

The Practical Implementation Of A System Of Moral Incentives In Fostering Administrative Innovation Among Employees Of Kumaran Company For Industry And Investment

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ABSTRACT

This study aimed to identify the practical implementation of a system of moral incentives to foster administrative innovation among employees of Kumaran Company for Industry and Investment in the Republic of Yemen. The study sample comprised all 186 public administration personnel from the study community: The number is 332. The researcher employed an analytical descriptive curriculum to evaluate the study's findings. Data was gathered participants of employing identification as a data collection instrument among study the sample. After distributing the questionnaires, a total of 168 responses were obtained. The mean of The First axis paragraphs is 4.16, indicating a high level of moral incentives. The standard deviation is 0.561, suggesting a moderate amount of variability. The verbal estimate also supports the notion that the study participants strongly agree that the company offers moral rewards to its employees.

The mean of the second axis paragraphs of administrative creativity was 4.59, with a standard deviation of 0.498. The verbal estimate was high, indicating that the individuals in the study sample strongly agree with the presence of

administrative creative dimensions in the company (Fluency).

There are no inconsistencies in the responses of the participants in the study sample regarding the paragraphs of the study tool's axis, which can be attributed to their demographic factors such as type, age, scientific qualification, job title, and number of years of service.

Keywords: incentives, moral incentives, types of incentives, administrative creativity, workers, Kumaran.

1. Introduction:

In this era of rapid advancements and transformations across all domains, institutions must prioritize the efficient and effective execution of their work and operations to ensure their continued existence and long-term viability. The human factor is essential in attaining this objective as institutions function through their people resources. Institutions have endeavored to secure competent and skilled workers in order to ensure that they carry out their jobs to the desired standard. However, just capacity is inadequate to properly execute their jobs as an individual's competency relies on their aptitude and their motivation to work. Hence, it is necessary to establish a system of incentives and stimuli that effectively motivates individuals to align their behavior with the organization's goals and objectives. The subject of incentives and motivation has garnered significant interest from scholars and behavioral scientists in management as a crucial determinant of an individual's inclination to work and enhance their inventiveness. An efficient incentive system and stimulus methods should successfully accomplish the primary goal of fostering creativity and innovation among the organization's employees, resulting in the retention of current customers and the attraction of new ones. This study article seeks to investigate the influence of incentives and stimulus techniques on employee creativity and innovation in institutions.

2. Study Problem:

The problem with this study was shaped by the President's question:

What is the reality of applying moral incentives in the development of administrative creativity among employees of Kumaran Industrial and Investment Company?

The following sub-questions differ from the Chairman's question:

RQ1: What is the reality of applying the incentive system: (moral), at Kumaran Industry & Investment?

RQ2: What is the level of management creativity: (Fluency), at Kumaran Industry & Investment?

RQ3: Are there differences between the responses of the study sample individuals on the subjects of the study attributable to their demographic variables: (type, age, scientific qualification, job title, number of years of service)?

3. Objectives of the study:

This study aims to:

- Further understanding of the moral incentives system employed by Kumaran Company for Industry and Investment.
- Evaluating the extent of administrative innovation within Kumaran Company for Industry and Investment.
- Analyzing the variations in responses from the participants of the study based on their factors such as gender, age, educational qualification, job title, and years of service, in order to identify discrepancies in their answers about the paragraphs and axes of the study.

4. Theoretical Literature of Study:

- Incentives refer to external stimuli or rewards that serve as motivators for individuals or entities to behave in a specific manner. The rewards can take the form of either tangible or intangible incentives, and they are strategically devised to promote particular behaviors or achieve desired goals.
- Moral incentives are the internal factors that shape behavior based on one's personal sense of good and evil. Moral incentives are derived from individual beliefs, ethics, and the motivation to conform to societal norms or principles, in contrast to material benefits. These emotions can encompass guilt, pride, or a sense of obligation (Sofiane & Laturkar, 2023).

- Financial incentives refer to monetary rewards such as bonuses, commissions, or salary increases. Financial incentives are designed to inspire individuals by providing concrete rewards.
- Non-financial incentives refer to benefits that are not monetary in nature, such as acknowledgment, commendation, or chances for individual growth. These incentives prioritize the satisfaction of psychological needs and the cultivation of a favorable work environment.
- Social incentives utilize social dynamics to stimulate behavior. They encompass the acquisition of approval, acceptance, or esteem from others, which motivates individuals to adhere to group rules or attain social status (Achie & Kurah, 2016).
- Intrinsic incentives are motivations that come from within persons and are derived from the activity itself, rather than from external rewards. Illustrative instances encompass pleasure, self-governance, or a feeling of achievement.
- Extrinsic incentives are benefits that come from outside sources and are usually tangible prizes given by others. These encompass monetary remuneration, acknowledgment, or rewards (Al-Hadhaa, 2018).
- Administrative creativity is the capacity of individuals or organizations to produce original and inventive solutions to administrative difficulties or problems. It entails employing innovative thinking, researching non-traditional methods, and adjusting to dynamic situations in order to enhance procedures, systems, or results within administrative settings. Administrative creativity necessitates the integration of analytical reasoning, problem-solving acumen, and a propensity to explore novel concepts or approaches (Al-Harazi, 2019).

The researcher defines creativity: it is creating something new that does not exist previously, or it is the ability to achieve the desired goals and results that stakeholders seek to achieve, which is the intelligent use of available resources and overcoming problems and obstacles in advanced methods that are not

included in the organization. There is a consensus that creativity expresses a state Unique and distinct, whether at the level of ideas or production.

5. The Importance of Incentives:

- Incentives are of utmost importance in multiple domains, ranging from economics to psychology and beyond. The significance of why they are important:
- Motivation: Incentives serve as a catalyst for individuals to engage in action. Incentives act as catalysts for action by providing prizes or benefits, whether it is for reaching personal objectives, completing chores, or enhancing productivity in the workplace (Almomani, 2017).
- Behavioral economics posits that incentives are crucial for comprehending human behavior. Behavioral economists investigate the impact of incentives on decision-making processes, demonstrating that individuals typically exhibit predictable responses to incentives, frequently modifying their behavior to optimize rewards or minimize expenses.
- Economic efficiency is achieved through the use of incentives, which have the power to shape consumer behavior, investment choices, and the distribution of resources. Prices in markets serve as incentives, indicating limited availability and directing individuals and corporations to efficiently distribute resources (Al-Khatib, 2020).
- Innovation is stimulated by incentives that reward ingenuity and problem-solving. Incentive mechanisms such as patents, copyrights, and grants serve as motivators for individuals and organizations to allocate resources towards research and development, hence fostering technological improvements and societal growth.
- Risk management is facilitated by the use of incentives, which serve to align interests and encourage responsible conduct. Incentive-based insurance programmers incentivize policyholders to mitigate risks by providing reduced rates for adopting safer practices, such as installing security

systems or practicing cautious driving (Al-Omeisy, 2015).

- Social behavior is influenced by incentives, which in turn affect social relationships and collaboration. Incentive schemes, such as providing prizes for engaging in charitable donations or volunteer labour, serve to promote prosocial behaviour and enhance social cohesion among communities.
- Policy Design: Incentives are crucial instruments for policymakers aiming to accomplish specific goals. Tax incentives, subsidies, and penalties can be employed to incentivize desired behaviours, such as the adoption of renewable energy, or discourage detrimental ones, such as pollution (Arrahtu, 2018).
- Performance Management: Incentives are essential components of performance management systems in organizations. Performance-based incentives, like bonuses and promotions, serve as effective motivators for employees to excel in their roles and make significant contributions to the success of the organization (Baqir & Islam, 2020).
- Incentives exert significant influence on human behaviour and society results, influencing choices, enhancing effectiveness, and encouraging creativity and collaboration. A comprehensive grasp of how incentives function is crucial for formulating efficient policies, overseeing organizations, and fostering the welfare of individuals and groups (Chepkemoi, 2018).

6. Incentive Objectives:

Incentives are potent instruments employed in diverse settings, including the workplace, education, health, and marketing, to stimulate particular behaviours or results. The main goals of incentives encompass:

- Incentives are designed to inspire people or teams to attain elevated levels of performance, production, or efficiency. By offering incentives for achieving certain objectives, individuals are motivated to exert greater effort and concentrate on their assignments.

- Incentives have the potential to heighten engagement and dedication among employees or participants in a program. Individuals are more inclined to be actively involved and dedicated to their duties and obligations when they perceive concrete benefits for their exertions.
- Enhancing Retention: In professional environments, offering incentives can effectively retain high-performing individuals by fostering a sense of worth and recognition among employees. Offering competitive wages, bonuses, and other perks can effectively decrease employee turnover and promote loyalty (Ermias. 2017).
- Enhancing Morale: Utilizing positive reinforcement in the form of rewards can elevate morale and foster a constructive work or study atmosphere. Acknowledging and incentivizing accomplishments enhances feelings of achievement and contentment.
- Promoting Innovation: Incentives can stimulate creativity and innovation by motivating individuals to think unconventionally and generate novel ideas or solutions. Incentives for creative thinking have the potential to result in significant advancements and enhancements (Farwana & Madi, 2019).
- Aligning Ambitions: Incentives aid in harmonizing individual ambitions with organizational aims. When individuals see that their endeavors contribute to overarching objectives and receive recognition for their contributions, there is enhanced synchronization and consistency in their activities and results.
- Encouraging Collaboration: Group incentives have the potential to foster teamwork and collaboration. When teams get incentives for their joint accomplishments, team members are more inclined to provide mutual assistance and collaborate efficiently (Lucas & Shobayo, 2016).
- Boosting Sales and Fostering Client Loyalty: In the field of marketing, utilizing incentives such as price reductions, loyalty programme, and exclusive promotions can effectively increase sales and

cultivate client loyalty. They foster customer loyalty and attract new clientele.

- Promoting Adherence: Incentives can be employed to promote adherence to legislation, policies, or desired behaviors. As an illustration, monetary rewards could be provided as an incentive for adhering to safety rules or engaging in training programmes (Munir, 2017).

7. Types of Incentives:

- **Incentives by their nature are divided into:**

- Financial Incentives: Financial incentives have several forms: (rewards, salary, compensation, benefits in kind and profit sharing), which move the efforts of individuals towards certain goals that the organization seeks to achieve, which is to make good use of the creative potential and energies of individuals because the individual sees a tangible material result related to his behavior.
- Moral Incentives: These are those that relate to the psychological and intellectual aspects of workers and depend on the motivation and motivation of workers based on the means of respecting the human element who has the feelings, hopes and social aspirations he seeks to realize through his work in the organization, and on various forms (promotion, participation in decision-making, certificates of thanks and appreciation, training, honoring) (Taber,2018).
- Social Incentives: Social incentives are of great importance in meeting the needs and desires of workers, and social incentives include: health insurance, unemployment insurance, disability and work injury insurance, recreational and social clubs, and life insurance (Munir, 2017).

- **Incentives in terms of who gets them:**

- Individual incentives: Such incentives are intended to encourage or motivate specific workers, including the allocation of an award to the best worker.
- Collective incentives: Collective incentives are aimed at promoting the spirit of cooperation and harmony among the organization's employees (Taber,2018).

- **Incentives in terms of their Impact:**

- Positive incentives: incentives that meet workers' needs and motivations, and the interests of the Organization. Workers increase the quantity and quality of production, submit proposals, constructive opinions, innovations and inventions, and take responsibility and sincerity at work are considered positive results, offset by positive incentives given by the Organization to these workers.
- Negative incentives: These are the means used by the organization for the purpose of preventing and evaluating negative behavior and limiting workers' unfavorable behavior, such as lazing and failing to listen to instructions and orders. These include urging and developing workers to perform their mandated duties, withholding certain privileges such as suspending remuneration or deferring the granting of allowances or promotion (Sofiane & Laturkar, 2023).

8. Difficulties of Incentives:

- Ambiguity of functional instructions and lack of clarity of precise objectives.
- Unsuccessful selection of human resources and weak training programs.
- Failure to delegate authority (Achie & Kurah, 2016).
- Linking incentives to the amount of production in the organization.
- Lax use of negative or punitive incentives.
- Using unethical methods or methods to achieve production rates linked to incentives.
- Not following a fair system in granting incentives to employees (Al-Hadhaa, 2018).

9. The Importance of Administrative Creativity:

- Ability to respond to surrounding environmental variables, making the organization stable because it is prepared to respond to these variables in a way that does not affect the conduct of organizational processes.
- Contribute to the development of the intellectual and mental capacities of the Organization's staff by providing them with an opportunity to choose those capabilities (Al-Harazi, 2019).

- Optimal use of financial resources through the use of scientific methods to keep pace with recent developments and the ability to balance various development programmers with available material and human potential (Al-Khatib, 2020).
- Improving the use of human resources and the use of their capacities by providing them with an opportunity to search for new work, continuous modernization and the Organization's need for managerial creativity
- Management creativity is an essential component of all the Organization's activities in order to enhance its efficiency and productivity, thereby improving its production, whether products or services (Almomani, 2017).
- Increasing administrative and organizational problems within modern organizations, imposing change and development that require organizational creativity.
- The Arab States continued need for administrative creativity as developing countries and to enable them to keep abreast of the development of developed countries (Arrahtu, 2018).

10. Elements of Administrative Creativity:

- Fluency: the ability to produce as many creative ideas as possible, measured by calculating the number of ideas an individual offers on a particular topic in a fixed unit of time compared to the performance of his work, and there are many types of fluency (conceptual fluency, fluency of symbols or words, fluency of meanings and ideas, expressive fluency) (Baqir & Islam, 2020).
- Automatic Flexibility: the ability to change the state of mind is reflected by changing attitude and this is called differentiated thinking of inertia, rigidity, adherence to attitudes, opinion or intolerance.
- Authenticity: extraordinary production, through which no one has been named before, the idea is original if it is not subject to similar ideas and is characterized by excellence (Farwana & Madi, 2019).
- Sensitivity to problems: the ability to perceive weaknesses or shortcomings in exciting situations, a creative person can see a lot of problems, and is more sensitive to the problem (Munir, 2017).

11. Stages of the creative process:

- The stage of preparation: This stage is considered the basic seed of creativity, in which the creator opens up on The First beginnings of his work. These starts often come abruptly and vaguely. At this stage, the creator tends to develop that first seed by reading, taking notes, managing dialogue, discussions, asking questions, collecting and recording evidence, so that the thought can be the necessary raw materials that help him successfully move to the second stage (Chepkemoi, 2018).
- Stage of selection: It is a phase that follows several desperate attempts to find a superhuman solution to the problem after considering all possible possibilities, so the period of embracing or opting out of the idea may be prolonged for years and may be shortened for a few minutes (Ermias. 2017).
- Brightening phase: Some call it detection or inspiration, and brightening means: That moment when suddenly thinking about a solution, or signs of a solution to the problem that has long occupied a large area of mental activity during the phases of preparation and testing, and during the transition from a level of full awareness of all the merits of the problem to a level of non-feeling or pre-feeling in which data and information are processed in the aftermath of the stage of preparation and testing
- Investigation phase: At the end of the radiation phase, the creative process enters its final development, which is the investigation phase, which includes the raw material generated from the previous phase. At this stage, the creator transforms that raw material into integrated and final forms by subjecting it to investigation, examination, development and presentation of evidence as unique, authentic and unprecedented (Munir, 2017).

12. Difficulties Affecting Creativity in Organizations:

- Lack of internal motivations for creativity among individuals
- Resistance to change
- Loss of teamwork
- Lack of information for individuals (Al-Khatib, 2020).

13. Methodological Procedures for Field Study:

- **Study Methodology:**

In the light of the nature of this research and the objectives it seeks to achieve, and based on its questions, the researcher used the analytical descriptive approach, defined as a study of the phenomenon as actually accurate, quantitative and qualitative, describing the phenomenon's qualitative expression and clarifying its characteristics, while quantitative expression gives a digital description of the extent or magnitude of the phenomenon.

- **Community and Study Sample:**

The study population consisted of all employees of the Kamran Company for Industry and Investment in the capital Sana'a, whose number is: (332), workers, who occupy the category of job title: (General Manager / Deputy, Director of Administration / Deputy, Head of Department, Administrators), and due to the difficulty of accessing To all workers (study community), an appropriate stratified random sample was selected according to the statistical equations for the entrance of the American Education Association, from the study population, which amounted to (186) workers, at a rate of (56%).

- **Study Tool:**

Due to the nature of the study, (questionnaire) has been relied upon as a tool for data collection, being one of the most appropriate scientific research tools to achieve the survey's objectives.

14. Presentation and Analysis of Field Study Data:

First: Findings on the description of the characteristics of the study sample.

In order to achieve the objectives of the present study, data collected from the responses of the study sample members have been processed, using appropriate statistical methods to determine the description of the characteristics and trends of the study sample individuals around the paragraphs in the study tool (identification), by the statistical programme (Spss), and using repetitions and percentages to identify the characteristics of the study sample members as defined in the demographic data: (Type, age, scientific qualification, job title, number of years of service), as follows:

1- Distribution of Study Sample Staff by Variable (type):

The data for the description of the characteristics of the study sample members were processed according to the type variant. The results are shown as shown in the table below:

Table No: (1) The distribution of the study sample individuals according to the variable (type)

Type	Frequency	Percent%
Male	126	77.3%
Female	37	22.7%
Total	163	100%

The table indicates that the male category comprised 126 individuals, accounting for 77.3% of the total, while the female category consisted of 37 individuals, representing 22.7%. This disparity can be attributed to the cultural norms and traditions of certain Yemeni tribes, which strongly discourage female employment, as well as the nature of the company's operations that necessitate frequent travel.

2- Distribution of Study Sample Members According to Variable (age):

Data on the description of the characteristics of the study sample were processed according to the age variable. The results are as shown in the table below:

Table No.: (2) It shows the distribution of the study sample according to the variable (age).

Age	Frequency	Percent%
From 20 to 30 years	12	7.4 %
From 31-40 years	90	55.2%
From 41-50 years	51	31.3%
From 51 years and over	10	6.1%
Total	163	100%

The previous table clearly indicates that the age group (31–40 years) achieved the highest position, with a total of 90

individuals, accounting for a rate of 2.55%. Following closely behind is the age group (41–50 years), securing the second spot. The age group that reached the highest number was 51, with a growth rate of 31.3 percent. Following that was the age group (20–30 years), which reached 12 with a growth rate of 7.44 percent. Finally, the remaining age group came. The percentage of individuals aged 51 years and beyond reached 10, with a growth rate of 6.1%. These ratios are suitable and fitting for employment at Kamran Company for Industry and Investment.

3- Distribution of the Study Sample According to the Variable (Educational Qualification):

The data related to describing the characteristics of the study sample were processed according to the educational qualification variable, and the results were as shown in the following table:

Table No.: (3) It shows the distribution of the study sample according to the variable (educational qualification).

Qualification	Frequency	Percent%
High school	72	44.2 %
Bachelor's degree	60	36.8%
Diploma degree	9	5.5%
Graduate Studies	22	13.5%
Total	163	100%

The previous table clearly shows that the category with the highest number of participants is those with a high school academic qualification, totaling 72 individuals, with a percentage of 44.2%. This is followed by the category of individuals with a bachelor's degree, totaling 60 individuals, with a percentage of 36.8%. The category of individuals with postgraduate studies comes next, totaling 22 individuals, with a percentage of 13.5%. Lastly, the category of individuals with a high diploma qualification amounts to 9 individuals, with a percentage of 5.5%. It can be concluded that the majority of the study sample holds higher academic qualifications, and their opinions can be considered reliable for obtaining accurate results in this study. It is expected that they will approach the study tool's sections and topics responsibly and positively.

4- Distribution of Study Sample Members According to Variable (job title):

The data related to describing the characteristics of the study sample members were processed according to the job title variable, and the results were as shown in the following table:

Table No.: (4) It shows the distribution of the study sample members according to the variable (job title).

Job title	Frequency	Percent%
General Manager / Deputy	4	2.4%
Administration Manager/Deputy	20	12.3%
Head of the Department	36	22.1%
Administrators	103	63.2%
Total	163	100%

The previous table clearly indicates that the job title category "administrators" ranked first with a rate of 103, accounting for 63.2% of the total. The job title category "head of department" followed it with a rate of 36, or 22.1%. The category "Department Manager / Deputy" came next with a total of 20, making up 12.3% of the total. Lastly, the job title category "General Manager / Deputy" had a total of 4, accounting for 2.4%.

5- Distribution of the Study Sample According to the Variable (number of years of service):

The data related to describing the characteristics of the study sample were processed according to the number of years of service variable, and the results were as shown in the following table:

Table No.: (5) It shows the distribution of the study sample members according to the variable (number of years of service).

Number of years of service	Frequency	Percent%
Less than 5 years	38	23.2%
From 5-10 years	65	39.9%

From 11 - 15 years	37	22.7%
More than 15 years	23	14.1%
Total	163	100%

The previous table clearly indicates that the category of years of service (from 5-10 years) ranked top with a count of 65, representing a rate of 39.9%. The category of years of service (less than 5 years) followed this. The highest number of participants, 38 in total, belonged to the category with a rate of 23.2%. The next category, with a range of 11–15 years of service, had 37 participants, accounting for 22.7% of the total. Lastly, the category with more than 15 years of service had 23 participants, making up 14.1% of the total. These findings suggest that the majority of the study sample have extensive years of service and possess the necessary experience to efficiently complete their tasks.

15. Second: Answers to the Study Questions and Discussion of the Results.

1- The answer to The First sub-question:

- What is the reality of implementing the moral incentive system of: (promotions, appreciation, and employee participation in management) at Kamran Company for Industry and Investment?

Kamran Industry and Investment Company adopts a moral incentive system for employees, as the company's moral incentive system represents an integral part of its human resources management strategy. Promotions, recognition, and employee participation in management are not just tools to raise morale, but rather are strategic investments that contribute to improving the company's overall performance. Through the integration of material and moral incentives, Kamran Company can create a stimulating and supportive work environment that contributes to achieving the company's goals and enhancing its position in the market, as the promotions system enhances the culture of high performance and thus hardworking and creative employees feel that their efforts are recognized and appreciated, which leads to increased productivity and efficiency. The audience. Additionally, promoting from within the company means that individuals who gain senior positions are already familiar with the

company's culture and goals, reducing the adjustment period required for any new employee. Continuous employee appreciation also creates a positive work environment, which enhances morale. It motivates everyone to work harder. The company values its employees and has a reputation in the market as attractive workplaces, which helps it attract and retain top talent. Employees participate in management, which leads to improved operations and more effective decision-making. Employees who are part of the management process often bring new insights and innovative ideas, as they are on the front lines and know the daily challenges facing the company and this type of incentive enhances the culture of cooperation and teamwork within the company.

Therefore, the arithmetic means and standard deviations were calculated for the answers of the study sample members to the paragraphs related to this question, and the results were as follows:

Moral incentives are: (promotions, appreciation, employee participation in management) at Kamran Industry and Investment Company

- **Promotions.**

Table No.: (6) It shows the arithmetic means and standard deviations of the estimates of the study sample members on the items after moral incentives: (promotions).

N	paragraphs	Arithmetic Mean	Standard Deviation	Verbal Appreciation	Arrangement
1.	The company adopts a clear promotion system at work.	4.84	0.376	High	The First
2.	The company's promotion system is implemented according to professional standards and academic qualifications.	4.84	0.376	High	The First
3.	The company awards promotions based on years of experience and achievement at work.	4.84	0.376	High	The First
4.	The financial settlement system is compatible with promotions.	4.84	0.376	High	The First

	The general arithmetic mean	4.84	0.376	High	
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It is clear from the previous table:

Items No. 1, 2, 3, and 4 achieved the Highest ranking, with a mean of 4.84, a standard deviation of 0.376, and a high verbal rating. This suggests that the individuals in the study sample strongly believe that the company has a well-defined system for promoting employees and that this system is implemented based on professional criteria and academic qualifications. Promotions are awarded based on both tenure and performance in the workplace, and the financial compensation structure is designed to align with the promotion process.

The post-promotion arithmetic mean for the items was 4.84, with a standard deviation of 0.376. The verbal evaluation of this mean was High. This suggests that the individuals in the study sample strongly concur that the company implements a transparent framework for career advancement in the workplace.

- **Appreciation:**

Table No.: (7) Shows the arithmetic means and standard deviations of the study sample's estimates of: (Appreciation).

N	Paragraphs	Arithmetic Mean	Standard Deviation	Verbal Appreciation	Arrang
5.	The company is keen to appreciate and thank its employees.	4.83	0.389	High	The P
6.	The company awards certificates of appreciation to distinguished employees.	4.83	0.389	High	The P
7.	The company holds celebrations to honor distinguished employees.	4.81	0.404	High	The Se
	The general arithmetic mean	4.83	0.394	High	

It is clear from the previous table:

Paragraphs 5–6 obtained the Highest ranking, with an arithmetic mean of 4.83, a standard deviation of 0.389, and a good verbal rating. This suggests that the participants in the survey strongly believe that the company is Highly committed to doing evaluations. The employees express gratitude, and

certificates of recognition are presented to exceptional employees.

Paragraph No. 7 achieved the second Highest ranking, with a mean score of 4.81, a standard deviation of 0.404, and a verbal evaluation of High. This suggests that the participants in the research strongly agree that the company organizes celebrations to recognize exceptional employees.

The mean value of the items following moral incentives was 4.83, and the standard deviation was 0.394, with significant verbal appreciation. This suggests that the participants in the study sample strongly concur that the company is Highly committed to recognizing and expressing gratitude towards its employees. Distinguished employees are awarded certificates of recognition, and parties are organized to honour them.

- **Employee Participation in Management:**

Table No.: (8) Shows the arithmetic means and standard deviations of the study sample's estimates about: (Employee participation in management).

N	Paragraphs	Arithmetic Mean	Standard Deviation	Verbal Appreciation	Arrang
8.	The company allows employees to participate and discuss in meetings.	3. 11	1. 547	Middle	the s
9.	Employees participate in the process of developing future plans for the company.	3. 07	1. 501	middle	the f
10.	The company allows employees to participate in decision making.	3. 08	1. 420	Middle	the
.11	Employee participation in discussing company issues enhances confidence in it and belonging to it.	4. 63	1. 305	High	The
	The general arithmetic mean	3. 47	1. 305	Middle	

It is clear from the previous table:

- Paragraph No. (8) ranked first, with a mean of (4.63), standard deviation (1.305) and a verbal rating of (High). This indicates that the members of the study sample agree to a High degree that workers' participation in

discussion Company issues lead to strengthening trust in it and belonging to it.

- Paragraph No. (9) ranked second, with a mean of (3.11), a standard deviation of (1.547) and a verbal rating of (average). This indicates that the study sample members agree to a moderate degree that the company allows workers to participate. And discussion at meetings.
- Paragraph No.: (10) ranked third, with a mean of (3.08), a standard deviation of (1.420) and a verbal rating of (average). This indicates that the study sample members agree to a moderate degree that the company allows workers to participate. In making decisions.
- Paragraph No. (11) ranked fourth, with a mean of (3.07), a standard deviation of (1.501) and a verbal rating of (average). This indicates that the members of the study sample agree to a moderate degree that workers participate in the process of Establishing future plans for the company.

The general arithmetic mean for the items after moral incentives (employees' participation in management) was (3.47), and the standard deviation was (1.305), with a verbal rating of (average). This indicates that the study sample members agree to a moderate degree that the company does not allow employees to participate and discuss in meetings, and does not allow employees to participate in decision-making. The employees do not participate in the process of developing the company's future plans.

2- The answer to the second sub-question:

What is the level of administrative creativity represented in: (fluency) in Kamran Company for Industry and Investment?

At Kamran Industry and Investment Company, the level of managerial creativity, especially in terms of "fluency", is remarkably High. This increase is due to the fact that the company has placed creativity at the top of its priorities, considering it a strategic goal that it seeks to achieve. To achieve this goal, the company has provided a dedicated incentive system for creative workers, which encourages the adoption of new ideas and innovations. In addition, Kamran Company has provided all the necessary requirements and components to foster a creative environment, such as continuous training, providing the necessary resources, and administrative support, which helps employees generate new

ideas and implement them effectively. All these efforts reflect the company's commitment to enhancing fluency in administrative creativity, which contributes to improving performance and achieving sustainable growth.

The arithmetic means and standard deviations were calculated for the answers of the study sample members to the paragraphs related to this axis, and the results were as follows:

- **Fluency:**

Table No.: (9) It shows the arithmetic means and standard deviations of the estimates of the study sample on the paragraphs after Administrative Creativity: (**Fluency**).

N	Paragraphs	Arithmetic Mean	Standard Deviation	Verbal Appreciation
1.	Employees have the ability to suggest appropriate solutions to the problems facing the company.	4.58	0.506	High
2.	Employees have the ability to express their ideas.	4.55	0.522	High
3.	The company's employees realize the importance of creativity to develop their performance.	4.57	0.519	High
4.	The company is keen to embrace new ideas for creative workers.	4.53	0.524	High
5.	The company seeks to provide products that have never been produced before.	4.56	0.521	High
6.	The company's employees have the ability to present more than one creative idea within a short period of time.	4.54	0.511	High
7.	Employees have the ability to express their ideas fluently	4.72	0.448	High
	The general arithmetic mean	4.76	0.423	High

It is clear from the previous table:

- Paragraph No. (1) ranked first, with an arithmetic mean (4.72) and a standard deviation (0.448) with a verbal rating of (High). This indicates that the study sample members agree to a high degree that the workers have the ability to express their thoughts fluently.

- Paragraph No. (2) ranked second, with an arithmetic mean of (4.58) and a standard deviation of (0.506). With a verbal rating of (High), this indicates that the study sample members agree to a high degree that employees have the ability to suggest appropriate solutions to the problems facing the company.
- Paragraph No. (3) ranked third, with an arithmetic mean of (4.57) and a standard deviation of 0.519. With a verbal rating of (High), this indicates that the study sample members agree to a high degree that the company's employees realize the importance of creativity to develop their performance.
- Paragraph No. (4) ranked fourth, with an arithmetic mean of (4.56) and a standard deviation of (0.521). With a verbal rating of (High), this indicates that the study sample members agree to a high degree that the company seeks to provide products that have never been produced before.
- Paragraph No. (5) ranked fifth, with an arithmetic mean of (4.55) and a standard deviation of (0.522). With a verbal rating of (High), this indicates that the study sample members agree to a high degree that the workers have the ability to express their ideas.
- Paragraph No. (6) ranked sixth, with an arithmetic mean of (4.54) and a standard deviation of (0.511). With a verbal rating of (High), this indicates that the study sample members agree to a high degree that the company's employees have the ability to present more than one creative idea within a short period of time.
- Paragraph No. (7) ranked seventh, with an arithmetic mean (4.53) and a standard deviation (0.524). With a verbal rating of (High), this indicates that the study sample members agree to a high degree that the company is keen to adopt new ideas for creative workers.

The general arithmetic mean for the paragraphs after administrative creativity (fluency) was (4.58), and the standard deviation was (0.506), with a verbal rating of (High). This indicates that the members of the study sample agree to a high degree that the company is keen to adopt new ideas for employees. Creative people, and that workers have the ability to express their ideas, and that they realize the importance of creativity to develop their performance.

3-Answer to the third sub-question:

Are there differences between the answers of the study sample members regarding the study instrument's axis items due to their demographic variables: (gender, age, professional qualification, job title, number of years of service)?

There are no statistically significant differences between the answers of the study sample members regarding the paragraphs of the study tool's axes due to their demographic variables: (gender, age, educational qualification, job title, number of years of service).

16. The Results and Recommendations of the Study:

- **Results:**

This study reached a set of results related to the answers of the study sample members to the paragraphs of the study tool (questionnaire), as follows:

1. The results showed that Kamran Company for Industry and Investment provides employees with moral incentives represented in: (promotions, appreciation, and employees' participation in management), explained as follows:

- Kamran Industry and Investment Company provides moral incentives and promotions for employees.

- Kamran Industry and Investment Company is keen to appreciate and thank its employees, grants certificates of appreciation to distinguished employees, and holds celebrations to honor distinguished employees.

- Kamran Industry and Investment Company, to a moderate degree, does not allow employees to participate and discuss in meetings, does not allow employees to participate in decision-making, and does not allow employees to participate in the process of setting future plans for the company.

2. The results showed that the dimensions of administrative creativity in the company (fluency) are available, in Kamran Company for Industry and Investment. This is due to the fact that the company has made great interest in creativity among its priorities, and has even made it a goal it seeks and has provided a system of incentives for creative workers and all the requirements and components of creativity.

- **Study Recommendations:**

The company must continue to provide a work environment that encourages creativity and innovation, including providing moral and material incentives to creative employees.

The company must provide training courses and workshops to enhance employees' creativity and innovation skills.

The company should consider improving promotion policies and enhancing transparency in the process of selecting candidates for promotions.

Consideration could be given to expanding recognition to all employees who make outstanding efforts in their work.

Company performance can be improved by enhancing employee participation in management processes, such as forming cross-sector work teams to work on specific projects.

The company should consider establishing formal mechanisms to collect employee comments and inquiries about management and decision-making processes.

17. Suggestions:

- The researcher suggests conducting studies on social incentives and their role in job stability
- The researcher suggests conducting studies on the element of flexibility in administrative creativity

Compliance with Ethical Standards

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Disclosure of Conflict of Interest

No conflict of interest.

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