

Evaluating the Impact of Financial Incentives for Employees of the Libyan Rural Bank

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Abstract

This study aimed to clarify the impact and importance of types of financial incentives, and to evaluate the current status of the incentive system for bank employees, which included various categories of employees in the general administration of the Libyan Rural Bank, so that the problems and obstacles they face are identified, and to present a package of proposals and recommendations that can help increase individual performance and improving and developing the incentive system.

The study was conducted on 71 individuals working at the bank, who occupy most of the senior, intermediate and lower administrative positions working in the general administration of the Libyan Bank. Therefore, a comprehensive survey was preferred over selecting a random sample representative of the research community.

The most important results revealed by this study are the presence of a strong correlation between the general performance variable and other variables, and it is arranged in descending order as follows: material incentives, general satisfaction, then training and promotions. There is no correlation between the general performance variable and the variables of the impact of material and moral incentives on employees and attention to them.

The perception of the study community's vocabulary was positive regarding phrases in the field of general job performance, phrases in the field of material incentives, and phrases in the field of the impact of material and moral incentives on employees. There are no statistically significant differences between the vocabularies categories of the research community regarding phrases in all fields related to gender, age, marital status, number of family members, educational level, housing, years of experience, or income, while there are only differences in the field of material incentives belongs to gender.

Keywords: Bank, Alrify, Incentives, Employees, Promotions, material.

I. INTRODUCTION

Any administration in most productive institutions depends on a category of human resources that represents all the workers within it. These human resources must be utilized with high efficiency to increase productivity and rationalize the use of available resources, in order to overcome most of the problems facing management in any organization.

Material incentives are considered one of the important and basic influences that have a vital, effective and important role on the behavior of individuals working within the banking sector. Through it, it is

possible to activate the desire to perform for them. In other words, it can be said that organizations have the ability to achieve their goals largely through the success of management in stimulating the defensive ability of individuals by establishing an effective incentive system, which in turn pushes workers to produce by achieving general work satisfaction and increasing performance rates by raising morale.

II. RESEARCH PROBLEM

The banking sector in Libya has achieved much excellence and success. Despite this, it does not prevent the fact that this sector faces many challenges and some problems that are related to the financial incentives for individuals working in the organization at various job levels. Therefore, this study will focus on evaluating the financial incentives of the current situation in the Rural bank. Also, clarifying the problems that obstruct the applied incentives, and devising the most appropriate solutions to contribute to solving the problems.

III. STUDY QUESTIONS

1. Do material and moral incentives have a positive impact on employees’ performance?
2. Does the incentive system have foundations that can achieve justice and thus lead to employees feeling satisfied that reflects positively on their performance?
3. Is the incentive system applied on sound foundations?
4. If the incentive system is implemented as required, does it achieve its desired goals?

IV. STUDY VARIABLES:

| | | | | |
|--|-----------------------|----------------------|------------------|----------|
| General Job performance | Caring for employees | Upgrade | Gender | Training |
| The impact of material and moral incentives on workers | | | Moral incentives | |
| Age | The educational level | General satisfaction | | |

V. PREVIOUS STUDIES:

Al-Wabel and others, in 2005, conducted a study on the role of material and moral incentives in raising the performance level of security officers participating in the Hajj season in the United Arab Emirates. The study aimed to know the importance of incentives and their arrangement in influencing performance, the extent of satisfaction with the incentive system in place during the Hajj season, the most important obstacles to developing the incentive system, and the effect of differences in personal characteristics on the trend toward the relationship of incentives to developing job performance.

This study showed the following results:

1. There are no standards for the incentives given to officers during the Hajj season, and that the most important incentives from the officers’ point of view are financial incentives, and that incentives have a major role in raising the level of performance, and that the degree of satisfaction of officers participating in the Hajj season is high.
2. The study recommended not delaying giving incentives beyond their scheduled time, and that the incentives are proportional to the efforts of each individual individually, and according to the region in which he works, and that an infection allowance is paid to officers.

Bachioua, Lahcene Abdallah in 2011, focused on the impact of incentives on the performance of Saudi doctors at the Security Forces Hospital in Riyadh, and the most important incentives and the most

influential on the performance of the study items. The most important results of the study included the following:

1. The most important material incentives among society's components are promotions, bonuses, multiple incentives, expatriation allowances, and deportation allowances.
2. The most important moral incentives are management's interest in implementing total quality, verbal praise, letters of thanks, and certificates of appreciation.
3. The study showed that there were statistically significant differences for some variables between doctors' attitudes towards the study's axes due to gender, age, marital status, and academic qualification.
4. The most important recommendations of the study are to direct greater attention from the administration to the preferred incentives of doctors, whether moral or material, in the process of planning an effective incentive system, and to modify the incentives provided to Saudi doctors so that they are commensurate with the nature of their work and the effort they exert, and to set a regular and appropriate time limit for promotion. He recommended that the administration pay attention to taking the Opinions of doctors with more than 11 years of experience in choosing appropriate incentives.

To identify employee satisfaction, a study was conducted by Abu Al-Sukkar in 2000 on public and private universities in Jordan about work incentives and to compare the level of satisfaction of each of them. The study included 421 employees distributed among public and private universities. The study showed the following results:

1. Employee satisfaction in private universities is greater than in public universities, and the opposite is true for financial and security incentives.
2. The level of satisfaction among employees in public and private universities is affected by a group of personal factors, namely: (the number of dependents, administrative level, salary, university, and place of work). In contrast, the level of satisfaction is not affected by other personal factors such as gender, marital status, and academic qualification.
3. The study recommended the need to pay attention to material incentives and develop human relations between employees.

A study entitled identifying the motivations of Saudi employees in the public sector, the incentives they prefer, and the impact of the environment on them, was conducted by Al- Al-Adili et al in 1983. This study showed that the most important incentives that employees want to obtain are material incentives, and their order is salary, bonus, promotion opportunities, and job stability. Then moral incentives and their order: relationship with superiors, relationship with colleagues, job responsibilities, and good achievement opportunities. The most important recommendations of the study:

- a. Linking employee incentives to effort and quantity of work.
 - b. Avoid guesswork and improvisation in granting incentives.
 - c. Providing training programs that raise employees' performance and increase their satisfaction with work.
 - d. Improving the devices used at work.
 - e. Encouraging employees to express their opinions.
- 1- Giving employees opportunities to participate in decision-making.

Jawish's study in 1980 focused on the weakness of incentive systems applied in metallurgical companies, which cause a shortage of skilled workers and the occurrence of large financial losses as a

result of decreased production. Among the results of this study:

1. Material incentives are the most important in the opinion of the majority of employees.
2. Not applying negative incentives or deterrents often also led to low productivity.
3. An imbalance in the wage structure led to a weak incentive system.
4. There is a maximum limit on the value of the incentive that the worker can receive, which led to the impediment of increasing production.
5. The problem of the obsolescence of some production tools and equipment in some departments deprives their workers of obtaining incentives.
6. There is a major imbalance in incentives, the most important manifestations of which are:
 - It is not fair and not commensurate with the efforts made.
 - He did not make those who actually deserve the incentive get it.
 - It improves production and increases it to a moderate degree.
 - Unclear, complex, and incomprehensible to many workers.
 - Not all workers were encouraged to increase their production.
 - It was not based on a prior study that took into account the desires of employees, and it is not evaluated periodically.
 - The desired goals were achieved only to a moderate degree.

In 2007, Sharab and others conducted a study to identify the relationship between incentives and the performance of employees in the major municipalities of the Gaza Strip, by analyzing the correlations between the areas of incentives and the level of performance, the use of capabilities, competition between employees, and preferred incentives. The study sample included 228 employees, ranging from division head to department director. The most important results of this study are the following:

- a. The effect of material incentives on the level of employee performance is weak, and the effect of moral incentives is moderate.
- b. The effect of material and moral incentives as a whole on the level of performance is moderate.
- c. There is no incentive systems linked to pre-determined goals or performance levels.
- d. The available incentives do not encourage employees to compete in improving performance.
- e. There are statistically significant differences in the degree of job satisfaction attributed to the variables of administrative level and educational qualification, and that job satisfaction increases with increasing administrative level.

In 2006, a study was conducted by Ing-chung Huang on 180 employees who left a company in Taiwan, to find out the factors that make an individual stay in the company for a period of time. It was found that financial compensation, speed of obtaining promotion, and training courses have a significant impact on survival. Employees in their jobs, as for the level of education and the level of individual performance, its impact was limited.

The most important results of this study are:

1. The company tends to retain married individuals more than single people.
2. The opportunity to retain less-educated individuals is greater than that of more-educated individuals because the more educated and qualified find more attractive opportunities in the external labor market.
3. The existence of a system based on fairness in paying wages that rewards the outstanding and creative has a significant impact on employee retention.

In 1999 a study by Kevin J. Sigler presented the difficulties in retaining new employees. The reasons were the lack of sufficient information about the performance of new employees, the lack of incentives for outstanding performance, and treating high-performing employees the same as low-performing ones. It recommended the use of incentives for outstanding performance. Material such as exceptional incentives, stock grants, and improving job satisfaction, by redesigning jobs and making them more vibrant and more diverse.

VI. ANALYZE DATA STATISTICALLY

Data can be defined as a statement of the truth of the information that enables the researcher to obtain clear answers to the study questions by finding the relationship between variables, testing hypotheses, and knowing the validity of the data in terms of the subject’s relationship to the truth. The function of analysis lies in transforming the theoretical and field data obtained into data that is easy to measure and interpret or compare with other data after classifying it into specific variables, categories, or axes to give answers to the questions raised by the study when the general and basic hypotheses of the research have been determined to reach the answers sound and verifying the validity of the hypotheses or not at the level of hypotheses and variables, and the level of the general theory of this study.

The research community included various positions, including department directors, office heads, supervisors, and workers at the head of the Libyan Rif Bank, and their number reached approximately 71 workers. Due to the small number, the use of random sampling was ignored and replaced with a comprehensive survey of all bank employees.

VII. SURVEY QUESTIONS USED TO COLLECT DATA

The questions were seventy-one questions and were also sufficient to cover the initial data on the community’s vocabulary, in addition to seven main axes (general job performance, the impact of material and moral incentives on employees, moral incentives, training, promotion, and worker care and job satisfaction).

VIII. MEASURES OF THE QUALITY AND EFFECTIVENESS OF THE RESEARCH QUESTIONNAIRE

In this study, the term reliability was used instead of reliability to name the requirements for the quality and effectiveness of the measures used in it, which are:

- **Comprehensive nessorcompleteness of the internal structureof the questionnaire**
To fulfill this requirement, the questionnaire was presented to a group of employees headed by the bank to ensure the clarity of the phrases, and that the axes and dimensions contained in the questionnaire cover all applied fields for each category of the research community, and their responses were positive and reasonable.
- **Practical efficiency and progressive scaler reliability verification**

This validation was done by calculating each subscale scale and measuring the overall scale. One of the commonly used indicators of internal consistency is the alpha coefficient (Cronbach), which is as follows:

Table1: Cronbach'sAlpha.

| | | | | | |
|---------------------|-------------------|----------------------------|----------------------------|----------------------------|-------------------|
| Innerhonesty | Excellent | Good | Acceptable | Weak | Unacceptable |
| Coefficientα | $\alpha \geq 0.9$ | $0.9 \geq \alpha \geq 0.7$ | $0.7 \geq \alpha \geq 0.6$ | $0.6 \geq \alpha \geq 0.5$ | $\alpha \leq 0.5$ |

• **Factor analysis**

Use confirmatory (dimensional) factor analysis to ensure that the questionnaire actually measures what it ought to measure. The factor analysis test was based on the assumptions that were used in many previous studies as conditions for accepting its results, namely:

1. There are sufficient numbers of statistically significant correlations in the matrix.
2. The value of (KMO) shall not be less than 0.6.
3. The Bartlett's test should be statistically significant (less than 0.5).
4. That the values of the initial Communalities for the items be more than 0.5.
5. The load saturation of the factor shall not be less than 0.5. Taking into account that there are no cross-values greater than 0.5 in the other factors
6. The Eigen values should not be less than 1.

Table 2: Factor analysis results

| No | The scale | KMO | Bartlett's Test Of Sphericity sig | The total proportion Of explained variance |
|----|---|-------|-----------------------------------|--|
| 1. | Functionality | 0.761 | 0.000 | 0.634 |
| 2. | Material incentives | 0.628 | 0.000 | 0.46 |
| 3. | Effect of material and moral Incentives on workers | 0.802 | 0.000 | 0.776 |
| 4. | Caring for employees | 0.730 | 0.000 | 0.789 |
| 5. | training | 0.843 | 0.000 | 0.739 |
| 6. | promotion | 0.729 | 0.000 | 0.589 |
| 7. | Job Satisfaction | 0.753 | 0.000 | 0.73 |

• **The Scale Used in the Study**

In this study, a graded five-point Likert scale was used (to a very low degree = 1, to a low degree = 2, to a moderate degree = 3, to a large degree = 4, to a very large degree = 5) due to its widespread use in research in general and the researchers' familiarity with it, as well as for fear to confuse the respondent with too many options or make him bored if they are more than five when answering the questions.

IX. STATISTICAL METHODS USED IN THE STUDY

In this study, a number of statistical methods were used, namely:

• **Descriptive statistics methods:**

The used descriptive statistics methods include (frequency tables, percentages, measures of central tendency, measures of dispersion, correlation).

• **Analytical Statistics Methods:**

Analytical statistical methods used include:

- 1- Alpha coefficient (Cronbach).
- 2- Correction coefficient (Cronbach alpha).
- 3- Correlation coefficient.
- 4- The t-test for differences between the arithmetic means.
- 6- Analysis of variance.
- 7- Factor analysis method.

• **Raw Data Analysis:**

The following tables show the basic characteristics and features of the research community vocabulary:

Table3: Percentage of Bank Employes According to Age Groups

| Age Category (years) | ≤ 30 | 30 to 40 | 40 to 50 | 50 to 60 | 60 ≤ |
|----------------------|------|----------|----------|----------|------|
| Percentage % | 21.1 | 53.5 | 16.9 | 5.6 | 2.8 |

The youth age group, that is, those under 40 years of age, accounted for about 75% of the total number of employees in the bank. On the other hand, the age group with long experience, i.e. 60 years and above represented 2.8% of the total number of workers.

Table4: Percentage of Bank Employes According to Gender

| Gender | Male | Female |
|--------------|------|--------|
| Percentage % | 38 | 62 |

Table 5: Percentage of Bank Employes According to Marital Status

| Marital Status | Duplicates | | | PercentageFor the Total |
|----------------|------------|--------|-------|-------------------------|
| | Male | Female | Total | |
| Un married | 10 | 31 | 41 | 57.7 |
| Married | 14 | 9 | 23 | 32.4 |
| Absolute | 2 | 3 | 5 | 7.0 |
| Widower | 1 | 1 | 2 | 2.8 |
| Total | 27 | 44 | 71 | 100.0 |

Table 6: Percentage of Bank Employes According to Number of Family Members

| Number Of Family Members | ≤ 4 | 4 to 6 | 6 ≤ | Total |
|--------------------------|------|--------|------|------------|
| Percentage % | 42.2 | 26.8 | 31.0 | 100 |

Table 7: Percentage of Bank Employes According to Educational Level

| Edu level | < secondary | secondary | Int diploma | BA | Hig Diploma | Master's |
|--------------|-------------|-----------|-------------|------|-------------|----------|
| Percentage % | 1.4 | 15.5 | 31.0 | 23.9 | 23.9 | 4.2 |

Table 8: Percentage of Bank Employes According to years of experience

| Experienceyears | Short (≤ 5years) | Medium (6 to20) | Long(> 20) |
|-----------------|-------------------|-----------------|-------------|
| Percentage % | 18.3 | 77.5 | 4.2 |

Table 9: Shows the Frequency Distributions of Workers According to Residence

| Living | Frequencies | Percentage % |
|--------------|-------------|--------------|
| city | 37 | 52.1 |
| Semi-city | 25 | 35.2 |
| village | 9 | 12.7 |
| Total | 71 | 100.0 |

X. ANALYSIS AND DISCUSSION

A. Correlations Among the Study Variables

It aims to find out whether or not there is a relationship between the variables in terms of the direction and strength of the relationship. The following table shows these correlations between all the variables of the study.

Table 10: Correlations between study variables

| Variables | Overall Performance | Financial Incentives | Caringfor Employees | Training | Promotion | General Satisfaction |
|---|---------------------|----------------------|---------------------|----------------------|----------------------|----------------------|
| Overall performance: Pearson correlation Statistical significance | 1 0.437 0.000 | ** 0.437 0.000 | * 0.205 0.087 | ** 0.262 0.027 | ** 0.262 0.027 | ** 0.400 0.001 |
| Financial incentives: Pearson correlation Statistical significance | 0.437 0.000 | 1 0.484 0.000 | 0.484 0.000 | 0.277 0.019 | 0.442 0.000 | 0.354 0.002 |
| Caringfor employees: Pearson correlation Statistical significance | 0.205 0.087 | 0.484 0.000 | 1 0.332 0.005 | 0.332 0.005 | 0.436 0.000 | 0.112 0.354 |
| Training: Pearson correlation Statisticalsignificance | 0.262 0.027 | 0.277 0.019 | 0.332 0.0005 | 1 0.347 0.003 | 0.347 0.003 | 0.249 0.036 |
| Promotion: Pearson correlation Statistical significance | 0.262 0.027 | 0.442 0.000 | 0.436 0.000 | 0.347 0.003 | 1 0.205 0.087 | 0.205 0.087 |
| General satisfaction: Pearson correlation Statistical significance | 0.001 0.400 | 0.354 0.002 | 0.112 0.354 | 0.249 0.036 | 0.205 0.087 | 1 |

(*Indicates no statistically significant relationship. **Denotes a statistically significant relationship)

From the table above, it is possible to notice a statistically significant correlation between the general performance variable, material incentives, and the rest of the variables imposed for the study (training, general satisfaction, and promotion). This indicates that it does not support the study’s hypotheses, meaning there is no statistically significant relationship between the performance variables, general and variable interest in workers. On the other hand, there is no correlation between the remaining study variables and the general performance variable. This is considered supportive of the study's hypotheses, which indicate that there is no relationship between these two variables and the general performance variable.

B. Analysis and Relative Importance of Each Phrase in the Form

To complete the analysis process, the method was followed that contains positive statements (that were approved by the majority of the study population, that is, the calculated value of t was greater than the tabulated value of t, which is equal to 1.96), or the statements are negative (meaning that they were not approved by the majority of the population). The study means that the calculated value of the titles compared to their tabulated value is equal to (-1.96)), or the statements are neutral (its significance level is greater than 0.05).

The ranking according to the relative importance of each of the statements in each axis is done according to the relative weight of each statement.

- **Overall Performance Axis**

Table 11: Shows the Statistical Significance of the Analysis and Arrangement of the General Performance Axis Statements.

| Para | Arithmetic Mean | Relative Weight | t Value | Statistical Significance | According to Relative Importance |
|---|-----------------|-----------------|---------|--------------------------|----------------------------------|
| 1-I feel a great deal of satisfaction while doing my work, which motivates me to do more. | 3.450 | 69 | 3.25 | ** 0.002 | 6 |
| 2-I feel passionate about my work most of the time. | 3.676 | 73.5 | 5.48 | ** 0.000 | 1 |
| 3-I feel like time is running out while I'm working. | 3.478 | 69.5 | 3.60 | ** 0.001 | 5 |
| 4-My current job matches my majors. | 3.338 | 66.7 | 2.10 | ** 0.039 | 8 |
| 5-My current job matches my experiences. | 3.662 | 73.2 | 5.42 | ** 0.000 | 2 |
| 6-My current work is commensurate with my Scientific level. | 3.591 | 71.8 | 4.06 | ** 0.000 | 3 |
| 7-The working group supports me to do the best I Can. | 2.943 | 58.8 | -0.32 | * 0.720 | 13 |
| 8-I feel that work brings me the most material benefits. | 2.549 | 50.9 | -3.25 | *** 0.002 | 16 |
| 9-I feel that work brings me the most moral and psychological benefits. | 2.732 | 54.6 | -1.90 | * 0.061 | 14 |
| 10-The expectations I had when I joined the job were fulfilled. | 2.690 | 53.8 | -2.28 | *** 0.025 | 15 |
| 11-Other departments and divisions provide me with the information and data necessary to perform my work regularly. | 3.042 | 60.8 | 0.32 | * 0.744 | 12 |
| 12-The powers granted to me are proportional to my responsibilities. | 3.225 | 64.5 | 1.67 | * 0.099 | 10 |

| | | | | | |
|---|-------|------|-------|--------------|----|
| 13-The nature of my work suits my inclinations. | 3.309 | 66.1 | 2.17 | ** 0.033 | 9 |
| 14-My suggestions are encouraged by senior management. | 2.464 | 49.2 | -3.81 | *** 0.000 | 17 |
| 15-My immediate boss gives me opportunities to discuss work issues with him. | 3.493 | 69.8 | 3.28 | ** 0.002 | 4 |
| 16-There is a description of my work tasks. | 3.154 | 63 | 1.46 | * 0.146 | 11 |
| 17-There is a definition of my duties and responsibilities at work. | 3.394 | 67 | 3.45 | ** 0.001 | 7 |
| Overall scale | 54.19 | 63 | 2.40 | ** 0.019 | |

It is clear from the data in the table above that nine of the statements in this axis are positive, meaning that the research community agrees with them, and they are the statements with numbers 1, 2, 3, 4, 5, 6, 13, 15, and 17. Three phrases were negative, meaning that the research community did not agree with them, which are the phrases with numbers 8, 10, and 14. On the other hand, their opinions were neutral for five phrases, meaning that the research community’s vocabulary is neutral towards them, which are the phrases with numbers 7, 9, 11, 12, and 16.

About arranging the statements according to importance, it is clear that the statements that concern enthusiasm, suiting the work with experience and educational level, providing the opportunity to discuss problems, and the quick passage of time during work came respectively in the first five ranks. In the following ranks came, respectively, the expressions that summarize the feeling of satisfaction, defining duties, suiting the work with specialization and inclinations, matching responsibilities with the authorities, describing the work, providing information, and supporting the workgroup. Expressions of support from the work group, the work achieving moral and psychological benefits, the work achieving expectations and material benefits, and encouraging proposals by senior management came respectively in the last five ranks.

• **The Focus of Material Incentives**

It is clear from the data in the table above that two of the statements in this axis are positive (5, 6). There are three negative expressions, meaning that the vocabulary of the research community is 8, 10, and 14. While their opinions were neutral for five phrases, meaning that the research community’s vocabulary was neutral towards them, which are the phrases with numbers (7, 9, 11, 12, and 16).

With regard to arranging the statements according to importance, it is clear that the statements that concern the timing, hours, and environment of work came in the first three ranks, respectively, while the adequacy of the salary for needs and the provision of social services came in the next ranks. While implementing the insurance system, granting wage increases, and granting annual increases respectively came in the last three places.

Table 12: Shows the Statistical Significance of the Analysis and Arrangement of the Statements of the Material Incentives Axis.

| Para | Arithmetic Mean | Relative Weight | t Value | Statistical Significance | According to Relative Importance |
|---|-----------------|-----------------|---------|--------------------------|----------------------------------|
| The monthly salary meets my needs. | 2.802 | 56 | -1.33 | * 0.188 | 4 |
| The bank grants periodic wage increases | 2.239 | 44 | -5.44 | *** 0.000 | 6 |
| The bank grants a wage increase along with general wage increases to meet increases in living expenses. | 2.211 | 44 | -5.80 | *** 0.000 | 7 |
| The bank applies an employment insurance system (whereby the worker receives lucrative rewards upon leaving service). | 1.915 | 38 | -8.26 | *** 0.000 | 8 |
| Working hours are appropriate. | 3.802 | 76 | 7.48 | ** 0.000 | 2 |
| The timing of the work is appropriate. | 3.943 | 78 | 9.62 | ** 0.000 | 1 |
| The work environment is good in terms of cleanliness, ventilation, and provides security and safety means..etc | 3.014 | 60 | 0.08 | * 0.936 | 3 |
| The bank's management provides social services to workers, including housing, health services, transportation, etc. | 2.549 | 50 | -3.00 | *** 0.004 | 5 |

• **The Focus of the Impact of Material and Moral Incentives on Employees:**

It is clear from the data in the table above that six of the statements in this axis are positive, meaning that the research community agrees with them, which are the statements with numbers (1,2,3,4,5,6). Their opinions were neutral for two statements, that is, in the sense that the vocabulary of the research community is neutral towards it, which are the statements with numbers (7, 8).

Table 13: Shows the Statistical Significance of the analysis and arrangement of the statements in the axis of the impact of material and moral incentives on employees.

| Para | Arithmetic Mean | Relative Weight | t Value | Statistical Significance | According to Relative Importance |
|--|-----------------|-----------------|---------|--------------------------|----------------------------------|
| 1- Financial incentives are a motivation to increase my giving and cooperation in working at the bank. | 3.746 | 74 | 5.83 | ** 0.000 | 3 |

| | | | | | |
|--|-------|----|-------|-------------|---|
| 2- Moral incentives are a motivation to increase my giving and cooperation in working at the bank. | 3.760 | 75 | 6.03 | ** 0.000 | 2 |
| 3- Financial incentives are a motivation to inspire loyalty to the bank. | 3.591 | 71 | 4.23 | ** 0.000 | 6 |
| 4- Moral incentives are a motivation to inspire loyalty to the bank. | 3.662 | 73 | 4.92 | ** 0.000 | 5 |
| 5- Financial incentives motivate me to work on increasing my skills and abilities. | 3.746 | 74 | 6.31 | ** 0.000 | 4 |
| 6- Moral incentives motivate me to work on increasing my skills and abilities. | 3.929 | 78 | 9.80 | ** 0.000 | 1 |
| 7- The financial incentives that I receive improve and raise the level of services that I provide to the public who deal with the bank. | 3.239 | 64 | 1.51 | * 0.135 | 7 |
| 8- The moral incentives I receive improve and raise the level of services I provide to the public who deal with the bank. | 3.183 | 63 | 1.227 | * 0.224 | 8 |

About arranging the phrases in order of importance, it is clear that the phrases that concern incentives to work to increase capabilities and skills, moral incentives to increase giving and cooperation at work, material incentives to increase giving and cooperation at work, material incentives to increase skills and abilities came in successive ranks. While the expressions of moral incentives are a motivation to spread the spirit of loyalty to the bank, material incentives are a motivation to spread the spirit of loyalty to the bank, material incentives improve and raise the level of services that I provide to the public dealing with the bank, moral incentives improve and raise the level of services provided to the public dealing with the bank, respectively, in the last ranks.

• **Focus on Employees:**

It is clear from the analysis of the data that its six statements are negative, which are summarized in the bank providing health care for workers, health care for workers’ families, taking into account the social conditions of workers, granting advances to workers to solve housing problems, granting advances to workers to solve transportation problems, and providing the necessary needs for life. On the overall scale, his statements are generally considered negative.

With regard to arranging the phrases in order of importance, it is clear that the phrases that concern the health care that the bank provides to workers inside and outside of work, the health care that the bank provides to the families of workers inside and outside work, taking into account the social conditions of workers and the attempt to solve them by the bank came in the first ranks, respectively. While the expressions of the bank granting bonuses and advances to workers to solve housing problems, the bank

granting advances to workers to solve transportation problems, and the bank provides the workers’ needs for the necessities of life, respectively, are in the last ranks.

• **Training Focus:**

It was found from the data of the table that its six statements were negative, which are summarized in the presence of training programs and receiving training programs. These training programs enabled the use of technological means, contributed to raising self-capabilities, contributed to raising production efficiency, and contributed to raising the effectiveness of workers in terms of achieving the bank's objectives. On the overall scale, his statements are generally considered negative.

With regard to arranging the phrases in order of importance, it became clear that the phrases concerned with the presence of training programs to improve job performance, receiving training courses in the field of work, and training programs that contributed to the development of personal capabilities came in first place, respectively. While the phrases “training programs contributed to developing self-capabilities,” “training programs contributed to increasing effectiveness in terms of increasing contribution to achieving the bank’s goals,” and “training programs contributed to enabling the use of modern technological means in the field of work,” came in last place.

• **Promotions Focus:**

By analyzing the table data it turns out that there are no positive statements. There are two negative statements, which are summarized in the presence of great opportunities for advancement, and the presence of opportunities for exceptional promotions. While there are two neutral statements, which are summarized in that promotion depends on priority at work, and promotion depends on merit at work. On the overall scale, his statements are generally considered neutral.

With regard to arranging the statements according to importance, it was found that the statements came in the following order: Promotion depends to a large extent on priority at work, promotion depends to a large extent on merit at work, there are great opportunities for advancement, and there are opportunities for exceptional promotions in the bank.

• **Job Satisfaction Axis:**

From analyzing the table data, it was found that its six statements were negative, which were summarized in the existence of training programs and receiving training programs. These training programs enabled the use of technological means, contributed to raising self-capabilities, contributed to raising production efficiency, and contributed to raising the effectiveness of workers in terms of achieving the bank's objectives. On the overall scale, his statements are generally considered negative.

With regard to arranging the statements according to importance, it is clear that the statements came in the following order: feeling a great deal of belonging to the work, feeling the desire to make the utmost effort to achieve success for the bank, feeling a great interest in the future of the bank, and considering working in the bank the best opportunity to test capabilities.

C. Differences in the Study Population’s Perception of Material Incentives

▪ **Differences According to Gender**

Table 14: Shows the Statistical Significance of the Differences in Perception of Material Incentives According to Gender.

| Gender | Number | Arithmetic mean | Standard Deviation | The Standard error | t Value | Statistical Significance |
|--------|--------|-----------------|--------------------|--------------------|---------|--------------------------|
| Male | 27 | 28.92 | 4.47 | 0.86 | 1.572 | * |

| | | | | | | |
|--------|----|-------|------|------|--|-------|
| Female | 44 | 27.00 | 5.78 | 0.87 | | 0.121 |
|--------|----|-------|------|------|--|-------|

It is clear from the data that there are no statistically significant differences in the research community’s perception of material incentives due to differences according to gender. This is consistent with the study hypotheses.

▪ **Differences According to Age**

It is clear from the data in the table that there are no statistically significant differences in the research community’s perception of material incentives due to differences according to age. This is consistent with the study hypotheses.

Table 15: Shows the Statistical Significance of the Differences in Perception of Material Incentives According to Age.

| Age | Number | Arithmetic mean | Standard Deviation | The Standard error | f | Statistical Significance |
|--------------|--------|-----------------|--------------------|--------------------|-------|--------------------------|
| less than 30 | 15 | 27.20 | 7.03 | 1.81 | 0.419 | * 0.794 |
| 30 to 40 | 38 | 27.47 | 4.99 | 0.81 | | |
| 40 to 50 | 12 | 29.41 | 4.42 | 1.27 | | |
| 50 to 60 | 4 | 26.50 | 2.08 | 1.04 | | |
| Morethan 60 | 2 | 29.00 | 11.31 | 8.00 | | |

▪ **Differences according to social status**

Table 16: Shows the Statistical Significance of the Differences in Perception of Material Incentives According to Social Status.

| Marital Status | Number | Arithmetic mean | Standard Deviation | The Standard error | t Value | Statistical Significance |
|----------------|--------|-----------------|--------------------|--------------------|---------|--------------------------|
| Un married | 41 | 28.53 | 5.11 | 0.79 | 1.135 | * 0.341 |
| Married | 23 | 27.21 | 4.61 | 0.96 | | |
| Absolute | 5 | 25.00 | 7.24 | 3.24 | | |
| Widower | 2 | 24.00 | 14.14 | 10.00 | | |

From Table 16, it is clear that there are no statistically significant differences in the research community’s perception of material incentives due to differences according to marital status. This is consistent with the study hypotheses.

▪ **Differences according to the educational level:**

Table 17: Statistical Significance of the Differences in the Perception of General Job Performance According to the Educational Level

| Edu level | Number | Arithmetic mean | Standard Deviation | The Standard error | f | Statistical Significance |
|------------|--------|-----------------|--------------------|--------------------|-------|--------------------------|
| M.A | 3 | 28.66 | 4.50 | 2.60 | 0.719 | * 0.611 |
| BA | 17 | 26.47 | 4.87 | 1.18 | | |
| H. Diploma | 17 | 29.29 | 4.53 | 1.10 | | |

| | | | | | | |
|----------------------|----|-------|------|------|--|--|
| Int.diploma | 22 | 28.13 | 5.69 | 1.21 | | |
| secondary | 11 | 26.09 | 6.96 | 2.09 | | |
| middle school | 1 | 29.00 | - | - | | |

It is clear from the data in the table that there are no statistically significant differences in the research community’s perception of material incentives due to differences according to educational level. This is consistent with the study hypotheses.

XI. Results:

1. It can be noted that there is a statistically significant correlation between a group of independent variables and the general performance variable, and the strength of the degree of correlation between them can be arranged in descending order as follows: material incentives, general satisfaction, then training and promotion. On the other hand, it showed that there is no statistically significant correlation. Between the general performance variable, the general performance variable, and the variable of the impact of material incentives on employees and attention to them.
2. This result agreed with the results of a previous study regarding the existence of a linear relationship between the level of performance and the level of incentives. For example :
 - ✓ Incentives are often limited to verbal praise.
 - ✓ The absence of plans to motivate employees aimed at achieving specific results based on which material rewards can be provided.
 - ✓ Providing incentives occasionally and within limited limits.
 - ✓ The bank’s inability to provide financial incentives due to the extremely difficult financial conditions that the bank is going through and investors’ failure to pay the installments owed to them.
3. In the field of general job performance, the study showed that the research community agreed on the statements that are summarized in satisfaction during work, enthusiasm for work, the quick passage of time during work, suitability of work with specialization, suitability of work with experience, suitability of work with educational level, and suitability of work with specialization. Working with personal preferences, there is an opportunity to discuss work matters, and there is a definition of responsibilities and duties. They do not agree that work brings the greatest amount of material benefits. With regard to arranging the statements according to importance, it is clear that the statements that focus on enthusiasm, suiting the work with experience and educational level, providing the opportunity to discuss problems, and the quick passage of time during work came in the first five ranks.
4. In the field of material incentives, the study showed that members of the research community agree on the statements that are summarized in the fact that working hours and timing are appropriate. They do not agree with the statements that the work brings the greatest material benefits that it meets expectations, and that proposals are encouraged. While their opinions were neutral towards the statements that support is provided by the work group, data needed for the work is available, authority is commensurate with responsibility, and there is a description of the work tasks. On the overall scale, his statements are generally positive. With regard to arranging the phrases according to importance, it is clear that the phrases concerned with the timing, hours, and environment of work came in the first three ranks. The researcher attributes this result to the following:
 - ✓ There are no announced policies for employees regarding the incentives they can receive in exchange for achieving desired results.

- ✓ Poor monitoring of performance, causing incorrect evaluation of performance.
 - ✓ Obtaining promotions and annual bonuses is not linked to the level of performance, and these benefits are automatically given to workers at the beginning of each New Year, and thus have lost their value as an incentive. There is no connection in the worker's mind between performance, promotions, and annual bonuses, but rather they are linked in his mind as an acquired right at the beginning of each New Year.
5. In the field of concern for employees, the study showed that the research community does not agree with all its statements, and these results are consistent with the results of the study by Abu Ajila (1999). The researcher attributes this result to the following:
- ✓ The bank management's lack of interest in the health aspect of workers and the lack of a health insurance system for workers and their families, which negatively affects working time and also the worker's behavior toward the bank.
 - ✓ The absence of a system for granting advances to solve housing problems for workers, due to the lack of financial plans for granting advances.
 - ✓ Failure to provide good and regular transportation, which negatively affects work timing, including disruption in official working hours, which in turn affects the quality of services provided to customers.
 - ✓ Lack of attention to the essential needs of the worker's life, which causes the worker to think only about providing those needs and avoid thinking about developing his performance in the bank.
6. In the field of training, the study showed that the research community did not agree with all its statements. With regard to arranging the statements in order of importance, it is clear that the statements that concern the existence of training programs to improve job performance, receiving training courses in the field of work, and training programs that contributed to the development of personal capabilities came in the first ranks, respectively. These results agreed with the results of the study of Al-Adili (1985). The researcher attributes this result to the following:
- ✓ Lack of programs to develop human capabilities in the bank.
 - ✓ Lack of training courses at the bank.
 - ✓ Not benefiting from training programs in other banks such as Jumhouria Bank.
 - ✓ Attention to the financial aspect and returns to the bank is more than attention to the human element, which has a negative impact on the quality of services at the bank.
 - ✓ Lack of training opportunities in the bank.
7. In the field of promotion, the study showed that members of the research community do not agree with the two statements that are summarized in the existence of great opportunities for advancement, and the existence of opportunities for exceptional promotions. While there are two neutral statements: promotion depends on priority at work, and promotion depends on merit at work. On the overall scale, his statements are generally considered neutral.
8. With regard to arranging the statements according to importance, it is clear that the statements came in the following order: Promotion depends to a large extent on precedence at work, and promotion depends to a large extent on merit at work, there are great opportunities for advancement, and there are opportunities for exceptional promotions in the bank. The researcher attributes this The result is as follows:
- ✓ The level of salaries is low compared to the standard of living of employees.

- ✓ Sanctions are not applied to employees who are negligent in their work appropriately through negligence, often applying the appropriate punishment to some, and sometimes rushing to impose punishments.
 - ✓ The performance evaluation system is not used to grant rewards, promotions and bonuses.
 - ✓ There is no relationship between incentives and performance evaluation.
 - ✓ There is no relationship between the system and promotions are routine and are granted at the end of each year the employee spends in the organization.
9. The employee is not convinced that acquiring the new skill increases their chances of being promoted or obtaining benefits.

XII. References

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