortunately, many telecommunication companies in Libya have poor or no incentive management structures. This cause ineffectiveness of employers to recognize and reward the contributions made by an employee which cause dissatisfaction and lessening job commitment (Al Mamun & Hasan, 2017). As the Libyan telecommunication companies fail to enhance the employees' commitment, the overall growth of the telecommunication sector in the overall GDP of Libya is decreasing which is an alarming situation for the Libyan government and policymakers. Moreover, the low commitment of employees will always motivate them to look for another career opportunity. Employees' commitment, turnover, satisfaction, and engagement are critical issues within the telecommunication companies

globally (Sinha, Rajendran, Nazareth, Lee, & Ullah, 2020). Therefore, this study senses the importance of these circumstances to the Libyan telecommunication companies for increasing the commitment of employees through intrinsic rewards and incentives.

Moreover, perceived supervisory support within an organization is of high significance to persuade employees' attitude and behavior. Supervisor plays essential roles in employees performance through enhancing their job commitment (Bak, 2020). Without getting support from the supervisor, the process of incentives strategies is not abundant in increasing employees' bonding with the organization. This is because the employee will tend to lose their commitment when they do not monitor or supervise effectively. Therefore, it is said that perceived supervisory support is one of the most powerful tools in enhancing employees' satisfaction and commitment as supported by several prior studies (Alkhateri, Abuelhassan, Khalifa, Nusari, & Ameen, 2018; Kundu & Lata, 2017; Qureshi & Hamid, 2017). Unfortunately, a lack of studies on exploring the position of supervisory support is evident in the telecommunication sector of Libya. Hence, the present study aims to assess the moderating effect of perceived supervisory support on the relationship between non-monetary incentives and employees' commitment.

Based on the above discussion, Telecommunication industry in Libya suffer from low committed employees. In addition, there are limited studies in this domain in the Libyan context. Prior knowledge revealed that intrinsic incentives is the key for improving employees' measure such as performance and satisfaction. In addition, supervisor support is another factor to be considered when conceptualizing the employees' commitment matters.

2. Literature Review

Employees' Commitment

The psychological attachment and employee identity to the organization are regarded as the commitment of the employees to attain organizational objectives. Several researchers have described the three-tier organizational commitment such as normative (obligation) commitment, effective and continuous (perceived cost) [10, 11]. However, employees' commitments are defined in some other locations as a psychological link in three unique types, such as compliance, identifier, and internalization [12, 13]. As Maslow said, "an employee is committed to the organization if his needs are fulfilled". From his point of view, if one needs are met, individuals move to the next unmet need to meet them, yet individual requirements are organized in a hierarchical series. The physiological demands of Maslow are the fundamental needs (such as eating, clothing, housing, etc.), safety and security requirements (such as life and property protection, job security, and stabilization etc.), social needs (such as affection needs and sense of

belonging), self-esteem needs (like self-respect, praise, recognition, and accomplishment, etc.) and self-actualization needs (like creativity, problem-solving, personal growth, fulfillment, and morality, etc.) [14, 15, 16].

Lee and Kim (2010) note that the commitment of employees and readiness to work on behalf of an organization are part of the employee engagement. This means that employees' involvement is an emotional condition that illustrates the interactions of staff with a company and the decision to remain in an organization. Porter et al., (1974) referred to Armstrong (2012) pointing that the link between the organization and individual staff is considered as organizational commitment. This is due to the understanding staff to behold the scope to which organizational objectives and values relate to themselves. As emphasized by Kelman (2017), respect for the participation of specific external requirements, identification based on an attachment's wish to join the organization and internalization commitments which are based on congruence between requirements of each person and the company. Also, Allen (2016) accentuated the significance of the employees' commitment and its vital role in organizational success. Given this, it can be concluded that an organization must enhance the commitment of its employees to remain competitive and reach desired goals.

Organizational Incentives

The incentives or compensations are the significant components of every organization, and the management observes it prudently on a periodic and annual basis. Incentives include monetary and non-monetary; wages, bonuses, appreciation, training, and other advantages to be provided by a company to its employees. The workplace situation has altered in the 21st century, and the working environment requires not only money but also additional advantages. Satisfied staff are more driven and work harder because they understand they will be rewarded after achieving objectives. On the other hand, employment dissatisfaction occurs if tasks achievement is without incentives. This situation may lead workers to rise in absenteeism and an increase in the employees' turnover [17]. Incentive schemes involve productivity compensation. An incentive system is primarily intended to promote higher productivity by people and groups throughout the job. The word incentive relates to something designed to ignite and/or requires more effort to do so in a specified way. According to Richter, Raban and Rafaeli, "incentives are mechanisms aimed at achieving a specific change in behavior" [18]. While efficiency relates to how well a worker performs duties allocated through skill and effort. An incentive is a motivation to behave in this way accordingly. The incentive is a type of compensation provided to staff when certain types of work results are achieved [19]. Organizations use incentives to achieve objectives, foster a certain conduct and team spirit for collective incentives. Incentive schemes do not have universal applicability but will probably play a part when the circumstances and the designed system are correct (Manjunath and Rajesh, 2012). There

are different categories to which organizational incentives can be classified. The next section contains the explanation of different types of incentives.

Intrinsic incentives

When individuals inherently motivated to perform one thing, they really feel an internal prompt to take part in the behavior since it is typically enjoyable or even fulfilling to you. This style of motivation happens when employees act without having a desire to obtain an external incentive after engaging in the behavior. Employees merely find the task to become personally fulfilling or watch it as an opportunity to find out and understand your possibility (Griffin et al., 2020). Because everyone is different, it is all-natural that the aspects encouraging them will be various from others. What some employees find as intrinsically encouraging might seem to be to be extrinsically stimulating by others (Rheinberg & Engeser, 2018).

Research has located that if extraneous encouragement concerns carrying out one thing properly, after that the behavior is much less affected due to the over justification effect. Being awarded for analyzing, as an example, possibly will certainly not reduce any kind of motivation you may have to research. This is because your level is a performance-contingent reinforce. They strengthen your researching behavior, yet they are dependent upon flourishing rather than simply experiencing the movements (Frey & Gallus, 2017; Lin, 2016). Nevertheless, this is certainly not to recommend that extrinsic motivation is a negative thing-- it may be helpful in some conditions. For instance; extrinsic motivation can be particularly practical when a person needs to complete a duty that they discover undesirable, extrinsic motivation may generate passion and engagement in a task a person was actually certainly not initially intrigued in, and extrinsic motivation can encourage people to obtain brand-new skills or even expertise (once these very early abilities have been found out, individuals could come to be more intrinsically encouraged to seek a task) (Kuvaas et cetera, 2017; Young, 2020).

Career Advancement Opportunities

Career advancement is an efficient instrument for improving an organization's spirit of job. If staff is offered prosperity and development possibilities, they feel happy and happy and become more engaged. Any organization's human resources are of great significance because they are responsible for managing the organization's knowledge, skillfulness, and mixed intellect. Schwan (1976) discovered that, in comparison with standard indices, the introduction of data on human capital led to widely retrieved projections for net income. These staff whose ideas are debated are honored and attempt to persuade all other participants of their thoughts that they are applicable and useful (Motokawa, 2015). These meetings persuade and inspire others employed persons to believe creatively in the organization and to try to give valuable ideas to take them seriously as well, rather than stupid people who do not think of the box alternatives, as creative people in the organization.

In the organization, there is a category of people for whom promotion is the best approach for increasing commitment. These staff can only be persuaded by providing power, authority and higher control, excellent governance, better working conditions and impact in organizations' decision-making processes. Such staff operates effectively to achieve their business objectives when they think their job has decision-making power and authority (Armstrong, 2012). A study directed by Benson et al. (2018) found that when employees perceive career development satisfaction in their job, their organizational commitment is to enhance in return. Individuals are encouraged in most instances when they understand that their activities play a definite part in determining the organization's general direction. Individuals are encouraged to operate better if their input into the organization is tangible, and they think that whatever they do for the organizations will be rewarded in terms of their career growth.

Conceptual Framework

This model consists mainly of four main independent variables which are career advancement opportunities, development opportunities, employee recognition and open communication. Along with a one moderator and one dependent variable. This model is trying to explain the variance of employee commitment by measuring the impact of career advancement opportunities, development opportunities, employee recognition and open communication on employee commitment. Perceived supervisory support as a moderator and according to many scholars would of play a positive moderating role in such model.

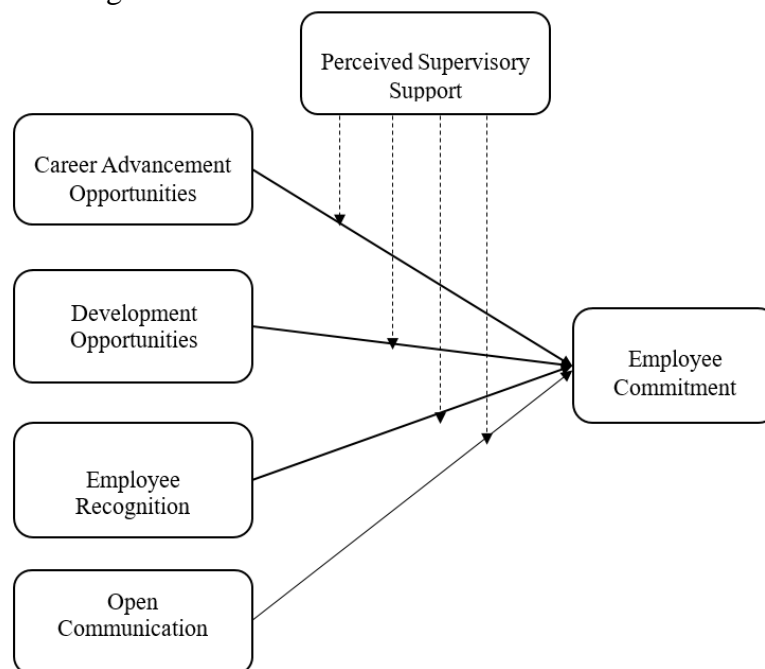


Figure 1: Conceptual Framework

Hypotheses Development

Career Advancement Opportunities and Employees' commitment

Rush suggested that the aim of non-monetary incentives is to inspire an employee to work with more dedication. Jobs with a range of career advancement opportunities are essential to fulfil certain employees' requirements and can contribute to a sense of the value of the job on its own, without external incentives. Some other preceding studies also necessitate that a positive and significant leverage of career advancement opportunities on enhancing the commitment of employees [44]. There has been a stronger impact on non-monetary incentives than monetary incentives that have been shown by employee attitudes. If the employer has the correct system of motivation, it can dramatically affect customer service and sales numbers and enhance efficiency, personal work, and teamwork.

H1: Career advancement opportunities positively affect employees' commitment.

Development Opportunities and employee's commitment

For employees who can be definite for an organization, development possibilities are significant. It is essential to provide a formal coaching system. As Herzberg stated, workers cannot achieve their ability without formal and informal training and development programs. Training may be on-job, by learning and off-the-job, for example, professional training at some institute. In a recent study, Jehanzeb and Mohanty empirically tested the relationship between development opportunities offered by an organization with the employees' commitment. Their research disclosed a positive correlation between development opportunities and employees' commitment. On-job training has expenses, including preparation for managers and supervisors and increasing the quality of the production are some of the development opportunities. The newly skilled employee, too, can try to use his skills to seek jobs elsewhere, without efficient work development schemes, which means lost output and disturbance [45].

H2: Development opportunities positively effects employees' commitment

Perceived Supervisory Support as a Moderator

A fundamental objective of managers is to offer practical benefits to staff to improve their dedication to their job [46]. Although supervisors have formal resource schemes accessible to their staff, it often is unachievable by hierarchically perceived ways to access significant and fundamental resources [47]. It is therefore feasible that staff can develop the perceived assistance of their managers as individuals who are politically able to meet the requirements of their staff. It is widely described that perceived assistance of managers as the effect of staff on the behavior carried out by managers to provide staff with significant resources for person, group, or organizational growth reasons. Several scientists have found that the perceived support of the supervisors is positively associated with the commitment of the staff [49]. The perceived support from supervisors should assist staff in improving their job satisfaction and in increasing their

work commitment through non-monetary incentives based on current literature.

H3 and H4: Perceived supervisory support significantly moderates the relationship between career advancement opportunities and employees' commitment, and between development opportunities and employees' commitment.

Methodology

The current research is a quantitative deductive one targeted at employees of seven telecommunication companies in Libya through self-administered questionnaire. The sampling method used is non-probability sampling as it is purposive one for unknown sample size. The unit of analysis is the telecommunication company working in Libya, while the target respondents are the employees, managers, and executives who are involved in any of the human resource management. Determine the minimum sample size is based of Sekaran and Bougie (2010) rule of thumb. The most used technique for estimating sample size is the Krejcie and Morgan (1970). With the assumption that the population number is 1370; the sample size would be 301 as seen in the following statistical formula.

3. Results and results

The outcome of study and its corresponding statistical analyses are listed in following Tables 1 to 5. Note: Career Advancement opportunities (CAO); Development Opportunities (DO); Perceived Supervisory Support (SS); Employees' commitment (EC).

Table 1: Mean and Standard Deviation

Variable	\bar{x}	SD
CAO	3.22	1.068
DO	3.34	1.154

Table 2: The Results of Measurement Model

Variable	Item	Loading	Cronbach's Alpha	CR	AVE
CAO	CAO1	0.802	0.918	0.934	0.670
	CAO2	0.832			
	CAO3	0.857			
	CAO4	0.733			
	CAO5	0.835			
	CAO6	0.829			
	CAO7	0.837			
DO	DO1	0.811	0.868	0.897	0.524
	DO2	0.687			
	DO4	0.728			
	DO5	0.788			
	DO6	0.677			
	DO7	0.637			

	DO8	0.833		
	DO9	0.598		

Table 3: Discriminant Validity via Heterotrait-Monotrait Ratio of Correlations (HTMT.90)

	CAO	DO	EC
DO	0.522		
EC	0.698	0.598	
SS	0.051	0.050	0.099

Table 4: Results of Structural Model Analysis (Direct Hypothesis)

Hyp.	Path	Std. Beta	Std. Error	T Values	P Values	Effect Size	Lower Limit	Upper Limit	Decision
H1	CAO -> EC	0.411	0.044	9.305	0.000**	0.295	0.322	0.494	Accepted
H2	DO -> EC	0.187	0.044	4.225	0.000**	0.060	0.106	0.270	Accepted

Merged validity or the degree to which measure associates with exchange proportions of a similar development was analysed utilizing the external stacking of markers and an AVE as recommended by Hair et al. (2010). The AVE for all the inert factors surpassed the suggested estimation of 0.50 (Hair et al., 2014). This indicated that the variance expressed from items loading were larger than one-half of the variance observed.

Table 5: Results of Structural Model Analysis (Direct Hypothesis)

Hyp	Path	Std Beta	Std Error	T Values	P Values	Effect Size	Lower Limit	Upper Limit	Decision
H1	CAO -> EC	0.411	0.044	9.305	0.000**	0.295	0.322	0.494	Accepted
H2	DO -> EC	0.187	0.044	4.225	0.000**	0.060	0.106	0.270	Accepted
H3	EO -> EC	0.084	0.037	2.269	0.024*	0.015	0.017	0.154	Accepted
H4	OC -> EC	0.314	0.049	6.455	0.000**	0.156	0.225	0.410	Accepted

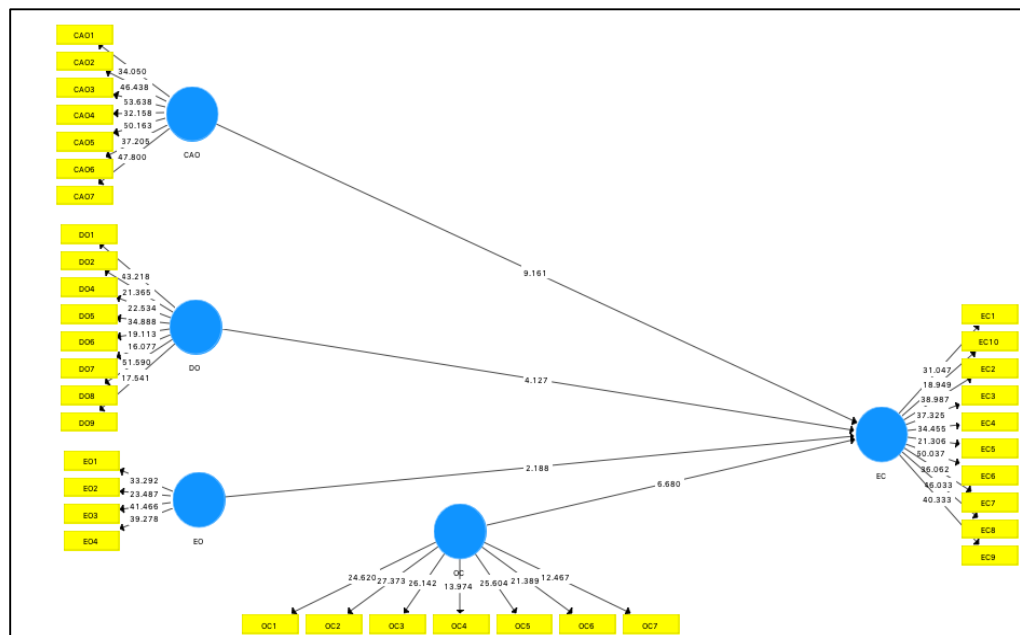


Figure 2: Output of Structural Model

The hypothesis 4 shows that the relationship between OC and EC is supported as Beta Value is, 0.314 with standard error (0.049). The t value of the relationship exceeds the cut off value of 1.64 (one tail) t-value 6.455 ($p < 0.000$). The effect size of the relationship is 0.156 (weak). The upper limit and lower limit are in the same direction with positive values (0.225-0.410 respectively). Hence these findings stated that the hypothesis is reasonable.

Table 6: Results of Moderation Analysis

Hypo.	Path	Std. Beta	Std. Error	T-Values	P-Values	Effect Size	Decision
H3	CAO*SS -> EC	0.102	0.044	2.325	0.02*	0.021	Accepted
H4	DO*SS -> EC	-0.049	0.042	1.158	0.247	0.004	Rejected

To test moderating effect of perceived supervisory support between independent variables (career advancement opportunities, development opportunities, employee recognition, open communication), and employee commitment, supervisory support moderate the connection between career advancement opportunities and employee commitment.

4. Discussion

The study aimed to identify the relationship of non-monetary incentives (career advancement opportunities and development opportunities, job recognition) with employee commitment among the employees working in the telecommunication sector of Libya. The study hypothesized that these non-monetary incentives have a positive effect on the employee commitment. The results of H1 (career advancement opportunities on employee commitment), H2 (development opportunities on employee commitment) were found significant with beta value (β) and p-value 0.411/0.000 and 0.187/ 0.004, respectively. Thus, the outcome of proposed hypotheses confirmed that previous management of telecommunication companies perceived that non-monetary benefits are supportive in increasing the commitment of employees.

As all defined relationships between non-monetary incentives and employee commitment are proven accurate, the conclusions of this study validate the findings of several preceding studies. These findings are like the studies conducted by Idowu, Soyebo and Adeoye; Zandi, Aslam, Selamat and Umar; and Wickramasinghe and Sajeevani where they found that development opportunities and job recognition have an impact and positively related to the employee commitment [50, 51, 52]. In the telecommunication sector, employees are always focused on achieving specific job targets guided by the managers [53, 54]. Also, if the targets are achieved successfully, they are entitled to gain different rewards which are given other than the basic salary. For example, by giving appraisals and career advancement, employees may feel satisfied and more committed to their work as well as with the organization.

There is a general conceptualization by using wide-ranging monetary and non-monetary incentive programs within the organization, the managers would be empowered to develop a brilliant workforce for the success of their company. Olajojo, Oyeboade and Gbotosho directed a study in the context of Nigerian companies to investigate the impact of employees' planning and how it effects the commitment of Nigerian companies. They concluded that specific incentive plans have a considerable effect on employees' commitment and employee efficiency [55]. Like their findings, this study, in the context of Libya, empirically established that career advancement opportunities and development opportunities are positively correlated with employee commitment. The one possible reason of this finding might be the specific nature of telecommunication companies where the target-based jobs are offered to employees. To achieve these tasks, employees need greater motivation which HR managers can offer by non-monetary rewards. Studies recently conducted by Wang et al. and Lefebvre and Stenger highlighted that employee commitment is significantly influenced by the motivational strategies implemented by an organization [56, 57].

Whereas perceived supervisory support has been viewed as a source to increase the employees' commitment and performance in the current shifting working environment. As emphasized, perceived supervisory support is related to the assistance provided by managers or supervisors to the employees to complete their job tasks. A study reported that supervisory support is important for engaging employees at the workplace and increase their satisfaction level with the work. Notwithstanding that perceived supervisory support has received substantial attention, there was still a lack of studies that investigate its moderating role for non-monetary incentives and employee commitment.

The statistical analysis revealed that the perceived supervisory support was not found as a strong moderator for the defined relationships. As shown the beta value and P-value for the hypothesis H3 ($\beta=0.102$, $p=0.002$), and H4 ($\beta=-0.049$, $p=1.158$). Based on these statistical findings, the perceived supervisory support only moderates the relationship between career advancement opportunities and employee motivation, hence, this hypothesis is accepted. While other moderating hypothesis H4 were found not supported. The idea behind employing the perceived supervisory support as moderator is that non-monetary incentives such as career advancement opportunities and development opportunities may have a stronger or weaker impact on employee commitment due to the moderating effect of perceived supervisor support. However, the findings empirically proved that managers of telecommunication companies in Libya have not considered supervisory support as an important factor in enhancing employee commitment. The possible reason for these findings is probably the specific nature of work in the telecommunication sector where employees have specific knowledge regarding their job role. Other than this, employees usually have target-

based jobs, hence, they feel more independent to complete their work without any specific supervisory support.

5. Conclusion

Given this, the strategic implementation of career advancement opportunities and development opportunities would help Libyan telecommunication companies to overcome the challenges of low employee commitment at the workplace. Managers and policymakers, particularly in the context of telecommunication companies, may improve the non-monetary incentive system to benefit organizational success by increasing employee commitment. The findings of perceived supervisory support imply that the more employees are committed if managers offer them career advancement opportunities as an intangible incentive. Accordingly, if employees feel that their company is concerned with the future and career development, they will be, in return, highly committed to the organization. The study's findings provide the basis for future scholars' research and have momentous practical implications for the senior management of telecommunication companies about human capital development through increasing their commitment to the company. This is also important to gain a competitive edge to cope with the challenges of a globally shifting work environment.

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