

Impact of Non-Monetary Factors on Employee Performance: A Case of Internet Service Provider Sector in Kathmandu Valley

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Abstract

This study examined the impact of non-monetary factors (training, organisational support, promotion, job security, co-worker incivility and job rotation) on employee performance in Internet Service Provider (ISP) firms. The study used an inferential research approach to analyse the impact of independent variables on dependent variable. A standardised questionnaire was surveyed on a sample of 200 ISP employees from the Kathmandu Valley. The results demonstrate that job security and co-worker incivility have statistically significant effects on employee performance, but the rest of the independent variables do not. Based on finding, it is recommended that more the job security, more the employee performance in company and reduction of co-worker incivility around organisation environment will help boost employee confidence and performance. Along with this, this research also showed area for refurbishing other variables like available training, organisational support, promotion facility and application of job rotation for creating more impact of it on employee performance.

INTRODUCTION AND OBJECTIVES

The number of internet users in Nepal have been increasing rapidly from past

few years. Internet is regarded as basic need for human being. As reported by the Nepal Telecommunications Authority, between the period of 2011 and 2021, the proportion of Nepalese

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internet users grew rapidly from around 9.0 percent to 90.56 percent of the total population (RSS, 2021). According to a report by Nepal's telecommunications authority, internet usage has climbed from 56 percent to 90.56 percent of the population, while fixed broadband customers have increased from 12 percent to 25 percent since 2018 (RSS, 2021). As the internet demand is increasing day by day in economy, the number of ISP had also increased gradually from last decade. ISP business in industry is also increasing as demand is getting higher. Currently there are 8 top companies in ISP business. They are Worldlink, Vianet, NTC, Subisu, Classic tech, Dish-home, Netmax and CG-Net. Competition in ISP industry is very strong through major attributes like price, service, marketing, employee, network etc. Huge investment is not sufficient to stay on competitive on ISP business and marketing along with it employee performance is equally important for ISP business to boost their products in the market. Employees will be a competitive advantage factor for the organisation when they freely contribute discretionary effort - when they come up with fresh, creative ideas for goods or services, when they provide great customer service, and when they go above and beyond to fulfil deadlines (Bradau, 2019). Employee performance like sales and marketing people pushing product, call centre for 24/7 service, technical team to solve bugs and issues in connection, finance team to allocate and manage budget for projects and more. Such employee performance directly impacts - profitability and competitive position in industry.

Non-Monetary incentives include non-cash benefits provided to employees. These benefits could include both tangible and intangible incentives. A few examples include providing employees autonomy to make decisions within their job functions, providing better working conditions, assigning employees with different responsibilities, providing appreciation for positive growth, involving employees in social gatherings and so on. Subsequently, numerous studies have been conducted in this area. Researchers have identified various factors other than monetary factors which might have an impact on employee performance. However, most, if not all, of these research works have been conducted with a sample size that constitutes mostly of a western sample size. Hence, there is a high chance that past research might have overlooked some factors that might be specific in the context of Nepal.

This research aims to determine the impact of non-monetary factors namely training, organisational support, promotion, job security, co-worker incivility and job rotation affecting employee performance in ISP sector of the Kathmandu Valley. The findings of this study will assist management to determine the non-monetary factors and knowledge of these variables and their impact on job performance, and this will be especially beneficial to the organization's human resources department. Management will be able to identify what aspects to consider when establishing non-monetary factors as mentioned to build in the most efficient way possible to boost their employee's performance. It will also assist

them in determining what elements motivate employees to perform better. Furthermore, this research will add valuable contribution to the literature of Nepalese business, especially human resource study. Subsequently numerous studies have been conducted in this area. Researchers have identified various factors other than monetary factors which might have an impact on employee performance. However, most, if not all, of this research have been conducted with a sample size that constitutes mostly of a western sample size. Hence, there is a high chance that past research might have overlooked some factors that might be specific in the context of Nepal.

LITERATURE REVIEW

Employee Performance

Employee performance is defined by how adept an employee is in their job function. It is can explained by how quickly an employee completes crucial tasks, and could include non-productive measures such as their behaviour within the organisation as well. Situational factors, such as job features, the organisation, and co-workers, as well as dispositional factors, can influence employee performance. Personality traits, wants, attitudes, preferences, and motives are dispositional variables that influence the likelihood of reacting to stimuli in a particular way (Aqel, 2017). Further stated that job happiness drives strong employee performance. Employee job satisfaction is a metric that measures the attitudes and perception of employees towards their work, compensation,

organisational rules, management practices and their relationship with fellow employees. Many studies have linked employee satisfaction with better job performance, lower attrition, and more commitment.

From the analysis above, it can be implied that employee performance is a function of quality and quantity of work accomplished and completed by employees. In the context of this research, increased employee performance is a factor of the independent variables under the consideration of the study which include training, organisational support, promotion, job security, and lower co-worker incivility.

Training

Employee training can be one of the most prominent methods of enhancing employee productivity and communicating goals. Hence, training can be defined as an organised process through which employees acquire new skills and knowledge which enables them to perform better in their current job function (Sthapit, 2018). Furthermore, training and development also acts as a tool that helps organisations assess and discover an employee's level of ability (Yazdanifard, 2013). Training allows organisations to gather a competitive advantage over their competitors in a marketplace. Finally, training also helps employees improve their tasks (Kuruppu, 2021).

Kipleting (2017) claimed that an organisation's efficiency is defined by employee training as it determines the

capacity and capability of employees. The training conducted or provided by an organisation should be appropriate for the employee receiving it and their job function. This allows for proper evaluation of the training. They surveyed 364 employees of Eldoret polytechnic with questionnaire model and hypothesis of training have positive impact on employee performance. Her research proved that hypothesis right with conclusion of training provided by the institution assisted them in developing their skills, workshops held at Eldoret Polytechnic on job performance assisted them in improving their day-to-day performance, and education on performance was well affected in the institution, allowing them to improve their performance (Kipleting, 2017).

Employee training helps employees acquire improved skills, knowledge, and attitudes to improve their performance (Samwel, 2018). Training in many cases also acts as a motivating factor, which, along with helping improve employee skills and knowledge to deliver better performance, also acts as a motivating factor. In a Nepalese study, a strong impact of training and development was found on perceived employee performance in the commercial banking sector (Sthapit & Ghale, 2018). Hence, also in line with the findings of Yazdanifard (2013), Kuruppu (2021), Karodia (2018), and many other studies which concluded that training have positive impact on employee performance, the above hypothesis is constructed

H1: Training has significant impact on employee performance.

Organisational Support

Owing to the reciprocity norm, employees of organisations that provide high level of support are more probable to be emotionally committed to the company. This leads to a lower employee attrition and improved job performance (Abou-Moghli, 2015). They conduct a study of 175 personnel working in Jordanian maritime, using a questionnaire that was prepared based on the relevant literature and distributed to them. Appropriate statistical and analytical programmes were utilised to analyse the results. The research revealed that there is a statistically significant role at the level of (5%) for organisational support in improving employees' performance.

According to scholars' explanations of perceived organisational support, perceived organisational support is an employee's belief about how much the firm cares about their welfare and lives, as well as how much the company values employee participation. Employees who have a positive view of organisational support are more likely to engage in organisational citizenship activities., Employees of organisations that provide high level of support are more probable to be emotionally committed to the company. This leads to a lower employee attrition and improved job performance When an employee's membership in the organisation is linked to his or her identity, the employee feels a sense of belonging and responsibility to contribute and give his or her best effort to the organisation (Sutianingsih, 2021). Hence many researchers listed above in literature review concluded

that organisational support has positive impact on employee performance, the following hypothesis is constructed.

H2: Organisational support has significant impact on employee performance.

Promotion

Promotion describes an employee's advancement within the organisational hierarchy. In simple words, promotion refers to the advancement of an employee from one job function to a higher one, very often with increased compensation, responsibilities and status within the company. Depending on the situation, promotions are either permanent, or temporary in some cases (Fairburn & Malcomson, 2001). Research by Elwini (2019), on the role of staff promotion in employee performance in Tanzania police headquarter. The study investigated the promotion criteria utilised by the Tanzania Police Force (TPF), as well as whether promotion leads to increased efficiency in the TPF and the impact of promotion on job attendance among TPF officers. A total of 40 TPF headquarter employees were chosen for quantitative study. According to the findings of the study, there is a set promotion criterion in the TPF under the PGO, however it is neither consistent nor followed. Promotion was also proven to have an impact on worker performance in TPF, both in outdoor activities and in office operations. The data show that promotions correlate to increased job attendance among TPF employees (Elwini, 2019). Performance improving in connection with the

promotion of the office that is the organisation emphasises and provides the opportunity for achievement and has results that are more than expectations as a reference because better achievement and results can provide opportunities for promotion to a higher level (Rinny, Purba, & Handiman, 2020). Hence, in line with the findings of Elwini (2019), James (2001), Rinny, Purba, and Handiman (2020), Malik, Danish, and Munir (2012) and many researchers have concluded that promotion has positive impact on employee performance, the following hypothesis is constructed

H3: Promotion has significant impact on employee performance.

Job Security

Job security, according to Geoffrey James, has a substantial impact on both the team's and the organisation's overall performance (James, 2012). Amaechi, Eneh, and Festus (2015) studied on the impact of job security on employees' performance of selected service marketing firms in Calabar metropolis. The objective of this study included identifying the relationship between job security and employee's performance; the relationship between job security and job satisfaction; the relationship between job security and management-employee relations. The research used a survey research approach, with 120 questionnaires distributed to bank and telecommunication network employees. Job security increment has been proved to influence employee happiness and prevent voluntary labour turnover in the organisation.

Job security in a business encourages mutually beneficial relationships between management and employees and decreases friction. To improve job performance, job happiness, and management-employee relations, it was suggested that job security must be included in the company's objectives. The importance of employees' dedication should be prioritised by management. Employment status should be permanent rather than casual or non-standard for motivating worker to put their best and effective effort (Amaechi, Eneh, & Festus, 2015).

Individual performance is evaluated for each of the jobs performed by the personnel. This individual's performance is intertwined with the organisation's overall performance. The employee's performance at work is inextricably tied to the organisation's overall performance. As a result, it appears that their performance is tied to organisational performance, and that their contributions will be fewer and ineffective if they are concerned about their job security (James, 2012). Hence, in line with the findings of James (2012), Sanyal, Hisam, and Baomar, (2018), Amaechi, Eneh, and Festus (2015) and many researchers concluded that job security has positive impact on employee performance, the following hypothesis is constructed.

H4: Job security has significant impact on employee performance

Co-Worker Incivility

Workplace civility is defined as behaviour that contributes to the preservation of

organisational standards for mutual concern; it includes activities that are required for favourably interacting with people, forging bonds of friendship, and empathising. Whereas Rudeness, harsh behaviour, and contempt for others are all examples of incivility (Andersson, Pearson, & Porath, 2020). Past literature defines co-worker incivility as passive or negative interpersonal interactions between company employees (Liu, Gao, Xue, & Mo, 2021). The literature on Co-Worker Incivility started with study of high-intensity, highly noticeable negative employee behaviour such as aggressive, violent behaviour, and bullying behaviour (Verschuran, Tims, & Lange, 2021). However, over time, focus on literature on incivility has shifted towards a more low-intensity uncivil behaviour towards other co-workers. Tsuno (2017) surveyed 2,191 Japanese and 1,071 Canadian employees of automobile company with questionnaires which proved their hypothesis, i.e., co-worker incivility has a negative impact on employee performance with conclusion organisation should always monitor indirectly employee and their co-worker relation for preventing incivility.

Presence of co-worker incivility leads to emotional exhaustion and job burnout among employees and leads to employees showing incivility behaviour towards customers, reduced job satisfaction, decreased organisational commitment, intention to leave and ultimately decreased job performance (Wang & Chen, 2020). Hence, in line with the finding of Schilpzand, Pater, and Erez (2016), Wang and

Chen (2020), Tsuno (2017) and many researchers concluded that Co-Worker Incivility has negative impact on employee performance, the following hypothesis is constructed.

H5: Co-worker incivility has significant impact on employee performance.

Job Rotation

Kaymaz (2010) stated that many firms at various organisational levels employ job rotation as a job design strategy. Job rotation is the result of effort and determination in combining the company's human structure with technical operations. Here researcher used the questionnaire model for data collection with 206 employees as a sample from 6 large-scale companies and concluded with acceptance of their hypothesis i.e., job rotation has positive impact on employee performance and concluded that; in job rotation practices, a decrease in monotony, an increase in knowledge, skills, and competence,

and the development of social contacts were found to have a favourable effect on motivation which boost employee performance.

The primary objective of job rotation is to move employees within the organization from one job function to another. This is done to boost employee motivation. It can also be viewed as a training mechanism that, when properly executed, improves employee performance. Properly conducted job rotation programs will enrich employees with both new skills and knowledge in different job functions (Oparanma & Nwaeke, 2015). Hence, in line with the findings of Kampokotter, Harbing, and Sliwka (2018), Oparanma and Nwaeke (2015), Romeedy (2019) and many researchers have concluded that job rotation has positive impact on employee performance, the above hypothesis is constructed.

H6: Job rotation has significant impact on employee performance.

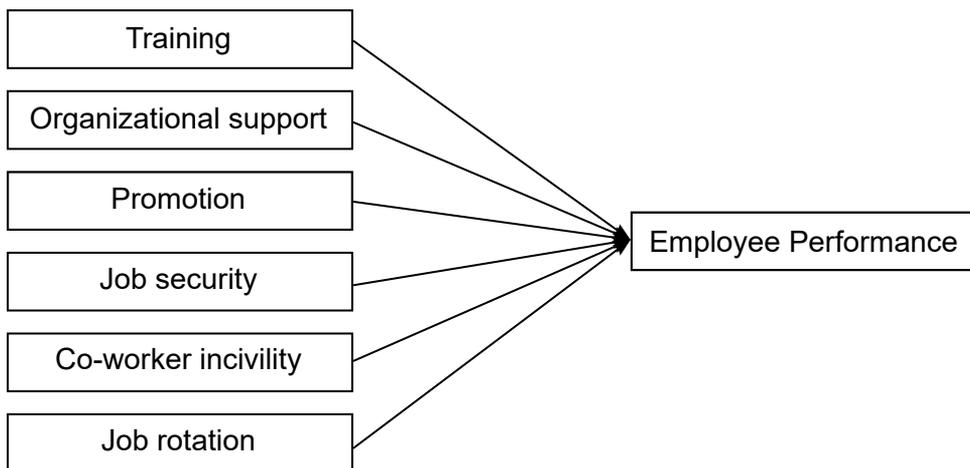


Figure 1. *Conceptual Framework*

Conceptual Framework

Conceptual framework is the graphical or narrative representation that provides orientation and context to the study and assists in seeing how the study contributes to the study on the research topic (Joshi, 2021; Sthapit, 2017). The conceptual framework presented in Figure 1 shows the relationship between the dependent and independent variables where the study has taken training, organisational support, promotion, job security, co-worker incivility and job rotation as independent variables, and employee performance as a dependent variable.

RESEARCH METHODS

The data was primarily collected via a questionnaire survey. A structured questionnaire was developed, using instruments used in past research, to collect the required information to test the stated hypothesis. To test the research hypothesis, data was collected from 200 employees of ISP in the Kathmandu valley. The rationale for choosing this population is because of the geographic location and economic conditions of the city. The Kathmandu Valley (Kathmandu, Lalitpur and Bhaktapur), being the most urbanised cities with the highest population and has the concentration of all ISP office headquarters.

The questionnaire was distributed to those personnel who were employee with age group of 16-40, youth group according to UNDP (2018) associated with ISP sector (UNDP, 2021). Use of both, physical printouts

as well as online forms were used to administer the survey. This ensures that a wide-ranging sample is accessed. Primary source of data collection was conducted, along with secondary data collection for literature review purpose. The measurements for all variables were taken using a questionnaire. The questionnaire consists of a combination of the 5-point Likert scale as used in past research, and general questions. A total of 200 responses were collected through a survey of questionnaire on sample respondents in the Kathmandu Valley (Kathmandu, Bhaktapur and Lalitpur) with pre-fixed appointments and approval from respective management heads.

Four questions per variable were used to measure the variables in this study. The Cronbach's alpha score was used to assess the reliability of the questions for each variable and the data gathered. The reliability was calculated twice for this investigation, once during the pilot phase with a sample size of 30, and then again with the whole sample. Table 1 shows all the Cronbach's alpha scores for the whole sample of 200 responses. All six variables, namely, training, organisation support, promotion, job security, co-worker incivility, job rotation and dependent variable employee performance have Cronbach alpha values that exceed 0.70 which is shown

Data collection and analysis was done upholding personal privacy. Due permission from the companies was requested and received before the researcher contacted an employee representing that company. No

Table 1
Reliability Analysis

Dimensions	No. of Constructs	Cronbach's alpha
Training	4	0.893
Organisation support	4	0.902
Promotion	4	0.837
Job Security	4	0.872
Co-worker Incivility	4	0.886
Job Rotation	4	0.869
Employee performance	4	0.824

Note. Calculations based on the survey, 2022

personal details were collected during data collection stage and all analysis and implications/ recommendations were made based on aggregate results. No specific ISP related details were disclosed, and recommendations are provided without any biases.

DATA ANALYSIS AND DISCUSSION

For this purpose of study, respondents aged 16-40 were approached and their opinion were collected through structured questionnaire. Sample size of 200 ISP employee were taken for the study. The study helps to understand non-monetary factors' impact on employee performance in ISP business of the Kathmandu Valley.

Data analysis included primary data composed from a total of 200 ISP employees. The demographics of the respondents are outlined in table 2. Out of the total respondents, 64% were male and 36% were female. Furthermore, in term of age distribution of respondents, the age group with the highest number of respondents was

24-32 years with contribution of 56% of total respondents. This is tracked by 16-24 years-old with 29.5% and 32-40 with 14.5% of total respondent. Similarly, in term of qualification, most people (61.5%) responded that they had at least a bachelor's degree, 24% of total respondent has plus 2 or less than plus 2 and 14.5 % responded that they have master's degree or above. In the term of job position, majority of respondent (66%) are on mid-level job position, whereas 30.5% respondents were in entry level position, and few (3.5%) are on top-level position in total sample size.

From the descriptive analysis (Table 3), it is found that the mean score for training ranged from 3.60 to 3.85, with an average of 3.76. The items used for measuring organisational support, scores ranging between 3.1 to 3.53 had average mean of 3.23. Following this, the items used for measuring promotion, scores ranging between 3.29 to 3.47 had average mean of 3.39. The items used for measuring job security, scores ranging between 3.4 to 3.54 had average mean of 3.45. Similarly, items

Table 2
Demographic Analysis

Factor	Sub-factor	Frequency	Percentage
Gender	Male	128	64
	Female	72	36
Age of respondent	16-24	59	29.5
	24-32	112	56
	32-40	29	14.5
Qualification	Plus 2 or less than plus 2	42	21
	Bachelor's degree	123	61.5
	Master's degree or above	35	17.5
Job Position	Entry level	61	30.5
	Mid-level	132	66
	Top level	7	3.5

Note. Calculations based on the survey, 2022

Table 3
Descriptive Analysis

Variables	Min	Max	Average mean	Average std. deviation
Training	1	5	3.764	0.87
Organisational support	1	5	3.235	0.916
Promotion	1	5	3.399	0.866
Job security	1	5	3.456	0.813
Co-worker incivility	1	5	1.989	0.809
Job rotation	1	5	3.695	0.715
Employee performance	2	5	4.149	0.579

Note. Calculations based on the survey, 2022

used for measuring co-worker incivility, scores ranging between 1.86 to 2.09 had average mean of 1.99. Finally, scores for the last independent variable, job rotation, ranged between 3.60 to 3.82 had average of 3.69. From this analysis, we can see that training and job rotation have the highest average scores which implies that they matter most than other mentioned variable in ISP organisations.

In addition, the correlation analysis (Table 4) also further strengthened the proposed statement that the presence of the independent variables exerts a relationship on the dependent variable. Almost most of correlations between each independent variable and the dependent variable yielded a positive relation except one, i.e., co-worker incivility. Furthermore, all of these were significant with 99% confidence interval.

Training is positively correlated with organisational support, promotion, job security and job promotion because when an employee received significant training, they will be upskilled and become more competent in their role. So, there chances of growth within the organisation will be higher. Furthermore, this allows the employee to be placed within various job functions, roles and department within the organization. An employee who receives lot of training

will also more likely to have a positive perception toward organisational support. Finally, more and well-trained employee will not be afraid of losing their job.

Organisational support is positively correlated with promotion, job security and job rotation because an employee who has been given growth opportunity by the organisation will have a positive preference towards

Table 4
Correlation Analysis

Variable	1	2	3	4	5	6	7
Employee performance	1						
Training	0.233**	1					
Organisational Support	0.300**	0.552**	1				
Promotion	0.246**	0.357**	0.465**	1			
Job Security	0.426**	0.411**	0.620**	0.525**	1		
Co-worker Incivility	0.214**	0.41	-0.178*	-0.59	0.219**	1	
Job Rotation	0.292**	0.383**	0.443**	0.431**	0.512**	-0.73	1

*Notes. n=200, *,** signify that correlations are significant at 0.05 and 0.01 level, respectively. Calculations based on the survey, 2022*

Table 5
Regression Analysis

Factors	Beta	T-value	P-value	VIF
(Constant)	3.106	12.41	0	
Training	0.05	0.941	0.348	1.55
Organisational Support	-0.005	-0.089	0.929	2.062
Promotion	0.006	0.105	0.917	1.513
Job Security	0.227	3.487	0.001	2.041
Co-worker Incivility	-0.101	-2.109	0.036	1.097
Job Rotation	0.073	1.154	0.25	1.488
R-Square	Adjusted R-Square		F-value	P-value
0.209	0.185		8.521	0.000

Note. Calculations based on the survey, 2022

organisational support. Similarly, if an employee has been given opportunities to work between departments, and work in different job functions, they are also highly likely to feel that the organisation supports them and their growth. This is also the case in job security, wherein employees who constantly do not fear about the risk of unemployment will have a preferable view about the support provided by their organisation.

The correlation analysis has also determined that promotion is highly correlated with job security and job rotation. This is because employees who grow within the organizations hierarchy will not have a lower probability of being laid off by the organisation. Employees higher up the organisational structure will be performing more critical tasks for the organisation, and will not be easily replaceable, hence, they will have a higher sense of job security. Similarly, employees who are promoted will have a higher skill set than the average employee, hence, will have a higher probability of being switched between departments.

Finally, job security is also correlated with job rotation. This is the case because employees who are adept at working in multiple job functions will be more valuable to companies. Hence, these high value employees will not have a high risk of being terminated by the organisation.

The regression results (Table 5) also determined that two variables, i.e., co-worker incivility and job security exerted significant impact on dependent variable, employee performance in ISP business of the Kathmandu valley. The beta for job security is 0.227; this implies that any change in job security will impact in employee performance by 0.227 times. Similarly, the beta of co-worker incivility is -0.101; it implies that any change in co-worker incivility will have negative impact in employee performance by 0.101 times. The p-value for job security and co-worker incivility are 0.01 and 0.036 which is less than 0.05. this means that job security and co-worker incivility have highest significant impact on employee performance in ISP organisation of The Kathmandu valley. Other independent variables like training, organisational

Table 6
Hypothesis Analysis

Hypothesis	P-value	Remark
H1: Training has significant impact on employee performance.	0.348	Not supported
H2: Organisational Support has significant impact on employee performance.	0.929	Not supported
H3: Job Security has significant impact on employee performance.	0.917	Not supported
H4: Promotion has significant impact on employee performance.	0.001	Supported
H5: Co-worker incivility has significant impact on employee performance.	0.036	Supported
H6: Job-rotation has significant impact on employee performance	0.25	Not supported

Note. Calculations based on the survey, 2022

support, promotion and job rotation have respective beta values, i.e., 0.050, -0.005, 0.006 and 0.073; however, the values are not statistically significant.

Overall, the regression analysis determined that the overall model was good descriptor of the dependent variable. The regression analysis determined the coefficient of determination (*adjusted* R-square) to be 0.185. This means that the six independent variable account for 18.5% of all changes in the dependent variables. It consists of many other factors that could be refreshment, retreat, recognition, comfortable office environment and such other factors also influence employee performance, the dependent variable; it is significant at 0.01 level.

CONCLUSION AND IMPLICATIONS

In conclusion, this study analyses the effect of six variables, namely training, organisational support, promotion, job security, co-worker incivility and job rotation, on employee performance in ISP business of The Kathmandu valley. The study provides empirical evidence to support that employee performance of ISP sector, within the Kathmandu valley, increases with availability of job security. This implies Employee performance is influenced by job security, and voluntary labour turnover is reduced in organisations. Job security in a business encourages mutually beneficial relationships between management and employees and decreases friction or we can also say that more the security in job,

more the output from employee to organisation increases. To improve employee performance, job happiness, and management-employee relations, it was suggested that job security be included in the organisation's objectives.

Furthermore, the research also indicates the importance that co-worker incivility plays in reducing job performance. This means that presence of co-worker incivility leads to emotional exhaustion and job burnout among employees. It also leads to employees showing incivility behaviour towards customers, reduced job satisfaction, decreased organisational commitment, intention to leave and ultimately decreased job performance. So, ISP organisations shall always monitor indirectly employee and their co-worker relation for preventing incivility for boosting their employee performance. Finally, the research also found that training, organisational support, promotion and job rotation also impact on employee performance in ISP sector, however, in contrast to the hypothesis formulated, these relationships was not statistically significant.

In the case of training variable for not impacting employee performance in ISP organisation, there could be over-training on same thing or assumption of that if an employee is not doing anything "correctly," it is assumed that he or she needs extra training, which diminishes the performance boosting factor and create monotonous environment to be trained; such will lead to employee for being not interested in training. For the job rotation case, a reason could be the

employer's presumption that employees would agree with all company policies. Regardless of the perceived benefits of job rotation, the fact remains that some employees would not welcome the moving out of their comfort zone. Furthermore, in many cases, moving an already adept employee from one business function to another would rather have an opposite impact, as they would, in many cases, have to unlearn and relearn completely new processes. Promotion might not affect employee performance because in many corporates, especially in Nepal, career growth and promotions are based on the amount of time one has spent in the company. In this regard, regardless of an employee's performance, if it is likely that they would get promoted after a certain number of years, an employee would not be motivated to increase their performance, in search of promotion. Company benefits including paid holidays, insurance schemes, and other perks are a part of organisational support.

Even though available, if the employees feel that they are inadequate, or not relevant to them, it will not have an impact on employee performance. Furthermore, along with the organisational support provided, the quality and capability of the employee should also be considered.

Furthermore, future research could investigate not only the commercial ISP but also the public telecommunications industry. Because this study did not include a sizable number of top-level managers, further studies should include a representative number of managers in their data sample and conduct interviews to support the data collection procedure. Hence, from overall responses and results, it seems ISPs provide a very good working environment for their employees. The responses displayed a positive perception of ISP employees towards their employers, which should be an encouraging fact for anyone deciding to pursue their career in ISP companies.

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