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The Impact of the Incentive System on Human Resource Empowerment within Economic Institutions: A Case Study of Algeria Télécom, Tébessa Agency

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Abstract:

The purpose of this study is to examine how the incentive system affects human resource empowerment, with a particular emphasis on the monetary and moral incentives that are a part of it. It also looks at how this system affects its aspects and turns empowerment into an organizational and strategic culture, helping to build and establish a culture of human resource empowerment within organizations. The main instrument for gathering data and information for the study was a questionnaire that was given to a sample of thirty-two participants and statistically with spss V26.

According to the empirical study, Algeria Telecom's incentive structure significantly influenced and empowered its people resources. The results show that there is a statistically significant correlation between material and moral incentives and their impact on Algeria Telecom's human resource empowerment at the significance level ($\alpha < 0.05$). The study suggests appreciating the incentive system and keeping it updated and improved throughout time.

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Keywords: Algeria Telecom; economic institution; human resource empowerment; monetary and moral rewards; incentive scheme.

1. Introduction

The significance of human resources has markedly escalated in our modern day owing to its intrinsic worth and profound influence within organisations. An area that organisations have prioritised for development in relation to human resources is the incentive system. Creating a successful incentive system and executing it to ensure both the institution and its personnel are content is a challenging endeavour. Furthermore, the strategies for distributing and awarding incentives have a substantial impact on the happiness and loyalty of employees .

One of the administrative systems that directly impacts human resources and their motivation at work is the administrative empowerment system. This approach has emerged as one of the most dependable and trusted in modern institutions.

1.1. Research Question

Given this information, the following research problem is presented :

- **How does the incentive system impact the empowerment of human resources at Algérie Télécom Tebessa ?**

The primary inquiry is thereafter subdivided into **the subsequent subordinate inquiries:**

- Do financial incentives impact the empowerment of human resources at Algérie Télécom Tebessa;
- Do non-financial incentives have an impact on empowerment of human resources at Algérie Télécom Tebessa;
- The relationship between the incentive structure and the empowerment of human resources at Algérie Télécom Tebessa is being investigated .

1.2. Hypotheses for the research:

The basic hypothesis suggested to address the main study problem and sub-questions is as follows:

- **There is a statistically significant impact (α ≤ 0.05) of the incentive system on the empowerment of human resources at Algérie Télécom Tebessa ".**

Within this main theory, various sub-hypotheses are encompassed :

- **First Sub-hypothesis:** "Financial incentives have no statistically significant impact (α ≤ 0.05) on the empowerment of human resources at Algérie Télécom Tebessa ".
- **Second Sub-hypothesis:** "There is a statistically significant effect (α ≤ 0.05) of non-financial incentives on the empowerment of human resources at Algérie Télécom Tebessa ".

1.3. Importance of the Research:

The importance of this study rests in the little amount of research that has been done on how the incentive structure affects the empowerment of human resources. While there has been extensive research conducted on each topic individually, their collective influence has received less attention. The subjects of incentives and empowerment are vital in the present economic and human discussion, growing in significance as a result of heightened competition among institutions in the context of market liberalisation and shifts in the business climate. The utilisation of incentive systems and the empowerment of human resources provide certain institutions with a competitive edge that sets them apart from others .

1.4 Prior research

Our objective was to incorporate studies that encompassed both factors, even though they were limited in number. The pivotal studies include :

- **Research conducted by (Kulaib, 2018)**: The objective of this study was to gain insight into the characteristics and categories of incentives And **Research conducted by (Bowen & Edward, 1992)** The objective of this study was to examine and elucidate the correlation between incentive systems and employee empowerment, **Our study distinguishes itself in several significant ways,** Firstly, it is among the pioneering studies conducted in Algeria that establish a connection between the incentive system and human resource empowerment. Secondly, it examines these variables within the context of an Algerian economic institution, employing a distinctive applied study approach. As a result, our research contributes fresh insights to the existing body of knowledge on this subject matter.

2. The study's Theoretical Framework

2.1. Incentive System

2.1.1. The meaning of motivation and incentives

- Various definitions of motivation have been presented, one of which states that motivation is the process of guiding, reinforcing, and sustaining the actions of human resources in order to accomplish shared objectives and establish entitlement plans based on specific levels of performance (Tanay, Al-zaidi , & Hussain, 2018, p. 24)

- Every person possesses their own distinct motivation, encompassing factors such as the work environment, fulfilling tasks, and crucial systems that play a role in the motivation process (Jean-Mari & Jean-François , 1992, p. 29) .

- Regarding incentives, researchers have provided different explanations:

- One interpretation defines incentives as "external factors arranged by management to fulfil the desires, needs, and ambitions of employees in order to enhance their performance and accomplish both the organization's and individual's objectives simultaneously (Rajab, 2015, p. 14) "

- Incentives can be described as variables that try to stimulate the underlying forces in individuals, which in turn influence their behaviour by satisfying their human wants. (Nawal, 2019, p. 183)

Categories of incentives

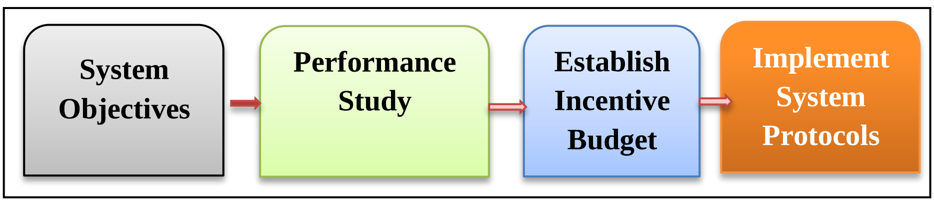
Table 1. Categories of incentives

Type of Incentives	Individual	Group
Financial Incentives	Positive	Salary, personal performance bonuses, rewards for outstanding performance.
	Negative	Deductions, deprivation of bonuses, delayed promotions.
Non-Financial Incentives	Positive	Awards, certificates of excellence, praise, encouragement, exceptional leave, promotion.
	Negative	Warnings and reprimands, disciplinary actions, threats of punishment or dismissal, transfer.

Source: Haroush Nour Eddin (2011) Human Resource Management, Dar Al-Ummah Publishing and Distribution, pp 145-146.

2.1.2. The following are the stages involved in designing an effective incentive system

Fig 1. The following are the stages involved in designing an effective incentive system



Source: Maher Ahmed (2013). Human Resource ManagementEgypt: Al-Dar Al-Jami'yah Publishing, 2nd edition, p 368.

- Defining the process of establishing system steps: system objectives. (Ahmed, 2015, pp. 159-160)

-Performance Study: Performance Components. (Belkhir, 2016, p. 03)

-Establish Incentive Budget.. (Amal, 2021, p. 42)

- Implement System Protocols. (yazid Al-Walid, 2009, pp. 93-94)

2.2. The Essence of Empowering Human Resources

2.2.1. Empowerment RH

presented by Robins, administrative empowerment refers to a technique that enhances the genuine and inherent motivation of employees in their work . (Ahmed & Ma'ayah, 2009, p. 29)

Empowerment is the fair transfer of responsibility and authority from managers to subordinates. (Ahmed, Arikat, Al-Saleh, Jarradat, & Durra, 2016, p. 183)

2.2.2.Aspects of Human Resource Empowerment

The components of human resource empowerment encompass :

- Delegation of Authority. (Hamid, 2016, p. 314)
- Work teams should .(Andraos & Ma'ayah, 2008, p. 199)
- Training. (Al-Attar, 2012, p. 184)
- Effective communication . (Mahmoud, 2008, p. 44)

3 . The practical application of the studies

3.1. Methods and Materials :

3.1.1. Identifying the Study Population and Sample

The total number is 265 employees, representing the entire population. A random sample of 32 employees at different levels. (Agency, 2024)

Table 2. Questionnaire Distribution

Questionnaires	Number	Percentage (%)
Distributed	40	80
Not Retrieved	08	20
Valid for Analysis	32	100

The source: Prepared by the researchers based on the results obtained from the questionnaire distribution.

3.1.2. Study Tools and Data Collection Methods

- **Documents and Records**. (Agency, 2024)
- **Questionnaire:** The questionnaire consisted of two main parts. The first part included demographic variables such as gender, age, educational qualification, professional experience, and job position. The second part contained 30 statements divided into two main sections reflecting the core issues addressed in the study.

Table 3. Distribution of Questionnaire Statements Across Study Sections

Study Sections	Number	Percentage (%)
Incentive System	Financial Incentives	10
	Non-Financial Incentives	10
Total for Section One	20	
Section Two: Human Resource Empowerment	10	
Total	30	

The source: results obtained from the questionnaire distribution.

3.1.3. Reliability of the Study Tool

Table 4. Reliability Coefficient for Internal Consistency of Study Variables

Statement Range in Questionnaire	Variable	Cronbach's Alpha (%)
01 to 10	Financial Incentives	84.8
11 to 20	Non-Financial Incentives	74.3
01 to 20	Incentive System	85.1
21 to 30	Human Resource Empowerment	62.1
01 to 30	Overall Reliability	86.1

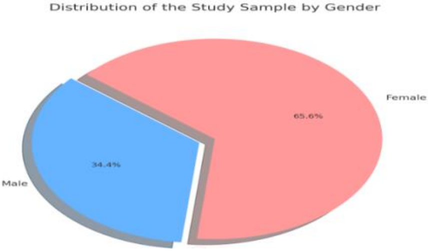
The source: Prepared based on statistical analysis results

Table 4 shows that the reliability coefficients for all study variables are high, with an overall reliability coefficient of 86.1%, indicating a high and acceptable level of reliability.

3.2. Presentation and Analysis of Demographic and Professional Data of the Study Sample

3.2.1. Gender Variable

Figure 2. Distribution of the Study Sample by Gender



The source : Prepared based on statistical analysis results

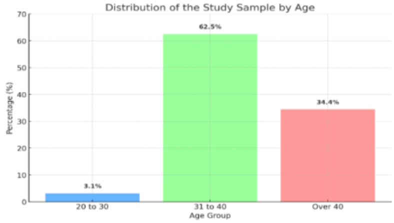
Table 5. Distribution of the Study Sample by Gender Figure

Gender	Frequency	Percentage (%)
Male	11	34.4
Female	21	65.6
Total	32	100

The source: Prepared based on statistical analysis results

3.2.2. Age Variable

Fig 3. Distribution of the Study Sample by age



The source: Prepared based on statistical analysis results

Table 6. Distribution of the Study Sample by Age

Age	Frequency	Percentage (%)
20 to 30	01	3.1
31 to 40	26	62.5
Over 40	11	34.4
Total	32	100

The source: Prepared based on statistical analysis results

3.2.3 Educational Qualification Variable

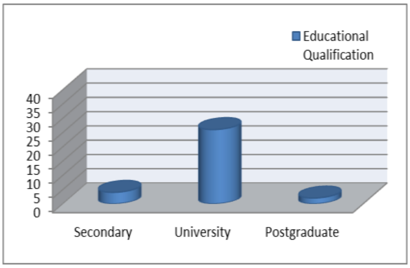
Fig 4. Distribution of the Study Sample by Educational

Table 7. Distribution of the Study Sample by Educational Qualification

Educational Qualification	**Frequency**	**Percentage (%)**
Secondary	**04**	**12.5**
University	**26**	**81.2**

Postgraduate	02	6.3
Total	32	100

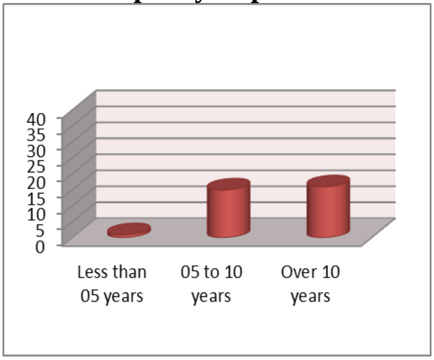
The source: Prepared based on statistical analysis results



The source : Prepared based on statistical analysis results

3.2.4. Professional Experience Variable

Fig 5. Distribution of the Study Sample by Experience



The source : Prepared based on statistical analysis results

Table 8. Distribution of the Study Sample by Experience

Experience	Frequency	Percentage (%)
Less than 05 y	01	3.1
05 to 10 years	15	43.8
Over 10 years	16	50.0
Total	32	100

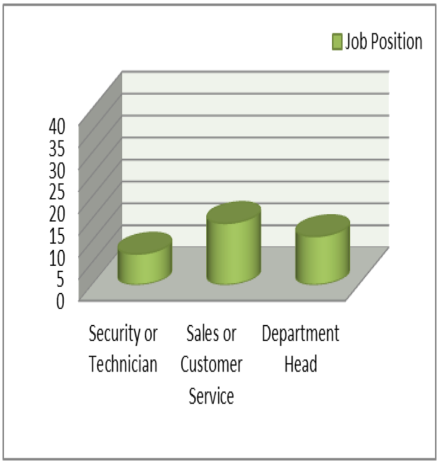
The source: Prepared based on statistical analysis results

3.2.5. Job Position Variable

Figure (6): Distribution of the Study Sample by Job Position

Table (9) : Distribution of the Study Sample by Job Position

Job Position	Frequency	Percentage (%)
Security or Technician	07	21.9
Sales or Customer Service	14	43.8
Department Head	11	34.4



The source : Prepared based on statistical analysis results

Total	32	100

The source: Prepared based on statistical analysis results

3.3. Presentation and Analysis of Study Results

3.3.1. Analysis of Respondents' Answers Regarding the Dimensions of the Incentive System Variable

- **Results of Respondents' Answers Regarding the First Dimension: Financial Incentives:**

Table 10. Mean and Standard Deviation for Financial Incentives Statements

No	Statement	Mean	Standard Deviation	Direction	Rank
1	The institution pays considerable wages to its employees.	3.88	0.554	High	7
2	The institution pays considerable wages to its employees.	4.00	0.568	High	2
3	The institution grants financial rewards for outstanding performance.	3.53	0.718	High	9
4	The institution's provision of rewards and benefits makes employees feel important and creates a friendly work environment.	3.66	0.701	High	8

5	The institution has a fair and equitable reward system for all employees based on certain criteria.	2.78	0.941	Medium	10
6	The institution's improvement of social services increases my emotional attachment to it (loyalty and belonging).	3.91	0.928	High	6
7	The presence of a financial incentive system increases my motivation to work and productivity.	3.97	0.595	High	4
8	The presence of a fair incentive system in the institution increases individuals' motivation towards work.	3.91	0.856	High	5
9	The presence of a financial incentive system helps improve employee productivity.	3.97	0.538	High	3
10	The financial incentive system positively influences employees' perception of the institution.	4.06	0.564	High	1
Overall Dimension Score		3.76	0.463	High	

Source: SPSS output

The table 10 shows a high level of satisfaction among respondents at Algérie Télécom - Tebessa branch regarding the statements of the financial incentives dimension. The overall mean score is 3.76 with a standard deviation of 0.463, indicating a high and positive level of satisfaction, as the value falls within the range [3.40-4.19] on the five-point Likert scale used. Most respondents agreed with the statements, except for statement 5, which had a neutral response. Overall, there is a high level of agreement among respondents on the statements of this dimension, confirming that financial incentives are significantly achieved at Algérie Télécom - Tebessa branch. This underscores the importance of financial incentives in empowering human resources at Algérie Télécom - Tebessa branch.

- **Results of Respondents' Answers Regarding the Second Dimension: Non-Financial Incentives**

Table 11. Mean and Standard Deviation for Non-Financial Incentives Statements

No	Statement	Mean	Standard Deviation	Direction	Rank
11	The institution provides non-financial incentives to its employees in the form of promotions, recognitions, and training.	3.72	0.851	High	5
12	Non-financial incentives raise employees' morale and their sense of professional and social advancement.	4.03	0.474	High	1
13	The non-financial incentive system encourages employees to take responsibility correctly.	4.00	0.508	High	2
14	The non-financial incentive system in the institution is characterized by fairness and transparency.	3.41	0.756	High	9
15	The institution publishes the names and photos of outstanding employees on the announcement board.	2.81	0.998	Medium	10
16	The institution values its employees' efforts in achieving its goals whenever possible.	3.66	0.602	High	6
17	The institution's management studies its employees' suggestions and concerns and strives to find solutions.	3.53	0.671	High	8
18	Supervisors allow subordinates to participate in decision-making and provide advice.	3.53	0.842	High	7
19	The institution works on developing and renewing the non-financial incentive system to suit internal and	3.75	0.672	High	4

	external environmental changes.				
20	Non-financial incentives contribute to improving performance and productivity.	3.91	0.588	High	3
Overall Dimension Score		3.67	0.380	High	

Source: SPSS output

The table 11 shows a high level of satisfaction among respondents at Algérie Télécom - Tebessa branch regarding the statements of the non-financial incentives dimension. The overall mean score is 3.67 with a standard deviation of 0.380, indicating a high and positive level of satisfaction, as the value falls within the range [3.40-4.19] on the five-point Likert scale used. Most respondents agreed with the statements, except for statement 15, which had a neutral response. Overall, there is a high level of agreement among respondents on the statements of this dimension, confirming that non-financial incentives are significantly achieved at Algérie Télécom - Tebessa branch. This underscores the importance of non-financial incentives in empowering human resources at Algérie Télécom - Tebessa branch.

3.3.2. Analysis of Respondents' Answers Regarding the Dependent Variable: Human Resource Empowerment

Table 12. Mean and Standard Deviation for Human Resource Empowerment Statements

No	Statement	Mean	Standard Deviation	Direction	Rank
21	The institution relies on a policy of empowering human resources and works on giving employees more authority.	3.91	0.466	High	4
22	Employees can act as needed without referring to their direct supervisor if new developments arise in their work.	2.78	0.832	Medium	10

23	The institution adopts a teamwork policy in problem-solving and crisis management.	3.56	0.564	High	9
24	Belonging to a team with long practical experience enables employees to understand and execute tasks better.	3.91	0.390	High	6
25	Activities within the institution are interconnected, meaning my work is practically linked to my colleague's work.	3.91	0.390	High	5
26	The institution encourages its employees to develop their skills by holding continuous training sessions.	3.94	0.435	High	3
27	The institution enhances its employees' performance by adopting educational training policies.	3.97	0.309	High	1
28	The institution provides advanced and effective communication channels.	3.94	0.504	High	2
29	Administrative communication between employees and other administrative levels is smooth, flexible, and easy.	3.84	0.677	High	7
30	The institution grants sufficient authority to enable employees to perform their tasks.	3.75	0.508	High	8
Overall Dimension Score		3.75	0.251	High	

Source: Prepared by the researchers based on SPSS output

The table 12 shows a high level of satisfaction among respondents at Algérie Télécom - Tebessa branch regarding the statements of the human resource empowerment dimension. The overall mean score is 3.75 with a standard deviation of 0.251, indicating a high and positive level of satisfaction, as the value falls within the range [3.40-4.19] on the five-point Likert scale used. Most respondents agreed with the statements, except for statement 22, which had a neutral response.

4. Discussion and analysis of results

4.1. Analysis of Normal Distribution

Before applying regression analysis to test the main hypothesis, the Kolmogorov-Smirnov and Shapiro-Wilk tests were conducted to ensure that the data met the assumptions of regression analysis, i.e., to verify the normality of data distribution.

Table 13. Results of Normal Distribution Test

Questionnaire Sections	Content	Significance Level (sig) Kolmogorov-Smirnov	Significance Level (sig) Shapiro-Wilk
Section One	Financial Incentives	0.115	0.454
	Non-Financial Incentives	0.069	0.190
Section Two	Human Resource Empowerment	0.200	0.479

The Source: SPSS output

The results in Table 13 show that the significance level for each section is greater than 0.05 ($sig > 0.05$), indicating that the data follow a normal distribution and parametric tests can be used.

4.2. Presentation and Analysis of Sub-Hypotheses Testing Results

The results will be presented, interpreted, and discussed based on the findings from the study tools to determine the relationship between the incentive system and human resource empowerment at Algérie Télécom - Tebessa branch. Simple linear regression analysis ($Y = ax + b$) was used to test the sub-hypotheses, allowing the examination of the relationship between the dimensions of the independent variable (incentive system) and the dependent variable (human resource empowerment). The correlation coefficient (R) was used to identify the nature of the relationship (positive or negative) at a significance level of ($0.05 \geq \alpha$), and the coefficient of determination (R^2) was calculated to determine the proportion of variation in the dependent variable due to changes in the independent variable.

Table 14. Sub-Hypotheses Testing Results

Independent Variables	Dependent Variable	**(α)**	**(β)**	**(R)**	**(R^2)**	**t-Value**	**F-Value**	**(sig)**
Financial Incentives	H.R Empowerment	0.783	0.425	0.425	0.181	0.724	6.617	0.015
Non-Financial Incentives		0.601	0.397	0.397	0.157	1.490	5.603	0.025

The source : Prepared based on statistical analysis results

The results of the simple linear regression analysis used to determine whether there is an impact of the partial independent variables on human resource empowerment at Algérie Télécom - Tebessa branch show that:

4.2.1. First Sub-Hypothesis

First Sub-Hypothesis: "There is no statistically significant effect at the significance level (0.05 ≥ α) of financial incentives on human resource empowerment at Algérie Télécom - Tebessa branch".

Table 14 shows the results of the simple linear regression analysis used to determine the relationship between financial incentives and human resource empowerment. It indicates that there is an impact of financial incentives on human resource empowerment, with an intercept value of 0.783 and a correlation coefficient of 0.425, indicating a moderate positive correlation. These coefficients have a statistically significant effect at a significance level of (0.05 ≥ α), as shown by the t-test. This demonstrates that human resource empowerment is achieved through the financial incentives dimension in the institution. The explanatory power of the regression model, represented by the coefficient of determination (R^2), is 0.181, meaning that 18.1% of the variations in human resource empowerment are attributed to the financial incentives dimension. The F-test shows that the regression model, in general, does not have statistical significance. The significance level is 0.015, which is less than the significance level of 0.05. Therefore, the null hypothesis is rejected: "There is no statistically significant effect at the significance level (0.05 ≥ α) of financial incentives on human resource empowerment at Algérie Télécom - Tebessa branch".

The relationship between financial incentives and human resource empowerment can be written in the linear regression equation as follows: y=0.425X+0.783, where X represents financial incentives and Y represents human resource empowerment. Therefore, the statistical analysis results demonstrate that financial incentives have an impact on human resource empowerment at Algérie Télécom - Tebessa branch.

4.2.2. Second Sub-Hypothesis

Second Sub-Hypothesis: "There is a statistically significant effect at the significance level (0.05 ≥ α) of non-financial incentives on human resource empowerment at Algérie Télécom - Tebessa branch".

Table 14 shows the results of the simple linear regression analysis used to determine the relationship between non-financial incentives and human resource empowerment. It indicates that there is an impact of non-financial incentives on human resource empowerment, with an intercept value of 0.601 and a correlation coefficient of 0.397, indicating a moderate positive correlation. These coefficients have a statistically significant effect at a significance level of (0.05 ≥ α), as shown by the t-test. This demonstrates that human resource empowerment is achieved through the non-financial incentives dimension in the institution. The explanatory power of the regression model, represented by the coefficient of determination (R^2), is 0.157, meaning that 15.7% of the variations in human resource empowerment are attributed to the non-financial incentives dimension. The F-test shows that the regression model, in general, has statistical significance. The significance level is 0.025, which is less than the significance level of 0.05. Therefore, the alternative hypothesis is accepted: "There is a statistically significant effect at the significance level (0.05 ≥ α) of non-financial incentives on human resource empowerment at Algérie Télécom - Tebessa branch"

The relationship between non-financial incentives and human resource empowerment can be written in the linear regression equation as follows: y=0.397X+0.601, where X represents non-financial incentives and Y represents human resource empowerment. Therefore, the statistical analysis results demonstrate that non-financial incentives have an impact on human resource empowerment at Algérie Télécom - Tebessa branch.

4.3. Presentation and Analysis of Main Hypothesis Testing Results

The main results can be represented in the following table:

Table 15. Main Hypothesis Testing Results

Independent Variables	Dependent Variable	**(α)**	**(β)**	**(R)**	**(R^2)**	**t-Value**	**F-Value**	**(sig)**
Incentive System	H.R Empowerment	0.484	0.702	0.484	0.234	3.031	9.186	0.005

The source : Prepared based on statistical analysis results.

Table 15 shows the results of the simple linear regression analysis used to determine the relationship between the incentive system and human resource empowerment. It indicates that there is an impact of the incentive system on human resource empowerment, with an intercept value of 0.484 and a correlation coefficient of 0.484, indicating a moderate positive correlation. These coefficients have a statistically significant effect at a significance level of ($0.05 \geq \alpha$), as shown by the t-test. This demonstrates that human resource empowerment is achieved through the incentive system in the institution. The explanatory power of the regression model, represented by the coefficient of determination (R^2), is 0.234, meaning that 23.4% of the variations in human resource empowerment are attributed to the incentive system. The F-test shows that the regression model, in general, has statistical significance. The significance level is 0.005, which is less than the significance level of 0.05. Therefore, the alternative hypothesis is accepted: "There is a statistically significant effect at the significance level ($0.05 \geq \alpha$) of the incentive system on human resource empowerment at Algérie Télécom - Tebessa branch".

The relationship between the incentive system and human resource empowerment can be written in the linear regression equation as follows: $Y=0.702X+0.484$, where X represents the incentive system and Y represents human resource empowerment. Therefore, the statistical analysis results demonstrate that the incentive system has an impact on human resource empowerment at Algérie Télécom - Tebessa branch.

5. Conclusion

Our study aimed to thoroughly explore the topic and demonstrate the impact of the incentive system on empowering human resources within an economic institution. By implementing both systems, the study concluded that there is an impact of the incentive system, with its dimensions of financial and non-financial incentives, on empowering human resources at Algérie Télécom - Tebessa Agency.

5.1. Practical Results

The practical results obtained are summarized as follows:

- There is a statistically significant effect ($0.05 \geq \alpha$) of financial incentives on human resource empowerment.
- There is a statistically significant effect ($0.05 \geq \alpha$) of non-financial incentives on human resource empowerment.
- After testing the impact of the independent variables on the dependent variable as sub-hypotheses, we concluded in the main hypothesis that there is a statistically significant impact of the incentive system on human resource empowerment at Algérie Télécom - Tebessa Agency.
- The independent study variable, the incentive system with its dimensions, showed an effect on the dependent variable, human resource empowerment.
- The non-financial incentives dimension has a clear impact on empowering employees, reflected in their performance and behavior at work. The provisions by the institution in this area created a climate of job satisfaction among employees and increased their motivation to work.
- The financial incentives dimension also showed an impact through what the institution offers in this area to achieve employees' ambitions. The study demonstrated that the incentive system has an impact on employee empowerment at Algérie Télécom - Tebessa Agency, as shown by analyzing the respondents' answers and the resulting conclusions that addressed the studied problem and proved the hypotheses.

5.3. Recommendations

Based on the study, several recommendations were reached, the most notable being:

- The success of the incentive system in the institution primarily depends on its ability to understand the needs and behaviors of its employees, managing and granting incentives based on justice, equality, and transparency.
- Providing an appropriate organizational and cultural environment to implement the empowerment strategy and disseminate its concept and dimensions.
- Algérie Télécom - Tebessa Agency should develop and enrich the empowerment system by allowing employees to participate in decision-making and listening to their ideas and suggestions.
- Delegating greater powers and authorities to employees, especially since they possess the qualifications for empowerment, which will positively reflect on the agency.

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