

The Effect of Motivation on Employees Performance in Al Rajhi Bank -Wadi Al Dawasir Branch from 2016 to 2020

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Published on: 22 Dec. 2022



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Abstract

The impact of motivation on employee performance at Al-Rajhi Bank - Wadi Al-Dawasir branch from 2016 to 2020. The study aimed to identify the effect of incentives on the job performance of the employees of Al-Rajhi Bank, Wadi Al-Dawasir branch, and to identify the impact of material incentives on the job performance of employees of Al-Rajhi Bank, Wadi Al-Dawasir branch, and to identify On the impact of moral incentives on the job performance of employees of Al-Rajhi Bank, Wadi Al-Dawasir branch, and clarifying the views of the study sample about the impact of motivation on employee

performance in Al-Rajhi Bank - Wadi Al-Dawasir branch according to the variables: age, years of experience, academic qualification. The study used the mixed method approach. The first is a qualitative approach conducted through interviews with experts from industry and academic background. The interviews took place at Al-Rajhi Bank in Wadi Al-Dawasir. The study population consists of employees of Al-Rajhi Bank in Wadi Al-Dawasir. About (15) employees were selected as a sample for this research. The study reached several results, the most important of which are: The individual's response in general about

the impact of (material) incentives on the job performance of the employees working in Al-Rajhi Bank, Wadi Al-Dawasir Branch, strongly agree, exactly (the material incentives in the bank have a significant impact in raising employees.” Confidence and job loyalty increase. Thus, enhancing job performance rates, material incentives have an impact on the pace of work completion, which affects job performance.

*** Theoretical Framework of Study**

*** Introduction**

The effectiveness of each bank is related to the efficiency, ability and desire to work of the employees, as it is the most influential and effective element in the use of available material resources. The success of management represented in providing enough realism for individuals and pushing an effective system of incentives that are directed to increase individuals’ proof and motivate them, which in turn push employees to produce and achieve well-being for that performance, so we must know how to deal with individuals to bring out the best of what they have through motivation, which is reflected positively on the performance and effectiveness of the organization. in context the Incentives

are defined as "a set of tools and means that the institution seeks to provide to its employees, whether material or moral, individual or collective, positive or negative, with the aim of satisfying human needs and desires on the one hand, and achieving the desired effectiveness on the other hand, taking into account the surrounding circumstances" (Aloosh,2019: 19).

*** Problem of Study**

The problem of the current study is the clear discrepancy in the opinions of employees in general in any institution about incentives and whether they achieve their satisfaction or not, so many studies have dealt with the issue of incentives from several different axes and concluded with multiple results, hence, the study tries to answer the following main question:

What is the impact of incentives on the job performance of the employees of Al-Rajhi Bank, Wadi Al-Dawasir Branch?

*** Study Questions**

The study tends to find an answer for the following questions:-

1- What is the impact of incentives on the job performance of the employees of Al-Rajhi Bank, Wadi Al-Dawasir Branch?

2- What is the Identifying the impact of material incentives on the job performance of the employees of Al-Rajhi Bank, Wadi Al-Dawasir Branch?

3- What is the impact of moral incentives on the job performance of the employees of Al-Rajhi Bank, Wadi Al-Dawasir Branch?

4- What are the views of the study sample about the effect of motivation on employee's performance in Al Rajhi Bank -Wadi Al Dawasir Branch according to the variables: age, years of experience, academic qualification?

*** Research Objectives**

The research seeks to achieve the following objectives:-

1- Identifying the impact of incentives on the job performance of the employees of Al-Rajhi Bank, Wadi Al-Dawasir Branch.

2- Identifying the impact of material incentives on the job performance of the employees of Al-Rajhi Bank, Wadi Al-Dawasir Branch.

3- Identifying the impact of moral incentives on the job performance of the employees of Al-Rajhi Bank, Wadi Al-Dawasir Branch.

4- Clarification the views of the study sample about the effect of motivation

on employee's performance in Al Rajhi Bank -Wadi Al Dawasir Branch according to the variables: age, years of experience, academic qualification.

*** Research Hypotheses**

The study assumes the following:-

1- There is a statistically significant relationship at a significant level (0.05) between the incentives and job performance of the employees of the employees of Al-Rajhi Bank, Wadi Al-Dawasir Branch.

2- There is a statistically significant relationship at a significant level (0.05) between the material incentives and job performance of the employees of the employees of Al-Rajhi Bank, Wadi Al-Dawasir Branch.

3- There is a statistically significant relationship at a significant level (0.05) between the moral incentives and job performance of the employees of the employees of Al-Rajhi Bank, Wadi Al-Dawasir Branch.

*** Research Importance**

The importance of the present study is illustrated by two important (scientific and practical) according to the following:-

1- Practical importance: This study helps to discover and diagnose the reality of the application of the effect

of motivation on employee's performance in Al Rajhi Bank.

2- Academic importance: It is expected that the results of the study will help those interested and involved in providing a number of the findings and recommendations that may enrich their desires and help them in making scientific and academic decisions.

*** Variables in Study**

All variables are clearly described and relate logically to the research objectives and questions, this study is including dependent variables and independent variable, as the independent variable is affected on the dependent variables as the independent variable is incentives, and the dependent variables are employee's performance.

In this study, the researcher uses the questionnaire as a tool to collect data, while the five-point (Likert scale) was used to measure the levels of response in relation to the dependent variables and independent variable, and the variables are evaluated based on the averages from the statistical analysis of the statements of the variables that take five options, which are (strongly agree, agree, neutral, disagree, disagree at all) through the

criterion of judging the arithmetic averages shown in the following table:

Table (1): Criterion for judging arithmetic averages

pheasant	Degree of role
From -1 to less than 1.80	Very weak
From 1.80 to less than 2.60	weak
From -2.60 to less than 3.40	Medium
From 3.40 to less than 4.20	large
From 4.20 to 5	Very large

*** Methodology and Data Collection**

*** Approach of Study**

This study is basically depending on the descriptive analytical approach which uses descriptive, statistical and analytical methods. the descriptive approach is defined as "a set of research procedures integrated to describe the phenomenon or topic based on the collection, classification, processing and analysis of facts and data sufficiently and accurately in order to reveal significance and results" (Mutawi & Khalifa 2014: p 111). In the same context, the analytical descriptive approach uncovers "the characteristics of the research by means of quantitative or qualitative description of a social, humane, administrative phenomenon or a set of phenomena that are linked together through the use of data collection tools (the interview, questionnaire observation, etc.), a thing that clarify the phenomena in question in a clear realistic way in

order to test relative hypotheses "(Al-Ashari, 2007: 118).

The researcher believes that using this method will help in fulfilling the objectives of this study, the questionnaire is used as a means of collecting information, after designing a questionnaire form that contains main axes to cover the basic questions and variables of the study and thus give results and answers to the questions. The questionnaire is designed to prepare the descriptive form. The questionnaire aims to be attractive to the respondent to follow and easy to answer the questions "(Al-Zain, 2009: 65).

*** Type of data (primary or secondary)**

Sources and references: Arabic and English, such as books, periodicals, published and unpublished theses.

*** Population and Sample**

The study population consists of employee's staff working in Al Rajhi Bank -Wadi Al Dawasir, in addition of (***)).

*** Sample size / calculation**

The sample size appropriate for the study becomes (***) An individual, while the researcher is used the

following Statistical equation to collect sampling:-

$$S = \frac{N \times p(1-p)}{[(N-1) \times (d^2 \div z^2)] + p(1-p)}$$

Whereas

S: required sample size.

N: the population of the study.

P: the populations proportion (assumed to be (0.5) since this would provide the maximum sample size.

d: the degree of accuracy expressed as a proportion (0.05).

*** Tools for data collection**

There are various methods used for data collection, which will depend on many facts such as the problem under investigation, type of research, and the questions the researcher aim to get answers. The questionnaire is considered as one of the tools that are used to collect the data from a sample selected from a certain population. According to (C.R. Kothari, 2004).

The questionnaire is regarded as the most extensively used method in various economic, business and social surveys. C.R Kothari (2004) investigated that the questionnaire as a method of data collection is quite popular, particularly in cases of big enquires. It is being adopted by private individuals, research workers, private and public organizations and even by

governments. In this method a questionnaire is sent (usually post) to the persons concerned with a request to answer the questions and return the questionnaire. A questionnaire consists of a number of questions printed or typed in a definite order or form of set of forms, and the respondents have to answer the questions on their own.

There are also various definitions cited for questionnaire as a method of data collection. (Pandey P. & Pandey M. M. ,2015) defined the questionnaire is a systematic compilation of questions that are submitted to a sampling of population from which information is desired. That means the questionnaire is a form prepared and distributed to secure responses to certain questions. It is a device for securing answers to questions by using a form which the respondent will fill by himself. Moreover, "questionnaires, if properly formulated, will not normally require high skill and sensitivity to answer in comparison with in-depth or semi-structured interviews" (Jankowicz, A.D. 2005).

Furthermore, the questionnaire was also defined by (Ranjit Kumar ,2011) as a written list of questions, the answers to which are recorded by

respondents. Therefore, in the questionnaire respondents read the questions, interpret what is expected and then write down the answers.

* **Limits of the study**

1- The limits of the topic are: The Effect of Motivation on Employees Performance in Al Rajhi Bank -Wadi Al Dawasir Branch from 2016 to 2020.

2- Spatial Boundaries: field scope of this study is the Al Rajhi Bank -Wadi Al Dawasir Branch.

3- Time Limits: the study will be conducted during the academic year 2021 - 2022.

* **Terminologies of the Study**

1- Incentives: are opportunities or means provided by the management of the organization to the workers to arouse their desires and create the motivation for them to obtain them, through effort, productive work, and sound behavior, in order to satisfy their needs that they feel and feel need to be satisfied, (Shawish, 2011: 208).

2- Performance: It is the individual's carrying out the various activities and tasks that make up his work, and we can distinguish between three partial dimensions on which the individual's performance can be measured, and these dimensions are the amount of effort expended, the quality of effort,

and the type of effort, (Al-Hiti, 2005: 25).

*** Statistical methods used in study**

The data will be analyzed according to statistical methods appropriate to the nature of the research using statistical program for social sciences (Statistical Package for the Social Sciences). In order to answer the questions of the study the researcher uses descriptive statistics so that the statistical averages and standard deviations are extracted for each paragraph of the questionnaire and each of its areas, shall be calculated. the researcher analyzes the data obtained from the answers to the questions in the questionnaire, and then the statistical treatment is performed by calculation of the arithmetical averages and standard deviations according to the independent variables and for each of the questionnaire's paragraph.

In accordance with the quality of this study, the data and information obtained by means of the questionnaire will be studied and analyzed using descriptive statistical methods in addition to analytical statistical methods, which include frequencies, arithmetical averages and standard deviations for making comparisons

between averages and finding the statistical calculations necessary for data analysis in order to reveal the results of the study.

*** Organization (Structure) of the Research**

This study will contain five main chapters dealing in general with the limits of the topic: the effect of motivation on employee's performance in Al Rajhi Bank, the Research will study in the first chapter the general framework of the study, where this chapter is divided into the introduction, the subject of the study problem and the importance of the study followed by objectives and questions and Hypotheses. the second chapter includes the theoretical framework of the study, related to the concept of incentives, importance and objectives of incentives, the performance of employees in terms of the concept and objectives, and then the methods of performance evaluation and methods of evaluation, the third chapter includes the methodology of the study and how to choose the curriculum and sample, while the fourth chapter includes the field study and data analysis. Finally, the fifth chapter contains the results and recommendations of the study.

*** Literature Review and Previous Studies**

*** Introduction**

Human being, by nature, requires motivation in order to achieve better levels of performance to attain his necessary desires and needs, which differ between material, moral and social needs. Consequently, incentives are of great importance in all organizations, so most organizations are interested in motivation in all of its practices, whether it is moral or material stimulation, both of which have the effect of achieving an increase and the continuation of the effectiveness and efficiency of the individuals working in those organizations. In this regard, the psychologist William James argues, “Among the depth of human qualities in a person, is that he is in permanent struggle to be highly appreciated by others” (Mervat, 2012: 7), and there is great importance for incentives, as it affects the workers psychologically and economically, and this is undoubtedly reflected on their performance at work and their satisfaction with their work.

*** Definition of the concept of motivation**

Many definitions are found to clarify the concept of motivation. It is

defined as “a factor that works to influence the behavior of the individual by satisfying his needs” (Al-Salmi, 2010: 396). (Abu Sharkh, 2010: 9) also defines motivation as “the stimulation of the dormant forces in the individual that determine the pattern of conduct or behavior required by satisfying all his human needs.” From the above-mentioned definitions, we can discover that motivations are external stimuli that move the individual towards achieving a specific goal through which the satisfaction of the individual’s needs is achieved on the one hand, and the achievement of the objectives of the motivating party, on the other hand. Hence, it is necessary to define Individuals’ needs because they determine the type of motivations required to satisfy those needs, and motivations are meant as “a set of policies and means that are designed and adapted to encourage the individual (the employee) to perform the job entitled to him in a manner consistent with achieving the goals of the organization, as long as it finally leads to the achievement of the individual’s goals and satisfaction his needs to the desired level, (Al-Ghazawi and Jawad, 2010: 335).

*** Importance of Incentives**

Incentives have a significant role in motivating the employee to work and increasing his performance, especially if the incentives are consistent with the needs of employee, on the one hand, and are related to his performance and production on the other hand. They are encouraging competition among individuals, improving productivity, highlighting the organization's activities, raising the morale of employees, retaining excellent workers, rewarding outstanding performance, encouraging creativity and new innovation, and stimulating performance rate to reach high progressive and advancement levels.

*** Stimulation Requirements**

In order for management to motivate employees, some requirements referred to (Toshiba HR Department, 2006, 121) are needed, such as mature management practices related to the availability of all factors affecting the performance of the individual, as its responsibility to do so. Also determining the work requirements and motives of its employees, i.e. determining why they work and what motivates them, are they work for money only, or for

progress likewise. then determining the list of incentives that management decides to use and can provide, and then adopt and approve in the design of wage and benefits systems and in the design of the incentive system management. so, the matter requires conscious arrangements adopted by managers in motivating the workers in general.

*** Incentive types**

Incentives have got various types and forms, all of which flow in one direction, that is to motivate the individual working in the organization. Al-Allaqi, 2013, views that incentives can be categorized into incentives for production employees' promotion, incentives for sales employees' promotion, incentives for administrators, incentives for managers in high administration, and comprehensive financial incentives at the level of the organization. These include the following types:-

1- Materialistic incentives: defined by (Judy, 2017) as “motivators that refer to monetary rewards and help to meet physiological and security needs, for example, wages, salaries, bonuses, retirement benefits, medical compensation, etc., and financial

incentives should be of great value and should be equal with others.

2- Moral incentives: They are the incentives that do not depend on money to motivate workers to work and depend on moral means based on respect for the human element, who is a living being with feelings, sensations and social aspirations that he tries to fulfil through his work (Shawish, 2011: 2010).

(Mervat, 2012: 25) added other types of incentives, according to the following:-

1- Positive incentives: These incentives are considered to meet the needs and motives of the workers on the one hand, and the interests of the institution on the other, because production, improving quality, making foundations and inventions, undertaking responsibility and sincerity in work, all of these are considered good and positive results, the institution in return, must reward its employees, whether with materialistic, personal, moral or social incentives.

2- Negative incentives: are the methods and tools used by management for the purpose of limiting negative and unacceptable behavior between individuals and

workers, such as disobeying of orders and not feeling responsible.

*** Definition of the concept of job performance**

Evaluation of employees' performance is an issue of great importance in the administrative process, as it is one of the significant tools that drives the administrative sectors to work dynamically and actively. It makes the department heads follow up the duties and responsibilities entitled to their subordinates on an ongoing basis, and pushes the juniors to work effectively. The importance of this method also appears when looking at the areas in which the results of the performance evaluation is used, whereas the most necessary ones include; the improvement and development of the employee's performance, an instrument for determining periodic bonuses and financial benefits, a tool for revealing training needs, a means of judging the soundness of selection, appointment and training policies, and an objective basis for drawing these policies.

The effectiveness of any organization is linked to the efficiency of the human element and its ability and desire to work, whereas, it is

considered as the most influential and effective element in the use of available material resources. Management always tends to adopt maximizing results, and rationalizing the use of available material and human resources. Performance has been defined as “a coordinated effort to carry out tasks that include transforming the inputs into quality outputs consistent with the workers’ skills, abilities and experiences with the help of the motivating factors and the appropriate work environment to carry out this effort accurately, in the shortest possible time, and at the lowest cost” (Zuish, 2014: 43).

*** Factors affecting performance and its determinants**

The influences of individual performance of job tasks are divided into specific factors that characterize the individual as a result of internal personal courses such as capabilities, previous training competencies, or internal training in the institution and personal study through reading and reviewing of everything news related to the job. (Abu Sharkh, 2010: 20) defined the determinants of performance, and divided them into three factors including; declarative knowledge, procedural and skill

knowledge, then driving force and motivation.

These determinants were also referred to as “defining the objectives of the organization, the participation of different administrative levels in planning and decision-making, job satisfaction, administrative laxity, organizational development, physical environment, scope of supervision, and the incentives’ system” (Issa, 2014: 87-88).

*** Previous Studies**

A study of (Zalewska,2021), entitled: the impact of Incentives on employees to change thermostat settings—a field study, the article shows that a simple incentive can have a statistically significant impact on employees’ pro-ecological behavior. First, the introduction refers to the general perspective of striving for a global implementation of the Sustainable Developments Goals (SDGs). Additionally, the stakeholders’ point of view is presented, based on reports submitted to the Responsible Business Forum competition (Poland). The two motivating trends are referenced, which include increasing the contribution of powering office buildings to the overall energy demand

and increasing the appreciation of behavioral changes as alternatives or complements to technological solutions in pursuit of the SDGs. The following sections of the article present an experiment carried out at one faculty of the University of Warsaw, which consisted of checking the effect of the incentive to lower the temperature in offices after working hours on the actual change in the behavior of the employees. After several weeks of observation of end-of-day thermostat settings in several dozen offices, a statistically significant effect was found. This proves that even simple incentives can lead to pro-ecological behavioral changes.

A study of **(Soyam,2020)**, entitled: The effect of incentives on the performance of employees applying to Faisal Islamic Bank during the years 2015-2019, the research deals with the effect of incentives on the performance of employees, "Applying to the Faisal Islamic Bank of Sudan, the research problem is represented in the following questions: To what extent do incentives affect the performance of workers, do material and moral incentives affect the performance of workers? Do workers prefer material or moral incentives. The following

hypotheses: There is a statistically significant relationship between incentives and employee performance, there is a statistically significant relationship between material incentives and employee performance, there is a statistically significant relationship between moral incentives and employee performance. The researcher used the inductive, deductive, historical and analytical approach. Research: There is a relationship between material incentives and employee performance, there is a relationship between moral incentives and employee performance, there is a relationship between incentives and employee performance, the application of incentives in the bank has increased performance development and improved employee satisfaction, the rules and foundations organizing the incentives system in the bank are clear to the employees. Relying on the proper implementation of the incentive system to increase development.

A study of **(Al arousi,2019)**, entitled: The role of incentives in improving the performance of employees, a case study of Al-Zawiya Teaching Hospital, this study aimed to identify the impact of incentives in

their physical and moral dimensions and their impact on improving the level of performance, and may be the study community of all medical and medical auxiliary elements as a case study of the Zawiya Teaching Hospital, and a random sample of 104 individuals was selected from the total number of employees The 135, where the correct forms and prepared for analysis reached 97, where the results of the study showed a statistically significant effect between independent variables (physical incentives - moral incentives), and the variable in this study, which is the improvement of the performance level in The Corner Hospital Educational, where the study found a strong correlation between physical incentives and moral incentives and improved performance estimated at (0.653) (0.780) respectively, as the results of the analysis of the contrast showed no moral differences in the answers of the interrogators attributable to variables (sex, qualification Scientific, length of service).

A study of **(Anwar, 2019)**, entitled: The effects of incentive systems on (Attracting, appointing, maintaining) the human resource- Case study of Al-Shorouk daily newspaper,

this study aimed to determine the impact of incentive systems on (polarization, recruitment, and maintenance) of the human resource. Applying the statistical known criteria and the outputs of the survey distributed to the participants in this study. Which identified in 120 employees at ECH-ChOUROUK daily newspaper, where the study extended from 01 February 2016 until 10 May 2016. Summed up the existence of the influence and the presence of statistical differences between the incentives adopted in this enterprise, and between each of the polarization and the maintenance of the human resources, While the results of the study indicated that there are no statistical differences between the incentive system applied in the enterprise with the recruitment process.

A study of **(Morabit, et. Al, 2016)**, entitled: the impact of the role of material and moral incentives in improving the performance of employees, In the Electricity Company Gaza Governorates, the study aimed to identify the impact of material and moral incentives on the performance of employees in the provinces of Gaza electricity distribution company, study Method: the researchers used the

descriptive analytical method; the most appropriate approach for the study. the study population: 150 employees at Gaza electricity distribution company. the presence of a statistically significant relationship at the level of $(0.05 \leq \alpha)$ between moral incentives and performance of employees in the provinces of Gaza electricity distribution company, the presence of a statistically significant relationship at the level of $(0.05 \leq \alpha)$ between the equity in physical and moral incentives and the performance of employees in the provinces of Gaza electricity distribution company. Recommendations the need for the company to be interested in increasing material rewards to improve the minimum output of the workers, also encouraging employees when the desired objectives are achieved by giving them commissions on it. also working to provide additional moral advantages for employees to motivate them to work.

A study of (Abbas,2014), entitled: the effects of materialistic and moralistic incentives on employees' performance case study: Syrian private university, this study aims to find out the effect of the materialistic and moralistic incentives on the

employees' performance in Syrian Private University (SPU). The Researcher used analytical descriptive methodology and counted on the questionnaire in getting the required data. He also used complete census method as he distributed the questionnaire on all administration employees in the university totaled (85) employees and (73) questionnaires were collected eligible to be analyzed. the questionnaire included (40) statements in addition to the demographic information that were prepared by the researcher and distributed on five-degree scale ranges between strongly agree and strongly disagree. The data collected was analyzed by SPSS program. The most important results were: the level of employees' performance at SPU was high from the respondents' point of view. The materialistic incentives that effect the employees' performance were limited to "the end of service" compensation and "the overtime pay". Also, the moralistic incentives that effect the employees' performance limited to the following "thank you statements during the work", "honor ship during the formal and informal occasions, "invitation to attend conferences and exhibitions related to

the nature of the university work” and “the invitation to attend public seminars formally” Finally, the study found statistical effect of both materialistic and moralistic incentives together on the employees’ performance at SPU as there was direct effect on the employees’ performance and the moralistic incentive factor effected the employees’ performance conversely, the study recommended the materialistic and moralistic incentives system should be reevaluated to reach incentives policy includes those incentives that have effects on employees’ performance improvement such as: annual compensation and raises based on outstanding performance and “ideal employee for each month” and “appreciation in public”.

A study of (alhalaybeh,2013), entitled: the impact of Incentives on improving the performance of the Employees in the Public Sector Institutions in Jordan, this study aimed to investigate the impact of incentives on improving the performance of the employees of Greater Amman Municipality. A stratified random sample, which was chosen, consisted of 150 employees of managers, heads of departments and administrators in

Greater Amman Municipality representing 33% of the population of the study which consisted of 449 employees. to achieve the objectives of the study, the analytical descriptive approach and SPSS were used. the results of the study were as the level of the financial and moral incentives was low, and the level of the social incentives and the performance was medium, and there was a strong linear correlation between using incentives and improving the performance of the Greater Amman Municipality’s employees, and there were significant differences due to the sex variable in favor of males and to the job title variable in favor of head of department and to years of experience variable in favor of those who have little experience. And there were no significant differences attributed to the scientific qualification. In light of these results, the researcher recommended the necessity to support, enhance and guide the positive work relation between the employees (official and non-official) an away that is consistent with the objectives of the Amman Municipality, and Strengthen the theme of “team work” as a moral motivation to get to the planned levels of performance.

A study of (Abu Sharakh,2010), entail: Assessment of the impact of incentives on the work performance level in the Palestinian telecommunications company: employee prospective, this study aims at evaluating the impact of incentives on the work performance level at the Palestinian Telecommunication Company from the employees prospective. distributed on the employees at the Palestinian Telecommunication company and (210) questionnaires were returned by 95.5%. The study shows a relation with statistical significance between the efficiency of the incentives system and the employees' performance, also results showed a relation with statistical significance between financial incentives and the employees' performance, also a relation with statistical significance between moral incentives and the employees' performance, also results showed a relation with statistical significance between the upgrades and employment performance. this study is summarized into a group of recommendations of implementing monetary incentives, tying the salary with price-rising system, also the necessity of renewing the standards

and system of promotion which should be according to the abilities of the employee for the new job, also the necessity of justice availability particularly in granting incentives so as to get rid of favoritism which ensure fairness in the work environment so as to raise the level of performance.

A study of (Abbas and Hamadi,2009), entitled: Incentives and Their Effect on Performance (A Field Study), the aim of this study is to explore the reality and utility of the incentives system in the Yemeni Corporation for Oil Drilling and Production. It also probes the impact incentives have upon performance improvement. The significance of this study springs from the impact incentives have upon the worker's career satisfaction. The sample of the study includes 320 employees chosen randomly from among 1630 who represent the total number of employees in that corporation. The questionnaire method has been adopted. This questionnaire consists of three parts. The first relates to the personal data, the second has to do with recognizing the extent to which incentives are significant for the employees and their impact on performance improvement and which

kind of the incentives is the most rewarding for the employees, while the third explores the implementation of the incentives system in that corporation. For result analysis the researchers adopted statistical analyses such as Ratio, Averages, and Normative deviation. In addition, the T-test is used to determine whether or not there are any statistically significant differences the viewpoints of the sample concerning the implementation of the incentives system. The results indicate a meager role of the employees in the process of decision making. Moreover, chiefs pay only scant attention to the employee's suggestions, which negatively affect their drive. In addition, promotion chances are in no way related to the performance record.

*** Research Methodology**

*** Research design**

This chapter describes the methodology that was used in this research. The adopted methodology to accomplish this study uses the following techniques: the information about the research design, research population, questionnaire design, and statistical data analysis.

*** Research method**

This study is going to use mixed method approach. The first approach is the qualitative approach that was conducted by developing interviews with experts with industry and academic background. The interviews that were done took place at Al Rajhi Bank in Wadi Al-Dawasir.

*** Data Collection**

In order to collect the needed data for this research, the study use the secondary resources in collecting data such as books, journals, and web pages, in addition to preliminary data through distribute questionnaires on study population in order to" **The Impact of Motivations on the Performance of Employees**", Research methodology depend on the analysis of data on use the main program (SPSS).

*** Population and Sampling**

The study population consists of employees at Al Rajhi Bank in Wadi Al-Dawasir. We select about (15) employees as sample of this research.

*** Research Design**

The first phase of the research thesis proposal included identifying and defining the problems and establishment objective of the study and development research plan.

The second phase of the research included a summary of the comprehensive literature review.

The third phase of the research included a field survey, which was conducted with **"impact of motivations on the performance of employees at Al Rajhi Bank in Wadi Al-Dawasir"**.

The fourth phase of the research focused on distributing questionnaire. Which was used to collect the required data in order to achieve the research objective.

The fifth phase of the research was data analysis and discussion. Statistical Package for the Social Sciences, (SPSS version 20) was used to perform the required analysis.

The final phase includes the conclusions and recommendations.

*** Questionnaire Content**

The questionnaire was provided with a covering letter explaining the purpose of the study, the way of responding, the aim of the research and the security of the information in order to encourage a high response. The questionnaire included multiple choice without open questions, which used widely in the questionnaire; the variety in these questions aims first to meet the research objectives, and to collect all

the necessary data that can support the discussion, results and recommendations in the research.

*** Validity of the Research**

The researcher can define the validity of an instrument as a determination of the extent to which the instrument actually reflects the abstract construct being examined. "Validity refers to the degree to which an instrument measures what it is supposed to be measuring". High validity is the absence of systematic errors in the measuring instrument. When an instrument is valid, it truly reflects the concept it is supposed to measure. Achieving good validity required the care in the research design and sample selection. The amended questionnaire was by the supervisor and three administrative experts, Adoption to evaluate the procedure of questions and the method of analyzing the results. The expertise agreed that the questionnaire was valid and suitable enough to measure the purpose that the questionnaire designed for.

*** Reliability of the Research**

Reliability of an instrument is the degree of consistency with which it measures the attribute it is supposed to be measuring. The test is repeated to

the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient. For the most purposes reliability coefficient above 0.70 are considered satisfactory. The statistician's explained that, overcoming the distribution of the questionnaire twice to measure the reliability can be achieved by using Cornbrash's Alpha coefficient through the SPSS software.

*** Cronbach's Coefficient Alpha**

This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbrash's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency, The general reliability for all items is (0.898) This value is considered high; the result ensures the reliability of the questionnaire, the table (2) shows the coronbach's coefficient alpha for each axis:-

Table (2) coronbach's coefficient alpha

Axes	No. of items	Coronbach's Alpha
The effect of incentives on the job performance of employees working.	8	0.819
The impact of (materialistic) incentives on the job performance of employees working.	8	0.654
The impact of (moral) incentives on the job performance of employees working.	10	0.645
All items	26	0.898

*** Statistical Tools**

To achieve the research goal, researcher used the statistical package for the Social Science (SPSS) for Manipulating and analyzing the data.

- 1- Frequencies and Percentile
- 2- Alpha- Cranach Test for measuring reliability of the items of the questionnaires
- 3- Person correlation coefficients to find relationship between variables.
- 4- Independent sample t-test, to find differences between nationality (Saudi, Non-Saudi) in axes.
- 5- One-way ANOVA test to find differences between axes and (academic qualification, marital status, practical experience, age).
- 6- Multiple linear regression to find relation between independent variables (The impact of the epidemic on flights, the impact of the epidemic on aviation jobs, the impact of the pandemic on the economics of aviation industry) and dependent variable(The best measures that can be put in place to avoid the

effects of the pandemic on aviation industry).

*** Data Analysis and Results**

*** Population and Sampling**

The population consists of the impact of motivations on the performance of employees at Al Rajhi Bank in Wadi Al-Dawasir, Saudi Arabia, 15 Questionnaires were distributed to the research participants, all questionnaires were received, and the following table illustrated the gender of the samples:-

Table No. (1) Show that 60% from individuals' academic qualification were (higher diploma, and about 40% were bachelor. The figure (2) below shows these percentages

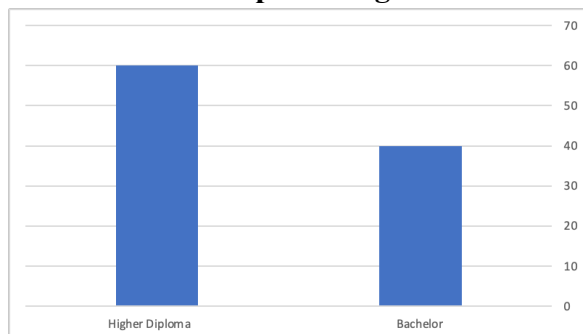
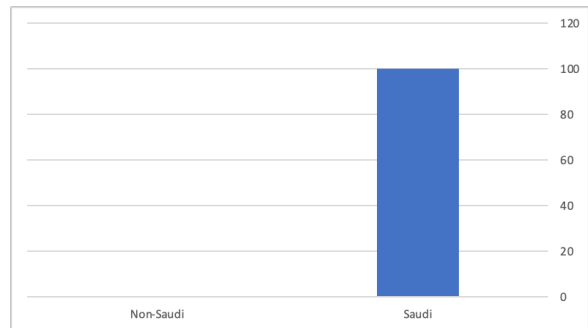


Figure (2) the educational level of the study sample

In addition, table shows that all individuals' nationality were Saudi with (100%). The figure below shows these percentages



And the table (1) shows that most of individual's marital status were (married) with 73.3%, and (single) with 26.7%. The figure below shows these percentages

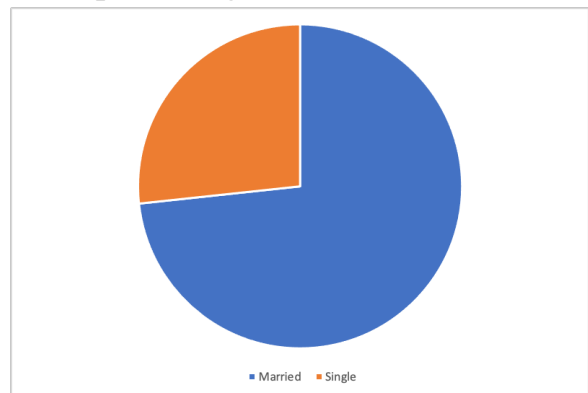


Figure (3) the marital status of the sample

The table (1) shows that most of individuals experience years were (From (5) years - less than (10) years, from (10) years - less than (15) years, from (15) years - less than (20) years) with 26.7% for each group, about 20% for (Less than (5) years). The figure below shows these percentages:

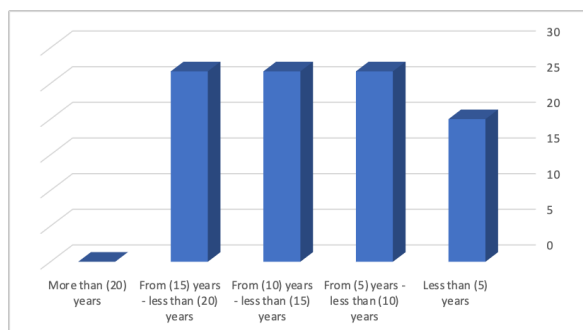


Figure (4) Sample experience

Finally the table shows that most individuals years were (From (25) years - less than (35) years) with 46.7%, followed by (From (35) years - less than (45) years) with 40%. The figure below shows these percentages:

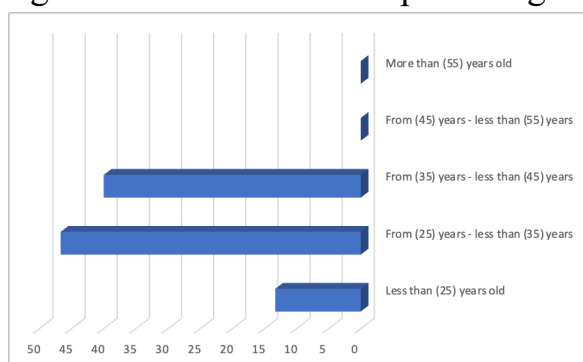


Figure (5) age for sample

Table No. (3) Frequencies and percentages of demographic variables.

Academic qualification	Frequency	Percent
Bachelor	6	40
Higher Diploma	9	60
Master	0	0
PhD	0	0
Nationality	Frequency	Percent
Saudi	15	100
Non-Saudi	0	0
Marital Status	Frequency	Percent
Married	11	73.3
Single	4	26.7
Practical experience	Frequency	Percent
Less than (5) years	3	20
From (5) years - less than (10) years	4	26.7
From (10) years - less than (15) years	4	26.7
From (15) years - less than (20) years	4	26.7
More than (20) years	0	0
Age	Frequency	Percent
Less than (25) years old	2	13.3
From (25) years - less than (35) years	7	46.7
From (35) years - less than (45) years	6	40
From (45) years - less than (55) years	0	0
More than (55) years old	0	0

*** Questionnaire's Analysis**

*** The effect of incentives on the job performance of employees working in Al Rajhi Bank, Wadi Al-Dawasir branch**

1- The item. (8) in the first rank with the weight mean equal "4.47" that mean (The bank's management gives adequate attention with regard to the process of encouraging and motivating the employees) is strongly agree.

2- The item. (2) In the second rank with weight mean equal "4.46" this mean (The bank's management is concerned with materialistic and moral incentives because of their impact on the performance of employees) is strongly agree.

3- The item (3) in the third rank with weighted mean equal "4.40" that mean (The bank's management is committed to providing additional payments for overtime or after working hours' service, according to the regulations followed and relevant bylaws) is strongly agree.

4- The item (5) in the 4th rank with weighted mean "4.33" that mean (There is equality in the bank regarding application of the incentive system, whether materialistic or moral, which affects the job performance of the employees.) is strongly agree.

5- The item (4) in the 5th rank with weighted mean equal "4.27" that mean (Compared to other Saudi banks, Al Rajhi Bank is considered as pioneer in offering incentives to employees) is strongly agree.

6- The item (6) in the 6th rank with weighted mean "4.26" that mean (The notion and reputation of the bank is a great incentive for the employee to be adherent to the work and do it well) is strongly agree.

7- The item (7) in the 7th rank with weighted mean "4.25" that means (There are many privileges and services provided by the bank to its employees.)Is strongly agree.

8- The item (1) in 8th rank with weighted mean "4.13" that means (The bank's management provides its employees with a salary in accordance with their academic qualifications and practical experience) is strongly agree.

According to general mean of these items which equal (4.32) inside likert range (4.20 to 5) this indicate that individual's answer in general about the effect of incentives on the job performance of employees working in Al Rajhi Bank, Wadi Al-Dawasir branch is strongly agree.

Table (4) descriptive statistic for effect of incentives on the job performance of employees

Item	Mean	Std.Deviation	Rank
The bank's management provides its employees with a salary in accordance with their academic qualifications and practical experience.	4.13	0.92	8
The bank's management is concerned with materialistic and moral incentives because of their impact on the performance of employees.	4.46	0.60	2
The bank's management is committed to providing additional payments for overtime or after working hours' service, according to the regulations followed and relevant bylaws.	4.40	0.51	3
Compared to other Saudi banks, Al Rajhi Bank is considered as pioneer in offering incentives to employees.	4.27	0.96	5
There is equality in the bank regarding application of the incentive system, whether materialistic or moral, which affects the job performance of the employees.	4.33	0.72	4
The notion and reputation of the bank is a great incentive for the employee to be adherent to the work and do it well	4.26	0.88	6
There are many privileges and services provided by the bank to its employees.	4.25	0.70	7
The bank's management gives adequate attention with regard to the process of encouraging and motivating the employees.	4.47	0.64	1
All item	4.32	0.74	

*** The impact of (materialistic) incentives on the job performance of employees working in Al Rajhi Bank, Wadi Al-Dawasir Branch**

1- The item. (1) in the first rank with the weight mean equal "4.80" that mean (Materialistic incentives in the bank have a significant impact on raising the employees' confidence and increasing job loyalty and thus enhancing job performance rates.) is strongly agree.

2- The item. (2) In the second rank with weight mean equal "4.73" this mean (Materialistic incentives have an impact on the pace of work completion, which affects job performance) is strongly agree.

3- The item (3) in the third rank with weighted mean equal "4.67" that mean (Materialistic incentives have an impact on renovation and innovation and thus affect performance) is strongly agree.

4- The item (4) in the 4th rank with weighted mean "4.53" that mean (Materialistic incentives have an impact on compliance with laws and work regulations, and thus affect job performance) is strongly agree.

5- The item (4) in the 5th rank with weighted mean equal ".447" that mean (Materialistic incentives have an

impact on the development of human relations between employees and therefore affect job performance rates) is strongly agree.

6- The item (6) in the 6th rank with weighted mean "4.20" that mean (The materialistic incentives system followed in the bank encourages raising productivity and performance) is strongly agree.

7- The item (8) in the 7th rank with weighted mean "4.00" that means (Employees always prefer the materialistic incentive rather than the moral one) is agree.

8- The item (7) in 8th rank with weighted mean "3.60" that means (The materialistic incentives awarded by the Bank to the employees are sufficient to satisfy the employees) is agree.

9- According to general mean of these items which equal (4.43) inside likert range (4.20 to 5) this indicate that individual's answer in general about **the impact of (materialistic) incentives on the job performance of employees working in Al Rajhi Bank, Wadi Al-Dawasir Branch**, is strongly agree.

Table (5) descriptive statistic for impact of (materialistic) incentives on the job performance of employees

*** The impact of (moral) incentives on the job performance of employees working in Al Rajhi Bank, Wadi Al-Dawasir Branch**

1- The item. (10) In the first rank with the weight mean equal "4.47" that mean (Lack of appreciation and undermining can lead to poor resilience in performing tasks) is strongly agree.

2- The item. (4) in the second rank with weight mean equal "4.40" this mean (Moral incentives have an impact on renovation and innovation, and therefore this affects positively on the increase of performance rates) is strongly agree.

3- The item (2) in the third rank with weighted mean equal "4.33" that mean (Moral incentives have a significant impact on raising the self-esteem of employees and increasing job loyalty) is strongly agree.

4- The item (3) in the 4th rank with weighted mean "4.27" that mean (Moral incentives have an impact on the pace of work completion and consequently affect the increase in performance rates) is strongly agree.

5- The item (6) in the 5th rank with weighted mean equal "4.26" that mean (Moral incentives have an impact on the development of human relations

among employees, and therefore this affects positively on the increase of performance rates) is strongly agree.

6- The item (5) in the 6th rank with weighted mean "4.21" that mean (Moral incentives have an impact on compliance with laws and work regulations, and therefore this affects positively on the increase of performance rates) is strongly agree.

7- The item (7) in the 7th rank with weighted mean "4.20" that means (Having "a thank you" board for the distinguished workers in the company that is renewed periodically can be a moral stimulus for them) is strongly agree.

8- The item (1) in 8th rank with weighted mean "4.00" that means (The materialistic incentives awarded by the Bank to the employees are sufficient to satisfy the the bank's management provides the opportunity for employees to participate in decision-making, and this represents a moral incentive for them) is agree.

9- The item (9) in 9th rank with weighted mean "3.87" that means (Moral appreciation is considered an additional incentive to perform more tasks than automatically imposed) is strongly agree.

10- The item (8) in 10th rank with weighted mean "2.67" that mean (The bank's employee does not need moral motivation if the materialistic incentive is sufficient) is neither disagree nor agree.

11- According to general mean of these items which equal (4.07) inside likert range (3.4 to 4.2) this indicate that individual's answer in general about **the impact of (moral) incentives on the job performance of employees working in Al Rajhi Bank, Wadi Al-Dawasir Branch is agree.**

Table (6) descriptive statistic for impact of (moral) incentives on the job performance of employees

Item	Mean	Std.Deviation	Rank
Lack of appreciation and undermining can lead to poor resilience in performing tasks.	4.47	0.64	1
Moral incentives have an impact on renovation and innovation, and therefore this affects positively on the increase of performance rates.	4.40	0.51	2
Moral incentives have a significant impact on raising the self-esteem of employees and increasing job loyalty.	4.33	0.49	3
Moral incentives have an impact on the pace of work completion and consequently affect the increase in performance rates.	4.27	0.46	4
Moral incentives have an impact on the development of human relations among employees, and therefore this affects positively on the increase of performance rates.	4.26	0.46	5
Moral incentives have an impact on compliance with laws and work regulations, and therefore this affects positively on the increase of performance rates.	4.21	0.41	6
Having "a thank you" board for the distinguished workers in the company that is renewed periodically can be a moral stimulus for them.	4.20	1.01	7
The bank's management provides the opportunity for employees to participate in decision-making, and this represents a moral incentive for them.	4.00	1.07	8
Moral appreciation is considered an additional incentive to perform more tasks than automatically imposed.	3.87	1.13	9
The bank's employee does not need moral motivation if the materialistic incentive is sufficient.	2.67	1.29	10

The differences between demographic variables in axes:-

1) Academic qualification

To find differences between academic qualification in axes we use independent sample t-test, due to p-value for each axes we find that there is no statistical differences in all axes cause of p-value is greater than (0.05), The followed table illustrate these results:

Table (7) differences between academic qualifications in axes

Axes	Qualification	N	Mean	Std.Deviation	t-test	P-value
The effect of incentives on the job performance of employees working.	Bachelor	6	37.0	2.0	1.953	0.077
	Higher Diploma	9	33.0	5.6		
The impact of (materialistic) incentives on the job performance of employees working.	Bachelor	6	36.3	2.7	1.44	0.174
	Higher Diploma	9	34.1	3.2		
The impact of (moral) incentives on the job performance of employees working.	Bachelor	6	41.5	1.9	0.836	0.420
	Higher Diploma	9	40.1	4.4		

2) Marital Status

To find differences between gender in axes we use independent sample t-test, due to p-value for each axes we find that there is no statistical differences in all axes cause of p-value is greater than (0.05). The followed table illustrate these results:-

Table (8) differences between marital status in axes

Axes	Marital Status	N	Mean	Std.Deviation	t-test	p-value
The effect of incentives on the job performance of employees working.	Married	11	35.5	3.9	0.873	0.435
	Single	4	32.3	6.9		
The impact of (materialistic) incentives on the job performance of employees working.	Married	11	35.5	2.94	0.833	0.447
	Single	4	33.8	3.7		
The impact of (moral) incentives on the job performance of employees working.	Married	11	41.3	3.8	1.282	0.237
	Single	4	39.0	2.7		

3) Practical experience

To find differences between practical experience in axes we use ANOVA-test, due to p-value for each axis we find that there is no statistical differences in all axes, cause of the p-value of (F-test >0.05) in all axes. The followed table illustrate these results:

Table (9) differences between Practical experiences in axes

Axes	Experience	N	Mean	Std.Deviation	F-test	p-value
The effect of incentives on the job performance of employees working.	Less than (5) years	3	30.7	8.5	1.599	0.246
	From (5) years - less than (10) years	4	34.3	4.5		
	From (10) years - less than (15) years	4	34.3	2.4		
	From (15) years - less than (20) years	4	38.3	1.7		
The impact of (materialistic) incentives on the job performance of employees working.	Less than (5) years	3	34.6	4.9	0.769	0.535
	From (5) years - less than (10) years	4	34.7	4.9		
	From (10) years - less than (15) years	4	33.8	3.3		
	From (15) years - less than (20) years	4	34.5	1.3		
The impact of (moral) incentives on the job performance of employees working.	Less than (5) years	3	37.0	2.9	0.813	0.513
	From (5) years - less than (10) years	4	35.0	3.1		
	From (10) years - less than (15) years	4	39.7	5.0		
	From (15) years - less than (20) years	4	39.3	2.9		

4) Age

To find differences between age groups in axes we use ANOVA-test, due to p-value for each axes we find that there is no statistical differences in

all axes, cause of the p-value of (F-test >0.05) in all axes. The followed table illustrate these results:-

Table (10) differences between Practical experiences in axes

Axes	Age	N	Mean	Std.Deviation	t-test	P-value
The effect of incentives on the job performance of employees working.	Less than (25) years	2	34.0	0.0	0.924	0.423
	From (25) years - less than (35) years	7	33.0	6.3		
	From (35) years - less than (45) years	6	36.7	3.2		
The impact of (materialistic) incentives on the job performance of employees working.	Less than (25) years	2	34.6	4.9	1.269	0.316
	From (25) years - less than (35) years	7	37.0	1.4		
	From (35) years - less than (45) years	6	33.7	3.4		
The impact of (moral) incentives on the job performance of employees working.	Less than (25) years	2	35.8	2.9	0.447	0.650
	From (25) years - less than (35) years	7	35.0	3.1		
	From (35) years - less than (45) years	6	42.0	2.8		

* Relation between axes

To find relation between axes we use Pearson correlation, the table below illustrate that there is positive significant relation between axes at 0.01, and the of ranged between (0.711 to 0.816).

Table (11) Relation between axes

Axes	1	2	3
The effect of incentives on the job performance of employees working.	1	0.711**	0.816**
The impact of (materialistic) incentives on the job performance of employees working.		1	0.726**
The impact of (moral) incentives on the job performance of employees working.			1

* Results

1- The results shows that most of individuals' academic qualification

were high diploma with 60%, their nationality was Saudi with 100%, most of their marital status were married with 73.3%, most of their practice experience years were (From (5) years - less than (10) years, from (10) years - less than (15) years, from (15) years - less than (20) years) with 26.7%, their age is general were (From (25) years - less than (35) years) with 46.7%.

2- Individuals' answer in general about the effect of incentives on the job performance of employees working in Al Rajhi Bank, Wadi Al-Dawasir branch is strongly agree, exactly (The bank's management gives adequate attention with regard to the process of encouraging and motivating the employees, The bank's management is concerned with materialistic and moral incentives because of their impact on the performance of employees).

3- Individual's answer in general about the impact of (materialistic) incentives on the job performance of employees working in Al Rajhi Bank, Wadi Al-Dawasir Branch, is strongly agree, exactly (Materialistic incentives in the bank have a significant impact on raising the employees' confidence and increasing job loyalty and thus enhancing job performance rates, Materialistic incentives have an impact

on the pace of work completion, which affects job performance).

4- Individual's answer in general about the impact of (moral) incentives on the job performance of employees working in Al Rajhi Bank, Wadi Al-Dawasir Branch is agreed, exactly (Lack of appreciation and undermining can lead to poor resilience in performing tasks, Moral incentives have an impact on renovation and innovation, and therefore this affects positively on the increase of performance rates).

5- There is no statistical differences between demographic variables on axes at 0.05.

6- There is positive significant relation between axes at 0.01.

*** Recommendation**

1- The necessity of increasing and activating interest in incentives in the bank, which is so important in improving the levels of banking performance.

2- The need to focus on material incentives because of their significant impact on employees and on improving performance levels for various banking services.

3- Working on paying attention to the moral incentives in the bank because of their positive psychological impact on

improving the level of the bank's performance in general.

4- The disbursement of incentives must be actually related to the level of performance so that a distinction is made between: employees to their level of performance, which encourages all employees, regardless of their job title, to Making every effort to improve their performance, and thus providing incentives to improve performance.

5- Suggest holding seminars and conferences that explain to workers the different aspects that are It affects their performance on the one hand, and the banks reputation and position on the one hand, especially the paragraphs Which obtained low arithmetic mean, which will affect their evaluation and therefore on their incentives.

6- Propose the enactment of regulations and laws that encourage the practice of motivation in the banks researched.

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