

The Role Of Job Motivation In Raising The Productivity Of Workers In The Government Sector: An Applied Study On Medical Services Employees At The Republican Teaching Hospital In Sana'a.

ABDULLAH SALEH ALI SOFIAN and
VANI NIKHIL LATURKAR *

*School of Management Sciences, Swami Ramanand Teerth
Marathwada University, Nanded, 431606, Maharashtra, India.

ABSTRACT:

This study sought to examine the impact of motivating elements on employee productivity within the public sector, Specifically, the research focused on investigating the various Financial and moral incentives offered to medical services personnel at the Republican Teaching Hospital. The researcher employed a descriptive-analytical strategy, utilizing a questionnaire developed specifically for the study. The study sample comprised 135 individuals holding managerial positions, specifically managers and department heads, within the medical services sector of the Republican Teaching Hospital located in Sana'a city. The findings of the investigation unveiled the subsequent outcomes: The managers and department heads within the medical services department at the Republican Teaching Hospital in Sana'a city had a neutral stance towards the various sorts of financial incentives that have the greatest impact on the staff. This was reflected in their average score of 3.15 out of 5. Nevertheless, there was complete consensus among them regarding the categories of moral incentives that exert the greatest influence on employees in the medical services sector, as indicated by an average rating of 3.35 out of 5. Consensus was reached among the participants regarding the challenges encountered in effectively motivating employees in the medical services sector, as evidenced by the mean score of 3.68 out of 5. Furthermore, there was unanimous consensus among the participants about the suggested measures aimed at improving the systems available to medical care personnel, as evidenced by an average rating of 4.53 out of 5. The perspectives of Study Sample on "the Financial incentives that have the greatest impact on medical services employees at the Republican Teaching Hospital" exhibited statistically significant variances based on the variable

of administrative level. Nevertheless, the study found no statistically significant disparities in the average scores of participants' replies related to the study's dimensions, specifically "the moral motivators that have the greatest impact on healthcare workers at the Republican Teaching Hospital," when considering the variable of administrative level. Furthermore, the analysis revealed that there were no statistically significant disparities in the average scores of participants' replies across all dimensions of the study. This lack of variation could not be attributable to factors such as gender, age, educational attainment, or years of professional experience. The study put forth a number of recommendations. These include the necessity of establishing explicit objectives and a clear vision to guide incentive systems for medical services personnel. It emphasizes the significance of designing incentive systems that prioritize performance excellence over factors such as seniority or personal attributes. Additionally, the study suggests conducting research on employee motivations and attitudes in relation to incentives. Lastly, it underscores the importance of ensuring accuracy in the preparation of periodic reports pertaining to employee performance and efforts, in order to propose suitable incentives for them.

Keywords: Job motivation, productivity, public sector, medical services, morale incentives, financial incentives.

1. INTRODUCTION:

Within the ever-evolving realm of public administration, the efficacy and productivity of governmental personnel assume a crucial role in determining the overall effectiveness of public services (Nahmias, 2016). Job motivation is identified as a significant contributor among the various factors that influence employee performance. This research investigates the complex correlation between employment motivation and productivity, with a specific emphasis on personnel in the medical services sector at the Republican Teaching Hospital in Sana'a (Kivst, 2015). The healthcare sector holds a crucial role within public services, and so, comprehending and augmenting the degrees of motivation among medical practitioners can have a substantial influence on the caliber and availability of healthcare services for the populace (Samuel, & Joshua, 2016). The objective of this empirical investigation is to elucidate the intricacies of job motivation and its influence on the productivity levels of public sector employees, with a particular focus on medical personnel operating within the confines of the Republic Teaching Hospital (Elesarvit, 2016). This research aims to examine the challenges, drivers, and outcomes related to job motivation. The objective is to offer practical insights that can be utilized by policymakers, administrators, and healthcare professionals. This study

contributes to the ongoing discussion on enhancing productivity and service delivery in the public sector (Haniyeh, 2019)

1.1. Study Problem and Questions:

The primary goal of every institution, whether of a private or governmental nature, is to achieve a level of performance that is considered adequate. This can only be achieved by ensuring employee satisfaction. The latter is influenced by a variety of factors, which usually include a wide range of incentives and motivations. These factors extend beyond mere financial compensation, and have evolved to serve as a major cornerstone within organizations, which aim to enhance human performance and efficiency.

Many scholars have highlighted the importance of continued research and investigation regarding incentives and their impact on job satisfaction. This is crucial in order to identify appropriate incentives and monitor evolving psychological, technical and organizational factors that call for periodic reassessment and re-evaluation of incentives.

The study revolves around the following main question: What is the role of job motivation in increasing the productivity of employees in the government sector at Republican Teaching Hospital Authority in Sana'a

The main question gives rise to the following inquiries for the study:

- What types of financial incentives have the most impact on medical services employees at the Republican Teaching Hospital Authority?
- What types of moral incentives have the most influence on medical services employees at the Republican Teaching Hospital Authority?
- What are the obstacles facing providing appropriate motivation to medical services staff at the Republican Teaching Hospital Authority?
- What are the proposed solutions to develop the motivation systems provided to medical services employees at the Republican Teaching Hospital Authority?
- Are there statistically significant differences between the responses of study members regarding its axes according to their personal variables (academic qualification, years of experience,

1.2. Objectives of the Study:

The primary objective of this study is to examine the impact of job motivation on the productivity levels of employees within the government sector. This goal can be further broken down into several sub-objectives, which are outlined below:

- The objective of this study is to ascertain the various categories of financial and moral incentives that are offered to employees within the medical services sector of the Republican Teaching Hospital Authority.
- Examining the impact of incentives on enhancing the productivity levels of medical services personnel at the Republican Teaching Hospital Authority.
- Identifying the primary barriers impeding the provision of adequate motivation to the medical personnel at the Republican Teaching Hospital Authority.
- The objective of this study is to determine the degree of statistically significant variations in the responses of participants based on their personal characteristics, including academic qualification, years of experience, level of education, administrative level, and age.

1.3. Significance of Study:

The significance of the present investigation can be assessed by considering the following factors:

- Scientific Significance: This study has the potential to enhance the existing body of knowledge in the field of administration by providing comprehensive information on various aspects of incentives, including their types, techniques, significance, objectives, and impact on productivity. It aims to contribute to the conceptual understanding, evaluation, and enhancement of incentives within administrative contexts.
- This study aims to examine the impact of financial and moral motivation policies on the productivity of medical care personnel at the Republican Teaching Hospital in Sana'a. The primary objective of this study is to construct a theoretical framework that explores the interplay between Financial and moral motivation, worker productivity, and job satisfaction.
- Practical Significance: This study holds practical importance as it aims to equip administrative decision makers within the medical services of the Republican Teaching Hospital Authority with the necessary tools to make informed decisions pertaining to Financial and moral motivation. By implementing these decisions within government sectors,

the study seeks to enhance job satisfaction and foster greater job loyalty among employees in these sectors.

- This study aims to offer a range of recommendations and solutions for enhancing the incentive system in order to increase productivity and job loyalty among employees in government sectors. The implementation of these recommendations is expected to enable workers to perform their duties with heightened efficiency.

1.4. The Limits of the Study:

- Objective limits: - The research was conducted on medical services employees at the Republican Teaching Hospital in Sana'a.
- Spatial Boundaries: - The research was applied to the medical services departments of the Republican Teaching Hospital in Sana'a.
- Time Limits: - The research was conducted during the year 2023

1.5. Definition of Study Concepts:

- Motivation: It is the process of activating employees in a positive or negative way with the aim of increasing production rates and improving performance. It is defined as all possible means to motivate employees and customers and includes all methods used to motivate employees to work continuously (Alfaifi, 2020).
- The researcher defines procedural means as all the financial or moral means provided by government institutions that lead to raising the performance of employees, satisfying their needs and desires, and ensuring their loyalty (Al-Maghrabi, & Abdel Fattah, 2016).
- Financial Incentives: These are the tangible financial incentives that are provided to workers in exchange for a specific effort, a specific proposal, or an invention. They are usually cash money such as salary, incentive bonuses, bonuses, and financial grades (Abu Al-Kishk, 2016).
- Al-Omari (2018) defined it as what the organization grants to workers in terms of basic wages, salary, incentive bonuses, profit sharing, or the like, in a way that guarantees workers an appropriate standard of living and meets the financial burdens of life.
- Moral Incentives: These are the moral incentives provided to employees, which are non-monetary incentives such as

thanks and appreciation for job effort, promotions, praise, educational opportunities, self-expression, participation in decision-making, and participation in events and meetings (Abu Sheikha, 2020).

- Productivity: It is the relationship between the resources used in the production process and the output from that process, which is the definition provided by Ahmed (2021).
- Productivity is an indicator that reflects to us the extent of efficiency in converting human and non-human resources into products or services. (Bartouli, 2022).
- Meaning of Productivity: It is all the tasks and work that are accomplished by employees in the government sector to achieve their goals. (Al-Jareed, 2018).
- Productivity Factors: These are the causes that lead to an increase or decrease in the rate of production operations, which increases the productivity of workers (Al-Jasasi, 2019).
- Job Satisfaction: It refers to the set of emotional feelings that an individual feels toward the job he holds. They may be positive or negative, and express the extent of satisfaction that the individual imagines he achieves from his work (Hegazy, 2016).

2. THE THEORETICAL FRAMEWORK OF THE STUDY:

- The Concept of Incentives: Incentives generally represent the methods that the manager relies on to influence the behavior of working individuals, and then provide strong reasons for them to work enthusiastically and achieve the results required by the organization. That is, they are the methods that urge employees to work continuously and then make them advance their work (Abbas, 2018).
- The Concept of Motivation: The process of motivation is directing, evaluating, and continuing the behavior of individuals to achieve common goals, using incentives as means of satisfaction (Al-Taie, et al., 2018).
- Motivation also expresses what management does in order to provide a set of means and plans that will arouse more worker interest and performance in quantity and quality, which leads to reducing work costs and helping to supervise workers' morale. The word plans are related to the system The organization is based on incentives that regulate this process (Wahiba, 2020).

- In light of the above, we can say that incentives are stimuli followed by the process of stimulating the response movement, and the two motives represent the relationship between the stimulus and the response, so that the final reaction comes, represented by the behavior and then the result (Haroush, 2019).

2.1. The Importance of Incentives, their Objectives, Types and Stages:

2.2 The Importance of Incentives for Employees:

In the workplace, incentives are of paramount importance in fostering employee motivation and engagement. The act of acknowledging and providing incentives to employees for their exertions and accomplishments can yield advantageous outcomes for both the individual and the business in terms of performance. There exist several fundamental rationales elucidating the significance of incentives for employees (Harhoush, & Moayad 2019).

- **Motivation:** Incentives play a significant role in driving employee motivation, as they effectively stimulate additional effort, enhance job efficiency, and foster aspirations for heightened levels of performance. When employees possess the knowledge that their diligent efforts will be duly acknowledged and compensated, they are inclined to exhibit heightened motivation beyond their routine obligations (Hassoun, & Al-Jalali, 2017).
- **Enhanced Productivity:** The provision of incentives has the potential to bolster productivity levels, as it serves as a motivating factor for employees to strive towards attaining predetermined objectives or benchmarks in exchange for rewards. This phenomenon has the potential to enhance productivity levels and optimize overall operational effectiveness within the organizational setting (Hassouna, 2022).
- **The Phenomenon of employee engagement** is positively influenced by the implementation of recognition and rewards strategies. Employees that are actively involved in their job have a higher level of dedication and commitment towards both their tasks and the organization as a whole, leading to reduced rates of employee turnover and heightened levels of allegiance (Al-Halabiyya, 2018).
- **Talent Retention:** In the context of a highly competitive labor market, the provision of appealing incentives can serve as a strategic approach for firms to effectively retain their most valuable employees (Muslim, 2017). Research

has shown that employees who perceive a sense of worth and appreciation from their employers are more inclined to exhibit higher levels of job satisfaction and commitment, leading to increased retention rates within the organization. Consequently, this can result in a reduction of turnover costs and the preservation of valuable institutional knowledge (Dorra, 2015).

- **Enhanced Employee Morale:** The act of acknowledging and providing incentives to staff members cultivates a constructive workplace atmosphere and elevates employee morale. When employees experience a sense of appreciation, it is probable that they will exhibit a positive attitude, thereby fostering a workplace culture characterized by collaboration and support (Laslan, 2015).
- The promotion of cooperation and collaboration can be facilitated by the use of incentives, hence enhancing team dynamics. The provision of prizes linked to team objectives incentivizes employees to collaborate towards attaining shared accomplishments, thereby cultivating a spirit of camaraderie and collaboration (Roelf, 2015).
- Goal alignment is a crucial aspect of organizational success, as it ensures that individual and team goals are in line with the overall objectives of the company. In this context, incentives play a significant role in facilitating this alignment (Marai, 2018). By offering rewards or benefits, incentives motivate individuals and teams to work towards achieving the desired outcomes that are in accordance with the organization's objectives. By implementing a system wherein rewards are linked to well-defined performance indicators or notable accomplishments, employees are inclined to direct their attention towards jobs and activities that actively contribute to the general prosperity and progress of the organization (Path, 2019).
- The establishment of incentives has the potential to foster a culture that prioritizes and actively engages in continuous improvement. Employees are likely to have a greater propensity to actively pursue opportunities for skill development and make meaningful contributions towards the achievement of organizational goals when they possess the knowledge that their endeavors will be acknowledged and compensated (Al-Salami, 2018).
- The role of incentives in fostering creativity and innovation has been widely acknowledged. The provision of rewards to employees for the discovery of novel solutions or the contribution of unique ideas foster a corporate environment

that promotes creativity and ongoing knowledge acquisition (Al-Shawabkeh, 2018).

- The cultivation of a positive company culture is facilitated by the practice of acknowledging and incentivizing personnel. This phenomenon has the potential to cultivate a work atmosphere that is both gratifying and satisfying, hence enhancing the organization's ability to attract and retain highly skilled individuals (Al-Shawara, 2020).

In summary, incentives play a crucial role in fostering a workforce that is motivated, engaged, and demonstrates high levels of performance. Organizations that successfully implement incentive programs are prone to observe heightened levels of production, enhanced employee happiness, and a favorable influence on their financial performance.

2.3 Incentive objectives:

Incentives are designed to accomplish several objectives, which encompass the following:

- The objectives of incentives at the individual level are to motivate and reward employees for their performance, increase productivity and efficiency, enhance job satisfaction and engagement, attract and retain talented individuals, and promote a culture of high performance within the organization (Al-Tajm, 2016). Acknowledging the significance of an individual's achievements and fulfilling their desire for recognition and validation. Poor performance in the workplace can swiftly result in disciplinary measures such as reprimands, penalties, and in certain cases, termination of employment (Al-Aidi, 2016). A feedback tool is commonly sought by individuals to gain insights into the outcomes of their labor and the responses received from others. Additionally, financial support is another aspect that individuals often seek. Financial support holds significant relevance for the majority of persons, as it plays a crucial role in the work environment by enabling individuals to meet their financial demands (Al-Taie, 2018).
- The objectives of incentives at the group level include fostering passion and promoting competitiveness among group members, as well as cultivating a sense of participation and cooperation (Abbas, 2018). Participation facilitates the group members' ability to engage in decision-making processes, actively contribute to the implementation of choices, and perceive a sense of significance in persuading the administration with their thoughts and perspectives. The development of abilities is facilitated among members of the group (Al Jassasi, 2019).

- The objectives of incentives at the organizational level encompass several key aspects. Firstly, incentives aim to enhance employee motivation and engagement by providing tangible rewards for exceptional performance. Secondly, incentives seek to foster a culture of high performance and productivity inside the organization, encouraging employees to strive for excellence (Abdel Wahab, & Khattab, 2017). Additionally, incentives serve as a means to attract and retain top talent, since competitive reward systems can the ability to adapt to the demands of both the internal and external environment is crucial for organizations. Incentives play a significant role in enabling organizations to effectively respond to the pressures they face in economic, social, technological, and governmental domains. This involves integrating and interconnecting motivation activities with various human resources activities. The combined impact of these activities ultimately determines the expected outcomes at the organizational level (Al-Maghrabi et al., 2016).

2.4 Types of Incentives:

- Financial Incentives: Financial incentives refer to rewards or benefits that fulfill an individual's tangible or physical need. These incentives encompass a range of concrete manifestations, including annual salaries and bonuses, pay adjustments to account for rising living costs, profit sharing, and additional compensation in the form of bonuses and incentives (Obaidat, 2014).
- Moral Incentives: They are those incentives that satisfy a person's intrinsic needs in addition to satisfying social needs, which increase workers' cohesion and pull them toward work (Room, 2019).
- Collective incentives: Collective incentives refer to rewards that are provided to a group based on their collective efforts and cooperation in achieving the goals of a production unit (Fahmy, 2017). The utilization of group incentives yields a discernible effect in contrast to individual incentives. Group incentives do not entail distributing an equal portion to every individual in the group, but rather allocating rewards based on the specific contributions made by each member

2.5 The Importance of Productivity and Factors Affecting:

- The Importance of Productivity: The significance of productivity resides in its contribution to the internal economic growth of an institution through the efficient utilization of existing production parts, without necessitating their expansion. Hence, on a national scale,

productivity plays a significant role in augmenting overall production through efficient resource utilization rather than by simply expanding resource quantity (Al-Omari, 2018). Hence, productivity is widely regarded as the primary catalyst for economic advancement within a given society, thereby enabling institutions to accrue several advantages. The benefits of a business encompass enhancing productivity through optimal resource utilization, attaining profitability, bolstering investment capabilities through self-financing, broadening market reach by offering a wider range of goods and services, effectively harnessing productive capacities, thereby generating employment opportunities, and facilitating salary and wage growth for workers, thus fostering advancement. at the societal level (Al-Anoud, 2015)

- **Factors Affecting Productivity:** The impact on productivity is influenced by a multitude of elements, and scholars have exhibited divergent perspectives in their attempts to construct a universally accepted definition for this concept. Furthermore, they have exhibited variations in the establishment of a distinct set of elements that had the potential to influence production (Awarib, 2016). Numerous variables exert a significant influence on the production process. Hence, numerous researchers and experts have verified that there are various aspects that influence productivity. The comprehensive scope of this analysis encompasses various variables pertaining to both the internal and external environment. These factors encompass political, economic, technological, administrative, and organizational aspects, as well as laws, regulations, and legislation. Additionally, the ratio of capital to labor force, human resources (specifically the labor force), time considerations, and coordination and administrative communication are also taken into account (Obaidat, 2014).
- **Productivity in the Government Sector:** There exists a range of perspectives regarding the disclosure and assessment of productivity, encompassing its quantity, quality, and efficacy. This can be attributed to the extensive scope of governmental obligations, their diverse nature, and the expansion of their services to encompass not only their conventional role but also the economic empowerment and advancement of their constituents (Al-Kurdi, 2017). In various domains, including social, scientific, political, and professional spheres, there has been a noticeable rise in the influence of the state, accompanied by a corresponding growth in the intricacy of its operational mechanisms. The aforementioned factors have contributed to the

characterization of state agencies as sluggish and depleting their supply sources, mostly attributed to a fall in output levels and inadequate growth of their workforce (Maher, 2018). Government service agencies are widely seen as crucial components in the pursuit of societal well-being, a commitment that governments universally pledge to fulfill. This premise is founded on the notion that enhancing government services yields both economic and social advantages across all strata of society. Governments employ the practice of measuring productivity as a means to enhance and advance the efficacy of government service agencies. This approach serves as an objective indicator that accurately portrays the state of management within these agencies. Measuring productivity is a prevalent evaluation method in the performance measurement literature, often utilized to assess one of its dimensions (Fahmy: 2017).

3. STUDY METHODOLOGY AND PROCEDURES:

3.1. Curriculum in the Study:

The current study used the descriptive approach, which studies the problem with the aim of describing it and arriving at conclusions that can be interpreted in a quantitative manner, which contributes to knowledge of the current reality. Then improve it based on the results produced. The study was completed in the following two ways:

- Theoretical Study: The researcher reviewed foreign and Arab references, whether books, research papers, or dissertations related to the field of study. He also browsed the local and international information network, such as Google Store, Dar Al-Ma'rifa, King Fahd Library, and King Salman Central Library.
- Applied Study: The researcher applied his study to the research community (directors and heads of departments) in the medical services at the Republican Teaching Hospital in Sana'a.

3.2. Study Population: The study population consists of (directors and department heads) in the medical services at the Republican Teaching Hospital in Sana'a, where the number of departments reached (53). The number of sections is (217).

3.3. Study Procedures: The study method was a comprehensive inventory, where 159 questionnaires were distributed to all members of society, and 135 were retrieved and were valid for use, as the number of managers and department heads is (270), so the minimum size required for the study sample is (159) individuals. It

represents (59.9%) of the size of the number of departments and department heads.

3.4. Study Tool:

The questionnaire is the most widely used and widespread means of obtaining data from individuals. The questionnaire includes many formulated or pre-prepared questions. The researcher prepared the questionnaire by reviewing many periodicals, administrative magazines, research and previous studies related to the problem of the current study, and the questionnaire was formed in its final form. Of two parts:

- The First Part deals with the questionnaire's axes and includes (4) axes: -
 - The First Axis: Which types of financial incentives have the most influence on medical services employees at the Republican Teaching Hospital Authority, and it includes (5) statements.
 - The Second Axis: Which types of moral incentives have the most influence on medical services employees at the Republican Teaching Hospital Authority, and it includes (7) statements.
 - The Third Axis: Obstacles facing the provision of appropriate motivation for medical services staff at the Republican Teaching Hospital Authority, which includes (7).
 - The Fourth Axis: - Proposed solutions for developing the motivation systems provided to medical services employees at the Republican Teaching Hospital Authority. It includes (7) phrases. Each of the statements of these axes, according to the five-point Likert Scale, is corresponding to a list bearing the following statements: (completely agree - agree - neutral - disagree - completely disagree). Each of the previous statements was given scores to be treated statistically as follows:
 - Totally agree (5) degrees, agree (4) degrees, Neutral (3) degrees, disagree (2) 2 degrees, completely disagree (1) 1 degree.
- The Second Part contains personal information related to the sample, which is (gender - administrative level - age - academic qualification - number of years of experience).

3.5. Validity of the Study Tool:

The study tool was subjected to two types of validity. they:

- Validity of the Content of the Study Tool:

In order to assess the questionnaire's content validity, the researcher sought the input of faculty arbitrators. These arbitrators were asked to evaluate the clarity and appropriateness of the questionnaire's statements, as well as provide general observations regarding the questionnaire's nature and the suitability of the five-point scale used to gauge participants' responses to the proposed solutions within each axis.

Following the suggestions put forth by the arbitrators, revisions were made to the text, involving the removal and alteration of certain terms, particularly those that did not align with the research inquiries. Subsequently, the themes and phrases that garnered majority consensus among the arbitrators were incorporated.

The verification of internal consistency involved calculating the correlation coefficient between the score of each statement and the overall score of the corresponding axis. The subsequent section provides an exposition of the findings pertaining to the internal consistency validity.

Table 1 presents the Pearson correlation coefficients that indicate the relationship between the axis statements, which represent various financial incentives influencing personnel of medical services at the Republican Teaching Hospital Authority, and the total score of the axis.

Paragraph number	Axis correlation coefficient	Paragraph number	Axis correlation coefficient
1	**0.721	4	**0.408
2	**0.748	5	**0.504
3	**0.551		

** A function with a significance level of 0.01 or less. Depending on SPSS

Table (2) Pearson correlation coefficients for the axis statements (the types of moral incentives that have the most influence on employees of medical services at the Republican Teaching Hospital Authority) with the total score for the axis.

Paragraph number	Axis correlation coefficient	Paragraph number	Axis correlation coefficient
1	**0.585	4	**0.649
2	**0.709	5	**0.635
3	**0.747		

** A function with a significance level of 0.01 or less. Depending on SPSS

Table (3) Pearson correlation coefficients for the axis statements (obstacles facing providing appropriate motivation to medical services employees at the Republican Teaching Hospital Authority) with the total axis inventory.

Paragraph number	Axis correlation coefficient	Paragraph number	Axis correlation coefficient
1	**0.619	5	**0.724
2	**0.712	6	**0.674
3	**0.688	7	**0.631
4	**0.545		

** A function with a significance level of 0.01 or less.

Depending on SPSS

Table (4) Pearson correlation coefficients for the axis statements (proposed solutions for developing motivational systems provided to medical services employees at the Republican Teaching Hospital Authority) with the total score for the axis.

Paragraph number	Axis correlation coefficient	Paragraph number	Axis correlation coefficient
1	**0.436	5	**0.779
2	**0.616	6	**0.728
3	**0.824	7	**0.71
4	**0.745		

Depending on SPSS. the preceding tables indicate that the correlation coefficients for each statement with the total score of its corresponding axis exhibit positive and statistically significant associations, with significance levels of (0.01) or lower. With levels ranging from moderate to high. This suggests that the study's thematic assertions possess a significant level of relevance and applicability to the field.

- Stability of the Study Tool:

The Cronbach's alpha coefficient was employed to ascertain the reliability of the research instrument. Table 5 displays the dependability coefficient values pertaining to the various axes of the study instrument, namely:

Table (5): Cronbach Alpha coefficient to measure the stability of the study tool

Paragraphs	Number of paragraphs	Stability coefficient
Types of financial incentives that have the most impact on medical services employees at the Republican Teaching Hospital Authority	5	0.732

Types of moral incentives that have the most influence on medical services employees at the Republican Teaching Hospital Authority	5	0.776
Obstacles facing the provision of appropriate motivation for medical services workers at the Republican Teaching Hospital Authority	7	0.777
Proposed solutions for developing the motivation systems provided to medical services personnel at the Republican Teaching Hospital Authority	7	0.872
Overall reliability of the questionnaire	24	0.851

Depending on SPSS, based on the data shown in Table 5, it is evident that the reliability coefficient for the study axis has a high level of consistency, with values ranging from 0.726 to 0.812. The total reliability coefficient of the research instrument was determined to be 0.851, indicating a high level of reliability and supporting its validity for use in field applications.

3.6. Application Procedures for Study:

The study was conducted following a series of protocols, namely the stages involved in preparing the study. The following items are as follows:

- Conduct a comprehensive examination of the existing scientific research literature, including the theoretical framework and prior studies, that pertains to the subject matter of the present study.
- Constructing the research instrument, specifically the questionnaire, while ensuring both internal validity through the inclusion of appropriate questionnaire dimensions and external validity through the involvement of reviewers. The dependability coefficient, specifically Cronbach's alpha, is of interest in this context.
- The questionnaires were collected, organized, and any invalid questionnaires were eliminated in order to obtain the final number of questionnaires that would be used for data entry into the statistical analysis software (SPSS).
- The data will be subjected to statistical analysis in order to address each of the study questions individually.
- Compose a conclusive report encompassing a concise overview of the investigation, excluding any findings, suggestions, or propositions.

3.7. Statistical Processing Methods:

In order to accomplish of the study aims and evaluate the collected data, a variety of suitable statistical approaches were employed utilizing the Statistical Package for the Social Sciences (SPSS).

4. Presentation and Discussion of Results:

- Results related to the first question: Which types of financial incentives have the most influence on medical services employees at the Republican Teaching Hospital Authority?

In order to address this inquiry, the researcher conducted a comprehensive analysis of the data collected from study participants, specifically directors and heads of departments within the medical services departments of the Republican Teaching Hospital Authority in Sana'a. This analysis involved calculating frequencies, percentages, arithmetic means, standard deviations, and ranks for the responses received. The main focus of this analysis was to determine the types of financial incentives that exert the greatest influence on the employees of the Republican Teaching Hospital Authority in relation to medical services. The findings are presented in the subsequent table.

Table (6) presents the responses obtained from study participants, specifically directors and heads of medical services departments, affiliated with the Republican Teaching Hospital Authority.

No.	Paragraph	The Arithmetic mean	Standard Deviation	Ranking	Degree of approval
5	Providing rewards to an employee, relative to their peers, fosters the cultivation of innovation and a sense of rivalry inside the workplace.	4.19	0.79	1	Agree
4	The incentive of maintaining discipline in the workplace serves as a motivating factor for me to adhere to punctuality and execute my assignments with precision.	3.49	1.12	2	Agree
3	Rewarding the quality of work always motivates me to make the effort to obtain it and achieve my financial gain	3.41	0.87	3	Agree
2	The provision of daily or hourly pay incentives serves as a motivating factor for consistently enhancing my performance through exerting more effort.	2.37	1.01	4	Neutral
1	The utilization of cash incentives is a really significant strategy of motivation that effectively enhances my drive to sustain productivity in the workplace.	2.27	1.15	5	Disagree

	General arithmetic mean	3.35	0.59	Neutral
--	-------------------------	------	------	---------

Prepared by the researcher from the data of the 2023 field study, and based on the SPSS program

Based on the data presented in Table (2) it is evident that the participants of this study, comprising directors and heads of departments in the medical services at the Republican Teaching Hospital Authority in the city of Sana'a, exhibit a neutral stance in their responses towards the statements pertaining to the types of financial incentives that most influence medical services employees at the Republican Teaching Hospital Authority. The arithmetic mean of the data set was calculated to be 3.15 out of 5, with a standard deviation of 0.59.

There exists a substantial disparity in their replies to the assertions pertaining to this axis, encompassing a spectrum of disagreement, neutrality, and agreement. The range of averages observed in this study varied from 2.27 to 4.19. These averages were calculated specifically for the second, third, and fourth categories of the five-point scale. The present study instrument allows users to express their level of agreement (disagree, neutral, agree).

- Results related to the second question: Which types of moral incentives have the most influence on medical services employees at the Republican Teaching Hospital Authority?

In order to address this inquiry, the researcher conducted an analysis of the data collected from study participants, which included directors and department heads in the medical services departments of the Republican Teaching Hospital Authority in Sana'a. The analysis involved calculating frequencies, percentages, standard deviations, and ranks pertaining to the responses received. The objective was to determine the predominant types of moral incentives that exert the greatest influence on employees within the medical services sector of the Republican Teaching Hospital Authority. The findings of this analysis are presented in the subsequent table:

No.	Paragraph	The Arithmetic Mean	Standard Deviation	Ranking	Degree of approval
-----	-----------	---------------------	--------------------	---------	--------------------

4	Honorary promotions, which are granted to select employees in recognition of their outstanding performance, extensive experience, and professional competence, serve as a significant moral motivator for me.	4.62	0.50	1	Totally agree
3	Certificates of appreciation are regarded as a formal recognition by management of the significance of my exceptional performance in the workplace.	4.42	0.55	2	Totally agree
1	Engaging in the establishment of overarching objectives instills within me a heightened sense of my contribution to the organization in which I am employed.	4.41	0.86	3	Totally agree
2	Acknowledging my dedication in the workplace serves as a motivating factor for me to exert further effort in my professional endeavors.	4.35	0.61	4	Totally agree
5	Transferring creative employees to higher positions with better powers and advantages develops my career ambitions in the future.	3.99	0.98	5	Agree
	General arithmetic mean	4.35	0.46	Totally agree	

Prepared by the researcher from the data of the 2023 field study, and based on the SPSS program.

of the study participants, encompassing managers and department heads, provided feedback regarding the moral incentives that exert the greatest impact on employees within the medical services sector at the Republican Teaching Hospital.

The data presented in Table (7) demonstrates a unanimous agreement among of the study participants, who comprise directors and heads of departments in the medical services at the Republican Teaching Hospital Authority in Sana'a. Specifically, they concurred in their responses to the statement regarding the types of moral incentives that exert the greatest influence on employees within the medical services at the aforementioned institution. The arithmetic mean of the sample was calculated to be 4.35 out of 5, with a corresponding standard deviation of 0.46.

The participants' replies to the statements on this axis exhibit a noticeable convergence, falling within the range of agreement to

total agreement. The average scores for these responses range from 3.99 to 4.62, which correspond to the fourth and fifth categories on the five-point scale. The statement denotes the level of agreement (agree, absolutely agree) as expressed in the present research instrument.

- Results related to the third question: What are the obstacles facing providing appropriate motivation to medical services employees at the Republican Teaching Hospital Authority?

To answer this question: the researcher has calculated the arithmetic means, standard deviations, and ranks for the responses of the study members, including directors and department heads in the medical services departments of the Republican Teaching Hospital Authority in Sana'a, on the axis of the obstacles facing providing appropriate motivation to medical services employees of the Republican Teaching Hospital Authority. The results were as shown in the following table:

Table No. (8): Responses of study members from directors and department heads to the axis of obstacles facing providing appropriate motivation to student services employees at the Republican Teaching Hospital Authority

No.	Paragraph	The Arithmetic Mean	Standard Deviation	Ranking	Degree of approval
1	There is no clear goal and vision governing the system of granting incentives and their amount to employees	0.90	1.11	1	Agree
2	The absence of a precise metric for assessing the cost and benefit of the incentives provided.	3.75	1.11	2	Agree
3	The absence of requisite competencies among managers to effectively and equitably execute an incentive scheme.	3.75	0.95	3	Agree
4	There exists a degree of ambiguity within some legal articles pertaining to the regulations and procedures governing the provision of incentives to employees.	3.65	0.90	4	Agree
5	The inability to precisely ascertain the performance rates upon which incentives are awarded.	3.55	1.09	5	Agree
6	The lack of precision in periodic reports about employees' performance and efforts, as well as their inclination towards being overly generalized.	3.41	1.04	6	Agree
7	There is a dearth of research pertaining to the motives and proclivities of employees	3.41	1.21	7	Agree

	in relation to their inclination to offer rewards based on these reasons.				
	General arithmetic mean	3.68	0.70	Agree	

Prepared by the researcher from the data of the 2023 field study, based on the SPSS program

Based on the findings presented in Table (8) it is evident that the participants of this study, comprising directors and department heads in the medical services division of the Republican Teaching Hospital in Sana'a, demonstrated consensus in their responses to the statements pertaining to the hindrances encountered in motivating the employees of the aforementioned healthcare institution. The arithmetic mean of the data set was calculated to be 3.68 out of 5, while the standard deviation was determined to be 0.70.

The data indicates a noticeable convergence in participants' reactions to the phrases along this axis. The cumulative scores for the phrases reflect a high level of agreement, with average ratings ranging from 3.41 to 3.90. These averages fall inside the fourth category of the enthusiastic graduated scale. The study instrument is categorized based on the level of complete agreement.

- Results related to the fourth question: What are the proposed solutions for developing the motivation systems provided to medical services employees at the Republican Teaching Hospital Authority?

In order to address this inquiry, the study computed the arithmetic means, standard deviations, and ranks of the responses provided by study participants, which included directors and department heads in the medical services departments of the Republican Teaching Hospital Authority in Sana'a. The focus of the analysis was on the proposed solutions for enhancing the motivation systems available to employees in the medical services sector of the Republican Teaching Hospital Authority. The findings are presented in the subsequent table.

Table (9) presents the responses of study participants, specifically directors and department heads, on the recommended methods for enhancing motivation systems for medical services employees at the Republican Hospital Authority.

No.	Paragraph	The Arithmetic Mean	Standard Deviation	Ranking	Degree of approval
-----	-----------	---------------------	--------------------	---------	--------------------

1	The recognition of the imperative nature of establishing a well-defined objective and overarching vision to guide the framework of employee incentive allocation is apparent to me.	4.76	0.55	1	Totally agree
2	The individual proposed the establishment of frameworks and motivational mechanisms to foster exceptional performance.	4.61	0.53	2	Totally agree
3	suggestion to undertake studies and research to examine the motives and attitudes of employees in relation to the provision of incentives.	4.61	0.62	3	Totally agree
4	I prioritize precision in the compilation of regular reports pertaining to employees' performance and contributions.	4.52	0.57	4	Totally agree
5	It is advisable to establish clear and standardized criteria for assessing performance levels that serve as the basis for granting rewards.	4.49	0.66	5	Totally agree
6	It is imperative to have a precise metric for assessing the costs and benefits associated with the provision of incentives to employees.	4.42	0.85	6	Totally agree
7	It is imperative to modify and streamline regulations and legislation pertaining to the guidelines and procedures for bestowing rewards upon employees.	4.33	0.92	7	Totally agree
	General arithmetic mean	4.53	0.70	Totally agree	

Prepared by the researcher from the data of the 2023 field study, based on the SPSS program

The data presented in Table 9 indicates a unanimous agreement among of the study participants, who are comprised of directors and department heads in the Armed Forces Medical Services in Riyadh, regarding their responses to the proposed solutions for enhancing the motivation systems offered to employees within the organization. The arithmetic mean was calculated to be 4.53 out of 5.

The data exhibits a standard deviation of 0.47. It is worth mentioning that there is a distinct convergence in the participants' reactions to the phrases within this axis. All participants expressed complete agreement with the statements, as indicated by their replies falling within the highest category of the five-point scale, with average scores ranging from 4.23 to 4.76. This score signifies a total alignment with the instrument utilized in the present investigation.

- Results related to the fifth question: Are there statistically significant differences between the responses of study members regarding its axes according to their personal variables (gender - administrative level - age - academic qualification - number of years of experience)?

First: Differences according to Type:

In order to ascertain variations based on age and level of educational attainment, the Kruskal-Wallis's test was employed to analyze the number of years of experience, which consisted of more than two groups. In light of the presence of moderation and the observed discrepancies in the numbers across categories of some variables, an alternative for doing a one-way ANOVA study was pursued. The obtained results are as follows:

The study findings indicate that there were no statistically significant variations, at a significance level of 0.05 or less, in the mean responses of the study participants across all dimensions of the study that can be attributed to the gender variable. This is evident from the fact that the significance levels for these dimensions exceeded 0.05, indicating a lack of statistical significance. Based on statistical analysis at a significance level of $\alpha < 0.05$, it can be concluded that there are no statistically significant differences in the responses of the study participants with respect to the study variables when considering gender as a factor.

The study sample comprises individuals in managerial and departmental leadership positions, regardless of gender, which operate within comparable work settings characterized by similar conditions, challenges, and demands. Additionally, these individuals are subject to nearly identical legislative and legal frameworks governing the system of performance-based incentives in the workplace.

Second: Differences according to Administrative Level:

The findings of the research demonstrated the subsequent outcomes:

1- There are statistically significant differences observed at a significance level of 0.05 or less between the arithmetic means of the axis responses of the members of study sample on the first axis, specifically regarding the financial incentives that have the most influence on medical services employees at the Republican Teaching Hospital Authority. These differences can be attributed to the administrative level variable. The value of the square (χ^2) for the differences between the averages of the responses of the study sample members on the first axis, based on the administrative level variable, is 2.72. This value is statistically

significant at a significance level of 0.01, which is also significant at the 0.05 level. Based on the analysis of wage averages, it was observed that the members of research sample who hold positions as department managers tend to have higher salaries compared to other individuals in the sample. This suggests that there is a higher level of consensus among department directors compared to department heads about the financial incentives that exert the most significant influence on the staff of medical services inside armed departments. This phenomenon can be elucidated by the observation that the administrative leader overseeing an organization possesses a limited understanding of the motivations and aspirations of the individuals comprising the workforce. Moreover, the leader is cognizant of the fact that monetary remuneration represents a potent incentive for employees to enhance their levels of exertion and ingenuity within the workplace.

2- There is no evidence of statistically significant differences, at a significance level of $\alpha \leq 0.05$, in the mean responses of individuals regarding the three axes of the study: the impact of moral incentives on medical services employees in the Republican Teaching Hospital Authority, the obstacles facing the provision of appropriate motivation to medical services employees in the Republican Teaching Hospital Authority, and the proposed solutions for developing motivation systems for medical services staff at the Republican Teaching Hospital Authority. This lack of statistical significance is attributed to the variable of administrative level, as all significance levels for these axes are greater than 0.05, indicating that they are not statistically significant at the $0.05 \leq \alpha$ significance level.

All the p-values for these axes exceed the significance level of 0.05, indicating that they are not statistically significant at the α level of 0.05.

The prevailing consensus among educational institutions and departmental leaders is that both moral motivation and financial motivation are deemed significant for employees. It is widely recognized that the processes involved in providing incentives may encounter numerous challenges that can impede the effective allocation of these rewards to employees. Consequently, there is a pressing requirement for the enhancement and modification of the existing system and methods. Furthermore, it is essential to establish the criteria for future allocation of the aforementioned grant.

Third: Differences according to Age:

of the study findings indicate that there are no statistically significant disparities, at a significance level of $\alpha \leq 0.05$, in the

mean scores of participants' responses across all study dimensions as a result of variations in age. The significance levels for these axes exceed the threshold of 0.05, indicating that they lack statistical significance. At a significance threshold of $\alpha < 0.05$, it can be concluded that there are no statistically significant differences in the responses of the study participants with respect to the study variables based on age.

This phenomenon can be elucidated by the observation that a significant proportion of the participants in the study, encompassing those in managerial and departmental leadership positions, fall within the age range of 35 to 45 years. The rate observed in this study is as high as 88%, as determined by the examination of primary data pertaining to the characteristics of the study population members. This observation indicates a convergence in their perspectives and viewpoints regarding the subjects under investigation.

Fourth: Differences According to academic Qualification:

The study's findings indicate that there are no statistically significant differences, at a significance threshold of $\alpha < 0.05$, in the arithmetic averages of the replies of participants of study across all study dimensions based on their academic qualifications. All of the significance levels associated with these axes exceed the threshold of 0.05, indicating that they are not statistically significant. Based on statistical analysis at a significance level of $\alpha < 0.05$, it can be concluded that there are no statistically significant variations in the replies of the participants in the study with respect to the study dimensions based on differences in academic qualifications.

The potential rationale behind this observation may originate from the limited influence of the initial educational attainment of the participants in the study sample on their level of awareness of the significance of incentives of a particular nature, as well as the challenges encountered inside the incentive awarding system. The subject matter pertains mostly to the level of consciousness regarding work conditions and the surrounding environment, as well as the legal framework and regulations that oversee it.

Fifth: Differences according to the Number of years of Experience:

The findings of the study indicate that there are no statistically significant disparities, at a significance level of 0.05 or greater, in the mean responses of the participants of the study across all dimensions of the variable representing years of experience. Given that all the p-values associated with these axes are greater than 0.05, it can be concluded that the observed differences in the responses of the study participants with respect to the study axes,

based on their years of experience, are not statistically significant at the predetermined significance level of $\alpha = 0.05$.

This can be attributed to the development of very effective strategies for fostering employee motivation. What drives individuals to persist in their endeavors within the workplace. Managers and department heads often require extensive expertise to understand that the incentives that effectively delight employees and enhance their exceptional work performance are mostly associated with various forms of motivation.

5. Summary of Results:

1. Results of the first question: Which types of financial possessions have the greatest impact on medical services employees at the Republican Teaching Hospital Authority?

The findings of this study indicate that the participants, who were comprised of directors and heads of departments in the medical services at the Republican Teaching Hospital Authority in Sana'a, demonstrated a neutral stance in their responses to the statements pertaining to "The types of financial incentives that most influence the medical services employees at the Republican Teaching Hospital Authority." The average score obtained was 3.15 out of 5, with a standard deviation of 3.15 out of 5. The standard deviation is 0.59.

The user's text does not contain any information to rewrite. Furthermore, a notable disparity was observed in the participants' reactions to the statements under this dimension, which encompassed a spectrum of responses ranging from disagreement to neutrality to agreement. The mean values for these responses varied significantly, ranging from 2.27 to 4.19. These average scores contribute to the establishment of the three distinct categories (disagree, neutral, agree) employed in the present investigation.

2. Results of the second question: Which types of moral possessions have the most influence on medical services employees at the Republican Teaching Hospital Authority?

The participants of the study, including members, directors, and heads of departments in medical services at the Republican Teaching Hospital Authority in Sana'a, exhibited unanimous agreement in their responses to the statements pertaining to "The types of moral incentives that have the greatest impact on employees in medical services at the Republican Teaching Hospital Authority." The overall average score was found to be 4.35 to 5, with a standard deviation of 0.46.

The user's text does not contain any information to rewrite. Furthermore, a distinct convergence was observed in their respective answers to the assertions pertaining to this particular axis. The responses varied between individuals, with some expressing agreement and others indicating complete agreement. The range of averages observed was between 3.99 and 4.62, representing the average scores for the fourth and fifth categories on a five-point graded scale. The participants express varying levels of agreement, ranging from agreement to complete agreement, about the efficacy of the current study technique.

3. Results of the third question: What are the obstacles facing providing appropriate motivation to student services employees at the Republican Teaching Hospital Authority?

The participants of the study, which comprised of medical staff and department heads at the Republican Teaching Hospital Authority in Sana'a, unanimously agreed in their responses to the statements regarding the "Obstacles facing the provision of adequate motivation for employees in medical services at the Republican Teaching Hospital Authority." The overall average score for these responses ranged from 3.66 to 3.90. The standard deviation is 0.70.

The user's text does not contain any information to rewrite. There was a notable consensus among the participants regarding their replies to the statements on this particular axis. All statements elicited varying degrees of agreement, with average scores ranging from 3.41 to 3.90, thereby contributing to the development of the fourth category on the five-point graded scale. The statement suggests a level of agreement with the current study's administration.

4. Results of the fourth question: What are the proposed solutions for developing the motivation systems provided to medical services employees at the Republican Teaching Hospital Authority?

The study participants, comprising directors and heads of departments in the medical services at the Republican Teaching Hospital Authority in Sana'a, exhibited unanimous agreement in their responses to the statements pertaining to the proposed solutions for enhancing the motivation systems offered to employees in the medical services sector at the Republican Teaching Hospital Authority. The arithmetic mean was calculated to be 4.53 out of 5. The standard deviation was observed to be 0.47.

The user's text does not contain any information to rewrite. Furthermore, a notable convergence was observed in the participants' responses to the statements pertaining to this

particular axis. It is worth noting that all claims were met with a high level of agreement, as indicated by the participants' responses falling into the "completely agree" category. The average scores for these statements ranged from 4.23 to 4.76, which align with the highest category on the five-point graded scale. The aforementioned statement pertains to the expression of the level of certainty associated with the reliability and validity of the research instrument employed in the present investigation.

5. Results of the fifth question: Are there statistically significant differences between the responses of study members regarding its axes according to their personal variables (gender - administrative level - age - academic qualification - number of years of experience)?

- There exists a statistically significant distinction, at a significance level of 0.05 or greater, between the mean values of the study participants' responses on the primary dimension and the "financial incentives that exert the greatest impact on medical services employees at the Republican Teaching Hospital Authority," as a result of the administrative level variable. The observed disparities are shown to be advantageous for the selected group of department managers in the study.
- There is no statistically significant difference, at a significance level of $\alpha \leq 0.05$, in the mean responses of individuals regarding the moral incentives that exert the greatest influence on employees of the Republican Teaching Hospital Authority. The challenges associated with effectively motivating the healthcare personnel employed by the Republican Teaching Hospital Authority. The motivating strategies offered for personnel in medical services at the Republican Teaching Hospital Authority are attributed to the variable of administrative level.
- There is no evidence of statistically significant differences, at a significance level of $\alpha \leq 0.05$, in the arithmetic averages of the study participants' responses across all study dimensions, when considering variables such as gender, age, academic qualification, administrative level, and number of years of experience. This is indicated by all significance levels for these dimensions being greater than 0.05.

6. Recommendations and Discussion:

Through the results of the study, the researcher recommends and suggests the following:

1. The importance of establishing overarching objectives and a well-defined vision to guide the framework for dispensing

incentives to medical care personnel is vital. From the perspective of the researcher, this is accomplished by establishing comprehensive criteria and financial plans that outline the permissible categories and the specific tasks that are required. Additionally, it is important to consider the notable responsibilities undertaken in the workplace that warrant specific rewards.

2. It is argued by the researcher that it is more advantageous to establish systems and mechanisms for awarding incentives based on performance excellence rather than seniority or subjective criteria. The researcher contends that incentives should be bestowed upon individuals who demonstrate exceptional and noteworthy dedication to their work, regardless of their tenure as employees. Alternatively, at a lower occupational tier.
3. The objective is to investigate and analyze the motives and attitudes of employees in relation to the provision of incentives. The researcher feels that the results of this research disclose to us the level of job satisfaction and acceptability of the work environment. The topic under consideration pertains to the various levels of motivation associated with achievement. Furthermore, the study examines the many tiers of affiliation that individuals possess within the healthcare institution to which they are employed.
4. Ensuring precision in the preparation of periodic reports pertaining to employees' performance and efforts is vital to effectively propose incentives extended to them. The researcher diligently records comprehensive and precise observations regarding the participants' performance and adherence to work regulations and legal requirements. Furthermore, it is imperative to uphold punctuality and discipline. Moreover, it is important to consider the notable responsibilities they offer in the workplace.
5. It is preferable to identify and adopt sophisticated standards that are compatible with the prevailing working conditions and surroundings. Furthermore, it assesses and appraises all facets of performance in an equitable manner. The consideration of individual and functional variances among employees is taken into account.
6. The development of a precise metric for assessing the cost and return of incentives provided to staff within medical institutions is crucial. From the researcher's perspective, the achievement is facilitated through the utilization of contemporary software and precise databases to conduct a comprehensive comparison of all constituent components

and inputs with their corresponding outputs, completed tasks, and services rendered to recipients.

7. It is imperative to revise and streamline the regulations and laws pertaining to the protocols and procedures governing the provision of incentives to personnel within healthcare establishments. The researcher posits that the attainment of this objective can be facilitated through the implementation of more efficient and adaptable legislative measures, which would yield numerous advantages for employees in exchange for their exertions. It governs the procedures and protocols pertaining to the allocation of funding.

7. List of References:

- Abu Al-Kishk, M. N. (2016). Contemporary School Administration. Amman: Dar Jarir for Publishing and Distribution.
- Abu Sheikha, N. A. (2020). Motivations according to Abraham Marlowe's Ladder of Needs Theory as seen by Workers in Jordanian Pharmaceutical Companies. Amman: The Lighthouse.
- Ahmed, W. A. (2021). Job Security and Productivity in Government Agencies (Master's Thesis). King Abdulaziz University, Saudi Arabia.
- Al-Jareed, A. (2018). Motivation and its Role in Achieving Job Satisfaction among Employees of the Al-Jawf Region Police (Unpublished Master's Thesis).
- Al-Jasasi, A. (2019). The Impact of Material and Moral Incentives on Improving the Performance of Employees in the Ministry of Education in the Sultanate of Oman (Unpublished master's thesis).
- Al-Halabiyya, G. H. O. (2018). The Impact of Incentives on Improving Performance among Employees in Public Sector Institutions in Jordan (Master of Business Administration). Middle East University.
- Al-Salami, A. (2018). Productivity Management. Cairo: Gharib Library.
- Al-Shawabkeh, Y. (2018). The Degree of Use of Material and Moral Incentives in University Libraries.
- Al-Shawara, F. A.-M. A. A. (2020). The Impact of Applying the Principles of Total Quality Management on Productivity: An Applied Study on the Saudi Electricity and Water Company. Journal of Accounting and Management, Cairo University.
- Al-Taie, Y. H., et al. (2018). Human Resources Management, A Strategic, Integrated Approach. Amman: Al-Warraq Foundation.
- Al-Tajm, A. (2016). Analysis and Measurement of Worker Productivity in Manufacturing Industries in Western Saja (Master's Thesis). An-Najah National University, Nablus, Palestine.
- Al-Aidi, K. (2016). The Impact of Incentives on Performance in Public Establishments for Cotton Industries in Iraq.

- Abbas, A. A. B. (2018). Human Resources Management. Amman: Dar Al Masirah for Publishing and Distribution.
- Al Jassasi, A. H. M. (2019). British Arab Academy for Higher Education. Internet.
- Abdel Wahab, A. M., & Khattab, A. S. (2017). Personnel Management and Human Relations. Cairo: Ain Shams Library.
- Al-Omari, A. (2018). The Impact of Incentives on Administrative Creativity in Government Organizations. King Khalid Military College Journal, 74.
- Al-Omari, M. (2018). Maintenance and Productivity Management (Master's Thesis). Jordan.
- Al-Anoud, M. (2015). Material and moral incentives and their Relationship to Organizational Commitment. A Study on Employees and Transactions in Commercial Banks in Riyadh (Published master's Thesis). Riyadh: Naif Arab University for Security Sciences.
- Awarib, A. Z. (2016). The Role of Incentives in Improving Employee Performance, A Case Study (National Corporation for Industrial Automobiles, Ouargla Unit) (Unpublished Master's Thesis). Algeria: Kasdi Meriah University - Ouargla - Faculty of Economic, Commercial and Management Sciences.
- Al-Kurdi, A. (2017). Effective Wages and Incentives System in Business Organizations. Cairo: Al-Azhar University.
- Al-Maghrabi, A. H., & Abdel Fattah, A. M. (2016). Quality Human Resources Management. Cairo: Dar Al Arabiya.
- Alfaifi, N. (2020). The Role of Job Incentive in Rising the Productivity of Workers in the Government Sector: A Field Study on Armed Forces Medical Services Staff in Riyadh City.
- Bartouli, S. N. (2022). Human Resources Management. Amman, Jordan: Wael Publishing House.
- Dorra, A. H. (2015). Human Performance Technology in Organizations, Theoretical Foundations and Implications in the Contemporary Arab Environment. Cairo: Arab Organization for Administrative Development.
- Elesarvit, Psilou. (2016). Incentives for Effective Employee Engagement in Corporate Sustainability.
- Fahmy, M. S. (2017). Measuring Productivity in Government Service Agencies: An Applied Statistical Study. Journal of Accounting, Management and Insurance, 70(47).
- Harhoush, F., & Moayad Saeed, P. (2019). Human Resources management, a strategic introduction. Amman: World of Books.
- Haroush, N. (2019). Human Resources Management. Algeria: Dar Al Umma for Publishing and Distribution.
- Hassoun, A., Khairallah, K., & Al-Jalali, M. (2017). Worker Productivity in the Construction Industry in Syria. Damascus University Journal of Engineering Sciences, 21(2).
- Hassouna, F. (2022). Human Resources Management. Amandar Osama Publishing and Distribution.

- Haniyeh, M. (2019). Factors Affecting the Productivity of Workers in the Industrial Sector - an Applied Study on the Wood Industries Sector in the Gaza Strip (Published Thesis). Islamic University, Palestine.
- Hegazy, M. H. (2016). Decision Support in Organizations. Alexandria: Dar Al Wafaa for Printing and Publishing.
- Kivst, C. (2015). The Impact of Incentive Systems in Global Organizations located in Sweden: A Case Study of AstraZeneca (Master's Thesis). School of Business and Law, University of Gothenburg.
- Laslan, N. (2015). Incentives in the Laws of Government and Public Sector Employees. Cairo: Dar Al-Nahda Al-Arabiya.
- Maher, A. (2018). Organizational Behavior, Introduction to Skill Building, 6th edition. Alexandria: University House for Printing, Publishing and Distribution.
- Marai, M. M. (2018). Moral Motivation and how to Activate it in the Arab Public Sector. Cairo: Publications of the Arab Organization for Administrative Development.
- Muslim, A. (2017). Introduction to Organizational Behavior, 2nd edition. Alexandria: University Publishing and Printing House.
- Nahmias, S. (2016). Production and Operations Analysis. Homewood, Boston: Irwin.
- Obaidat, A. (2014). The Concept of Productivity and the Factors Affecting it from the Perspective of Jordanian Ministries' Centers (Master's Thesis). Jordan.
- Path, H. b. M. (2019). Productivity Factors and their Relationship to Leadership and Management Styles in Security Services. Riyadh: Naif University. Arab Security Floats.
- Roelf, M. (2015). Personnel Management. Amman: Dar Majd Lawi for Publishing and Distribution.
- Room, A. S. S. (2019). Towards a Theory to Increase Productivity. Alexandria: University Youth Institutions.
- Samuel, S., & Joshua, J. (2016). The Role of Financial Incentives as a Motivator in Employees' Productivity in Nigeria Electricity Distribution Companies. International Journal of Research in Business Studies and Management, 3(2).
- Wahiba, M. (2020). Motivation and its Role in Activating the Performance of Individuals in Organizations (Master's Degree). Ahmed Bougara University, Algeria.