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The Impact of Incentives on Job Performance- An Empirical Study on Khamis Mushayt Community College- King Khalid University¹

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Abstract: The study aimed to identify the impact of incentives on the job performance at King Khalid University. To achieve this goal, the researcher designed a questionnaire to test the study hypotheses.

As a case study: Khamis Mushayt Community College - Female Section, Cronbach Alpha technique was used to test the correlation between the measurements expressing the opinions of the sample of the study. This indicates that the application of positive financial incentives affects the performance of the college and proves a statistically significant relationship between the application of positive financial incentives and job performance, which proves the first hypothesis, as the following four hypotheses proved correct. The study recommended the addition of new types of positive material and morale incentives, and links them to the evaluation of job performance.

Keywords: Incentives; Khamis Mushayt Community College; Job Performance.



1. Introduction

A successful institution can gain the maximum benefit from its employees' skills and competency, and is able to pick the effective personnel and combine both the institution's and the employees' targets, which definitely will reflect on their performance. We can say that a successful institution may design an effective incentives system that will positively impact the employees' performance, which in turn will promote the institutional loyalty and help maintain its position and success. Positive incentives- material and morale- have a significant impact on job performance, while negative incentives reform and correct the behavior of defaulters and careless employees, which is fully detailed in the research.

2. Research problem

Incentives- positive or negative- have a significant impact on employees' performance. In case it's not provided or unfairly delivered, incentives may directly impact the employees' performance. The study problem is summarized in the answer to the main question: what impact do incentives have at: Khamis Mushayt Community College - Female Section, KKU?

- Do positive incentives impact job performance at Khamis Mushayt Community College - Female Section?
- Do incentives result in job development at Khamis Mushayt Community College - Female Section?

3. Research Importance:

The importance of the research lays in human nature that is eager to be motivated and pushed to achievements. Also the research is important as the Saudi library lacks diverse and comprehensive studies on incentives and recommendations proposed by the researcher to be implemented on the ground.

¹ I'd like to strongly thank and appreciate the scientific research deanship - KKU, KSA for the technical and administral support provided to the research.

4. Research Targets

- Identify the impact of positive incentives on developing the performance at Khamis Mushayt Community College, KKU.
- Identify the impact of negative incentives on developing the performance at Khamis Mushayt Community College, KKU.
- Identify the impact of incentives impediments on the performance at Khamis Mushayt Community College, KKU.

5. Hypotheses

- There is a morale indicator at the indicating level (0.05) of the positive material incentives on job performance at Khamis Mushayt Community College- female section.
- There is a morale indicator at the indicating level (0.05) of the negative material incentives on job performance at Khamis Mushayt Community College- female section.
- There is a morale indicator at the indicating level (0.05) of the positive morale incentives on job performance at Khamis Mushayt Community College- female section.
- There is a morale indicator at the indicating level (0.05) of the negative morale incentives on job performance at Khamis Mushayt Community College- female section.

6. Research Method:

Historical method, descriptive analysis and designing a questionnaire listing the enquiries of female academic staff and employees at Khamis Mushayt Community College, KKU, KSA in order to test the study hypotheses.

The Research Limits:

Time and place limits: this study has been applied during the first semester of the year 1440-1441 corresponding to 2019-2020 to the female academic staff and employees at Khamis Mushayt Community College, KKU, KSA.

Research Community:

The research community consists of female academic staff and female employees at Khamis Mushayt Community College, KKU, KSA; as the total community reached 63 item so that the study is based on the questionnaire answers provided by the female staff and which reflect their opinions regarding the research areas.

Research Sample:

Case study (employees at Khamis Mushayt Community College- female section)

Research Reliability and Consistency:

The researcher designed a questionnaire (attached herewith in the appendixes) as a tool to test the hypotheses and Cronbach- Alpha method in order to measure the internal consistency of the opinions taken from the study sample; as consistency reached 0.872 which is higher than usual minimum limit 0.70. This indicates the existence of a high level of consistency and the reliability of the statistical analysis results.

Case summary			
		N	%
cases	validity	30	100.0
	Excluded ^a	0	.0
	total	30	100.0
a. Leastwise deletion based on all variables in the procedure			

Statistical credibility	
	Cronbach's
N of Items	Alpha
10	.872

7. Review of related studies:

- **A study by Youssef (2018):** on motivation's role in professionally satisfying employees at the industrial sector, industrial city in MECCA. The study aims to identify the morale and material incentives provided to the employees at the said industrial city and to measure their satisfaction in terms to work environment, and also to define the relation between incentives systems applied in the said sector. The researcher used a descriptive analytical method and designed a questionnaire covering the morale and material incentives and also job satisfaction, which are the three main aspects of the study. The questionnaire was deployed to employees with different jobs in the industrial sector to conduct the study. The sample included 134 persons working at the industrial city in Mecca. There were required to fill in the data which later on was analyzed and results thereof concluded. Results of the study were of great significance; it was found that material and morale incentives are provided to employees at the industrial sector (sample employees). Also there is a direct statistical indicating relation between morale and material incentives and job satisfaction of work environment. The study came out with some recommendations and suggestions that emphasize the importance of morale and material incentives given to employees. This study affirms the research content which focuses on the importance of applying morale and material incentives.
- **A study by Ibrahim & others (2010):** on incentives impact on employees' performance. The study aims to identify incentives impact on employees' performance through applying to the case of Jazira project from 2000-2005. The study mainly is based on the questionnaire tailored for this purpose which consists of two parts: the first part is for personal data, and the second part includes different choices of incentives provided to the employee to choose thereof. So eventually the questionnaire is statistically analyzed by SPSS.

The research outline began with an introduction explaining the plan which includes the research problem, importance, target, hypotheses, method and references along with the title and place limits and how it was organized, then moving to chapter one (Conceptual Framework) which is a related research literature collected from many sources. Chapter two addresses the case study from different views, while chapter three analyzes the research data by depending mainly on the data collected from the questionnaire, In addition to testing the hypotheses and the research method.

Finally, the study concluded some results and recommendations, as follows:

1. The existence of a statistical indicator relation between incentives and performance.
2. Project management doesn't consider the different incentives effectively, so that a negative impact is created on performance and innovation.
3. Low budgets allocated for incentives.
4. Mal conduct in applying incentives systems, where precise evaluation based on standards, fairness and objectivity is absent.
5. Neglecting the advantages of projects, as cooperation, trust, respect and other positive relations that may be directed to serve the development and interest of the project.

The following are the recommendations of the study:

1. Incentive is to be related to performance, and based on fairness, scientific standards and objectivity.
2. Allocating budgets for incentives to be provided in the project's different phases.
3. The project managers should consider different incentives so that employees feel satisfied and motivated to innovate and work hard.
4. Make use of projects advantages, as teamwork, cooperation, trust, respect, project's importance in the employees' view, all to be used to serve the project's development.
5. Different incentives to be enhanced continuously to cope with the employee effort and his/her standard of living that keep changing according to the economic status.

This study conforms with the research; as both adopt the statistical method to analyze data and used questionnaire to collect initial data, while some results came different like "Project management doesn't consider the different incentives effectively, so that a negative impact is created on performance and innovation."

- **A study by (Abdul Latif & others):** on incentives impact on employees' satisfaction across Algerian public institutions "study of the trends of a sample of CCLS Bouira employees). The study aims to identify the impact of incentives on the satisfaction of CCLS Bouira employees. For this aim, a questionnaire was designed to include the main variables (material incentives, morale incentives and job satisfaction). The questionnaire was deployed to the randomly chosen sample among the institution 120 employees. The study came out with

significant results; employees have a more positive attitude towards material incentives than the morale ones. Also most employees agree that the incentives system applied in the institution is acceptable; as the arithmetic average exceeded the criteria value. The employees' satisfaction across the institution was positive too as the arithmetic average reached 3.123, meaning that employees' satisfaction in CCLS Bouira exceeded 62.46%.

- **A study by Rukia (2019):** aims to identify the impact of appraising female employees performance on KKU. For this aim, the researcher designed a questionnaire to test the study hypotheses. After affirming its validity, the researcher picked a sample from the research community which includes 606 persons from (8 colleges). The researcher used Stephen Simpson formula to determine the sample volume that reached 243. Cronbach- Alpha method also was used to test the internal consistency of the sample opinions. The study concluded: the morale value reached 0.000 which indicates that appraising system applied to female employees at KKU morally affects their performance. This proves the first hypothesis. Also the next four hypotheses were proved as well, and proposed a recommendation to facilitate and handle all obstacles facing female employees' performance at KKU, and to relate female performance at KKU with material and morale incentives.

This study conforms to the research content; as both used the same initial data collection method and the statistical analytical method. Also both have the same research community and one recommendation is in common "to relate female performance at KKU with material and morale incentives."

First Topic: The theoretical framework of the concept of performance and its relationship to the incentive system:

First Request: What performance is and its determines:

First: The concept of performance

Elsaryra defines it as "an effort made by an individual or a group with or without the help of a machine to achieve a specific goal within a limited period of time by providing a particular service or product or part of it." (Elsaryra, 2009)

The concept of performance means "the outputs and objectives that the organization seeks to achieve through its employees, and defines the performance of the individual as the activities and tasks that make up the individual's work" (Al-Kurdi, 2010).

Another definition is that "the standard of the employee attains when performing his work in terms of quantity and quality of work submitted by him" (Ayshi, 2012).

Performance can be defined as the set of activities and tasks that the employee performs within the organization, through a specific and clear plan to achieve the organization goals in terms of quantity and quality.

The concept of Assessment the employees' performance: is a system used to assess employees' performance, as the efficiency of employees' performance is determined by comparing the actual performance with the pre-defined standards and criteria, to determine deviations from pre-defined goals. It can also be defined as the organized way for benchmarks for employees' performance. (Abd-Bahr and Abd-Elwahed 2009).

Second: Performance Determination (Hassan, 2004)

In this respect, performance is defined by three main factors as follows:

- **Effort:** the effort resulting from the employee getting the support (incentives), refers to physical and mental energy that the employee exerts performing his work.
- **Abilities:** represented in the abilities of the employee and his previous experiences which determine the effectiveness of the effort.
- **Realization of rule or task:** refers to the tendency that the employee thinks that he must direct his effort to work through it.

Second Request: concept and importance of incentive

First: Incentive concept:

A set of means which enhance employees in the work environment to increase productivity, and to achieve the required goals effectively. It also defined as a set of ways used in introducing grateful for organization employees for the excellent work that they achieved during a defined period of time, or in case of success in achieving the required goals. This leads to distinguished work, as it contributes in enhancing job performance in the organization (Gheder, 2016).

(Salmy) defines it as a "Stimulators move human behavior and guide performance when getting incentives represents a special importance for the employee. (Salmy 1992)

Incentives defined as means or outer factors which satisfy employee's needs and guide his behavior in specific way (El-Magdoub).

In another definition, incentives defined as the material and moral means available to satisfy the material and moral needs of employees (El-qruny 2004).

Through the above definitions, we can deduct that incentives are considered a set of material and moral means available by organizations for employees, to move their stimulates and satisfy them by raising standard of performance and improving their behavior.

Negative incentives are defined as means of discipline, reform and raising performance efficiency, not revenge and domination (Al-Sawafe 1988).

Another definition, the negative incentives are defined as negligence and disregard for employee's role and his undesired behaviors by denial of all material moral benefits, Abo-Elghit (2017). We assure that negative incentives don't mean revenge of the employee, but one the means to create recognition of the employee that laziness and wrongdoing not only cannot satisfy his human needs, but also harm his interests and career prospects.

Second: the importance of incentives: (Awd-Alla 2012)

Incentives have a great importance and deep influence on employees' behavior, as:

1. Discipline, seriousness and improving the image of the organization before the society, as the reward given by the leader to the employee who accurate work and the deprivation for neglector leads to discipline and seriousness.
2. We have many ways to satisfy needs of employees, as the agreement on wages before starting work, and immediate payment of their wages leads to employees' confidence, to help them doing work efficiently.
3. Employee needs to feel with justice, so as justice leads to satisfaction of all whom you conduct.
4. Punishment and deprivation from all material and moral benefits leads to decrease mistakes and prevent rebellion.

(Al-Kalalda, 2011) says that incentives may gain the following results if effectively implemented:

1. Increasing the profits by increasing productivity.
2. Increase employees' income and create an environment rich in loyalty and settlement in the institution.
3. Decrease job costs by focusing on quality and limiting waste of time and resources used in productivity.
4. Avoid many issues that may arise at work; like absences, negative work flow, low morales and conflicts, so stability of the institution human resources as well as the long and short term goals.

(Al- Taei & others, 2006) indicated that incentives have various targets, including:

1. Decrease of work traffic among institutions
2. Decrease of employee's absence and lateness
3. Employees gain more positive behavior
4. Achieve goals set by employees, Manager or the whole department
5. Increase Productivity and quality

Third Request: kinds of incentives, (Al-Halaiba, 2013):

Incentives have many kinds. We cannot use the same incentive to enhance all people, for the differences between human needs and satisfaction degrees which needed by every individual, so we have many kinds of incentive as:

1. Positive incentives: consist of:

- **Material positive incentives:** represented in material incentives with wages, annual raises and bonuses to meet increases of living expenses. In addition to bonuses and participation in profits, which are formed from the wages on the basis of the hour, week, day, or year, also the increased paid on the base of performance.
- **Moral positive incentives:** represented in promotion, appreciation of employees' efforts, employees' participating in management and guarantee job stability.

2. Negative incentive: means various punishments on the employees, then they push the employee to improve his performance and behavior and consist of:

- **Material negative incentive:** represented in reducing employee grades, or stop his periodic, or due allowance and temporary dismissal.
- **Moral negative incentive:** represented in depriving the employee of putting his name on the honor board, or alerting the negligent in his work and publishing it on the notice board, or preventing him from participating in making decisions.

3. Individual incentives: concerning the individual to reward him for his good efforts and behavior in achieving the work. For example, connecting wage with production, encourage rewards and raising (shniq 2008).

4. Collective incentives are provided to employees as a group not as an individual: The aim is to encourage the employees to work in group and cooperate to achieve incentives. It also aims to raise the standard of

employees performance as a group, putting many collective incentive as participating in management, improving work environment, participating in profits and encourage wages.

5. Social services incentive: include services introduced by the organization to the employees free or with little money: These incentives satisfy employee’s needs and that the management concerning with their personal interests, helping them to solve their personal problems. These services such as:

- Submitting medical services for the employees by establishing a healthy center to introduce urgent health services, and to enter contracts with many hospitals to submit special surgery ant treatment services needed by the employees.
- Submitting culture services for the employees by establishing a library includes many scientific and cultural books, also participating in study expenses of the employees, who have desire in studying.
- Submitting means of transport, so employees can move from and to their work places.
- Establishing a club for employees and their families to meet at vacancies, and at spare times to precise some sports hobbies.
- Submitting living needs by establishing restaurant to introduce snakes and soft drinks and hot drink as tea, coffee, and milk in rest time during working hours.

Second Topic: Analyzing the questionnaire of incentives impact on job performance at Khamis Mushayt Community College - Female Section, KKU.

First Request: Presentation of questionnaire data and sample emptying

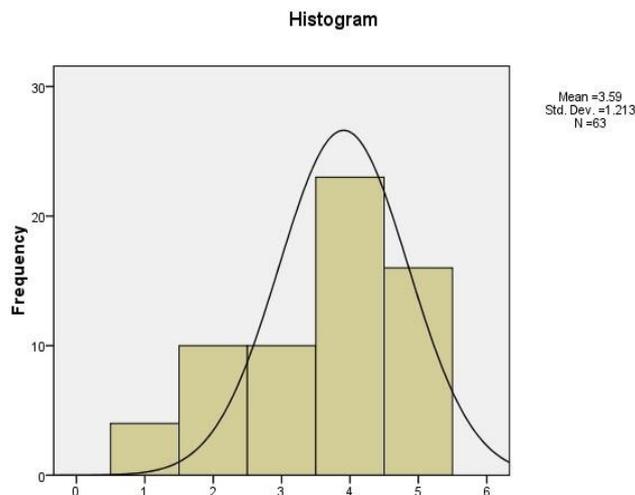
SPSS was used to define repetitions and percentages for the questionnaire aspects.

Table (1) shows that using positive material incentives leads to a high performance by employees; as agreeing percentage reached 61.9% which is a high one, and shape (1) shows that diagrammatically.

Table (1): College use of positive material incentives

	repetition	percentage
Never agree	4	6.3
Don't agree	10	15.9
neutral	10	15.9
agree	23	36.5
Firmly agree	16	25.4
total	63	100.0

Source: questionnaire data, Sep. 2019



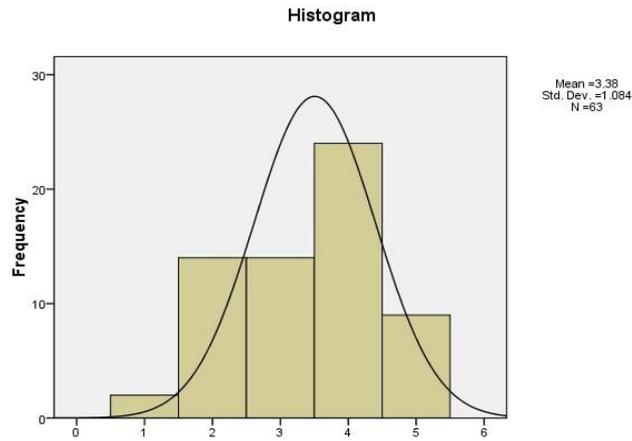
Shape(1): College use of positive material incentives

Table (2) shows that using negative material incentives by the college leads to a moderate performance by employees; as agreeing percentage reached 52.4% which is an average one, and shape (2) shows that diagrammatically.

Table (2): College use of negative material incentives

	repetition	percentage
never agree	2	3.2
Don't agree	14	22.2
neutral	14	22.2
agree	24	38.1
Firmly agree	9	14.3
total	63	100.0

Source: questionnaire data, Sep. 2019



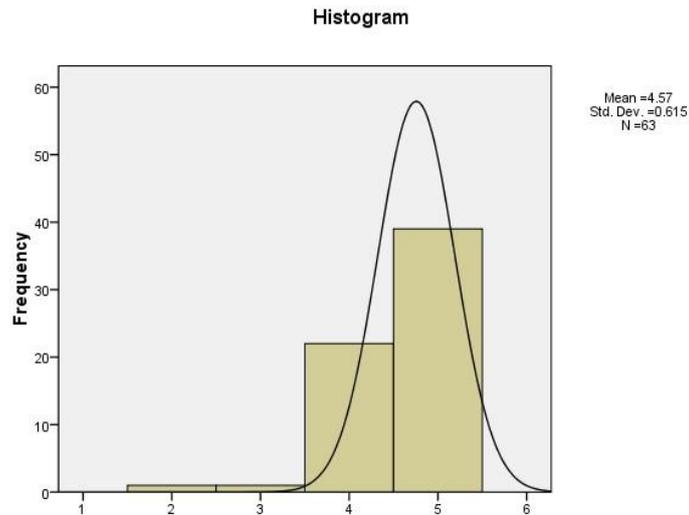
Shape(2): College use of negative material incentives

Table (3) shows that using positive morale incentives by the college leads to a high performance by employees; as agreeing percentage reached 96.8% which is a high one, and shape (3) shows that diagrammatically.

Table (3) College use of positive morale incentives

	repetition	percentage
never agree	0	0
don't agree	1	1.6
neutral	1	1.6
agree	22	34.9
firmly agree	39	61.9
total	63	100.0

Source: questionnaire data, Sep. 2019



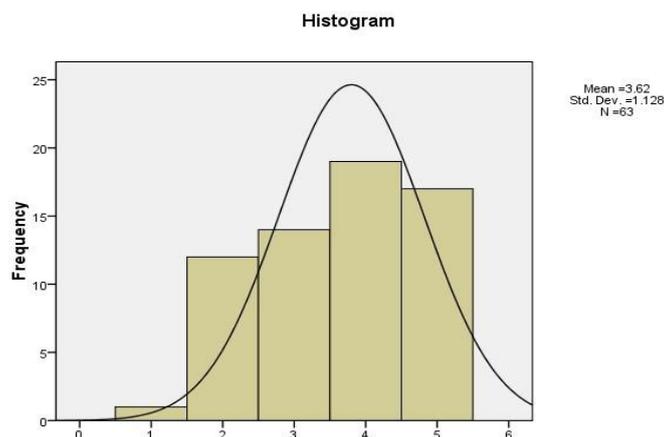
Shape(3): College use of positive morale incentives

Table (4) shows that using negative morale incentives by the college leads to a moderate performance by employees; as agreeing percentage reached 57.2% which is an average one, and shape (4) shows that diagrammatically.

Table(4): College use of negative morale incentives

	repetition	percentage
never agree	1	1.6
don't agree	12	19.0
neutral	14	22.2
agree	19	30.2
firmly agree	17	27.0
total	63	100.0

Source: questionnaire data, Sep. 2019



Shape(4): College use of negative morale incentives

Second Request: Testing hypotheses:

The researcher used the gentle line slope to test the hypotheses. All requirements of the said slope were met; from normal division to linear relation between variables.

First Hypothesis: (first aspect): there is a morale indicator at the indicating level (0.05) of the positive material incentives on job performance at Khamis Mushayt Community College- female section.

Table (5): Gentle line slope between positive material incentives and job performance

scheme	Total squares	Tolerance degree	Average of total squares	Value F	Morale level
slope	58.573	5	11.715	20.422	0.000
error	32.697	57	.574		
total	91.270	62			

Source: questionnaire data, Sep. 2019

Table (5) above shows that morale value reached 0.000, which indicates that using positive material incentives affects job performance at the college and proves the existence of a statistical indicator between positive material incentives and job performance. Table (1) affirms this to prove the validity of the hypothesis. This conforms to the study conducted by Ibrahim, Badr Aldin Abdul Rahman, Musharaf, Muhammad Hassan Hafez (2010) and the study by (Ibrahim & others (2010) which both concluded the existence of a statistical indicating relation between incentives and performance.

Second Hypothesis: (third aspect): there is a morale indicator at the indicating level (0.05) of the negative material incentives on job performance at Khamis Mushayt Community College- female section.

Table (6): Gentle line slope of the impact of using negative material incentives on job performance

scheme	Total squares	Tolerance degree	Average of total squares	Value F	Morale level
slope	29.589	5	5.918	7.796	0.000
error	43.268	57	.759		
total	72.857	62			

Source: questionnaire data, Sep. 2019

Table (6) above shows that morale value reached 0.000, which indicates that using negative material incentives affects job performance. Table (2) affirms this to prove the validity of the hypothesis. This is due to the strict absence system which imposes deduction of salaries if no medical reason is submitted.

Third Hypothesis: (second aspect): there is a morale indicator at the indicating level (0.05) of the positive morale incentives on job performance at Khamis Mushayt Community College- female section.

Table (7): Gentle line slope of the impact of using positive morale incentives on job performance

scheme	Total squares	Tolerance degree	Average of total squares	value F	Morale level
slope	4.769	6	.795	2.386	0.040
error	18.65 9	56	.333		
total	23.42 9	62			

Source: questionnaire data, Sep. 2019

Table(7) above shows that morale value reached 0.040, which indicates that using positive morale incentives affects job performance. Table (3) affirms this to prove the validity of the hypothesis. This is due to the college administration that is keen on honoring and involving female employees in all activities, resulting in the creation of positive motivations to do their best.

Fourth Hypothesis: (fourth aspect): there is a morale indicator at the indicating level (0.05) of the negative morale incentives on job performance at Khamis Mushayt Community College- female section.

Table(8): Gentle line slope of the impact of using negative morale incentives on job performance

scheme	Total squares	Tolerance degree	Average of total squares	value F	Morale level
slope	44.60 5	5	8.921	14.846	0.000
error	34.25 2	57	.601		
total	78.85 7	62			

Source: questionnaire data, Sep. 2019

Table (8) above shows that morale value reached 0.000, which indicates that using negative morale incentives affects job performance. Table (4) affirms this to prove the validity of the hypothesis. This is due to absence of morale incentives (award certificates...etc) in case of default, lateness, negligence at work.

8. Conclusion

At the end of this research we deal with the conclusion of the research, which includes the most important results and recommendations reached by the study through a series of four chapters which is the structure of the research.

The most important results of the research: the researcher reviewed many recourses of information including research subject, as references, books, reports, magazines and internet. In addition to design questionnaire to contribute and analysis it, to prove validity or invalidity of study hypothesis, these hypothesis proved its validity so, the outcomes of the research as follows:

- Social college at Khamis Misheet-femal sector- applies incentive system in an effective way so it has an effect on job performance.
- Applying material and moral positive incentive effect on job performance in the college, what prove the existence of the relationship between the two kinds of positive incentive and job performance.
- Applying material and moral negative incentive effect on job performance in college, what prove the existence of the relationship between the two kinds of negative incentive and job performance.
- Negative incentive system in not effected in a good way, though its noticeable effect on job performance.
- There is clear justice of moral positive incentive, so it has great effect on job performance.

Recommendations

In the light of results reached above, we submit some recommendations and suggestions on the impact of incentive in improving job performance:

- Human recourses are considered the base and true treasure of the college, this required more efforts to meet their needs and desires.
- Increasing the effectiveness of incentive system by adding new kinds of positive material and moral incentives.
- Connect working women in King Khaled University with material and moral incentives.
- It is nessecery that the annual performance assessment will be the essential criteria, especially as using positive or negative incentives.
- Making liability to the college, through participating employees in making decisions.
- The necessity of providing a work environment that rejects deviation and laziness, on the other hand, encouraging improving behavior in which justice of incentive system prevails.

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Annexes
Questionnaire List

Dear, Faculty Member/the employee/----- Respected
Greeting and then,

The researcher prepares a study titled “the impact of incentives on job performance” (applied study on Khamis Mushayt Community college-Female). You have chosen for your practical experience, so we facilitated your contribution in this study by answering the questionnaire list, then you should return it to the researcher, to analysis these answers which represent the backbone to enrich the research. Please note that all data will be kept strictly confidential, and data from questionnaire list will be disclosed without revealing the name of the respondent.

With thanks for your cooperation

R. Professor: Rawabi Al-Shehri.

Please put (T) before the suitable answer for you. **Part one: Personal data**

1- Number of experience years

- 5years and less from 6-less than 10 years from 11-less than 15 years 15 years

and more **The professional status**

- Administrative Academic

The scientific certificate

- Doctoral Master Bachelor’s Diploma and others.

The second part: research aspects

The first aspect: Positive material incentives, represented in rewards as (annual raise, kind work reward, labor discipline reward)

N	sentences	Firmly agree	agree	neutral	Don't agree	Never agree
1	The college uses material incentives to motivate you					
2	the college uses raises to motivate you					
3	The college extra time reward to motivate you					
4	The college uses presents to motivate you					
5	The college uses annual raise to motivate you					
6	The college uses residence allowance					

The second aspect: the positive moral incentives as employees participation in determining goals and activated their role with institutions which they work for, as (appreciation messages, and recognition of their efforts).

N.	sentences	Firmly agree	agree	neutral	Don't agree	Never agree
1	Incentives represented a moral factor to increase your production.					
2	You have all abilities to make a decision if needed					

3	in your opinion giving abilities should increase production.					
4	Your ideas and opinions are taken in considerations by your direct manager at making decisions.					
5	You find appreciation from your director when doing distinguish work					
6	You can give your opinion freely without stress from your director.					
7	The college uses appreciation certificate.					

The third aspect: the negative material incentives aim to affect employees' behavior by punishment method, represented in material sanctions, as deduction of wages, or depriving of allowance and raise.

N	sentences	Firmly agree	agree	neutral	Don't agree	Never agree
1	In case of disregarding, you will be deprived from upgrading.					
2	In case of absence without accuse, deducted of your wage.					
3	Disregarding leads to stop annual raise.					
4	Disregarding leads to stop material and moral incentives					
5	Non-discipline in presence leads to stop extra time reward.					
6	Non-discipline in presence leads to stop transport allowance.					

The fourth aspect:

N	sentences	Firmly agree	agree	neutral	Don't agree	Never agree
1	In case of disregarding, you can't go to training courses					
2	Non-discipline in presence leads to stop doing leading works.					
3	Disregarding leads to stop sharing in administrative decisions.					
4	Disregarding leads to stop having medals and shields.					
5	Disregarding means that your director has no confidence to you.					
6	Disregards leads to stop appreciation certificate.					