

The Impact of Compensation Benefits on Retaining Talented Employees: The Case of Lebanon

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ABSTRACT

Increased competition for jobs within the country as the economy improves is a major factor driving up employee turnover rates in Lebanon. This is often ascribed to corporations competing with one another in terms of monetary benefits, but from a total rewards viewpoint, little is known about the role nonmonetary rewards play. To this end, employee involvement in one's job might serve as a useful explanatory variable in place of loyalty to one's employer. The goal of this research is to examine the role that financial and non-financial incentives play in determining whether or not workers in Lebanon choose to remain with their current employers, as measured by their level of engagement at work. Using data from 357 respondents, we discover that both monetary and non-monetary factors contribute significantly to an employee's likelihood of leaving their current position. Companies that are serious about keeping their workers should make employee engagement a top priority.

KEYWORDS: *Total Rewards, Monetary rewards, Non-monetary rewards, Work engagement, Intention to stay, and Job satisfaction*

JEL CLASSIFICATION: *M41, M42*

1. INTRODUCTION

Increased market competitiveness may be attributed to the Lebanese economy's increasing integration into the global economy, made possible by the reform and open-door policy. This may be indicative of a healthy and growing economy, but it also poses significant difficulties for businesses of all sizes and in all sectors, notably, a more difficult time attracting and keeping talented workers. Organizations have long worried about employee turnover because of the negative effects it has on productivity and the money spent on replacing departing workers via increased recruiting, selection, and training according to Almawali et al. (2021).

This tendency has been seen in Lebanon, where the reform and growth of the labor market have led to higher rates of employee turnover, which has become a major issue for a wide variety of businesses. Similar efforts were made to identify effective HR tactics and procedures to retain current staff. Compensation and benefits programs are a prominent company retention drive. Financial incentives help keep employees happy and committed to their jobs (Gomathi & Vishnumoorthy, 2020; Zamani et al., 2021). Companies should reward workers' dedication to difficult tasks with competitive pay and perks. Flexible bonus payment has been shown to improve investment in employee training and retention for a long time. However, recognizing employees is a crucial element of any strategy to keep them around. Staff members are more dedicated when their efforts are acknowledged by management. There is now more proof than ever that supportive supervision is linked to satisfaction at work, loyalty to one's employer, and the likelihood of staying in one's position.

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This research seeks to answer, given its significance in determining the efficacy of HR practices, how total rewards may influence the turnover intention among employees, by means of work engagement, after controlling for the most commonly used variables of job satisfaction and organizational commitment. The literature review in this study is expanded in three ways to help accomplish this. To begin, we use the total reward model to state that employees are more likely to stay with a company if they are financially and emotionally invested in their work. Despite the widespread belief that an employee's loyalty to their employer is only attributable to that employer's dedication to them, we believe that employee engagement in their job also plays a significant role in explaining whether their employer is successful at retaining its staff. Second, the researcher wants to contribute empirically to the existing research by testing the mediating impact of work engagement in an organization while simultaneously adjusting for the competitive effect of organizational commitment and job satisfaction.

It is unusual in a Lebanese setting, particularly when we examine the combined evaluation of monetary and non-monetary benefits. In addition to the theoretical advancement made by this research, it also provides a number of important practical advancements by giving HR managers the information they need to create policies that both intrinsically and extrinsically reward workers, hence lowering the turnover rate. This study begins with a review of the literature, then details the procedures used to test the conceptual model and associated hypotheses, and finally provides and analyzes the empirical findings in the context of the theoretical framework.

2. LITERATURE REVIEW

For the purpose of laying a solid groundwork and comprehending the suggested ideas, this part provides a short survey of the prior research on the subject of total rewards, job engagement, intents to remain, and the two work-related notions of satisfaction and organizational commitment.

Impact of Rewards on Employee Retention

The concept of "total rewards" refers to an approach to employee compensation that includes both monetary and intangible forms of compensation. Individuals get total rewards that are unique to them in terms of things like income and career path planning and universally available, such as benefit programs. The total incentives have been broken down into several categories in previous research. Base pay, variable pay including short-term incentives and long-term incentives, additional compensations, perquisites, and performance management are all part of the first category of total rewards (Hazhar Omer Mohammed, 2019; Robescu & Iancu, 2016).

In the second group, we have programs that help workers enhance their skills and advance in their careers. Base pay, bonus pay, employee benefits, professional growth, and work experience are the five components that make up the whole reward model. Money, free time, and peace of mind are the three components that make up the sum of all possible benefits. The first group contains all monetary compensation, while the second contains all public displays of esteem (such as compliments and gifts) for one's work (Alase & Akinbo, 2021; Hazhar Omer Mohammed, 2019).

Total rewards are proposed as a method for organizations to entice, motivate, keep, and involve their staff. Compensation, benefits, work-life balance, recognition, performance management, and talent development are all a part of this model. As a result, there are a wide

variety of theories on the scope of a total rewards model. Both monetary rewards (of a more economic or financial nature) and non-monetary rewards seem to be common denominators (more psychological and intangible). However, there is consensus that the total rewards model is intended to intentionally entice workers to show up for work each day.

Impact of Work Engagement on Retaining Talented Employees

It is no longer news that modern businesses must do everything they can to keep their workers interested. Muchtar (2016) defined engagement as workers using and expressing their physical, cognitive, and emotional identities in the course of their job performance. Therefore, engaged workers are upbeat and exert a lot of effort, displaying a good attitude and producing top-notch results; they are also more inventive on the job, more receptive to praise, and appreciative of the efforts of their coworkers; and, ultimately, more successful. This author argues that workers who are invested in their jobs are also likely to be invested in other aspects of their lives. On the other hand, the counterargument maintained that "work involvement" should be treated as a separate, unique idea (Siddiqui & Rida, 2019).

Employee Retention and Organizational Performance

Employees are said to have a positive "intention to stay" if they plan to remain working for the same company for the foreseeable future. Alternatively, if an employee indicates that they want to quit, it suggests that they are doing so voluntarily. The term "quitter's intent" refers to an employee's plan to leave their current job at some time in the near future. The fact that this is a major issue for businesses is not new (Kuranchie-Mensah & Amponsah-Tawiah, 2016a; Siddiqui & Rida, 2019). For instance, a bigger issue than regular business layoffs is when highly valued individuals depart and relocate to another job. This is a perennially hot-button subject in the literature since it is central to the processes of finding and hiring new personnel, with the goal of increasing the likelihood that those hires will be long-term, high-performing hires.

Previous studies have shown that keeping top performers on staff is a critical issue for businesses (Raza et al., 2015). With so much competition for top talent, it is important to investigate why people leave your company. Some of the suggested methods include making employees feel that their contributions are important and appreciated, and fostering a sense of community so that they never want to leave (Kuranchie-Mensah & Amponsah-Tawiah, 2016b). The author draws the following conclusion: in order to attract and keep excellent workers, businesses must provide them with substantial salary and a comprehensive benefits package.

Rewards as a Retaining link and the Central role of work engagement

Intuitively, there is a connection between the three concepts of total rewards, work engagement, and intention to stay that have been examined in this study. The existing literature provides some, albeit limited, support for this. Employees in high-tech companies can be attracted, retained, and motivated through total rewards. The results are based on the input of 180 nurses. Incentives play a key role in keeping employees around. Turnover intentions were significantly inversely related to contentment with monetary rewards, material rewards, and psychological rewards. There are eight factors that employees take into account when deciding whether or not to stay with the company (Almawali et al., 2021; Gomathi & Vishnumoorthy, 2020).

These eight variables are structured along two dimensions: human resource considerations and organizational considerations. The former knows how effective HR can be in promoting

employee engagement through factors such as competitive pay, public acknowledgement of achievements, opportunities for professional growth, and the creation of stimulating roles. The second group understands the leadership style, the culture, the atmosphere, and the quality of teamwork. So, financial and non-financial factors both play a role in employee retention. Almost all of the research has focused on monetary concerns (Kuswati, 2020; Petiho Numbu & Bose, 2019).

In New Zealand, extrinsic rewards are closely linked to employee turnover and retention (such as pay, promotion and security, work-life balance, and interpersonal relationships). Similarly, a security firm in Singapore found that differences in compensation and benefits significantly affected employees' intentions to leave. Newly hired workers in India's information and communications technology (ICT) sector expressed a strong correlation between their salary and their intention to leave the company. However, more research may disprove these results (Nilasari et al., 2021). To provide just one example, money was not a statistically significant factor in the decision to leave among IT workers for state governments. In addition to the focus on monetary concerns, non-monetary concerns have also been given considerable thought and consideration. Employees' intentions were strongly correlated with intrinsic motivation elements, such as employees' belief in their own abilities and their interest in doing good for others. Research conducted by (Kuranchie-Mensah & Amponsah-Tawiah, 2016b) using a sample of 585 workers from seven different organizations, business units, and three different countries found that intrinsic incentives positively correlated with happiness with the company and desire to remain. Based on this, it is hypothesized that:

H1. Monetary rewards are positively associated with the employee's intention to stay

H2. Non-monetary rewards are positively associated with the employee's intention to stay

This connection may not be as straightforward as seems. For instance, one study of 225 social care professionals found that employees' levels of normative and emotional organizational commitment moderated the impact of employees' perceptions of their organization's support on their intentions to leave. This suggests that mediators are at work in the relationship between incentives and a subsequent increase in the number of employees' desire to remain. The psychological state of organizational commitment appears to play the role of mediator between the two variables (Gomathi & Vishnumoorthy, 2020; Zamani et al., 2021). Organizational commitment as a non-monetary compensation was proven to reduce workers' desire to quit, although this concept has not always been properly assigned such status. As a result, this setting calls for a focus on organizational commitment, particularly affective commitment. There are a variety of definitions for organizational commitment.

Commitment to an organization is a state of mind and pattern of actions that develops as a result of working there. It includes a firm commitment to the organization's stated goals, as well as a determination to stay with the company for the long haul. Therefore, according to this interpretation, the intention to remain was fundamental to the very nature of the construct. How strongly an employee feels that their values, roles, and behaviors, or the company itself, are important relative to other possible identities, is a measure of their level of commitment to those things (Hazhar Omer Mohammed, 2019; Robescu & Iancu, 2016).

Affective commitment has been most often characterized as a person's feelings for an organization. When there is both an advantage to staying with the company and a downside to quitting, an employee is more likely to commit to staying put. In this context, "normative

commitment" refers to an employee's belief that he or she feels an obligation to the company (Kuranchie-Mensah & Amponsah-Tawiah, 2016a). This proposal elucidated a great deal about the concept by giving it multiple dimensions and drawing attention to the various causes of employees' dedication to their company. Given its central role in mediating the connection between the workplace and outcomes such as turnover intent, affective organizational commitment has emerged as a central concept in the field of organizational science.

Although this framework connects the person to the company, it is important to consider the role that "engagement" plays in this process. It is crucial because it is intrinsically tied to the very concept of total rewards and has been shown to correlate with it time and time again. Using data from a survey of employees at seven Italian (n=137) and five Finnish (n=154) companies, researchers found that employees were more committed to their jobs when they received non-monetary benefits, such as the sense that their efforts were valued. Employees' enthusiasm for their work in new Indian IT startups is significantly affected by their estimations of their ultimate compensation.

As another example, a study conducted in the hospitality sector with full-time frontline staff and their supervisors in Romania found that awards (as one of the High-performance work practices) do boost employee engagement. Furthermore, there is a moderate-to-strong link between incentives, trust, and involvement. Employee engagement in Uganda's public sector has been shown to be bolstered by both internal and external incentives (Kuranchie-Mensah & Amponsah-Tawiah, 2016b; Raza et al., 2015). Results from a descriptive and inferential examination of the factors that contribute to employee engagement indicate that a performance management system, chances for personal improvement, work-related leisure, and financial compensation all play a role. In addition to pay, workplace entertainment was the most important factor in keeping employees engaged. According to the previous studies, it is hypothesized that:

H3. Monetary and Non-Monetary rewards positively associate to work engagement

Employees who invest more in their work are less likely to leave their positions. In a large South African IT firm, dissatisfaction with one's job is correlated with plans to leave. According to research conducted at a university in South Africa, turnover intentions are adversely correlated with levels of dedication, one of the aspects of job engagement. Employee engagement was inversely connected to turnover intent in a big South African ICT company, according to cross-sectional survey data (Kuswati, 2020; Nilasari et al., 2021).

Those who are disengaged at work, whose departments lack necessary resources, and whose jobs lack sufficient autonomy, are more inclined to go elsewhere for employment. This implies that companies should expect higher levels of loyalty from workers who are both enthusiastic about their work and equipped with more tools to do it. High-investment workers may have trouble stepping away from their work because they have emotionally tied so much of themselves to it. Based on such findings, it is hypothesized that:

H4. Work engagement is positively associated with the employee's intention to stay.

Job satisfaction and organizational commitment

Job satisfaction and organizational commitment, as said, are two concepts that have been shown to be significantly associated with a person's propensity to remain with an organization or leave it. The difficulty in defining work happiness makes it one of management's more challenging topics. The concept of work satisfaction is explained in several ways depending on the source (Almawali et al., 2021; Dr. S. Gomathi & Mr. Vishnumoorthy, 2020). One may

look at it from a bird's-eye view or examine it from all angles. An individual's overall outlook on the job may be ascertained using the global method, while the specific factors that contribute to either job satisfaction or unhappiness can be isolated using the facet approach. Satisfaction on the job refers to how people feel in general about their jobs. It is the gap that workers believe exists between their expectations and the perks of their employment.

The likelihood of an employee leaving their current position has been shown to be significantly influenced by their level of work satisfaction. Employers should care about their workers' happiness because content workers are more resilient in the face of adversity and more likely to remain with the company over the long term. In a descriptive correlational survey conducted in Saudi Arabia, it was found that nurses were more satisfied with leaders who exhibited transformational leadership styles, and that nurses who were more satisfied with their jobs were more likely to intend to remain in hospitals. An extensive survey of Taiwanese nurses (791 in total) found that retention rates are highest when workers are happy with their jobs.

Employees in the fast-food business are less likely to quit if they are happy with their pay. Intrinsic motivation and managerial leadership have been shown to be reliable indicators of work satisfaction and its correlation with employees' intentions to remain in their current positions. An employee's likelihood of staying in their current position may be predicted, in part, by how satisfied they are in their current role. Organizational dedication is strongly correlated with being happy in one's career. We found that among 416 American hospitality workers, lower levels of intention to quit were associated with higher levels of organizational support and commitment (Robescu & Iancu, 2016; Zamani et al., 2021). In particular, studies show that employees who feel emotionally invested in their firm are less likely to leave. Specifically, it was discovered to buffer the connection between talent or leadership growth on the one hand and a desire to stay on the other.

Results from a study indicate a statistically significant correlation between emotional organizational commitment and both organizational citizenship conduct and desire to leave the company (Mughtar, 2016; Siddiqui & Rida, 2019). Chinese clinical nurses' emotional commitment is higher and they are less likely to quit if they feel their job is of high quality. Employees' intentions to leave their jobs in Pakistan's telecommunications industry were shown to be inversely proportional to their levels of organizational commitment and perceived organizational support. Many studies have shown that work satisfaction and organizational commitment, particularly affective organizational commitment, are consistently and adversely associated with turnover intentions and, therefore, have been regularly targeted as organizational protective variables.

3. METHOD AND PROCEDURES

The researcher used an online structure questionnaire to get feedback from Lebanese staff members. The questionnaire began by explaining the study's goals and providing all necessary details so that volunteers may decide whether or not to participate voluntarily. Particulars such as who was asking, what institution was involved, whether or not anonymity and secrecy were guaranteed, and how long the form would take to fill out were all included. As soon as participants clicked the "proceed" button, the survey began collecting sociodemographic information for the sole purpose of providing a descriptive sample.

Sample

Three hundred workers from a variety of Lebanon-based companies were asked to participate in the idea testing. Two hundred and eighty workers responded to the survey, with 357 providing usable data for analysis (a 92 percent response rate). The sample includes people of all ages and both sexes (49 percent were female and 51 percent were male), with the bulk of the population falling in the 31-45 year old bracket. Among the sample, 24% have bachelor's degrees or above, 72% have master's degrees, and 4% have doctoral degrees.

Measures

Whenever not noted, all constructs were measured using a 5-point scale ranging from 1 (very dissatisfied) to 5 (very satisfied) or a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Monetary rewards were measured using the Kuranchie-Mensah & Amponsah-Tawiah (2016a). The four items are "I am pleased with my take-home pay," "I am satisfied with my present income," "I am satisfied with the size of my current paycheck," and "I am satisfied with my overall level of pay" scale was used to gauge workers' contentment with their remuneration at work. The scale scored a Cronbach's alpha of 0.982

Non-monetary rewards were measured with the Psychological Reward Satisfaction Scale that was developed by Kuranchie-Mensah & Amponsah-Tawiah (2016b). The elements on this scale include both supervisory support (4 things, including "the acknowledgment I get from my supervisor for completing my job") and coworker support (2 items, including "the comments I receive from my supervisor about my work" and "a word of gratitude from my supervisor"). The scale has a Cronbach Alpha of 0.928.

Total rewards were measured using the 9-item measure developed by (Kuswati, 2020), which differentiates between monetary (perceived pay), material (benefits and feedback), and non-monetary incentives (appreciation for work). Questions on money such as "How do you believe the wage structure operates in your organization?" and "How do you think employee benefits function in your organization?" are examples of appropriate inquiries. These things were rated on a scale from 1 (very badly functional) to 3 (functional to a good degree) to 5 (very highly functional) (functions very well). There are two instances of things other than money. A five-point Likert scale was used to evaluate statements like "my work is suitably challenging to me" and "my work is appreciated in my organization." The lowest possible score was "1," while the highest possible score was "5." (very much or always). Cronbach's alpha reliability of the scale at 0.969.

Work engagement was measured with (Kuranchie-Mensah & Amponsah-Tawiah, 2016b) 9-item scale that includes 3 sub-scales: vigor (3 items, "At my work, I feel bursting with energy," "At my work, I feel strong and vigorous," and "When I get up in the morning, I feel like going to work"), dedication (3 items, "I am enthusiastic about my job," "My job inspires me," and "I am proud of the work that I do"), and absorption (3 items, "The Likert scale was used to evaluate each aspect, with 1 representing strong disagreement and 5 representing strong agreement. The scale has a 0.968 Cronbach's alpha, indicating its dependability.

Intention to stay was measured using the 4-item (Nilasari et al., 2021) scale. The items are "I plan to leave my company/organization as soon as possible" (inverted), "Under no circumstances will I voluntarily leave my company/organization before retirement", "I would be reluctant to leave my company/organization", and "I plan to stay in my company/organization as long as possible". The scale's dependability, as measured by Cronbach's alpha, is 0.834.

Reliability

Table 1. Reliability Analysis

	Cronbach Alpha
Monetary Rewards	.763
Non-Monetary Rewards	.748
Engagement	.751
Intention to Stay	.714
Commitment	.844

Source: made by authors

"Monetary Rewards" scored a Cronbach Alpha of 0.763, "Non-Monetary Rewards" scored a Cronbach Alpha of 0.748, "Engagement" scored a Cronbach Alpha of 0.751, "Intention to Stay" scored a Cronbach Alpha of 0.714, and "Commitment" scored a Cronbach Alpha of 0.844. Given that every variable scored a Cronbach Alpha is higher than 0.7, this indicates that all of the variables have been statistically verified.

4. REGRESSION ANALYSIS

Table 2. Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844 ^a	.713	.708	.532

a. Predictors: (Constant), Monetary Rewards, Non-Monetary Rewards, Engagement, Commitment and Employee Retention

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients Beta	T	Sig.
		B	Std. Error			
1	(Constant)	.112	.141		.794	.428
	Monetary Rewards	.145	.043	.128	3.374	.001
	Non-Monetary Rewards	.430	.028	.237	2.076	.013
	Engagement	.169	.057	.153	2.988	.003
	Commitment	.532	.057	.516	9.280	.000

a. Dependent Variable: Employee Retention

Source: made by authors

Referring to the above model, it can be noted that the addressed independent variables which includes monetary, non-monetary rewards, engagement, and commitment scored R of (0.844) which means that the association between these variables and employee retention is 84.4%. In other words, these independent variables mentioned tend to impact employee retention by 84.4% and that 15.6% of the variables are not addressed in this model. However, the R² scored in this model is 71.3% which means that 71.3% of the variation in the employee's retention are explained by the variation in the independent variables mentioned.

The preceding regression investigates the relationship between the independent variables and the dependent variable. Because the significance level for each of the above independent factors displays a level that is less than 0.05, it can be deduced that there is a significant association between each of these independent variables and employee retention.

As a result of the fact that all of the variables achieved a margin of error that was lower than 0.05, the null hypothesis, which states that there is no connection between the independent factors stated and employee retention has been rejected. The alternative hypothesis, which states that there is a relationship between the independent variables and the dependent variable, is accepted.

The following equation had been formulated:

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4$$

$$\text{Employee Retention} = 0.112 + 0.145 \text{ Monetary Rewards} + 0.430 \text{ Non-Monetary Rewards} + 0.169 \text{ Engagement} + 0.532 \text{ Commitment}$$

This implies that:

- For every 1% increase in monetary rewards, employee retention will increase by 14.5%.
- For every 1% increase in non-monetary rewards, employee retention will increase by 43%.
- For every 1% increase in engagement, employee retention will increase 16.9%.
- For every 1% increase in commitment, employee retention will increase 53.2%.

5. DISCUSSION AND CONCLUSION

The goal of this research was to disentangle the possible irrelevance of work engagement when factoring in job satisfaction and affective organizational commitment, as well as to examine the impact of total rewards components (monetary, non-monetary) on employee turnover in Lebanese enterprises through the mediating role of work engagement.

The first hypothesis (H1) was supported by data indicating that employees' perceptions of financial rewards play a role in whether or not they plan to remain with their current employer. Consequently, the results showed that total rewards is a successful strategy for businesses to retain employees. Employees who feel they are receiving a greater share of the company's success are more likely to remain with the company. Thus, it is important to manage the rewards in Lebanon in a way that is not limited to monetary compensation if you want to reduce employee turnover. Although it was not possible to test this hypothesis empirically, it seems reasonable to assume that increasing total rewards will not only help businesses keep their current employees but also help them recruit and retain talented new employees, and spur them on to greater productivity.

H2 was confirmed, indicating that monetary rewards (pay level, benefit reward, bonuses, and incentives) have a positive effect on employees' intent to remain in their current positions. Findings showed that organizations that prioritized managing compensation and benefits through organizational pay saw a decrease in employee turnover intentions. Nonetheless, they functioned as expected in this sample, which provides support for the idea that non-monetary rewards (recognition from supervisor, recognition from team, and recognition from organization) have a positive and significant effect on turnover intentions.

Employees' intentions to leave the company were positively related to their perceptions of non-monetary rewards (perceived organizational support and perceived supervisor support). Employees seek out the support from their organization and supervisor, and this finding suggests that these factors play a significant role in determining whether or not employees will decide to leave their current position.

Non-monetary rewards, such as a pleasant work environment, will be prioritized over monetary ones when evaluating the suitability of working conditions for the majority of the educated workforce. However, it may be interesting to rerun the analyses with monetary rewards as the independent variable but controlling also for non-monetary rewards and vice versa for discussion purposes, even though this was not anticipated in the conceptual model. We actually ran this alongside our other analyses, and both effects remained statistically significant. This indicates that neither of these rewards dimensions cancels out the variation introduced by the other. That being said, non-monetary rewards continue to play a more significant role in retaining employees, so both are still important.

H3's extension of the measure and demonstration that monetary and non-monetary rewards can foster employee work engagement supported this theoretical prediction and helped clarify the issue. The findings found also a positive correlation between total rewards and employee engagement, these findings support this hypothesis as well. This indicates that workers are more invested in their jobs when they receive higher pay and benefits.

Furthermore, H4 stated that workers' level of interest in their jobs would significantly affect whether or not they planned to stay with their current employer. The results found that engaged workers are more likely to be promoted to positions with greater resources and that job stability, loyalty, and autonomy all have a positive impact on employee engagement.

6. LIMITATIONS

First, the findings cannot be considered representative since each business is only going to be represented by a small number of workers due to the sampling process that yielded a very diverse sample from throughout Lebanon's industries. As with internal validity, assertions of external validity may be made only if the sampling process is really random. In addition, there is the potential for shared technique bias to cast doubt on the direction of causation if data were obtained concurrently and from the same source.

Still, the goal of the study was to eliminate potential confounds by eliminating competing explanations like job satisfaction. Therefore, it is suggested that future studies select a larger sample with either a single industry or many participants from all industries, and that researchers also consider rethinking the model to include job satisfaction and organizational commitment as central explanatory variables, along with some potential moderators, either of sociodemographic or organizational nature.

7. IMPLICATIONS

To sum up, we hope the research has some practical applications. Existing research has connected work satisfaction and organizational commitment, particularly affective organizational commitment, to retention, along with other monetary and non-monetary factors. Rewards, remuneration, and recognition have been demonstrated to have a favorable effect on employee engagement in other research as well.

This is a little step forward in theory, but it has fascinating implications, particularly for Lebanon. The results of this research also have real-world relevance for human resources administrators. Non-monetary rewards are contributing in a stronger way than monetary rewards to retain employees, despite claims to the contrary that sometimes refer to more generous pay and benefits. Therefore, in order to keep employees, businesses must meet their full range of needs and expectations and give them the recognition they deserve.

Therefore, businesses should pay their workers a fair wage, give them with bonuses and incentives, and most importantly, inspire and motivate them to do their best. Since total rewards are shown to have an effect on strategies to boost productivity and motivate employees to perform better, businesses are advised to implement such a system within their own operations. Lebanese businesses can benefit from implementing total rewards strategies because they increase employee engagement and decrease turnover.

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