

FINANCIAL REWARDS POLICY; ITS IMPACT ON HUMAN RESOURCES, AND ITS POSITIVE REFLECTIONS ON JORDANIAN ECONOMY

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ABSTRACT

This study aims at recognizing the most important factors that limit financial rewards in their various kinds. In addition to this, this study aims at highlighting the importance of morale and material incentives and its positive reflection on man power. This study has been applied on Ministry of Finance employees in the Hashemite Kingdom of Jordan. The study first reveals that all the paragraphs of the role of financial reward increasing the employee's giving come in a high degree of approval. Second, justice percentage found in the governmental sector in accordance with financial reward comes in a medium degree of approval. Finally, this study unravels a medium degree of the contemporary reward system and fulfilling the wished goals.

Keywords: Financial rewards, Human resources, Incentives, employee productivity, manpower.

INTRODUCTION:

Human Resources Management is influenced with a wide range of concern by several intellectuals and specialists due to the importance of this topic characterized among other topics in human knowledge fields, especially that the human being across all human organization regardless their productive and serviceable kinds, private, public, or cooperative, their big or small size, and the technological level employed at these organizations form a special interest. Thus, human differs from other productive factors due to the reason that he is distinguished in terms of his uncontrolled performance. This is, for sure, certified by Allah Almighty addressing Prophet Mohammad, Peace and blessing be upon him: (So remind them Mohammad, you are only a one who reminds * You are not a dictator over them). Therefore, employees must be promoted in order to work in a self-motivation mode not by forcing them by others.

Every side of the organization activity must work as efficient and productive as its human resources do. Human resource management is the most important and pivotal one among management tasks for anything included here relies mainly on the performance of this task." (Al- Hasan, 1999).

Have you ever questioned about (why employees do not seem eager to work??). you are not the only one who does so; obviously, this is considered a main spreading problem to the extent that some experts reckon that 70% of employees are less eager to work in opposition to what they were in the past. Therefore, you ought to stimulate your employees to have them done their best. And as a result to this, human resources stimulation in terms of financial incentives is one of the very significant component that pushes employees to do their duties vigorously. This action can be applied upon public or private sector with no exceptions (Michelle Perez ,2010). Moreover, several researches and studies, that include financial rewards topics, have been so far in use in this regard. A lot of researchers are carrying on these studies analysis to discover just later on that financial incentives play a huge positive role to optimize individual performance and their existence in institutes they work for. Thus, this research is focusing on Jordan Ministry of Finance as a sample to know what they perform after having financial reward.

Thus, the aim of this field research is to enhance employees performance, to recognize errors and negatives of the current system, and to know how to develop and improve such a system. Studies have proved that there is a positive relationship between production and financial rewards; therefore, employees must be motivated by those who take are in charge in order to enlarge bestowal in the work environment and to optimize productivity level.

RESEARCH OBJECTIVES:

This study aims at recognizing the most important factors of financial rewards policy in their kinds. In addition to these factors, it aims as well at highlighting the importance of financial and morale incentives and their positive reflection on manpower, then, showing their importance as well as their positive effect on the establishment and its improvement.

STUDY IMPORTANCE:

This importance of such a study stems from limited studies (according to the researcher). Those studies recognize the impact of financial rewards policy on human resources motivation in addition to being searching a very significant topic which probably might not be recognized by a lot of organizations and institutes in the third world. It could have an elementary role in tumbling a lot of institutes and dismissing them from local competitive market. Also, it could have the same role in the lack of trained and rehabilitated manpower and the lack of work stability. It has been the reason for a huge number of workers that feel neglected and have no role in supporting institutes. So that, field research has been designed in order to reflect the natural current situation and the role of financial reward in addition to its contribution at improving the said situation and included changes to employee performance in the governmental sector. This can be done to achieve the comprehensive concept including the worker performance in general.

STUDY PROBLEM:

In early days, it has been said a lot of things about workers rights, their right suppression, and exploitation in the Third World in particular. So, this research attempts at raising a very important side in solving this issue. Moreover, it focuses on the role of financial rewards on motivation of human resources action in governmental sector. It as well focuses on employees performance in Ministry of Finance. Accordingly, the study obstruction

is formed in accordance with the following questions:

- Does the financial reward have an importance and a big role in increasing the employee productivity and in improving his loyalty to work?
- What is the extent of the existing justice in the governmental sector in terms of financial reward?
- Must an authority be over this reward on hand of responsible (direct) chief?
- Is the level of this current reward system excellent and achieving the required objectives?

STUDY SAMPLE:

This study is applied to those who work at the ministry of finance in the Hashemite Kingdome of Jordan since this sector is considered as one of the most important institutes in the country. It is the cooperative party of the whole financial affairs in Jordan. It is in charge of preparing the balance sheet, and monitoring the imports of the country. 300 questionnaire papers were distributed to the employees and the managers in this ministry and 294 of those papers were done.

METHODOLOGY OF THE STUDY:

An analytical descriptive approach is used. Secondary information has been obtained from specialized studies and scientific sources

The researcher in this study depends on a questionnaire that is designed to know about the impact of the financial reward on the motivation of the human resources in the Jordanian ministry of finance.

This questionnaire consists of two parts which are;

The first part contains general information about the personal and the functional characteristics of those this study is applied to taking into consideration that it is very important and that it has to be used to measure the extent of variation of the people attitudes towards their motivation to work.

The other part contains twenty-two paragraphs that are ranked according to their importance in the researcher's point of view.

STUDY LIMITATIONS:

- The study is restricted to the Jordanian Ministry of Finance in Jordan and its related departments.
- The study is limited to consider merely financial rewards and the role of human resources.
- The lack of researches and studies which talk about rewards in general and the lack of field studies might be a limitation as well.

STUDY HYPOTHESIS:

This study focuses upon the following primary centers and their analysis:

- Financial rewards have an importance as well as a big role in increasing the employee productivity and elevating his loyalty to his work.
- Recognizing the level of justice found in public sector in terms of financial rewards.
- The financial reward authority must be on hand of the (direct) responsible chief.
- The level of reward system is perfect and is achieving the assigned requested goals.

OPERATIONAL DEFINITIONS:

The human resources: are all the individuals who work, and belong to an organization whether they are presidents or subordinates, and these individuals have a contract with the organization to carry out functional or specific action for a salary, wage, compensation, bonus, and specific kinds of benefits in case these individuals commit to their duties during the performance of their work entrusted to them by the organization (Aqili , 2005).

Job satisfaction: defined as the individual's sense of happiness and satisfaction in the performance of his/her work , and this can be achieved in correspondence between what the individual expects from his/her work and how much he/she actually gets , and that job satisfaction can be achieved by paying the components to work comfortably .

And procedurally, job satisfaction means the Department of Lands and Survey staff's feeling of happiness and satisfaction during the performance of their work as a result of compatibility between what they give and what

they actually get at work (Alabdlat, 2010).

Incentives: it is a combination of factors that raise the kinetic forces of humans and affect their behaviors and their actions." (Al salmi, 1970). It can be defined as: All means and factors that urge staffs and workers to perform their duties diligently and faithfully and to encourage them to make greater effort more than the average in the area of production and incentives "(Muhanna, 1967).

Motivation: the researchers' definitions of motivation are many, but in fact the difference between them is slight.

Some of these definitions are:

1. Psychological forces within the individual that direct and coordinate his/her actions and behaviors towards the surrounding environment effects, or the different situations that pass by.
2. Forces or internal psychic energy that direct and coordinate the actions of the individual and his/her behaviors in response to the positions and the surrounding environmental influences , which include the Needs , the Expectations , the Behaviors , and the Goals that the feedback helps to know the extent of achieving it .
3. The forces or the factors that originates from within the human to raise his/her desire to, that is to say, it is an internal psychological power that encourages the individual to work (Qaryouti, 1993).
4. The process that begins in shortage or psychological need that motivates the individual to achieve the goal.
5. Physical and morale energy that dominates the internal behavior of the individual which is generated by the internal psychological reactions. This energy can be motivated by incentives, and it can be aroused by the pressure and tension caused by the needs of the individual that motivate him/her to do a certain behavior to satisfy these needs. (Madhoun and Jazrawi, 1995).
6. The strength resulting from the tension caused by the unsaturated needs of the individual that encourages him/her to do a certain behavior.
7. The needs and the internal power that dominate his/her behavior.

LITERATURE REVIEW:

Many psychologists took the issue of motivation into account seriously, as already mentioned, especially after sensing the importance of the human element at work. And that the performance of the individual is the outcome of the interaction between the abilities and desires and the opportunities available to him. These studies have generally revealed morale relations of statistical significance between the number of personal, functional, and organizational variables in one hand, and the motivation of workers on the other hand.

The following are the most important studies:

(Yousef, 1999) study: this study tried to identify the level of the internal motivation, the organizational commitment, and the job performance of workers in the studied institutions. And the extent of variance of the motivation level according to the personal characteristics of those workers as well as the different nature and trends in the relationship between the internal motivation on one hand , and job performance and organizational commitment on the other hand , and the different nature and trends in the relationship between organizational commitment , and job performance . This study was done depending on a sample of 567 people spread over twenty five institutes engaged in the governmental and private sectors in the United Arab Emirates .

The results of this study present a positive correlation and statistical significance between the internal motivation , organizational commitment , and job performance . They also show the existence of a positive correlation between organizational commitment ,age , experience in the current job, the period of providing service in the current organization , and the monthly income .

(Choe& Pin . 2006)study : This study aimed to find out the relationship between the administrative authority , the compensation received by directors , and the company's performance when using the ability to participate in the company's shares as incentives for managers , and how the administrative authority affects the performance of managers . The study showed the following:

1-the salary of the director is not restricted, so that the participation of the company's shares as incentives is possible, and the management power does not lead in deviations in efficiency, and the result is the transformation of some of the funds from the owners to the managers.

2-that the best compensation for managers is to participate in the company's shares as incentives, so that it urges him exert his efforts that affect the whole performance of the company.

3- That the impact of the administrative authority of the director is greater in the absence of a salary cap .

(Charness&Gneezy 2006) study: This study sought to verify the impact of attractive payments to employees (as incentive) for attending training additional work, and its impact on shaping the behavior of the staff concerned.

The research community includes a group of people who are encouraged to practice the type of sport in their extra time at work, in order to get an amount of money as incentive.

The results were as this:

Paying money as incentive leads to a higher level of attendance than if you do not pay to them.

Paying money as incentive may have a temporal effect.

That the period of exercising may be effective for the formation of the behaviors, and that habits will remain after the demise of the catalyst.

That the high level of exercising ensures the success of incentive plans to create positive habits.

(kiyoshitakahashi , 2006) study : the purpose of the study to know the effect of incentive plans , and promotions on the satisfaction of employees and to what extent these urge them to work and produce . This study was applied to 1832 employees who work at Toyota group of companies, 818 employees among them are technicians, while 928 employees among them are administrative staff. The results showed that the promotions, and wages affect, and motivate the employees to work . And that fair promotions affect more than wages to urge employees to do their jobs.

(Toshiba HRD ,2006) study : this study was applied to Toshiba company . It aimed to determine the impact of the renewal of the organizational structure and incentives on the creativity of workers and provide creative ideas that help generate profits and cost savings . The study found that the programs of creativity used three years ago at the Toshiba Corporation has provided billions of dollars to the company . It has been shown that identifying challenges , giving responsibility to individuals , encouraging effective communication , identifying the way of being creative with individuals , and linking them to incentives led to achieve the goals of the company , and that incentives and the proper structure are more important than debates .

(Sharab ,2007) study : The purpose of this study was to identify the relationship between incentives and performance of the staff of the municipality of Gaza Strip. It was achieved through analyzing the relations between the level of performance and the incentives , and capacity utilization and competition between employees as well as the favorite incentives . The study showed that the impact of financial incentives on the level of staff performance is weak . It also showed that the effect of both financial, and morale incentive on the level of performance is not that high.

The study also showed that the most important incentives from the employees' point of view are the monthly salary, followed by the sense of stability and job security, and the nature of the job in terms of powers and the method of supervision and responsibility, and that financial rewards, promotions, insurance, pensions and good relationship with superiors and colleagues are equal in terms of importance.

THE STATISTICAL ANALYSIS AND THE DISCUSSION OF RESULTS:

To ensure the stability of the study tool, the internal consistency was calculated on exploratory sample from outside the study sample of (40) employees by Cronbach's alpha equation that ranges between (55.0 -75.0), and the table below shows these coefficients, these ratios were considered suitable for the purposes of this study:

Table (1): Cronbach's Alpha Internal consistency coefficient

	Internal consistency
The role of financial reward in increasing employee effort	0.55
The fairness of the financial reward in the public sector	0.64
The manager is the one who controls the financial reward	0.63
To which extent the current bonus system achieve goals	0.69
The tool as a whole	0.75

THE STUDY SAMPLE:

The study sample consisted of 249, and here are the results and the percentages of the study sample according to the personal information.

Table (2)

	Groups	Frequency	The percentage
Age	20 less than 30	64	25.7
	30 less than 40	85	34.1
	40 less than 50	77	30.9

	More than 50	23	9.2
Career level	Employee	184	73.9
	The level of supervision	65	26.1
Qualification	Less than High School	14	5.6
	High School	30	12.0
	Diploma	42	16.9
	Bachelor Degree	130	52.2
	Graduate Studies	33	13.3
Gender	Male	170	68.3
	Female	79	31.7
Years of Experience	Less than 5 years	55	22.1
	5 less than 10	54	21.7
	10 less than 15	34	13.7
	15 less than 20	64	25.7
	More than 20	42	16.9
	Total	249	100.0

THE FOLLOWING IS THE ADAPTATION OF THE STANDARD ARITHMETIC MEAN :

Less than 2.5 degrees as a low degree approval

2.5 less than 3.5 degrees as a Medium degree of approval

3.5 and above as a high degree of approval

HYPOTHESIS STANDARD TEST:

THE FIRST HYPOTHESIS:

The financial reward has a high degree of importance and significant role in increasing the employee production, and raising the level of loyalty to his/her work.

To make sure about this hypothesis, the arithmetic averages of the role of financial reward in increasing employee's efforts. The following table illustrates this:

Table (3) The results are ordered in a descending way according to the arithmetic mean:

Rank	No	Paragraph	Mean	Standard Deviation	Degree
1	1	The financial reward is a way to raise the efficiency and employee performance	4.60	.59	High
2	2	The financial reward is a way to increase employee loyalty	4.07	1.04	High
3	3	The financial reward is a method to correct the deviation in behavior	3.75	1.21	High
4	4	The role of financial reward in increasing employee production	4.14	.72	High

Table (3) illustrates the mean and the standard deviations of the clauses of the role of financial rewards in increasing the employee production.

Clause number 1 which states that "The financial reward is a way to raise the efficiency and employee performance" is in the first rank with the average of 4.60. While clause number 3 which states that "The financial reward method is a way to correct the deviation in behavior" is in the lowest rank with the average of 3.75, and the arithmetic average of the role of financial reward in increasing the employee production as a whole is (4.14).

Table (4)

	No.	Mean	Standard Deviation	(T) VALUE	Degrees of freedom	Significance Level
The role of the financial reward in increasing the employee production	249	4.14	.72	25.007	248	.000

Depending on the table (4), it can be deduced that there is an existence of statistically significant differences between the mean of the degree of approval for the first hypothesis, and the standard mark (3), this result indicates the acceptance of the hypothesis.

THE SECOND HYPOTHESIS:

Knowing the extent of justice in the government sector regarding the financial reward.

To make sure about this hypothesis, these results were deduced as illustrated in the table below:

Table(5)

Rank	No	Paragraph	Mean	Standard deviation	Degree
1	4	Financial remuneration policy have a positive effect in pushing workers toward achieving business goals	4.15	.78	High
2	3	Financial reward positive impact in the evaluation of Employee Job Performance	3.93	.90	High
3	5	Some managers deal with the financial rewards unfairly	3.90	1.13	High
4	2	Financial reward has a positive impact in the evaluation of employee behavior deviation	3.51	1.06	High
5	1	The financial remuneration policy is applied in the public sector in a fair way	2.34	1.18	Medium
		The fairness of the financial reward in the public sector	3.21	.62	Medium

Table number (5) illustrates the means and the standard deviations of the paragraphs that aim to know the extent of justice in the government sector regarding the financial reward. Clause number 4 that states "Financial remuneration policy have a positive effect in pushing workers toward achieving business goals" is in the first rank with the mean of 4.15 , followed by clause number 3 that states "Financial reward positive impact in the evaluation of Employee Job Performance" with the mean of 3.93 , followed by clause number 5 that states " Some managers deal with the financial rewards unfairly" with the mean of 3.90 , while clause number which states that " The financial remuneration policy is applied in the public sector in a fair way" in the lowest rank with the mean of 2.34, and the mean of the fairness of the financial reward in the public sector as a whole is (3.21).

To validate this hypothesis as a whole, there is a comparison between the mean and the standard deviation (3)using the t- test per sample as in the following table:

Table (6)

	No.	Mean	Standard deviation	(T) value	Freedom degree	Significance Level
The fairness of the financial reward in the public sector	249	3.21	.62	5.227	248	.000

Depending on the previous table, there are differences between the mean and the standard deviation (3), so that this result indicates the acceptance of the hypothesis.

The third hypothesis: "the reward authority must be on hand of the 'direct' responsible chief"

Just to make sure about this hypothesis, standard deviations and mean are extracted in accordance with this hypothesis as shown here in the following table:

Table (7)

Rank	No.	Paragraphs	Mean	Standard Deviation	Degree
1	4	It is a must that rewards are sliding right up as distinctive cases show up	4.32	.79	High
2	2	Incentives are the way creating	4.13	.83	High

		competition between employees			
3	3	It is a must that rewards are sliding right up	4.06	.91	High
4	5C	Financial reward authority must be under the patronage of (a commission or a committee)	4.04	1.17	High
5	6 C	Direct chiefs feel that financial reward is somehow difficult due to the reason that (they are afraid of being removed from their positions as well as being sought to gratify the others even though it weakens the value of work)	3.95	1.12	High
6	1	Financial reward is a way of affirming the responsible chief authority then discipline is gonna be maintained	3.44	1.16	Medium
7	6 B	Direct responsible chiefs thinks that financial rewards are not easy (tribal and family relationships)	3.28	1.07	Medium
8	5 A	The authority of financial rewards has to be on hand of the (direct responsible)	3.12	1.27	Medium
9	6 A	Direct responsible chiefs think that financial rewards are not easy (due to electoral interests)	3.01	1.05	Medium
10	5 B	The authority of financial rewards has to be on hand of the (upper responsible)	2.74	1.07	Medium
-----	-----	The authority of financial rewards is on hand of the chief	3.36	.40	Medium

Table (7) indicates mean and standard deviations for the paragraphs of the financial rewards authority on hand of the direct responsible chief whereas paragraph number (4) stating "It is a must that rewards are sliding right up as distinctive cases show up" comes in the first degree as a (4.32) arithmetic mean. This paragraph is directly followed by paragraph number (2) in the second degree.

This paragraph states "incentives are the way creating competition between employees" as a (4.13) arithmetic average; then, precedes paragraph number (3) in the third degree. The third one states, "It is a must that rewards are sliding right up" as a (4.06) mean whereby paragraph number (B 5) which states "The authority of financial rewards has to be on hand of the (upper responsible)" comes in the last rank as a (2.74) arithmetic average. Finally, the mean for the authority of financial reward on hand of the chief only records (3.36).

To make sure about this hypothesis as a whole, arithmetic mean is compared in terms of acceptance degree with hypothetical standard deviation (3) by using tests related to one sample as elucidated in the following table:

Table (8)
Results of t- tests in order to be compared by the standard deviation (3)

	No.	Mean	Standard Deviation	The Value of T	Freedom Degrees	Significance Level
The authority of financial reward on hand of the chief	249	3.36	.40	14.418	248	.000

It can be assimilated from the aforementioned table that there are differences having statistical significance between the arithmetic mean of the degree of acceptance and the standard deviation indication (3). This indicates on the approval of this hypothesis.

FOUR HYPOTHESES:

"The level of current reward system is brilliant and is achieving the requested goals."

To make sure whether this hypothesis is correct or not, mean and standard deviations of the level of current reward system is brilliant and is achieving the requested goals are extracted. The next table explains so:

Table (9)

Mean and standard deviations of paragraphs of "the current reward system is brilliant and is achieving the requested goals" are arranged in descending order in terms of mean:

Rank	No.	Paragraphs	Mean	Standard Deviation	Degree
1	1	The amount of the reward has to be parallel with the amount of distinctive performance	4.44	.69	High
2	8	Financial reward system is considered one of the most important administrative and financial systems	4.40	.75	High
3	7	Financial rewards have a bigger impact than do morale rewards in increasing the workers'effectiveness	4.13	.94	High
4	6	The amount of financial rewards offered in the private sector is bigger than is in the governmental sector	4.06	.91	High
5	3	The current applied system does not achieve the requested goals	3.82	1.04	High
6	5	The applied financial reward policy is too fragile	3.78	1.17	High
7	2	Financial reward system does not recognize workers' human sides	3.77	1.02	High
8	4	The currently applied financial policy is excellent	2.56	1.24	Medium
-----	-----	The scope of the current reward system for reaching the aims	3.47	.38	Medium

Table (9) illustrates arithmetic mean and standard deviations of the paragraphs of "the current financial reward system is excellent and is achieving the requested goals." Whereas paragraph number (1) which states "The amount of the reward has to be parallel with the amount of distinctive performance" comes in the first class with a mean as (4.44) then is followed by paragraph number (8) which states "financial reward system is considered one of the most important administrative and financial systems" with a mean of (4.40).

Then, paragraph number (7) follows in the third class and states "financial rewards have a bigger impact than do morale rewards in increasing the workers' effectiveness" with a mean of (4.13) whereby paragraph number (4) states "the currently applied financial policy is excellent" and comes in the last class with (2.56) as an arithmetic mean. Finally, the mean of reaching the current system reward of goals reaches (3.47).

To make sure about this hypothesis as a whole, mean is compared in terms of acceptance degree with hypothetical standard deviation (3) by using tests related to one sample as elucidated in the following table:

Table (10) Tests Results from being compared by the arithmetic mean (3)

	No.	Mean	Standard Deviation	The Value of T	Freedom Degrees	Significance level
The scope of achieving the current reward system of goals	249	3.47	.38	19.692	248	.000

It can be deduced from the said table that there are slight differences that have statistical significance between the arithmetic mean of approval degree and the standard deviation indication (3), yet this result indicates that the hypothesis is approved.

THE RESULTS SUMMARY:

The research paper concludes the significant results of this study:

1. All financial reward paragraphs in stimulating worker's efficiency are wholly accepted.
2. Recognizing justice found in the governmental sector comes, in terms of financial reward, in a medium acceptance degree.

3. "Authority must be on hand of the direct responsible chief" comes in a medium acceptance degree as well.
4. There is a medium degree of accepting the current financial reward and achieving requested objectives.

RECOMMENDATIONS:

A set of recommendations as a result of this study must be taken into account ,based upon results reached by this study:

1. To give a big role to financial rewards due to the reason that they stimulate the employee; (i.e.; they render him increase his productivity and his loyalty to work).
2. To make sure about applying financial reward policy in governmental sector in a fair and transparent manner.
3. To put financial reward authority on hand of a commission or a committee.
4. To figure out efficient financial policy instead of the current one.
5. To conduct more similar research studies, in order to generalize results.

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