



# INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES



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To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v12-i9/14628> DOI:10.6007/IJARBSS/v12-i9/14628

Received: 06 July 2022, Revised: 11 August 2022, Accepted: 28 August 2022

Published Online: 14 September 2022

In-Text Citation: (Benatallah & Rosman, 2022)

To Cite this Article: Benatallah, A. H. M., & Rosman, A. S. Bin. (2022). The Role of the Job Title and Material and Moral Incentives in Achieving Job Satisfaction, The Case of Libya's Firefighting and Rescue Teams. *International Journal of Academic Research in Business and Social Sciences*, 12(9), 740 – 764.

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Vol. 12, No. 9, 2022, Pg. 740 – 764

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[www.hrmars.com](http://www.hrmars.com)

ISSN: 2222-6990

## The Role of the Job Title and Material and Moral Incentives in Achieving Job Satisfaction, The Case of Libya's Firefighting and Rescue Teams

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### Abstract

Police personnel, firefighters, and rescue teams were ignored in job satisfaction research. The purpose of this paper is to investigate the impact of material and moral incentives and the difference in job title on job satisfaction among police officers, firefighters and rescue teams in Libya. Using a cross-sectional approach, 176 questionnaires were distributed to a random sample of firefighters and rescue teams in the National Safety Authority in Tripoli, Libya. The results of analysis in SPSS revealed that police officers, firefighters, and rescue teams are prone to show behaviors that lead to counterproductive results such as job dissatisfaction due to poor material and moral incentives provided to fire and rescue teams with no impact of job title. Thus, both policeman and civilian firefighting and rescue personnel can have similar perceptions and experiences of material and moral incentives. Also, both personnel are more motivated by moral incentives than material incentives. This study is one of the pioneers in expanding the discussion of job satisfaction among police officers, firefighters, and rescue teams in Libya. This study also motivates researchers and practitioners to investigate and explain the satisfaction of employees in the police sector in Libya.

**Keywords:** Job Satisfaction, Material Incentives, Moral Incentives, Job Title, Police Sector.

### Introduction

In almost all organizations, there is a mission report stating that people are the most valuable resource. To achieve its goal of survival and success, any organization must have the right staff in the right place at the right time. (Ayanda & Danlami, 2011). The Job Satisfaction and (Christian et al., 2011; Lee, 2010; Mohammad et al., 2016) Motivation Assessment is a concept initiated in 1911 by Frederick W. Taylor, it was activated and accelerated in 1990-1991, it states that rewards such as earnings, incentives, promotions, recognition and opportunities for advancement can increase, improve and enhance job satisfaction and motivation among employees (Sahito et al., 2020). Achieving job satisfaction for workers and satisfying their

material, psychological and social needs contributes to raising morale and promoting the objectives of institutions to ensure the proper provision of services in accordance with the nature of work. Seeking to maintain employee responsiveness such as engagement with employees is an ongoing challenge for organizations; establishing employee organizational commitment represents a significant additional challenge for corporate management in modern era, where the engaged, satisfied and committed employees make up the highly productive workforce that management looks forward to (De Vito et al., 2016; Khalif et al., 2017).

On the other hand, engaged, satisfied, and committed employees constitute a competitive advantage for enterprises, such as increased productivity. These employees demonstrate their engagement, satisfaction and commitment through their customer services and help generate more business for the organization (Sahi et al., 2017). Organizations are increasingly striving to have dedicated, satisfied and committed staff working with them because they understand how to help the organization achieve its organizational goals. Associated, satisfied, and committed employees also tend to stay with the company, helping to create a competitive advantage for consistent productivity (Kumar & Pansari, 2016; Sahi et al., 2017). Staff reactions such as commitment, satisfaction, engagement and performance are said to be at low levels in various developing countries such as Libya (Mohamed et al., 2015). The few studies conducted in Libya and the North African region claimed that personnel-related measures such as compliance and satisfaction are at a relatively low level, affecting job performance, encouraging scientists to investigate and research the causal variables behind these unsatisfactory measures (Al Adresi & Darun, 2017; Dardar, Jusoh & Rasli, 2012; ElObeidy, 2016; Mohamed et al., 2015). Others also mentioned that there is a lack of studies related to the relationship between employee response variables such as job satisfaction, organizational commitment and employee performance (Jones, 2018). The performance of human resource management in Libya is low in comparison to the performance of developed countries (Omar et al., 2020).

Measurements of the behavior of individuals such as satisfaction, attachment, and persistence of workers in different sectors in Libya and similar countries in North Africa showed relatively low indicators, which affects job performance in general. These indicators are consistent with many other studies in different work environments. Organizations in Libya need to enhance the level of job satisfaction and ensure proper implementation of human resources management in order to achieve a positive attitude for the employee (Abdalazi et al., 2021). This calls for looking at the triggers differently from previous studies in order to improve and increase employee satisfaction, engagement and performance in Libya. The profession of police, rescue teams, and firefighters is considered risky with high levels of stress and fatigue, the levels of which may increase. Among the professions that need the means to provide protection to others, the levels of job satisfaction play a critical role (Abdalaziz et al., 2021; Abdulla et al., 2011). This paper examines the role that the job title variable and the material and moral incentives play in determining job satisfaction among civilian employees and policemen in the state of Libya.

(Matin et al., 2012) determined a set of factors that dominate a person prior to burnout and job satisfaction include individual variables such as age, gender, marital status, and experience. Factors associated with exhaustion and satisfaction are grouped into three groups: job characteristics, organizational characteristics, and personal characteristics.

Demographic factors are considered for respondents, such as gender, age, educational level, job status, etc. It may affect their preference for motivating factors, here we have used the

term preferences to indicate that if motivating factors are presented to employees, they can individually categorize them in terms of effectiveness. Individuals may have different organizational levels, different job types, and with different benefit strength, there is a different evaluation of the types of incentives offered. What motivates individuals at one level of the organization may not motivate them at another level. This entails differentiating by job title, income level and other demographic factors when analyzing situations for motivational purposes (Islam & Ismail, 2008; Rozman et al., 2017)

Although many studies have been conducted to explore the determinants of job satisfaction more than any other variables in organizations, the topic has largely overlooked research interest in developing countries in North Africa. Previous studies conducted in Western countries cannot be applied directly to the institutions of developing countries in North Africa (Abdalaziz et al., 2021; Abdulla et al., 2011; Diener et al., 2003; Huang & Van De Vliert, 2004; Vecerník, 2003). Taken together, these studies urge researchers to consider cultural contexts when examining the determinants of job satisfaction. Therefore, given the importance of understanding the determinants of satisfaction and the scarcity of research on this subject in North Africa, especially Libya, this study is of great importance to all researchers and practitioners in the region.

The objective of this study is to identify the factors that affect job satisfaction in the State of Libya, specifically, the study examines the relative effects of the job title variable and the material and moral incentives on job satisfaction among police officers, firefighters and rescue teams. The study aims to make important contributions. First, there is a lot of available research on job satisfaction that depends on Western culture, hence, this study focuses on the developing country in North Africa with a focus on the determinants of job satisfaction in the State of Libya. Second, it proposes a model for predicting job satisfaction in fire and rescue teams that includes variable job status, preferences among civilians and policeman personnel, and material and moral incentives.

### **Literature Review**

Motivation can be defined as an internal condition that leads to desire or pressure to work. On the other hand, job satisfaction is defined as "the extent of people's satisfaction with their work, often the two concepts are discussed side by side, where the two concepts can be combined in that the extent of an individual's satisfaction at work is dictated by the presence of factors that motivate. The desire to act as an intention "to maximize positive results and minimize negative results. The rationale behind contemporary theories of motivation and job satisfaction is to provide a framework within which organizations can better influence their employees' motivation to work and increase their enthusiasm for their roles (Furnham et al., 2009).

Motivation is a central element when going through a job satisfaction assessment process. If the organization does not have the ability to motivate its employees, it will lose its competitive advantage (Dessler, 1993). Employees are unlikely to commit if they are not sufficiently motivated. Over the past years, many psychologists and management experts have conducted extensive research on various aspects of employee motivation. To complete the paper, we provide here a brief description of the leading works and theories.

### **Herzberg's Binary Motivation Theory (1966)**

Binary motivation theory (known as dual factor theory or motivation theory) was developed by the psychologist, Frederick Herzberg, in the 1950s (Skaden, 2017). Herzberg found two

factors that affect the motivation and satisfaction of employees: Motivator - These factors that lead to satisfaction and motivate employees to work harder. Examples may include enjoying your work, feeling recognized, and career advancement (Duncan, 1969). Hygiene factors – factors that can lead to dissatisfaction and lack of motivation if absent. Examples include salary, company policies, benefits, and relationships with managers and co-workers (Duncan, 1969).

In conclusion, both motivation and health factors affect satisfaction, but there is a slight difference as motivation factors increase satisfaction and motivate employees and the absence of these factors does not necessarily cause dissatisfaction. Similarly, health factors increase job satisfaction and motivation but their absence causes dissatisfaction (Huss, 2018).

### **Theory of Hierarchy of Needs (Maslow, 1943)**

The hierarchical theory of needs was formulated by the psychologist Abraham Maslow (1943) in his book *The Theory of Human Motivation*. Maslow's hierarchy of needs is often depicted as a pyramid with the greatest and most fundamental needs at the bottom and the need to self-actualize and transcend at the top (Stoyanov, 2017). In other words, the theory is that most of the basic needs of individuals must be met before they can become enthusiastic about achieving higher level needs (Manzoor, 2011).

The hierarchy consists of five levels (Maslow's, 1943): physiological needs, security, belonging, then appreciation and self-actualization. The researcher can summarize it as follows: The more the HR department understands and meets the needs of the staff, the more the staff performs incrementally within the organization. The above theories continue to provide the basis for a significant amount of organizational development practices and administrative, in addition to the above theories, during the last decade, several employee motivation studies are briefly described below.

### **Job Satisfaction**

Job satisfaction is defined as the general feeling or attitude of employees regarding their jobs and job components such as the work environment, working conditions, fair incentives and communication with colleagues (Kim et al., 2005).

Job satisfaction received the attention of many researchers because it is important to the individual's performance within the organization (Uddin, Rahman, & Rahman, 2017). Human Resource Management supports employees by increasing their confidence, motivating them, and gaining job satisfaction through additional activities and enthusiasm for the job. This, in turn, increases the effectiveness of an individual's job performance to achieve organizational goals (Alsafadi, et al., 2021 ; Pradhan et al., 2019).

Human Resource Management practices can be seen as a set of internally cohesive and consistent practices that aim to promote employee competence, motivation, satisfaction and commitment (Elrehail et al., 2020). Human resources management practices have an important and positive impact on employee job satisfaction and performance. Human resources management practices are a means of motivating and encouraging employees to be satisfied with their jobs (Manzoor et al., 2019). Human Resource Management practices aim to improve employee attitudes (satisfaction, commitment, and job engagement) and thus, their performance (Cherif, 2020).



### **Material and Moral Incentives**

A bonus system is a set of organizational structures responsible for creating motivation for employees based on their job performance. Employee incentives systems refer to programs created by an organization to reward performance and motivate employees at individual or group levels. It may be cash or non-monetary in nature (Zaid et al., 2018). Although small enterprises previously considered them a field for large enterprises, they also began to employ them as a tool to attract senior employees in the competitive labor market as well as to increase employee performance (Pham et al., 2019).

It is essential for any organization to design a purposeful and varied reward program. An effective program must be linked to the organization's system, goals and strategies (Tang et al., 2018). The provision of material and moral incentives motivates the workforce and motivated staff to exert maximum efforts to contribute positively to organizational performance. Material and moral incentives are extremely helpful in maintaining employee motivation, retaining talented people, increasing satisfaction, improving employee performance, lowering employee turnover, and developing employee loyalty (Dar et al., 2014). The bonus system is generally used to increase organizational productivity, and to motivate employees to work hard to achieve organizational goals and competitive advantages (Chen, 2003).

Incentives can be divided into two groups (Sarwoto, 2010). First: Material incentives in the form of bonuses, commissions and dividends. Compensation program that includes payment of wages and future payment. Second: Non-material incentives in the form of titles and official prizes, the shield of appreciation, oral and written praise, and the expression of gratitude officially or unofficially. Providing incentives and compensation in the form of this material and non-material incentive. Employees are expected to be satisfied with a job.

Managers are responsible for creating an appropriate environment in which employees can develop to their fullest potential. Failure to provide such a climate will increase employees' frustration in theory and can lead to poor performance, reduced job satisfaction and increased withdrawal from the organization (Islam & Ismail, 2008; Rozman et al., 2017).

According to (Dessler, 2008), bonus and compensation is a form of remuneration granted for workers as a result of their employment status. This type of pay is very important for employees. For example, Aswathappa (2013) pointed out that compensation could affect the standard of living of employees. the situation in the community, productivity, and finally the employee's work and organizational satisfaction. Similar research has found that lower-paid and less compensated employees are less satisfied than those who receive high compensation (Frye, 2004).

### **Demographic and Functional Characteristics**

Most of the research literature on job satisfaction and motivation is concerned with the work environment or regulatory predictors; such as wages and supervision while neglecting individual differences, although individuals differ greatly in the way they see their jobs, even if the job title and tasks they have to perform remain constant, indicating that some individual differences must have an impact on work situations. It would be misleading to suggest that there is a distinction between individual differences and other factors in the determinants of job motivation and satisfaction (Furnham et al., 2009).

In their study, (Keller et al., 1992) suggested that work reorganization strategies that focus on changing external factors alone are unlikely to succeed in their intentions to increase job satisfaction and motivate employees without considering the impact of individual differences.

There is theoretical support in Lawler (1973), prediction theory, which asserts that different employees are likely to place different value on certain incentives, thus, some incentives will motivate them more than others.

Other studies have strengthened the position or organizational level as a supervisor of different employee behaviors. With a rise in position, the employee is expected to be more engaged not only in the performance of roles but also in the behavior of the additional role; identity has been enhanced due to promotion and top position (Yadav et al., 2019).

The results of a study (Furnham et al., 2009) showed that the impact of demographic variables should not be underestimated. While age did not consistently appear to contribute to work trends, the study indicated that many aspects such as the duration of work and the number of years of full-time work can be influential. Future avenues of research could include further investigation of demographic variables and their impact on motivation and satisfaction; these could consist of education level, job status, and socioeconomic status; by exploring such variables, organizations may be better placed to understand the variables affecting motivation and job satisfaction.

### **Staff Motivation and Satisfaction precedents: Empirical studies conducted on police premises**

Policing is a cumbersome profession not only because of the nature of police work, but also as a result of many other influences associated with the work environment and the general organization and control of the police (Davey et al., 2001).

As a result of the importance of the concept of employee satisfaction, this is evident from the interest of researchers, experts and managers as well as the main factors that determine satisfaction regardless of the sensitive nature of the subject within police premises, there are some interesting studies where employee satisfaction was discussed as an important factor, these studies have deepened the following determinants of employee satisfaction. The first set of studies investigated the impact of personality, i.e. (1) demographic factors such as gender, age, education, ethnicity, length of service, years of work experience, etc. (2) Psychological factors e.g. personality characteristics, emotional intelligence, perception of goal setting, etc.) and its impact on employee satisfaction (J Abdulla et al., 2011; Balci, 2011). The second group addressed an 'external' impact, i.e. (1) Organizational factors e.g., work-related factors tasks and their importance, job title, independence, etc., and the promotion and reward system, leadership, training, relationships, working conditions, management, organizational commitment, organizational support, organizational learning. (2) Environmental factors such as public image and frustration with regulations and laws (Abdulla et al., 2011; Mackain et al., 2010).

"Salary and incentive" was considered the strongest determinant of staff satisfaction compared with demographic factors and could be a source of satisfaction for staff. (Mackain et al., 2010; Nina Tomazevic et al., 2014). It has been suggested that, for many policemen, aspects of the organization and the context of the work contribute more to the sense of stress because policemen should deal with these pressures regularly if not daily. This includes working with insufficient equipment and competitiveness resulting from a rigorous promotion system and inadequate supervisory and managerial practices.

Some researchers have also found differences among policemen in what they consider stressful. The policemen were identified as a job trait associated with particular concerns due to the nature of the job, the socialization process of policemen because they are more

susceptible to stress due to time pressures, long working hours, working with civilians and the power of control policy by having to manage or supervise (Davey et al., 2001).

## Hypotheses

### Material and Moral Incentives and Job Satisfaction

Job satisfaction is a pleasant emotional situation that leads to love and dedication to work. Employees will work faithfully when their desires are satisfied and the satisfaction they feel will have an impact on the work they do (Hasibuan, 2019). This corresponds to the research findings of (Zaputri et al., 2013). The research results show that material and non-material incentives have a significant impact on the employee's job satisfaction. The above is consistent with what was mentioned by (Robbins, 2006).

If the incentives are fair with what is based on work requirements at the same level, it is likely that individual skills will be generated and job satisfaction will increase among employees. The results of several studies have supported that material and incentives contribute positively to the achievement of organizational goals, satisfaction, creativity and improved organizational performance.

Many researchers concluded that material and moral incentives motivate the employees and lead to their satisfaction, and thus, the high performance of the organization. Employee motivation depends heavily on material and moral incentives (Dar et al., 2014; Ngwa et al., 2019; Yoon et al., 2015).

A study of large and small organizations was conducted by (Bau et al., 2007) to investigate the correlation between the reward system and the organizational life cycle, they described that a large organization with a skilled workforce has better material and moral incentives compared to small organizations with less trained and skilled staff.

Moral incentives have become an integral part of compensation now and in every day. the employee's performance is directly proportional to the increased incentives. The results of various studies revealed that in comparison to material incentives, moral incentives are the most effective tool to achieve the desired level of employee motivation (Dar et al., 2014). They concluded that material and moral incentives are positively correlated with organizational performance.

An effective incentive system was necessary to retain talented workforce. Performance-based incentives improve the level of motivation leading to optimal organizational performance while an unmanaged reward system causes dissatisfaction and performance deterioration (Carragher et al., 2006). External and substantial incentives are the primary source of motivation for employees and increased productivity. Incentive and psychological recognition programs lead to motivating employees and improving their performance, and thus, enthusiastic and satisfied employees lead to improving organizational performance.

Each of the intrinsic or moral incentives such as appreciation, empowerment, recognition, etc and external or material incentives such as wages, additional benefits, bonuses, training courses, promotion, etc. are vital to motivate the employee and maximize organizational performance (Dar et al., 2014). A system of incentives can be broadly classified as material and moral. For a system of incentives to be effective, it must be adequate, equitable, balanced, cost-effective, provide incentives and be acceptable to employees (Ling et al., 2018).

Material and moral incentives, community support, fair reward packages, career development opportunities, a well-defined individual appraisal system, timely promotion, workplace conditions, friendship, colleagues' cooperation, and community respect for its



members, all led to the success of work and cooperation between colleagues, a sense of duty and responsibility, and increased job satisfaction (Nyamubi, 2017).

A study conducted by (Elrehail et al., 2020) indicates that the employee's commitment and satisfaction affect the organization greatly. Furthermore, a positive and strong correlation between human resources management practices and staff satisfaction was ascertained (Costa et al., 2019). Effective human resources management practices can increase staff satisfaction and commitment on the one hand, and organizational performance on the other (Cherif, 2020).

Satisfaction, commitment, and engagement of employees are considered a bond, and support to the organization. If employees are not committed to organizational commitment and are not satisfied with their jobs, the rates of absenteeism and turnover of employees will be high, and to ensure the commitment of employees, organizations must adopt and use incentives and motivate them to enhance their satisfaction and commitment (Cherif, 2020; Jawaad et al., 2019).

Compensation and incentives in their physical and moral form increase employee satisfaction; in addition, studies and empirical evidence have confirmed that a professionally designed reward system can enhance satisfaction, and can also attract and retain talented employees, leading to a competitive advantage for the benefit of the organization.

The employee's satisfaction is based on various factors, which include compensation, supervisor support, co-workers, evaluation and promotion. From this point of view, HR compensation and incentives practices in the company can enhance employee job satisfaction, which in turn enhances organizational performance (Cherif, 2020; Jawaad et al., 2019).

There is always a positive impact of the incentives system on increasing motivation among employees, which in turn increases the satisfaction and commitment of employees to work. This hypothesis is consistent with other studies as well (Falola et al., 2018; Hoole & Hotz, 2016; Saks, 2006). This study argues that employee satisfaction may be influenced by material and moral incentives and based on the existing literature, the following hypotheses have been proposed:

There is a statistically significant effect of the independent variables (material and moral incentives) on the dependent variable, the level of job satisfaction at a significant level ( $<0.05$ ) from the point of view of the sample members.

The following sub-hypotheses emanate from it:

The first sub-hypothesis:

There is a statistically significant effect at a significant level ( $<0.05$ ) for material incentives at the level of satisfaction from the point of view of the sample members.

Second sub-hypothesis:

There is a statistically significant effect at a significant level ( $<0.05$ ) for moral incentives at the level of job satisfaction from the point of view of the sample members.

Job Characteristics and Job Satisfaction:

Socio-economic and demographic factors had a significant impact on the level of job satisfaction, i.e. the level of job satisfaction was found to be statistically significant in many studies; these results complement Heatherberg's (1959) theory of motivation and health, as they contribute significantly to job satisfaction (Msuya, 2016; Sahito et al., 2020).

Researchers paid relatively high attention to demographic variables that contribute in part to job satisfaction. In addition to the well-documented contribution of organizational variables, demographic influences represent a reasonable proportion of variation in job satisfaction.

Given the fact that most studies on demographic variables indicate an average, it would be reasonable to assume that personal factors are at least part of this contribution (Furnham et al., 2009).

Employee satisfaction studies differ in relation to factors affecting job satisfaction as the primary purpose of these studies was to determine the severity of the impact of various demographic, job-related, and organization-related factors on overall employee satisfaction (Mackain et al., 2010; Nalla et al., 2011; Tomazevic et al., 2014).

Another set of studies focused on individual aspects of employee satisfaction in more narrowly defined areas such as work itself, salary, leadership, promotion, colleagues, working conditions, job title, etc. (Balci, 2011; Johnson, 2012; Rozman et al., 2017; Tomazevic et al., 2014).

As for work and job satisfaction, relatively few individual difference factors were considered that have a direct relationship to the prominent work motivations and measures of job satisfaction (Furnham et al., 2009). Bliese (2017) found that gender, age, marital status, educational level and job title do not have a significant impact on job satisfaction (N. Islam, 2016) also reported in his study, that social variables have a relatively less impact on overall job satisfaction. Similarly (Dartey-Baah et al., 2020) didn't find any difference in job satisfaction among staff based on demographic variables.

Based on the above inconclusive findings, we also assume that

There are statistically significant differences at a significant level of <0.05 between the respondents' answers due to the variable of the job title in terms of job satisfaction.

## Methodology

The purpose of this research is to study the role of the variable job title (civil or police) and the material and moral incentives in achieving job satisfaction for firefighters and rescue teams in Libya, many studies have already been conducted to understand the different dimensions of job satisfaction, but the study of some variables has been neglected. In analytical research, the variable of job title (civil or police) and material and moral incentives is an independent variable, and job satisfaction is a dependent variable.

## Community, Sample Size and Sampling Procedures

The 434 members of the study community are policeman personnel and civilians working in the firefighters and rescue teams of the National Safety Authority in Tripoli. The staff formed the analysis unit. In order to obtain a 95 per cent confidence level, we calculated a sample size 205 employees based on the guidelines for determining the size of the sample based on a table, the researcher (Krejcie & Morgan, 1970) used the stratified random sampling method because there was a difference in functionality between the sample members (policeman and civilian). The stratified random sampling technique was used to determine the sample size. According to (Kothari, 2004), stratified sampling is used when the community from which the sample is taken does not form a homogeneous group, as the sample consists of civilians and policeman personnel.

The size of the first stratum of civilians was found to be 106, and the size of the second stratum of policeman personnel was 70, where:

$$\text{strata size} = \text{Sample volume} \times \frac{\text{Required size}}{\text{community size}}$$

176 questionnaires were distributed to the study sample and 166 filled questionnaires were obtained for the statistical analysis, with a retrieval rate of 94.3%, which is a strong representation of the sample, and Table (1) shows how to obtain the questionnaires subject to the analysis.

Table (1)

*Procedures for distribution of the study sample*

Distributed questionnaires	Invalid Questionnaires	Valid questionnaires	Analyzed questionnaires	Percentage of sample from the community	Percentage of valid questionnaires from the sample
Civilians	7	99	166	38.24%	94.3%
policeman	2	67			

The table shows that the percentage of questionnaires valid for analysis from the sample is 94.3%, which is high and is suitable for continuing statistical analysis and gives reliable results. Thus, all strata of the samples are sufficient and suitable for use, (Mugenda,2008) which indicates that 10% is appropriate and sufficient.

#### **Data Collection and Variable Measurement Tool**

The questionnaire included questions related to aspects of the work climate, firstly related to the police as a whole and secondly, to the organizational unit. Staff were asked about their relationships, feelings of police support and protection, and the possibility of changing jobs, whether they are proud to be employed in the police service, whether they trust their immediate superior and whether they receive all the information necessary to perform their work. Respondents had to assess their organization 's work climate on a five-point scale. We used a questionnaire that was fixed on a five-point Likert scale. The response categories ranged from "1- strongly disagree" to "5 - strongly agree" for all independent variables and from "1 - strongly disagree" to "5 - strongly agree" for the dependent variable.

A closed-type questionnaire form was designed as a tool to collect data from the study sample consisting of three sections: First section: This section contains the personal and job data of the study sample members (gender, age, educational qualification, years of experience and job title). The second section consists of two parts, the first relates to material and moral incentives, which represent the independent variables and their number is two variables.

The dimensions of the subject of the study were determined and selected based on a review of the literature of the subject of the study and previous studies, and the paragraphs were distributed as follows:

First: Material and moral incentives, which represent independent variables

- A. The first axis: The role of material incentives for employees of firefighters and rescue teams in the National Safety Authority in Tripoli, and it consists of 11 paragraphs and has been developed by previous researchers (Jassem Abdulla, Djebarni, & Mellahi, 2011; Alsafadi, et al. 2021; Idiegbeyan-Ose, 2019).
- B. The second axis: The role of moral incentives for workers in fire and rescue teams in the National Safety Authority in the city of Tripoli, and it consists of 11 paragraphs. It was

developed by previous researchers (Abdulla et al., 2011; Alsafadi, et al., 2021; Idiegbeyan-Ose, 2019).

The second part is related to the level of job satisfaction of employees in the fire and rescue teams of the National Safety Authority in the city of Tripoli and represents the dependent variable and consists of 14 paragraphs. It was developed by (Abdulla et al., 2011; Alsafad, et al., 2021; Idiegbeyan-Ose et al., 2019) The employees had to answer the 36 items according to the five-point Likert scale with one of the following options: Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree.

### Validity and Reliability of the Study Scale

#### Face Validity (sincerity of arbitrators)

The questionnaire was presented in its initial form to a group of faculty members with experience and specialization in Libyan universities, to express an opinion and judge the suitability of the paragraphs for the axes of the study as well as their suitability for the study. Some paragraphs were deleted and amended and the questionnaire was settled in its final form on 36 paragraphs distributed on three axes.

#### Construct Validity

The questionnaire was internally consistent, as 30 questionnaires were distributed, from which 22 valid forms were retrieved for analysis, and through which construct validity was calculated to the extent that each of the study axes was related to the total degree of the questionnaire paragraphs.

The table (2) shows the correlation coefficient between each axis and the total score of the scale.

Table (2)

*Correlation coefficient between each axis*

No.	Axis	Correlation coefficient	Significance Value	level indication
1	Material Incentives	0.898	0.000	Statistically significant
2	Moral incentives	0.603	0.000	Statistically significant
3	Level of job satisfaction	0.859	0.000	Statistically significant

\* The correlation is statistically significant at a significance level of <0.05.

Looking at the previous table, which shows the structural validity of the sample of the exploratory study, it is clear that correlation coefficients ranged between 0.603 and 0.898, all of which are statistically significant at the level of <0.05, which indicates the existence of direct correlation relations between all axes and the total degree of the variable, and this in turn confirms the validity of internal consistency.

#### Reliability in Terms of Internal Consistency

The reliability was extracted in terms of internal consistency using the Cronbach Alpha coefficient, to measure the internal consistency, i.e., the strength of the correlation between all paragraphs, and takes a value ranging from zero to one, the closer the reliability coefficient

to the one, the higher the reliability and if it approaches zero it's lower, the table shows the reliability levels.

The table (3) shows the reliability levels.

Table (3)

*Reliability levels*

Coefficient	Less than 60%	60-70%	70-80%	80% and over
Reliability	Low	Acceptable	Good.	Excellent

The reliability coefficient was calculated for each axis of the study, and it was found that the reliability rate was high, as shown in the table (4).

Table (4)

*Reliability table with internal consistency of the study axes*

No.	Axis	Reliability Coefficient
1	The role of financial incentives for employees of firefighters and rescue teams in the National Safety Authority in Tripoli	0.965
2	The role of moral incentives for employees of firefighters and rescue teams in the National Safety Authority in Tripoli	0.943
3	Level of job satisfaction for employees of firefighters and rescue teams at the National Safety Authority in Tripoli	0.698

Looking at the previous table, we find that all the reliability indicators are high and statistically significant at a significant level ( $<0.05$ ), which are good indicators and give a good indicator of the reliability of the scale. The value of the alpha coefficient was also calculated for all paragraphs of the questionnaire and the results was 0.965. Looking at the previous table, we find that the reliability index (0.965) is high and statistically significant at a significant level (0.05), which is a good, reassuring and reliable indicator, and gives a good indicator of reliability, and thus, the researcher has confirmed the validity and reliability of the study questionnaire, which makes him fully confident in the validity of the questionnaire and its validity to analyze the results and answer the questions of the study and test its hypotheses.

## Results

The results of the descriptive analysis of the sample data showed the following.

### *Characteristics of the Study Sample*

Descriptive statistics of the sample data of 166 civilians and policeman personnel in the rescue teams of the National Safety Authority in the city of Tripoli, where repetition tables of personal data were calculated. Looking at the tables for the gender, it is clear that the number of males in the sample is 156 with a percentage of 94%, and the number of females is 10 with a percentage of 6%. The table shows a divergence between males and females in the sample. In terms of classifying the number of the age group was 62 from 35 to less than 45 years in the sample and by (37.3%), which is the major age group, followed by the age group (25 to less than 35) years in the sample (60) and by (36.1%), while the number of the age group (45 and more) years in the sample was 33 (19.9%), and the age group (less than 25) in the sample number was 11 (6.6%), which is the lowest.



In terms of educational qualifications, it is clear from the table that the educational level of most of the sample is low, where the majority holds a general secondary school or less, and the lack of sufficient high expertise from holders of master's and doctoral degrees. Also, in terms of job title, it is clear that the number of civilians in the sample is 100 (60.2%), and they are in majority, and the number of policeman personnel in the sample is 66 (39.3%).

### Description of Study Variables

The weighted mean and standard deviation of each axis are found separately in order to determine the direction of each of the three axis statements compared to the five-point Likert scale as well as the significance.

Table (5)

*Mean and standard deviation of the study axes*

No.	Axis	Mean	Standard Deviation	General Direction	Significance
1	Material Incentives	1.9168	0.73565	Disagree	Low
2	Moral incentives	2.0865	0.70117	Disagree	Low
3	Job Satisfaction	2.4189	0.75218	Disagree	Low

The total result of the first axis related to material incentives was that the general trend of the answer was disagreement in terms of there is a lack of interest in the activation of the material incentives system by the National Safety Authority in Tripoli, and the relative importance is low from the point of view of the sample members.

The overall result of the second axis related to the importance of moral incentives is that the general trend of the answer is disagreement in terms of there is a lack of interest in providing moral incentives by the National Safety Authority in Tripoli and the relative importance is low. The overall result of the third axis related to the importance of the level of job satisfaction, that the general trend of the answer is disagreement in terms of the level of job satisfaction due to the lack of activation of the incentive system that contributes to improving the job performance of the employees of the National Safety Authority in Tripoli, and the relative importance is low.

### Second: Testing Hypotheses

*First: The results of testing the first main hypothesis include the following:*

There are statistically significant differences at a significant level of  $<0.05$  between the respondents' answers due to the variable of the job title in terms of job satisfaction.

The table (6) shows the results of the (T) test to test the answers of the respondents and the job title variable.

Table (6)

*T- test Results*

Job title	Mean	Standard deviation	T Value	Calculated Significance Level	Approved Significance Level
Civil	2.36	2.50	-1.18	0.237	0.05
policeman	0.81	0.64			

To test the hypothesis, a T-test was used, and note from the previous table, the value of T (-1.18), and the level of significance calculated (0.237), is greater than the level of significance adopted in the study (0.05), and thus we reject the hypothesis that states "There are statistically significant differences at the level of significance of 0.05 between the answers of the respondents due to the variable of job title.

***Second: The results of testing the second main hypothesis are as follows***

**There is a statistically significant effect of the independent variables (material and moral incentives) on the dependent variable, the level of job satisfaction at a significant level (0.05) from the point of view of the sample members.**

**The following sub-hypotheses derive from it:**

**The First Sub-Hypothesis**

**There is a statistically significant effect at a significant level (0.05) for material incentives at the level of satisfaction from the point of view of the sample members.**

The correlation between the two variables was studied and the results were in the following table:

Table (7)

*Correlation between material incentives and job satisfaction*

Correlation coefficient	P-value	Relationship Type	Correlation Strength
0.532	0.000	Directive	average

The previous table shows, using the Pearson correlation coefficient, the correlation is average and the correlation is direct, where the correlation coefficient is positive and is equal to 0.532, meaning the correlation is significant, as the probability value (p-value =0.000) was less than the level of statistical significance ( $\alpha=0.05$ ), meaning that (p-value<0.05) and thus the hypothesis is accepted, which states that "there is a statistically significant effect at the level of significance (0.05) for material incentives at the level of job satisfaction from the point of view of the sample members." The impact equation shows that the higher the level of material incentives provided by 16%, the higher is the level of job satisfaction by (65%). To know the effect of the material incentives at the level of job satisfaction, the simple linear regression was analyzed to know the significance of the regression model as shown in the following table

Table (8)

*Regression variance analysis*

Source:	Degrees of freedom	Total squares	Mean squares	Calculated F Value	F Level of significance	R <sup>2</sup> coefficient of determination
regression	1	25.275	25.275	64.74	0.000	0.279
Error	164	64.021	0.390			
Total	165	89.296				

The results of the monolithic regression analysis showed a rise in the value of calculated F at 64.74 with a level of significance calculated at 0.000, which is less than the level of the value of the approved statistical significance (0.05). Therefore, the regression model is significant, and it was found that the coefficient of determination ( $R^2 = 27.9\%$ ), this means that (27.9%) of the differences (variance) explained are due to the independent variable (material incentives) in the interpretation of the dependent variable (level of job satisfaction) and the rest (72.1%) is due to other factors, including random error.

Through the significance of the level of significance calculated for the value of F (P-value=0.000), this indicates that the explanatory power is strong and accordingly there is a strong impact due to the small level of significance calculated the impact of the material incentives element at the level of job satisfaction.

$$(\text{Performance Level}) = 0.164 + 0.658 (\text{Material Incentives})$$

**Second sub-hypothesis**

**There is a statistically significant effect at a significant level (0.05) for moral incentives at the level of job satisfaction from the point of view of the sample members.**

The correlation between the two variables was studied and the results were in the following table:

Table (9)

*Correlation between moral incentives and the level of job satisfaction*

Correlation coefficient	P-value	Relationship Type	Correlation Strength
0.578	0.000	Directive	Average

The previous table shows: Using the Pearson correlation coefficient, the following was found: The correlation is average and the correlation is direct, where the correlation coefficient is positive and is equal to 0.578, meaning the correlation is significant, as the probability value (p-value = 0.000) was less than the level of statistical significance ( $\alpha = 0.05$ ), meaning that (p-value < 0.05) and thus the hypothesis is accepted, which states that "there is a statistically significant effect at the level of significance (0.05) for moral incentives at the level of job satisfaction from the point of view of the sample members."

The impact equation shows that the higher the level of moral incentives provided by 0.78%, the higher the level of job satisfaction by 53%.

To find out the effect of moral incentives on the level of job satisfaction, a simple linear regression was analyzed to find out the significance of the regression model as shown in the following table

Table (10)

*Regression variance analysis for second sub-hypothesis*

Source:	Degree of freedom	Total squares	Mean squares	Calculated F Value	F Level of significance	R <sup>2</sup> coefficient of determination
regression	1	27.063	27.063	82.105	0.000	0.334
Error	164	54.057	330			
Total	165	81.121				

The results of the monolithic regression analysis showed a rise in the value of F calculated at 82.105 with a level of significance calculated at 0.000, which is lower than the level of the value of the approved statistical significance (0.05) and therefore the regression model is significant, and it was found that the coefficient of determination ( $R^2=33.4\%$ ). This means that 33.4% of the differences (variance) explained is due to the independent variable (moral incentives) in the interpretation of the dependent variable (level of job satisfaction) and the rest (66.6%) is due to other factors, including random error.

Through the significance of the level of significance calculated for the value of F (p-value=0.000), this indicates that the explanatory power is strong and accordingly there is a stronger role for the moral incentives element at the level of job satisfaction.

Job Satisfaction Level =0.78 +0.538 (Moral Incentives)
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**Discussion**

The above findings have important practical and research implications. The first is to support theories in which building multi-dimensional satisfaction of police officers has created similar results in other studies as well as a study (Tomazevic et al., 2018)

In our case, building employee satisfaction consists of a set of dimensions or aspects identified based on factor analysis.

The study showed that demographic and functional variables and incentives can be highly correlated with job satisfaction as determined by (Herzberg et al., 1966).

The findings also confirm the validity of the view that work situations are not the result of factors in the work environment alone, and that both literature and organizations must continue to investigate variables that contribute to these values with a view to increasing job satisfaction and performance (Furnham et al., 2009).

As for the first main hypothesis, the hypothesis was rejected, which states that "there are statistically significant differences between the answers of the respondents due to the variable of job title in terms of job satisfaction.

This is due to the existence of a civil defense structure and laws in Libya in 1971, this was accompanied by Law No. (11), which contains several articles regulating the work of civil defense affiliated with the Ministry of Interior, as well as Law No. 15 of 1981 regarding the system of salaries and benefits for national workers in Libya, which stipulates the principle of equal salaries and incentives for work and equal responsibilities.

This led to the absence of any differences between the status of the police employees, his nature and his tendencies for moral and material incentives that achieve his satisfaction, and the type of moral and material incentives that achieve his job satisfaction.

This was confirmed by a review of the (Sahito et al., 2020) literature on job satisfaction that the general situation of developing countries is homogeneous with few differences in the nature of organizations. The main factors affecting job satisfaction include achievement, personal perception, status, respect and relationships. Incentives that can be described as material or moral incentives, fair reward packages, a well-defined individual appraisal system, timely promotion, job security, and recognition for education and ethical commitment; as well as employment status and conditions; gender, age and marital status; self-efficacy. Respect from the community for the employee 's position as personal aspirations in relation to the interesting profession; self-assessment; level of education and experience. Job title, rank or job status; level of participation in work.

The system of rewarding the employee, and the management of the police service employees have been changed and made more difficult. All regular occupations were classified in the same salary categories, which is why, according to police representatives and many experts in regulation and payment systems, police officers were improperly rewarded. These measures have caused a deterioration in the financial position of the police as an institution in terms of equipment, infrastructure, incentives and compensation of employees.

Many researches have confirmed that the job title or job level as supervisor of various employee behaviors and with job promotions or additional assignments, employees are expected to be more satisfied and committed not only to perform job tasks but also to perform additional tasks; and also, to promote identity because of job title that is a cause for pride or promotion and higher status. However, it will become stronger as the job position increases (Yadav et al., 2019).

The type of organization, whether private, public or depending on the type of service it provides, may have an impact on individual behavior. Variation in terms of management philosophy, organizational characteristics and setting , availability of resources , structure of authority , and policy in private and public organizations is a key factor in determining staff behavior towards the organization and clients (Markovits et al., 2007).

The public sector and thus the police department have become aware of the importance of employee satisfaction but unfortunately, employee satisfaction is enhanced through non-financial measures and other types of incentives such as strengthening relationships, team building, praise, offering the possibility to participate in decision-making, psychological care, supporting trade unions, de-bureaucratizing etc. Unfortunately , the scarcity of financial resources often serves as an excuse for failing to act in the area of increasing employee satisfaction (Tomazevic et al., 2014).

The main hypothesis, which states "There is a statistically significant role for material and moral incentives at the level of job satisfaction ", was accepted from the point of view of the respondents, where it was found that there is an average direct correlation between material and moral incentives and the level of job satisfaction.

And that 33.4% of the differences (variance) explained is due to the independent variable (material and moral incentives) in the interpretation of the dependent variable (level of job satisfaction). These findings complement Heatherberg 's ( 1959 ) motivation and health theory ,as they contribute significantly to job satisfaction (Msuya, 2016; Sahito et al., 2020) Employee satisfaction studies differ in the factors that affect job satisfaction, as the main purpose of these studies is to determine the extent to which demographic, job-related, and



organizational factors affect employee satisfaction (Mackain et al., 2010; Nalla et al., 2011; Tomazevic et al., 2014).

Another set of studies focused on individual aspects of employee satisfaction, such as the job itself, salary, leadership, promotions, colleagues, respect and recognition, working conditions, and more (Balci, 2011; Johnson, 2012; Tomazevic et al., 2014). Job Reward Satisfaction is a component of job satisfaction because it measures whether job incentives can meet employee expectations (Blazer, 1997).

This confirms what Maslow (1943) said, where the essence of the theory was that most of the basic needs of individuals must be met before they can become motivated to meet higher level needs. The human resources department of the organization has to take into account these factors and how to satisfy them in order to optimize performance (Manzoor, 2011).

Satisfaction with human resources management practices measures the attractiveness of human resources management practices (incentives, benefits, training, support from managers, engagement of staff, etc.) (Alfes et al., 2013; Ling et al., 2018; Tran et al., 2013). Employee satisfaction is linked to human resources management practices, demonstrated by their behavior and intent to remain in the organization (Kehoe, 2016).

It is important for heads of organizations to have job satisfaction because improving job satisfaction helps to retain valuable staff who can help to retain the project team, when satisfaction is met. The company must improve satisfaction and reduce turnover, so that team members feel connected internally to the work and ready to work hard to make the work successful (Ling et al., 2018; Rezvani & Chang, 2016).

On the other hand, from the results of this study, it must be estimated that material and moral incentives represent only a moderate variance of 33.1% in this job satisfaction has some important implications.

The results obtained for the different dimensions of job satisfaction show that, according to the respondents, they would be more satisfied if they were given moral incentives, while material incentives are less effective for motivating them, these results also correspond to previous research work (Ali et al., 2016; Amin et al., 2011; Mgbechi et al., 2015).

### **Implication and Contribution**

The study may contribute to assisting decision makers in developing policies and strategies on the working conditions of employees in Libya by formulating better policies and programs that can force organizations in Libya to provide a better organizational climate for their employees.

For human resources management practitioners, results can also have a significant impact, by providing them with sufficient and relevant information about human resources management practices and recommending how best to use human resources management practices, such as valuation, compensation and incentives and to achieve better human resources results.

The researcher expects that the results of this investigation will not only significantly increase the information available on HRM, but will also improve the organizational performance of Libyans.

### **Conclusion**

The objective of this study is to identify the factors that affect job satisfaction in the State of Libya, specifically; the study examines the relative effects of the job title variable and the material and moral incentives on job satisfaction among police officers, firefighters and

rescue teams. The results of the study showed that the impact of demographic and organizational variables should not be underestimated. In contrast, the variable of the job title (civilian or police officer) did not appear to contribute to work trends. There were no differences in the respondents' responses in terms of satisfaction attributed to job status, but aspects of different variables such as material and moral incentives can be influential. Indicated the study that demographic and functional variables and incentives can be highly correlated with job satisfaction.

The overall result of the three axes related to the importance of the material incentives, moral incentives, and level of job satisfaction that the general trend of the answer is disagreement in terms of the level of job satisfaction due to the lack of activation of the incentive system that contributes to improving the job performance of the employees of the among police officers, firefighters and rescue teams, and the relative importance is low.

As for the first main hypothesis, the hypothesis was rejected, which states that "there are statistically significant differences between the answers of the respondents due to the variable of job title in terms of job satisfaction. Which led to the absence of any differences between the police officer job title, its nature and tendencies for moral and material incentives that achieve his satisfaction, and between the civil employee and the type of moral and material incentives that achieve his job satisfaction.

The main hypothesis, which states "There is a statistically significant role for material and moral incentives at the level of job satisfaction ", was accepted from the point of view of the respondents, where it was found that there is an average direct correlation between material and moral incentives and the level of job satisfaction.

Thus the hypothesis is accepted, which states, "there is a statistically significant effect at the level of significance (0.05) for material incentives at the level of job satisfaction from the point of view of the sample members."

The impact equation shows that the higher the level of material incentives provided by 16%, the higher is the level of job satisfaction by (65%).

In addition, the hypothesis is accepted, which states that "there is a statistically significant effect at the level of significance (0.05) for moral incentives at the level of job satisfaction from the point of view of the sample members."

The impact equation shows that the higher the level of moral incentives provided by 0.78%, the higher the level of job satisfaction by 53%.

On the other hand, from the results of this study, it must be estimated that material and moral incentives represent only a moderate variance of 33.1% in this job satisfaction has some important implications.

The results obtained for the different dimensions of job satisfaction show that, according to the respondents, they would be more satisfied if they were given moral incentives, while material incentives are less effective for motivating them.

This research motivates future avenues of research to include further investigation of demographic and organizational variables and their impact on motivation and satisfaction. These can include the level of education, socioeconomic status, and some organizational characteristics by exploring such variables, organizations may be in a better position to understand the variables that affect motivation and job satisfaction, which in turn can teach institutions how to be more successful in their attempts to influence work situations.

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