

## **Non-Financial Incentives and Employees Engagement in Telecommunication Firms in Bayelsa State, Nigeria**

Jasmine Okponanabofa Tamunosiki-Amadi, PhD<sup>1</sup> & Helen-May Ogoun, PhD<sup>2</sup>

<sup>1&2</sup>Faculty of Management Sciences, Niger Delta University, Wilberforce Island, Bayelsa State Nigeria.

Correspondence E-mail Address: [jassy.tammy@yahoo.com](mailto:jassy.tammy@yahoo.com)

### **Abstract**

*The study investigated the relationship between non-financial incentives and employees engagement in telecommunication firms in Bayelsa State. The specific objectives were to evaluate how job enrichment relate to the measures of employee engagement: dedication and vigour. A cross-sectional survey design was adopted, involving the collection of data from a census of 61 employees at the main branches of four GSM telecommunication firms in Yenagoa, Bayelsa State. Data were gathered using a structured questionnaire and analysed using descriptive and inferential statistical methods, specifically Pearson's Product Moment Correlation Coefficient (PPMCC), with SPSS version 23 as the analysis tool. The findings revealed positive and significant relationship between job enrichment and dedication, and vigou. The study concluded that non-financial incentives improve employee engagement in telecommunication firms. It was recommended that telecommunication firms should enhance enrichment of job roles, tmprove dedication, and vigour, among employees.*

Keywords: Dedication, Employee engagement, Job enrichment, Non-financial and Vigour

### **Introduction**

Organisations are driven by the level of dedication and vigour, expressed by their workforce. To stand out, it is imperative that the organisation's workforce is not only skilled and competent in their functions, but also engaged in such roles (Dajani, 2015; Harter & Stone, 2011). According to Harter and Stone (2011) employee engagement enriches the quality of the worker's output. Dutta and Sharma (2016) noted that when employees are engaged, they tend to be more committed and creative in their roles and responsibilities. This is because engagement at work is characterized by meaning and purpose; these serve to drive the dedication and vigour of the workers at the organisation.

In their conceptualization of employee engagement, Schaufeli et al. (2002) noted that engagement describes a cognitive, emotional and physical disposition toward work. Engagement, according to Morrison (2011) is not just concerned with the workers feelings, but also their perceptions and approach toward work. This leads to improved levels of productivity and performance as workers as they tend to be more interested and attached to their roles and responsibilities. Concerns of engagement are such that have grown in recent times, given the increasing levels of turbulence, competition and dynamicity that today defines most industries such as the Nigerian telecommunication industry (Enang, 2022; Adepetun, 2021).

Research on employee engagement has increased substantially over the years. Jung and Yoon (2021) revealed that there is a significant negative relationship between perceptions and threats to job insecurity and employee engagement; which amounted to heightened levels of turnover. Barbars (2018) identified organisational culture as advancing values and functional frameworks that impact on the workers sense of relevance to the organisation, thereby contributing to improved levels of engagement. Likewise, Herminingsih (2015) pointed to the significance of leadership in the development of positive work relationships and favourable work contexts, fertile to employee engagement.

Alam et al. (2022) argued that there appears to be a growing shift from the focus on monetary or financial incentives, as antecedents when it comes to employee engagement. This follows Choudhary and Ghosh (2017) observation that when it comes to non-financial incentives, the concern moves from basically addressing the economic needs of the worker, to a myriad of factors – stemming from a variety of work-related externalized fears and expectations. However, Kushwaha (2018) argued that such factors are in themselves, products of the economic and social context or environment of the organisation. For example, the high rate of unemployment (37.7%) in Nigeria, reinforces the reality of work uncertainty and unpredictability; that way magnifying workers fears of job insecurity and displacement (Egole, 2023).

Ramlall (2004) described non-financial incentives as the focus on the satisfaction of the workers psychological, social and emotional needs. These have been shown to have an equally substantial influence over the workers behaviour and quality of work; thus, suggesting a focus on the intrinsic. As such, human resource management policies and practices geared toward addressing non-financial incentives are such that border on creating favourable and healthy work conditions that advance the intrinsic concerns of the worker. However, as Jensen et al (2007) pointed out, non-financial incentives do not offer a straightforward position or any simple formula to addressing employee motivation issues, rather, it builds on the characteristics of the context and workforce.

Jung, Jung and Yoon (2021) revealed that there is a significant negative relationship between perceptions and threats of job insecurity and employee engagement; which resulted in high levels of turnover. Barbars (2018) identified organisational culture as advancing values and functional frameworks that impact on the workers sense of relevance to the organisation, that way, contributing to improved levels of engagement. Likewise, Herminingsih (2015) pointed to the significance of leadership in the development of positive work relationships and favourable work contexts, fertile to employee engagement.

While existing literature has explored the relationship between non-financial incentives and employee engagement, to the researcher's best of knowledge, there is a notable gap in research specific to the telecommunication sector, particularly in regions like Bayelsa State. Many studies have either broadly examined the relationship between nonfinancial incentives and overall employee performance or have focused on other industries, with limited attention given to telecommunication firms (Nguyen, 2020; Adeoye & Elegbede, 2021). Additionally, there is a scarcity of research that disaggregates employee engagement into its core dimensions in this study, dedication, vigour, and absorption, and examines how these are individually related to recognition, job enrichment, and housing (Obiekwe, 2018; Amah, 2019). Region-specific studies

are also lacking, which is crucial given the unique cultural and organisational dynamics that can influence the relationship between non-financial incentives and employee engagement (Okafor & Amadi, 2020). This study aims to fill these gaps by providing a focused analysis of how these non-financial incentives relate to the distinct components

of employee engagement in telecommunication firms in Bayelsa State. Previous research (Chodhary & Ghosh, 2017; Li & He, 2022; Kushwaha, 2018), as observed, only offer a glimpse and narrow position of the possibility of the relationship between non-financial incentives and employee engagement within developing countries in Africa, given their focus on organisations within global north countries. The scarcity of research addressing the variables, within the context of countries such as Nigeria, could be considered a knowledge gap, and by that a limitation with regard to knowledge on the significance of non-financial incentives in addressing challenges or issues related to employee engagement. This research, as a departure from previous studies, investigates the relationship between non-financial incentives and employee engagement in telecommunication firms in Bayelsa State, Nigeria.

## **Literature Review**

### **Non-Financial Incentives**

Non-financial incentives according to Brenyah and Darko (2017), advances an approach to reward which is not only efficient but which builds on enabling healthier and more collaborative workplaces. Incentives play an important role in increasing human potential, but they are frequently disregarded by enterprises or organisations working in emerging areas such as Asia, Africa, and Latin America. Financial awards have been found to have a major effect on organisational performance. While non-monetary awards are offered by businesses to increase employee engagement, Achie and Kurah (2016) pointed out that these are scarce in many contemporary countries. Employees that are committed to their jobs and have a strong sense of loyalty to their employers are usually more productive. Employees become more dedicated and satisfied with their jobs when they receive material benefits. Increasingly, companies in Western economies are using nonmonetary incentives to encourage their staff, such as providing growth possibilities and fostering a positive work environment, as opposed to developing nations like Nigeria, especially in the public sector.

Financial incentives can occasionally make up for excellent management, but they are not always sufficient to reach the full potential of employees. Employees who prioritise higher management may act disobediently against lower-level bosses. The majority of long-term employees do not believe that financial benefits adequately compensate them for their dedication and efforts, despite the fact that all employees require money to cover their daily living needs. Even when they are paid appropriately, employees still want recognition for their work and non-cash incentives. A lot of big businesses are looking for strategies to inspire workers and drive them to complete their tasks without putting a burden on the company's finances (Reddy & Karim, 2017).

Even though non-monetary incentives are less expensive than monetary ones, many organisations are reluctant to use them. According to Shanks (2012), a variety of nonmonetary incentives can inspire workers to do well in their positions, including flexible work arrangements, job enrichment, promotions, work-life balance, feedback, and efficient management. This demonstrates the wide variety of incentives that can affect how well employees perform. High organisational outcomes may be associated with elements like profit-sharing, employee ownership, and participative management, according to research. In academic literature, non-monetary incentives are acknowledged as powerful motivators.

Alam et al. (2022) argued that there appears to be a growing shift from the focus on monetary or financial incentives, as antecedents when it comes to employee engagement. This follows Choudhary and Ghosh (2017) observation that when it comes to non-financial incentives, the concern moves from basically addressing the economic needs of the worker, to a myriad of factors – stemming from a variety of work-related externalized fears and expectations. However, Kushwaha (2018) argued that such

factors are in themselves, products of the economic and social context or environment of the organisation. For example, the high rate of unemployment (37.7%) in Nigeria, reinforces the reality of work uncertainty and unpredictability; that way magnifying workers fears of job insecurity and displacement (Egole, 2023).

Ramlall (2004) described non-financial incentives as the focus on the satisfaction of the workers psychological, social and emotional needs. These have been shown to have an equally substantial influence over the workers behaviour and quality of work; thus, suggesting a focus on the intrinsic. As such, human resource management policies and practices geared toward addressing non-financial incentives are such that border on creating favourable and healthy work conditions that advance the intrinsic concerns of the worker. However, as Jensen et al (2007) pointed out, non-financial incentives do not offer a straightforward position or any simple formula to addressing employee motivation issues, but rather build on the characteristics of the context and workforce.

Agbenyegah (2019) position also agrees with that of Jensen et al (2007), noting that in developing non-financial incentives, emphasis should be placed on clearly identifying the dominant and pervading characteristics of the workforce. According to Agbenyegah (2019) the differences in context and workforce, condition the values, beliefs, expectations and concerns particular to the organisation's human resource and that way, serve in determining the effectiveness of human resource policies and management strategies.

### **Job Enrichment**

Job enrichment refers to the extent to which roles are improved upon and increased through additional facets that are designed to motivate and reduce the monotony of concerned role. Job enrichment is considered crucial for retention as it positively influences workers experience, enabling them a wider and more diverse level of functionality and responsibilities (Achie & Kurah, 2016). Ali and Wadi (2016) argued that job enrichment is important to the social and mental wellbeing of employees, enhancing their overall disposition and attitude toward organisational roles and also their effectiveness in the workplace. As a form of non-financial incentives, it primarily involves the addition of tasks or the extension of roles in such a way that creates a new or novel work conditions for the employee within the same organisation (Ali & Wadi, 2016).

Related research (Achie & Kurah, 2016; Shanks, 2012) indicates that job enrichment increases the workers options and opportunities within the organisation, thus endearing the organisation to the worker. This is important as it assures the worker of their significance and relevance to the organisation; further demonstrating the usefulness of flexible work arrangements and role structures that allow for the transfer of workers and variety of responsibilities – aimed primarily at enhancing the workers

experience in the organisation. Shanks (2012) noted that when work conditions offer workers variety and enable them apply themselves in ways that create meaning and a sense of fulfilment. Such work conditions are imperative to the worker as such impacts on their perceptions of self and their placement within the context of the organisation. Job enrichment thus offers workers the required feelings of membership and placement required for improved outcomes of dedication and commitment to roles and functions (Shanks, 2016).

Job enrichment not only serves as a tool for enhancing job satisfaction but also plays a critical role in fostering employee autonomy and empowerment. According to Gupta and Singh (2018), job enrichment strategies that increase employee autonomy allow workers to take greater control over their tasks, which leads to a heightened sense of ownership and responsibility. This increased control helps employees feel more connected to their work and more capable of influencing outcomes, which in turn drives higher levels of engagement and job satisfaction. By enabling employees to make decisions and solve problems on their own, organisations can create a more dynamic and motivated workforce.

Furthermore, job enrichment has been linked to improved job performance and innovation. Herzberg's two-factor theory, revisited by Cooper and Knight (2019), suggests that intrinsic factors such as task variety, skill utilization, and meaningful work are key drivers of employee motivation and performance. Job enrichment taps into these intrinsic motivators by allowing employees to develop new skills and take on challenging tasks that stretch their abilities. Employees are more likely to experiment with new ideas and techniques when they feel that their contributions are recognised, which not only leads to improved job performance but also stimulates creativity and innovation. A better job performance is not the only benefit of this.

Job enrichment is also directly linked to employee retention, which is especially important in industries where there is a widespread lack of skilled workers. Employees who believe that their jobs provide them with prospects for advancement and progress are much less likely to leave their current employers, according to research conducted by Owen and Miller (2020). The study emphasized that job enrichment provides employees with a clear path for career advancement within the organisation, which reduces turnover by making employees feel that their long-term career goals are achievable. In this sense, job enrichment serves as a strategic tool for retaining top talent by addressing both their immediate and future career needs.

The psychological benefits of job enrichment cannot be overlooked. A study by Kim and Park (2021) revealed that employees engaged in enriched roles reported higher levels of job satisfaction and lower levels of job-related stress. The study suggests that by providing employees with meaningful and challenging work, job enrichment helps mitigate the adverse effects of job monotony and burnout. This is particularly important in high-stress environments where job demands can take a toll on employees'

mental health. Incorporating elements of job enrichment, organisations can promote a healthier work environment that supports employee well-being. Moreover, job enrichment aligns with the growing emphasis on employee-centered work environments. As noted by Patel and Kumar (2022), modern workplaces are increasingly focusing on creating roles that cater to employees' personal and professional development. Job enrichment fits within this paradigm by offering employees opportunities to expand their skills, take on new challenges, and contribute more significantly to the organisation. This not only enhances individual job satisfaction but also strengthens the overall organisational culture, as employees who feel valued and challenged are more likely to contribute positively to the workplace environment.

### **Employee Engagement**

Different viewpoints may be used to understand employee engagement. It is often associated with an organization's business success, indicating that more employee participation results in enhanced organisational engagement. The term "engagement" was first used by Kazimoto (2016), who defined it as a person's whole dedication to their job and team, acting as a sign of carrying out their assigned responsibilities. An individual's physical, mental, and emotional presence define this involvement. Regarding the organisation, its leadership, and working circumstances, workers' beliefs are part of the cognitive dimensions of employee engagement. Physical aspects pertain to the energy individuals use to carry out their responsibilities within the organisation, whilst emotional elements are related to how employees feel about the organisation and its leaders. Macey (2008), referenced by Jevé, Oppenheimer, and Konje (2015) and Albrecht (2010), states that initiative, flexibility, perseverance, a good attitude, deep work participation, tenacity in the face of adversity, and overall job satisfaction are indicators of employee engagement. High morale among workers is a sign of engagement, which is consistent with Deligero and Laguador's (2014) theory that great passion is a prerequisite for engagement.

Moreover, favourable judgements of the workplace's physical and psychological aspects might improve workers' feeling of wellbeing (Schaufeli et al., 2017). These pleasant emotions have the potential to raise staff morale, which in turn inspires passionate labour that produces more and better production. Positive emotions set off engagement-related behaviours including advocating, going above and above, lending a helping hand, and exhibiting dedication. These actions are the epitome of motivated workers. Employee engagement is defined by Chandani et al. (2016) as proactive behaviour and favourable psychological circumstances associated with work, operationalised via behavioural, emotional, and cognitive intensity and direction. Cognitive involvement is the mental effort put out to articulate the organization's positive principles. Within an organisation, emotional involvement refers to the degree and readiness to promote feelings of well-being. According to Agyemang & Ofei (2013) and Agbionu et

al. (2018), behavioural engagement is a psychological state that motivates a willingness to perform positively, affecting total engagement.

Employee engagement is a complex concept that includes willingness, a positive outlook, and resilience to emotional tiredness, according to Watson Wyatt Worldwide (2005). Positive attitudes, behaviours, and knowledge are all part of involvement, when seen as a complex construct (Saks, 2006). Engagement may be defined as a committed commitment on the part of an employee to take the initiative to help the organisation succeed. It is a positive mentality that includes zeal, commitment, and role engagement. Engagement is the antithesis of emotional tiredness and is characterised by vigour, vitality, and a commitment to one's task (Sun & Bunchapattanasakda, 2019). According to Perrin's Global Workforce Study (quoted in Markos & Sridevi, 2010), employee engagement is the capacity and desire of workers to continuously apply discretionary effort to support the success of their organisation. According to the research, engagement is influenced by both intellectual and emotional aspects of work and life in general. The Gallup Organisation defines employee engagement as having a passion and enthusiasm for one's job. Gallup, cited by Dernovsek (in Rajan & Jayaraman, 2018), states that engagement is the same as being deeply committed to the organisation and feeling strongly emotionally connected to it. Employee engagement, according to Anitha (2014), is characterised by a favourable outlook towards the company and its principles. An engaged worker comprehends the business environment and works cooperatively with coworkers to improve worker engagement for the sake of the company.

According to Albrecht et al. (2015), employee engagement has a considerable influence on employee engagement levels, making it a crucial issue for organisational management. Management can help staff members become more efficient and, in turn, more productive members of the organisation by concentrating on their abilities and capabilities (Sun, 2019).

### **Dedication**

Eldor and Harpaz (2015) define dedication as a stable and positive emotional attitude towards work that is motivated by the desire to accomplish personally significant results, such as meeting professional obligations and forming one's identity. Van Scotter and Motowidlo (2016) expound that demonstrating a commitment to one's profession entails engaging in disciplined behaviour at work, including regulations compliance, diligence, perseverance in completing tasks, and initiative in problemsolving. According to Schaufeli and Bakker (2010), dedication is also characterised by the ability to put in a great deal of effort at work as well as a feeling of importance, excitement, inspiration, pride, and a readiness to take on difficulties.

Dedication describes the extent to which the employee's express commitment and are attuned toward advancing their very best toward the achievement of organisational objectives and goals (Eldor & Harpaz, 2015; Saber, 2013). According to Saber (2013) dedication is marked by an enthusiasm for one's job or role and a sustained level of emotional involvement expressed in the time spent in ensuring that objectives are attained. This agrees with Breevaart et al (2013) position that the dedicated employee is one which expresses responsibility for outcomes and thus, goes an extra mile in ensuring that outputs are in such conditions that match the expected quality and standards of the organisation.

Dedication is an important aspect of engagement as it details the extent to which the worker also believes and is confident outcomes of success. That is to say, when employee's express dedication, they also buy into the vision and future of the organisation. Anitha (2014) described dedication as the workers expressed attachment and sense of duty to their role and to the organisation; such that is manifested in the workers attention to details, their timeliness to work and also the level of consistency in terms of behaviour and activity with regard to their roles and functions in the organisation. This agrees with Saber (2013) position, affirming to the imperatives of dedication in outcomes such as service quality, productivity and effectiveness both at the individual as well as the organisational level (Eldor & Harpaz, 2015; Saber, 2013).

As a dimension of workers engagement, dedication is expressed through the workers value for their work and their attachment to the organisation. Schaufeli et al. (2017) argued that dedication is evident in the consistency of behaviour and actions of the worker, in line with the accomplishment of related tasks or objectives. Dedication entails a profound level of engagement with one's work, as well as a strong sense of significance. Schaufeli et al. (2017) claim that favourable job outcomes, such timely delivery and high-quality work, are linked to dedication. Employees that are engaged feel powerful and energised at work, approach their jobs with enthusiasm and optimism, and are often completely absorbed in their work.

### **Vigour**

This is the physical effort that employees put out to fulfil their responsibilities inside the company (Saks, 2006). Strong participation in their job (dedication), high levels of vitality, and the capacity to stay cheerfully and completely focused on their tasks (absorption) describe engaged workers. Particularly, vigour is characterised by high levels of energy and mental toughness while working, as well as a desire to put effort into one's job and perseverance in the face of challenges. Exhibiting a great degree of energy, mental stamina, and a will to give their work their all despite obstacles, motivated personnel are clearly signs of excitement (Schaufeli, 2017).

The concept of vigour as a dimension of employee engagement details the extent to which workers are energetic with regard to their roles and responsibilities. Thus, it embodies the degree of physicality expressed in the performance of one's functions in the organisation. The expression of vigour also demonstrates the workers drive for the accomplishment of particular objectives or goals (Wang & Chia-Chun, 2013). Cooper-Thomas et al (2014) noted that behaviour such as the speed or pace of work, as well as stamina are facets of vigour and when expressed or demonstrated in the workplace, illustrate or can be used to identify employees who are also engaged in their work (Hayes, 2015).

The concept of vigour describes the energy and extent of effort channeled toward particular roles and responsibilities Anitha (2014). According to Cooper-Thomas et al. (2014) vigour is an important form of work behaviour which suggests the extent to which workers are physically involved and express actual effort in ensuring functional outcomes match expected standards and thresholds. Cooper-Thomas et al. (2014) also noted that without the expression of vigour, workers disposition toward their roles would be lukewarm, lacklustre and dull. Vigour in one's role and responsibilities enhance the work outcomes and is as such an indicator of the extent to which workers identify with their organisations and approach their responsibilities as a personal issue or concern. As such, vigour impacts positively on work roles and performance outcomes (Cooper-Thomas et al., 2014).

### **Non-financial Incentive and Employee Engagement**

According to Armstrong (2010), employee motivation is a traditional strategy for addressing the difficulty of valuing human resource performance, which is a major management concern. Deeprose (1994) argues that incentives are a major factor in increasing employee engagement and output. Therefore, an effective reward system— especially one that prioritizes non-monetary incentives—can greatly increase employee satisfaction by cultivating a driven and productive staff. Additionally, he says that a strong non-monetary incentive program boosts productivity and, in turn, inspires employees to be more committed.

Danish and Usman (2010) bolster this perspective by confirming that well-executed incentives and recognition foster a productive workplace culture that motivates workers to provide their best work. Alam et al. (2013) investigated how employee recognition affected their ability to forecast contributions and discovered a link between remuneration and output. Empirical research has shown the beneficial impact of nonmonetary incentives on employee motivation. Lewis (2013) notes that while praise and recognition are often thought of as the most important incentives, they are also effective instruments for influencing employee behaviour inside an organisation. Non-monetary benefits, including career development, learning opportunities, demanding work, and recognition, have been shown to be successful in inspiring workers and enhancing their performance, according to Aktar et al. (2012).

Furthermore, non-monetary incentives like recognition are not only economical but also play a major role in boosting employee morale, accelerating productivity, and improving customer service, quality, and safety standards (Wiscombe, 2002). As to Mussie et al. (2013), non-monetary incentives like employee appreciation have the potential to inspire workers to improve their output. According to Caligiuri et al. (2010), recognition is the act of an individual or group recognising, appreciating, or endorsing favourable actions or achievements. Gostick and Elton (2007) state that modest actions that are meaningful to workers are included in the definition of recognition, as is praise or a handwritten message appreciating accomplishments. Employee appreciation initiatives may take many different forms: from unplanned, informal "thank yous" to more structured initiatives that promote certain behaviours and provide explicit guidelines for receiving recognition (Robbins, 2005).

## METHODOLOGY

The methodology for the study is quantitative and the research design is the cross-sectional survey. For this study, the population comprises a total of 61 permanent and full-time employees working at the main or head branches of the four GSM telecommunication firms in Yenagoa, Bayelsa State, as sourced from the Human Resource Departments of the respective firms. Given that the population size is both manageable and feasible, the study employed a census approach, where population equals sample size. The hypotheses were tested using the Pearson's Product Moment Correlation Coefficient (PPMCC), with the aid of the SPSS version 23 package for the bivariate relationship between non-financial incentives and the measures of organizational resilience at a 0.70 level of significance.

**Table 3.1: Reliability Outcomes of the Study Variables**

Variables	Dimensions/Measures	No of Items	Cronbach's Alpha
<b>Non-financial Incentives</b>	Job enrichment	3	0.709
	Dedication Vigour	3	0.801
<b>Employee Engagement</b>		3	0.769

*Source: Survey Data, 2024.*

## Data Analysis and Discussion of Finding

**Table 4.1 Univariate Analysis of Respondents' Response on Job Enrichment**

	N	Min	Max	Sum	Mean	Std. Dev.	Remark
1. Work in this organisation is often reviewed in line with creating new experiences for workers.	55	1.00	5.00	173.00	3.1455	1.36651	Agreed
2. This organisation ensures workers are offered some autonomy in their roles and responsibilities.	55	2.00	5.00	219.00	3.9818	1.14651	Agreed
3. Effort is made in this organisation to reduce monotony in work roles.	55	2.00	5.00	224.00	4.0727	1.03377	Agreed
Grand Mean					3.7333		Agreed
Valid N (listwise)	55						

**Source: Survey Data (2024) [Mean Cut-off Point = 3.00]**

Table 4.1 presents the univariate analysis of respondents' responses on job enrichment within their organisation, using a mean cut-off point of 3.00. From the table, the respondents agreed that work in their organisation is often reviewed in line with creating new experiences for workers, with a mean score of 3.1455 and a standard deviation of 1.36651. The respondents also agreed that their organisation ensures workers are offered some autonomy in their roles and responsibilities," as reflected by a mean score of 3.9818 and a standard deviation of 1.14651. Additionally, the respondents agreed that efforts are made in their organisation to reduce monotony in their work roles, with a mean score of 4.0727 and a standard deviation of 1.03377. The overall grand mean of 3.7333 indicates that respondents perceive job enrichment as being present in the organisation, with efforts made to enhance workers' experiences, autonomy, and variety in their roles.

**Table 4.2 Univariate Analysis of Respondents' Response on Dedication**

	N	Min	Max	Sum	Mean	Std. Dev.	Remark
--	---	-----	-----	-----	------	-----------	--------

1. Workers in this organisation are

	55	3.00	5.00	241.00	4.3818	.70687	Agreed very
							consistent in their roles
2.	55	1.00	5.00	231.00	4.2000	.86923	Agreed performance in this organisation
3.	55	3.00	5.00	226.00	4.1091	.76189	Agreed motivated for the success of the organisation
	Grand Mean			4.2303	Agreed		Valid N (listwise)
	55						

**Source: Survey Data (2024) [Mean Cut-off Point = 3.00]**

Table 4.2 presents the univariate analysis of respondents' responses on dedication within their organisation, using a mean cut-off point of 3.00. From the table, the respondents agreed that workers in their organisation are very consistent in their roles, with a mean score of 4.3818 and a standard deviation of 0.70687. Additionally, the respondents agreed that there is a shared emphasis on timing when it comes to role performance in their organisation, with a mean score of 4.2000 and a standard deviation of 0.86923. Furthermore, the respondents agreed that workers in their organisation can be described as driven and motivated for the success of the organisation, as reflected by a mean score of 4.1091 and a standard deviation of 0.76189. The overall grand mean of 4.2303 suggests that respondents perceive a high level of dedication among workers in the organisation, with a strong emphasis on consistency, timing, and motivation for organisational success.

**Table 4.3 Univariate Analysis of Respondents' Response on Vigour**

	N	Min	Max	Sum	Mean	Std. Dev.	Remark
1. Much focus is expressed in the workers performance of their roles in this organisation	55	2.00	5.00	230.00	4.1818	.88382	Agreed
2. Workers in this organisation approach their roles with high levels of morale	55	3.00	5.00	247.00	4.4909	.76673	Agreed

3. Workers in this organisation are

very energetic in the performance of their roles	55	1.00	5.00	220.00	4.0000	1.00000	Agreed
Grand Mean	55				4.2242		
Valid N (listwise)							

**Source: Survey Data (2024) [Mean Cut-off Point = 3.00]**

Table 4.3 presents the univariate analysis on vigour of respondents in their organisation, using a mean cut-off point of 3.00. The table shows that the respondents agreed that "much focus is expressed in the workers' performance of their roles in their organisation," with a mean score of 4.1818 and a standard deviation of 0.88382, indicating a strong agreement. Additionally, the respondents agreed that "workers in their organisation approach their roles with high levels of morale," as reflected by a mean score of 4.4909 and a standard deviation of 0.76673, showing a high level of morale among workers. Furthermore, the respondents agreed that "workers in their organisation are very energetic in the performance of their roles," with a mean score of 4.0000 and a standard deviation of 1.00000. The overall grand mean of 4.2242 suggests that respondents perceive a high level of vigour among workers in the organisation, characterized by focused performance, high morale, and energy in carrying out their roles.

### Job Enrichment and Dedication

Ho4: There is no significant relationship between job enrichment and dedication in telecommunication firms in Bayelsa State.

**Table 4.4: Correlation Result on the Relationship between Job Enrichment and Dedication**

		Job Enrichment	Dedication
Job Enrichment	Pearson Correlation	1	.650**
	Sig. (2-tailed)		.000
	N	55	55

Dedication	Pearson Correlation	.545**	1
	Sig. (2-tailed)	.000	
	N	55	55

\*\* . Correlation is significant at the 0.01 level (2-tailed). SPSS Version 23

Output of Survey Data, 2024.

The correlation analysis in Table 4.4 examines the relationship between job enrichment and dedication among employees in telecommunication firms in Bayelsa State. The Pearson correlation coefficient between job enrichment and dedication is  $r = 0.650$  with a significance level of  $p < 0.01$ . This indicates a strong and positive relationship suggesting that as job enrichment increases, employee dedication also increases.

**Decision:** Given the results, the null hypothesis (Ho4) that there is no significant relationship between job enrichment and dedication is rejected. The correlation coefficient of 0.650 and the significance level of 0.000 indicate a positive and significant relationship. Therefore, it is concluded that job enrichment is positively and significantly associated with employee dedication in telecommunication firms in Bayelsa State.

### Job Enrichment and Vigour

Ho5: There is no significant relationship between job enrichment and vigour in telecommunication firms in Bayelsa State.

**Table 4.5: Correlation Result on the Relationship between Job Enrichment and Vigour**

		Job Enrichment	Vigour
Job Enrichment	Pearson Correlation	1	.457**
	Sig. (2-tailed)		.000
	N	55	55
Vigour	Pearson Correlation	.457**	1

Sig. (2-tailed)	.000	
N	55	55

\*\* . Correlation is significant at the 0.01 level (2-tailed). SPSS Version 23

Output of Survey Data, 2024.

The correlation analysis in Table 4.5 investigates the relationship between job enrichment and vigour among employees in telecommunication firms in Bayelsa State.

The Pearson correlation coefficient between job enrichment and vigour is  $r = 0.457$  with a significance level of  $p < 0.01$ . This indicates a moderate and positive correlation, meaning that as job enrichment increases, so does employee vigour. This relationship implies that by enriching jobs, employees are likely to feel more energetic and vigorous at work.

**Decision:** Based on the results, the null hypothesis ( $H_05$ ) that there is no significant relationship between job enrichment and vigour is rejected. The correlation coefficient of 0.457 and the significance level of 0.000 indicate a positive and significant relationship. Consequently, it is concluded that job enrichment is significantly linked to increased employee vigour in telecommunication firms in Bayelsa State.

**Table 4.6: Summary of Results of Hypotheses**

S/N	Hypotheses	<i>r</i>	p-value	Decision
1.	<b>H<sub>04</sub></b>	0.650	$p = 0.000 < 0.01$	<b>H<sub>04</sub></b> is Rejected
2.	<b>H<sub>05</sub></b>	0.457	$p = 0.000 < 0.01$	<b>H<sub>05</sub></b> is Rejected
3.	<b>H<sub>06</sub></b>	0.572	$p = 0.000 < 0.01$	<b>H<sub>06</sub></b> is Rejected

**Source:** SPSS Version 23 Output of Survey Data, 2024

## **Discussion of Findings**

### **Job Enrichment and Dedication in Telecommunication Firms**

The study hypothesized that there is no significant relationship between job enrichment and dedication in telecommunication firms in Bayelsa State. However, the Pearson correlation analysis revealed a positive and significant relationship between job enrichment and dedication. This suggests that when employees are provided with enriched job roles characterized by meaningful tasks, autonomy, and opportunities for personal growth, they are more likely to be dedicated to their work. Job enrichment makes employees feel valued and empowered, leading to a stronger commitment to their roles and the organisation. The implication is that by designing jobs that challenge and engage employees, telecommunication firms can foster greater loyalty and dedication. Employees who feel that their roles are fulfilling and aligned with their personal and professional goals are more likely to stay committed to their work and contribute positively to the organisation's success. This finding is supported by Adebayo and Adesanya (2022), who found a strong positive relationship between job enrichment and employee engagement, particularly in terms of dedication. Additionally, Mensah and Amponsah (2023) highlighted that job enrichment significantly influenced dedication in manufacturing firms. Conversely, the study by Rajendran (2017) suggested that non-monetary benefits, including job enrichment, have a positive impact on employee performance, but did not specifically isolate dedication as a dimension.

Theoretically, this finding reinforces the job characteristics model, which posits that enriched job roles lead to higher levels of employee motivation and dedication. Practically, telecommunication firms should focus on enhancing job enrichment to boost employee dedication, as this can lead to increased loyalty and reduced turnover rates. From a policy perspective, firms should embed job enrichment practices into their human resource strategies, ensuring that roles are designed to maximize employee engagement and commitment.

### **Job Enrichment and Vigour in Telecommunication Firms**

The study hypothesized that there is no significant relationship between job enrichment and vigour in telecommunication firms in Bayelsa State. However, the Pearson correlation analysis revealed a positive and significant relationship between job enrichment and vigour. This suggests that employees with enriched job roles are more likely to experience higher levels of energy and enthusiasm at work. Job enrichment provides employees with a sense of ownership and responsibility, which can invigorate them and lead to a more energized and motivated workforce. The finding implies that telecommunication firms that invest in enriching their employees' roles can create a more dynamic and enthusiastic workforce. Giving employees more control over their tasks and providing opportunities for learning and development, firms can increase employee vitality and drive, resulting in higher overall performance.

This finding is supported by Jackson (2022), who found a significant positive relationship between job enrichment and employee vigour in the banking sector. Similarly, Ochieng and Mutiso (2022) observed that job enrichment strongly influenced vigour in public universities. However, studies like those by Wagas and Saleem (2014) and Agbenyegah (2019) focused on broader measures of employee engagement and did not isolate vigour specifically. Theoretically, this finding aligns with the job enrichment theory, emphasizing that enhancing job roles can lead to increased energy and enthusiasm among employees. Practically, telecommunication firms should prioritize job enrichment as a strategy to boost employee vigour, leading to higher levels of motivation and performance. From a policy perspective, incorporating job enrichment into the organisation's human resource practices can ensure that employees remain engaged, energized, and committed to their roles.

### **Conclusion**

This study examined the relationship between non-financial incentives and employee engagement in telecommunication firms in Bayelsa State. A total of two research hypotheses were formulated to explore the relationships between job enrichment and the measures of employee engagement (dedication and vigour). The findings revealed positive and significant relationships between non-financial incentives and employee engagement, indicating that job enrichment, is a driver to employee dedication and vigour in telecommunication sector. Based on these findings, the study concludes that nonfinancial incentives play a crucial role in enhancing employee engagement in telecommunication firms in Bayelsa State.

### **5.3 Recommendations**

Based on the findings, the study recommends the following:

1. Telecommunication firms should implement job enrichment strategies to strengthen employee dedication, offering more challenging and meaningful work to create a more committed workforce.
2. Telecommunication firms should focus on enriching job roles to elevate employee vigour, providing growth and development opportunities that energize and motivate staff.

## REFERENCES

- Achie, S. T., & Kurah, J. T. (2016). The role of job enrichment in improving job satisfaction and organisational commitment. *International Journal of Business and Management*, 11(4), 42-50.
- Adebayo, T., & Adesanya, K. (2022). Job enrichment and employee engagement in public sector organisations in Lagos, Nigeria. *Public Sector Review*, 39(1), 67-84.
- Agbenyegah, E. (2019). Effect of financial and non-financial rewards in motivating employee performance in financial institutions in Ghana. *International Journal of Financial Management*, 22(4), 234-250.
- Aktar, S., Sachu, M. K., & Ali, E. (2012). The impact of rewards on employee performance in commercial banks of Bangladesh. *Journal of Business Management*, 6(2), 9-15.
- Alam, M. S., Shaheed, A. A., Sahabuddin, M., & Akter, S. (2013). Relationship between employee recognition and employee contribution in service industry. *International Journal of Business and Marketing Management*, 1(1), 1-8.
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organisational Effectiveness: People and Performance*, 1(3), 7-19.
- Ali, H., & Wadi, M. (2016). Job enrichment and employee well-being: A study of the impact of additional responsibilities on employees. *Journal of Occupational Psychology*, 29(3), 217-232.
- Ali, M., & Wadi, A. (2016). The impact of non-monetary incentivization on staff productivity: Case study of the banking sector in Bahrain. *EPRA International Journal of Economic and Business Review*, 6(4), 122-128.
- Ali, S. A. M., Said, N. A., Yunus, N. M., Kader, S. F. A., Latif, D. S. A., & Munap, R.
- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63, 308-323.
- Armstrong, M. (2010). *Armstrong's handbook of strategic human resource management*. Kogan Page Publishers.
- Choudhary, M., & Ghosh, S. (2017). Monetary and non-monetary incentives in LIC of India and its impact: A case study of Ranchi District. *Journal of Management Research and Analysis*, 4(3), 112-116.
- Cooper, L., & Knight, R. (2019). Revisiting Herzberg: The role of job enrichment in modern work environments. *Human Resource Development Quarterly*, 30(2), 123-140.
- Cooper-Thomas, H. D., Paterson, N. L., Stadler, M. J., & Saks, A. M. (2014). The relative importance of proactive behaviors and outcomes for predicting newcomer learning, well-being, and work engagement. *Journal of Vocational Behavior*, 84, 318-331.
- Dajani, M. A. Z. (2015). The impact of employee engagement on job performance and organisational commitment in the Egyptian banking sector. *Journal of Business and Management Sciences*, 3(5), 138-147.

- Danish, R. Q., & Usman, A. (2010). Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan. *International Journal of Business and Management*, 5(2), 159.
- Deligero, J. C. L., & Laguador, J. M. (2014). Work engagement among employees and its relationship with work units' performance of a higher education institution. *International Journal of Management Sciences*, 3(12), 909–917.
- Eldor, L., & Harpaz, I. (2015). A process model of employee engagement: The learning climate and its relationship with extra-role performance behaviours. *Journal of Organisational Behavior*, 37, 213–235.
- Gostick, A., & Elton, C. (2007). *The daily carrot principle: 365 ways to enhance your career and life*. Simon & Schuster.
- Gupta, S., & Singh, R. (2018). Autonomy and job enrichment: Pathways to enhanced employee engagement. *Journal of Organisational Behavior*, 39(5), 589-604.
- Harter, J. K., & Stone, A. A. (2011). Engaging and disengaging work conditions, momentary experiences, and cortisol response. *Motivation and Emotion*, 36(2), 104–113.
- Harter, J. K., Schmidt, F. L., Agrawal, S., Plowman, S. K., & Blue, A. (2016). *The relationship between engagement at work and organisational outcomes* (9th ed.). Gallup.
- Heshmati, A., Hashemi, S. R., & Kohram, Z. N. (2016). The impact of financial and non-financial measures on employee motivation to participate in organisation target setting: A case study of Telecommunication Infrastructure Company (TIC). *International Journal of Humanities and Cultural Studies*, 2395–2406.
- Jackson, C. P. (2022). Employees job enrichment: Performance driver for money deposit banks in Rivers State. *International Journal of Advances in Engineering and Management (IJAEM)*, 4(4), 223-236.
- Jackson, E., & Rivera, S. (2023). The role of recognition in employee retention: Insights from talent management practices. *Journal of Applied Psychology*, 108(6), 788803.
- Jensen, D., McMullen, T., & Stark, M. (2007). *The manager's guide to rewards: What you need to know to get the best for – and from – your employees*. Hay Group Inc.
- Kim, Y., & Park, J. (2021). Job enrichment and its psychological impact: A study on job satisfaction and stress reduction. *Journal of Occupational Health Psychology*, 26(1), 45-57.
- Kushwaha, H. (2018). Impact of financial and non-financial incentives on employee productivity. *Review of Business and Technology Research*, 15(1), 20–23.
- Markos, S., & Sridevi, M. S. (2010). Employee engagement: The key to improving performance. *International Journal of Business & Management*, 5(12), 89–96.
- Mensah, K., & Amponsah, J. (2023). Non-financial incentives and employee engagement in Ghanaian manufacturing firms: The case of Accra. *Ghana Journal of Industrial Relations*, 11(2), 123-140.

- Morrison, E. W. (2011). Employee voice behaviour: Integration and directions for future research. *The Academy of Management Annals*, 5(1), 373–412.
- Mussie, T. T., Kathryn, J. R., & Abel, B. E. (2013). The effects of employee recognition, pay, and benefits on job satisfaction: Cross-country evidence. *Journal of Business and Economics*, 4(1).
- Ochieng, P., & Mutiso, J. (2022). The effect of non-financial incentives on employee engagement in Kenyan public universities: A focus on Nairobi. *Journal of East African Educational Research*, 9(4), 142-160.
- Patel, M., & Kumar, V. (2022). Employee-centered work environments: The role of job enrichment in modern workplaces. *Journal of Human Resource Management*, 37(3), 204-220.
- Rajendran, P. (2017). Effects of non-monetary benefits on employee performance at Bako Agriculture Research Center. *Agricultural Research Journal*, 12(2), 45-60.
- Rakshana, M. M. F., & Gaffoor, S. (2014). Impact of financial and non-financial motivation on employee performance: A case study on Orient Lanka Confectionary Private Limited, Kandy. *Proceedings of the Second Annual Research Conference*.
- Ramlall, S. (2004). A review of employee motivation theories and their implications for employee retention within organizations. *Journal of American Academy of Business*, 5(1/2), 52-63.
- Robbins, S. P. (2005). *Essentials of organisational behaviour*. Prentice Hall.
- Saber, D. A. (2013). Generational differences of the frontline nursing workforce in relation to job satisfaction: What does the literature reveal? *The Health Care Manager*, 32, 329–335.
- Schaufeli, W. (2012). Work engagement: What do we know and where do we go? *Romanian Journal of Applied Psychology*, 14(1), 3–10.
- Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. In A. B. Bakker & M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 10–24). Psychology Press.
- Schaufeli, W. B., Salanova, M., Gonzalez-Roma, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two-sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71–92.
- Schaufeli, W. B., Shimazu, A., Hakanen, J., Salanova, M., & De Witte, H. (2017). An ultra-short measure for work engagement: The UWES-3 validation across five countries. *European Journal of Psychological Assessment*, 33(1), 31–39.
- Shanks, R. (2012). The importance of job enrichment in contemporary organisations. *Journal of Applied Psychology*, 97(3), 540-552.
- Wagas, Z., & Saleem, S. (2014). The effect of monetary and non-monetary rewards on employee engagement and firm performance. *European Journal of Business and Management*, 6(3), 73–82.
- Wang, D., & Chia-Chun, H. (2013). The effect of authentic leadership on employee trust and employee engagement. *Social Behavior and Personality: An International Journal*, 41, 613–624.

Wiscombe, J. (2002). Rewards get results: The recognition and performance link. *Workforce*, 44. Retrieved November 4, 2002.

Yousaf, S., Latif, M., Aslam, S., & Siddiqui, A. (2014). Impact of financial and nonfinancial rewards on employee motivation. *Middle-East Journal of Scientific Research*, 21(10), 1776–1786.