

EFFECT OF INCENTIVES ON EMPLOYEES PERFORMANCE IN THE PUBLIC SECTOR, MINISTRY OF LOCAL ADMINISTRATION CASE- STUDY OF JORDAN

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Abstract

This study aimed to show the effect of incentive a major argument has been made about the application of performance management in the public sector. In addition to improving accountability, performance management has been widely promoted as a useful management tool that can improve organizational performance. This chapter reviews the literature on performance management in the public sector and pays particular attention to empirical research on performance management practices in the ministry of local administration case- study of Jordan. The number of the employees is (385). A random sample was selected that consisted of (100) employees working in the analytical descriptive method in treating the study topic the study showed that different types of incentives influence the job stabilization process, which in turn influences job performance. The study recommends the need to encourage collaboration through department-level incentives, and collective incentives should be evenly distributed among employees, regardless of performance. The results of the review suggest that the promise of performance-enhancing effectiveness of performance management in the public sector remains illusory until public managers are able to effectively address the various challenges, especially non-technical ones, associated with their implementation.

Keywords: Performance. Incentives. Performance measurement. Performance management. Efficiency. Effectiveness

Introduction

Performance management is depicted as a neutral, technical exercise capable of improving the quality of managerial decision- making and public sector accountability and performance (Gerrish 2016; Lewis 2014). Performance management is now widely applied across the public sector, as a result of the New Public Management (NPM) reforms, which have occurred since the late eighties across many countries, Chapter reviews the literature on the application of performance management in the public sector, particularly factors that affect its application. The aim is to illustrate that, far from being objective and straight-forward, measuring and managing performance in the public sector is complex, and requires public managers to pay attention to non-technical factors as much as or even more than technical factors (Lewis 2015a; Tilbury 2006). The chapter starts by explaining key concepts of performance management, and then describes the purposes and benefits of performance management. Finally, it reviews the challenges associated with Performance management, including in the ministry of local administration case- study of Jordan public sector. Performance is often

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politically contested and polyvalent in the public sector (Hood 2012). Different stakeholders (individuals or groups who have an interest or stake in an object for example a program or policy) often have different conceptions of what constitutes performance in the public sector, particularly high performance (Andrews, Boyne and Walker 2006; Jackson 2011; Wholey 1999). Discussions of public sector performance often cover span and depth as two important aspects of the concept. Employee performance and stability, organizational stability. Human's progress within their contributions, improves their skill and competence levels, and with training and experience accumulate, improve their capabilities and productivity in both qualitative and quantitative terms. Motivate your employees and push them to be more productive to meet their needs. In addition, the study found that whether incentives were exceptional or met other criteria that employees were entitled to show additional rewards added to their wages, superior performance and It's worth noting that it shows that incentives need to be designed to reward well-deserved performance. As a result of their outstanding performance

Research Problem

Incentive systems are considered very important in that they have a positive effect on the professional stability of individuals by achieving organizational goals and increasing the highest quality levels of service. This research question sheds light on identifying the impact of incentives on employee job stability. Tangible or intangible, positively or negatively, individually or collectively, affect the quality level of the services provided. Based on the assumptions made so far, this study attempts to answer the following questions, to what extent do incentive schemes affect the professional stability of employees, Does the incentive system used in contribute to employee satisfaction.

Research Significance

Incentives are considered to be of great importance because they influence human behavior, influence individual motivation, and have a positive impact on organizational productivity and job stability, The administration's interest in incentive schemes stemmed from the recognition that incentives are a successful way to overcome employee professional instability, The more attention managers pay to their employees, the more professional stability is achieved within the organization, as it provides them with the right working environment, which is very important for achieving their goals, and influences

the development of their employees. Increase, when incentive systems are designed on sound scientific principles, they can play an effective and fundamental role in maximizing employee productivity. This study focuses on the impact of incentives on the employment stability of employees and recognizes the importance of researching incentive factors. Material, immaterial, negative, personal and collective) up to professional stability.

Research Objective

The purpose of this study is to examine the relationship between incentives and job stability, The following sub-goals stem from this main goal, Know the incentive system and professional stability as the theoretical and conceptual framework of the course. Research and analysis of the effects of material and immaterial incentives and their impact on professional stability. The objectives of this research study are to:

Research Employee Incentive Schemes

1. Identify the relationship between incentive systems and professional stability.
2. Show the relationship between material incentives, immaterial incentives and professional incentives. Stable.
3. Know the nature of the relationship between low morale and job stability.
4. Determine the nature of the relationship between individual and collective incentives and job security.

Research Hypothesis

Main hypothesis

Incentives influence job stability, and from this hypothesis emerges the following.

1. There is a statistically significant effect of intangible incentives on job security.
2. Material incentives have a statistically significant effect on job security
3. Negative incentives have a statistically significant effect on job stability.

4. There is a statistically significant effect of individual incentives on job security.
5. There is a statistically significant effect of collective incentives on job stability.
6. Demographic characteristics (gender, age, occupational level, education level, years of experience and specialization) have a statistically significant effect on job security (Figure 1).

Research Model

Procedural definitions

Incentives: Are the set of used influences in activating the individual's or the groups motives and determining the substance of their behavior, so the incentives open the opportunities in front of the individual to fulfill his/her needs that puts his motives in action (Atameri, 2011) Immaterial incentives: it means those aspects in the working atmosphere which provide satisfaction and the needs of individuals and social subjectivity and attention began to moral incentives in thought and modern administrative since the emergence of the School of Human Relations psychological concepts of social and in management.

Material incentives: The incentives of financial nature or cash or economic frequently salary and allowances and loans and declarations, remuneration and pensions. Negative incentives: is a group of sanctions to the working group as a result of failure to do the work assigned to it at the specified time or for the required quality may take the form of deprivation of advantages or prevent the benefit of felt or not sensed, in the sense that the negative incentives to material or moral or these incentives to the idea of intimidation and punishment, enlighten of individual psychosocially negligence or negligence or low productivity, the existence of the disciplinary regime of the treaty is essential, since there are only facility system negative incentives for the purpose of this is to regulate the functioning of the property, and to ensure the preservation of the property of abuse and waste disregard by the workers.

Individual incentives: The incentives that focus on finding the spirit of individual competition and give individuals both material and moral support and positive and negative, take the per capita (employee) incentive bonus for his excellent work, as happened to estimate its president in the form of praise or letter or participation in making a decision or the solution of a given problem the aim of individual incentives is the satisfaction of the needs of the individual.

The Collective incentives: The incentives that focus on the collective action based on cooperation between workers, the aim of such incentives to satisfy the needs of the psychological and social problems of the members of the community as well as to satisfy the needs of belonging and loyalty to the estimation of others, and contribute to the increasing cooperation between individuals and the excitement of competition among them, and increase their desire for the public interest and common objectives.

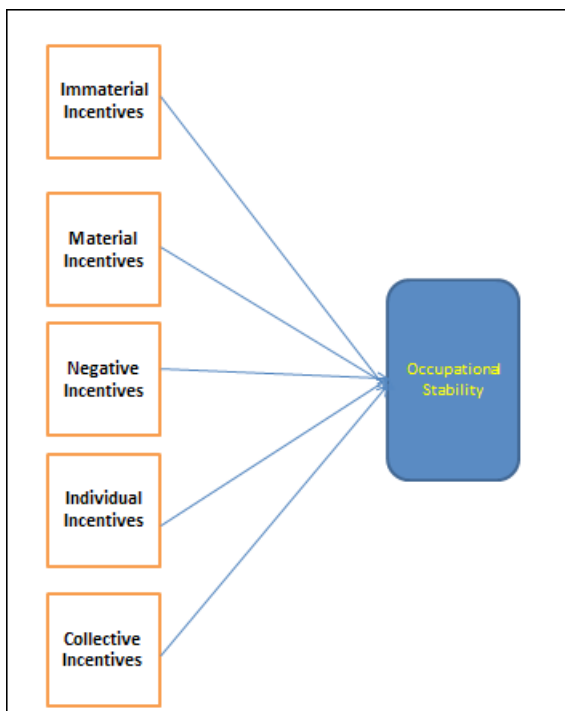


Figure 1: Study Framework.

Need Collective incentives to keen attention when applied consist in defining the criteria which are distributed in the incentives for individuals? Pro stability: Employees feel that they belong to the organization they work for, that they will not be fired for the services they provide, and that their job guarantees them a steady source of income. The work: Is the individual putting in physical, mental, or both effort, and does that effort count as wages or motivation for the work he does? Incentive: It is external to society and the environment surrounding people, and individuals attract it to meet their perceived needs.

Research Method

In this study, we apply descriptive analysis techniques to address our research objectives, descriptive methods are used to cover the theoretical part of research while analytical methods are used to cover the practical part of research.

Study population and sample:

The study population consisted of (385) male and female employees, and a random sample of (100) head office employees was selected.

Data collection sources: Researchers conducted a review of research theories based on their own experiences. The following equipment was used in this study:

Main instrument: In order to achieve the research goal, previous research was checked on the current research topic and on this basis a research instrument was designed in the form of a questionnaire addressed to the employees. It consists of two parts. The first part contains demographic data (gender, age, occupational level, education level, years of experience, area of expertise), the second part is designed according to the Likert scale (6) dimensions and contains (28) items (immaterial, material, personal, negative and collective incentives, and professional stability).

Secondary measures: It consists of books, reference materials, and journals used to cover research topics.

Methods of statistical analysis: Data were analyzed with the Statistics Package (SPSS) using descriptive statistical methods and inferential statistics such as:

Descriptive statistics: Know your perspective on your research question and characterize your research sample, such as mean, standard deviation, frequencies, and percentages. Second, inferential statistics, Decide to accept or reject a hypothesis using a sample t-test.

Research theory framework: Incentives are of interest to researchers and managers because job stability influences employee behavior. Incentives are some of the factors and variables that drive employees to achieve organizational goals, desires, continuity, and survival. Incentives are associated with the needs and desires of employees, which employees want to apply and satisfy throughout their organization. Theories addressing the issue of incentives differed due to differing perspectives on human behavior within organizations. In recent years, incentives have received increasing attention due to their importance to employee employment security, especially for organizations' pursuit of high quality and productivity. Despite the importance of motivation to promote employee behavior (administration pays special attention to incentive systems, which effectively affect increased professional stability). Moreover, interest in incentives is currently booming, as they enhance employee performance (Maher,2004).

Definition of incentives: It is apparent that the human conduct is decided via way of means of 3 elements:

cause inflicting the conduct, a purpose that the man or woman is searching for to reach , so he makes use of a specialized conduct , and pushing energy that directs the conduct after activating it and contributes to directing it to attain the purpose. Incentives aren't the approach to be had for achievement or the device thru which the achievement is achieved. Incentives are a fixed of situations to be had on the paintings weather to fulfill the people' dreams they are searching for to satisfy thru the paintings (Maher.2004).Also incentives had been diagnosed as of the elements that push the people with inside the manufacturing unit to paintings at complete energy to attain the pre-deliberate dreams. Incentives are described as outside impacts that flow the human emotions and lead them to act in precise conduct to attain the wanted purpose or a fixed of dreams at some stage in the paintings .There is a robust correlation among the reasons and achievement of the man or woman needs, reasons push the people to behave in a selected manner in a shape of an pastime to fulfill a selected need (Baloot, 2003, P.9).

Types of Incentives

Whatever is the kind of the incentive, they may be all outside reasons if they may be well controlled, deliberate, and administered. They play a crucial position in evoking the people' inner motive, additionally they flow and

unsleeping the personnel emotions and directs their conduct, deducing them to the best use in their abilities and energy. Furthermore, they normally help the connection among the worker and his/her paintings and the enterprise (Maher, 2004, P.45). The pleasant incentives are people who make the personnel sense that the management is running for his or her consolation and appreciates their works and fostering them, this is why the kinds and the names of incentives are many due to the more than one factor of perspectives of the administrators, and it became possible for the employer to offer its personnel with the exceptional forms of incentives to shape a combination that promotes the exceptional incentives, and works together to push the people and awakening their capacities closer to exerting extra attempt and accomplishing the pleasant in overall performance and manufacturing.

Types of Incentives according to their nature

Financial incentives:

The amount of money the employees receive for performing specific activities mostly relating to the production quality and quantity, or the incentives with the cash or economic nature. Financial incentives consider of the incentives that push the employees to exert their energy in the work for the purpose to introduce the best performance. The writer opinion were differ regarding the importance of the financial incentives and the extent of its effect on motivating the employees, Fredric Taylor considered it as the most important incentive, even the only incentive for the employees to achieve the organization goals. Financial incentives are the oldest incentives to increase the employees' performance, because it is possible to say that the basic characteristic of the financial incentive is the immediate speed and the individuals' direct feeling of it since his income increase by the increase of his production (Maher, 2004, p.308). Financial incentives consider the basic driver and influence on the individuals behavior in the advanced societies (Robbins & Jude, 2007).

Immaterial incentives: It is by the immaterial incentives those incentives that do not depend on the money in motivating the employees to work, rather they depend on immaterial means their base is respecting the human element who has the feelings, hopes, and social expectations seeks to achieve through his work in the organization. Which means that the immaterial incentives are those that make the individuals through them feel they are humans that have the status and the importance role in the organization without them the organization cannot survive or develop (Maher, 2004, p.309).

Types of Incentives Regarding to Their Effect

Positive Incentives: The positive incentives are those incentives granted to the individual in the material or the immaterial form in return of his work performance, his excellence in performing this work, examples of the positive incentives include the used widely in the industrial projects (Aqeeli, 2005, p.120). They are the following, Cash incentives, Occupational security and stability. Most of the time the cash incentives and occupational stability are used, because each administration assumes that they form what the individuals expect from the work, but the other incentives, the immaterial incentives do not reach the same degree and importance that the material incentives enjoy and the occupational stability, as a whole they are a set of incentives (Maher, 2004, p.225).

Negative incentives: Are the means used by the administration for the purpose to inhibit and to correct the negative behavior, and to limit the negative actions by the working individuals, such as lacking the feelings of responsibility, laziness, non-conformity with the instructions, commands and guidelines? Also, they are the incentives that prohibit the lender-performing employee from receiving the financial or the non-financial benefit, and at the same time imposing the relevant penalty, that is why they called the deterring incentives because their basic goal is the focus on punishment and threatening in order to push the employee to stop the undesired behavior, or not the employee showing such a behavior. Examples include the deduction from the salary of the underperforming individuals, delay or depriving him from the promotion. This set of incentives include the punishment or the threat as an approach to changing the individuals behavior towards the desired direction, the means used the enterprise in such cases are (reducing the wage, warning, firing, reducing the job title, finishing the works contract. (Abuas, 2006, S. 287). The types of incentives according to the nature of beneficiaries from them:

Individual incentives: Are the incentives that the person on my own attains as a end result or appearing particular paintings this means that granted to the employee consistent with what he has completed as assigned to him paintings. This sort of incentives is tied to the people overall performance directly, additionally tied to his preference to growth his profits with the aid of using growing his productivity (Aqeeli, 2005, p.163). Individual incentives structures are directed to the people and now no longer to the organization, the character of this incentives to result in the effective opposition among the personnel however the hazards of the person incentives encompass loss of cooperation among the people and the absence of the crew spirit that's the center of the management process, those are a number of the motives that

known as many writers to the need to resort to the use of collective incentives (Barnooti, 2007, p.99). There is every other kind of person incentives, that's earnings sharing, decided among the personnel and the management, via which the worker gets this incentives is he carried out one of the following terms. (Maher, 2004) we will finish from that, regardless of the specific plans with the aid of using which the person incentives are disbursed, maximum of them linked with the person overall performance in a manner or every other, the maximum critical gain is that the personnel experience the relation among the overall performance and the rewards.

The collective incentives: Collective incentives are the incentives that a collection of people get hold of due to their participation in appearing particular paintings, wherein each worker accomplishes a part of these paintings, and the collective incentives are disbursed to all personnel equally. This technique is characterized with the aid of using decreasing the tracking effort, developing the cooperation spirit among them, additionally facilitates in growing the abilities and participation in making the unique selections particular to this organization and conserving the responsibility. These incentives are constrained to the quantity of accomplishing the desires with the aid of using the complete organization, and this relies upon at the quantity of exerting the efforts with the aid of using the agencies people equally. Collective incentive is measured primarily based totally on price discount growing the sales, the maximum critical function of the collective incentive is that it does now no longer remember as monetary incentive only, as a substitute as mental and social incentive as it triggers the sensation of property to the organization, and decreases the tracking effort, growing the cooperation spirit among the agencies people, (Al-Aqeeli, 2001).

Incentive strategies: In common, the incentives are considered part of the month-to-month salaries, the fact is that the incentives are relevant to the whole lot which has to do with personnel' motivation, from this perspective, the idea of incentives end up wider to encompass the month-to-month salaries and rewards, additionally encompass the immaterial sides, which includes the best treatment, an appropriate leadership, participation with inside the choice making, and all of the outside have an effect on that force and set off the human reasons to carry out the effective behaviors that attain the companies desires. Without incentives there might be no motivation or activation of reasons, so the behaviors is probably unacceptable and desires will now no longer be carried out. From this point, drawing any incentives coverage need to be linked to accomplishing the companies desires. These powerful incentives need to be characterized with the aid of using (irrespective of its factors and components);

Occupational Stability: The factors of stability in action:

That the goal of the working group in the field of work based generally on the necessity of the existence of a comfortable atmosphere and patients within the institution in which it operates, so as to enable him to make the necessary effort for the success of his work to return him and the institution of society in general satisfaction with the physical well-being, and the definition of the factors of stability as: set of indicators and the psychological and physiological and productivity, economic that occur as a result of the interaction of the working group with the internal and external environment for the enterprise and the survival of the working group in its status within the enterprise. (John, 1972). The stability of the working group in office also depends on other factors, the conditions of appropriate terms of psychological and social problems. Other factors contributing to the stability of the working group.

Physical Factors: These physical factors of great importance for workers with regard to the circumstances and conditions of work within the Organization to these conditions can be divided into the following

It has become the circumstances provide good physical work especially within the institution of modern industrial, recognized, as it would help to improve the production efficiency and to boost the morale of the worker, aided and abetted the consent and stability means the physical conditions of the natural conditions, material surrounding the worker during the performance of its work. (Amin, 1964). One of the most influential factors in the course of the performance of the work is the noise, in most of the institutions and there is even a certain amount of strong noise, so that staff contact with each other, which exposes them to bad relations. Different jobs in terms of the severity of the adaption lighting accurate acts require more illumination of acts that do not require the accuracy of the implementation strong lighting and light fader affect the eyes of the working group which cause him to fatigue in its consideration.

Temperature and humidity, Where different temperature varies depending on the nature of the work, there are some of the environmental needs to constantly renovation; it is well known that the work in a high temperature causes laziness and frustration Security professional: Intended to every action taken to limit and reduce accidents at work and occupational diseases, and means of prevention measures before any defect in the organization Income, Remuneration is the main source of income for the great majority of workers,

and therefore stop working ability to satisfy its needs and raise the standard of living.

Social Factors: In order to maintain the institution to human cadres, must work to ensure a sound atmosphere during work, especially with regard to the nature of human relations, overlapping between the individuals and groups, and the activation of social action in the Enterprise. Psychological factors, The psychological factor, which is of great importance in the life of professional working groups, does not extend its needs not only to material needs, but also to social needs, but also to psychological needs, as a result of its interaction with experience. Most earned. Environmental factors and culture in an individual's life, the centers that run it, the need for respect, appreciation and social status, lack of access by working groups, and potential for psychological strain, etc.

Literature review: A study by Al-Marhadi (2009), Impact of Incentive Systems on Public Service Ethics. A Tooqan (2008) published a study titled 'Incentives to work and their impact on performance efficiency of public library staff in Palestine'. The purpose of this study was to clarify the attitudes of Palestinian public library employees towards work incentives. A random sample was selected from a survey population of (55) employees. In this study, we reached the following conclusions:

There is some dissatisfaction among individuals in the study sample regarding management behavior towards staff and library oversight practices. A direct correlation exists between job incentives and the level of employee performance, so lower levels of job incentives lead to low levels of performance. Fullerton, Wallace, (2007) Title: (Beyond the flexible curve: Recognition of Job Security in the United States, 1977-2002 q). This paper uses data from general social surveys from 1977 to 2002. A study of trends and determinants of US workers' perceptions of job security. We found that perceived job security is affected at the individual level by demographic factors such as race, age, education, income, part-time status, and occupation. As for age, the findings show that, in contrast to previous studies, people are more likely to feel moderately anxious. This effect is different from the cohort and linear time effects that the model controls for. After accounting for unemployment, we find that perceived job security has declined over time. Further analysis suggests that this trend is largely due to the 'flexible transformation' of the labor market over the past quarter century. Depedri, S., Tortia, E. and Carpita, M. (2010), ". "Evidence of Incentives, Job Satisfaction and Performance in Italian Social Enterprises" emphasizes that the employment relationship is primarily designed as an exchange of wages for time and effectiveness. Since employees should pay attention only to the performance of their contractually agreed work, they also need to provide it to the organization. Wages are therefore the central focus of incentive systems designed to get employees to put in the optimal amount of effort. This study showed that employee participation can also be increased by non-financial incentives. It's a process. The study has pointed out that workers autonomy; self- determination, work conditions, work hours and the physical work environment are determinants of job satisfaction.

While Alvehag , Karin(2014) study entitled " impact of reward and penalty scheme on the incentives of for distribution system reliability "showed that performance based regulations accompanied by quality regulations are gaining popularity in the electricity distribution business ,and several European countries apply quality regulations with reward and penalty scheme, where the worker is rewarded when fulfilling his job and penalized if the job is not adequately fulfilled, and to meet the expected level of reliability to costumers. Results showed that the choice of scheme design to decide the incentives rate have a large impact on the distribution system operator. May, Chiun&Abng, Mohammad (2009), study entitled "Human Resources Management and Organizational Performance Incentives as Moderators "examined the human resources practices and the effect of incentives on the company's performance. The study sample consisted of (85) companies participated in the study; the questionnaire was used as the main instrument to collect the data for analysis. The study found that employee training and incentives had a positive effect on organizational performance, and found a strong correlation between performance ratings and top organizational performance, and held workshops and conferences. Necessity was recommended.

Analyzing the Results

Firstly: The Demographic Characteristics

From the data in table 1, the representative percentage of men is higher than the percentage of women. By age, 62% are men and 38% are women, with a high proportion of those aged between 31 and 40 years 40%. I understand this. 40 years 40%, at professional level he has 86% of staff with 6 to 10 years' experience is his 40%, at education level he has a bachelor's degree he is 76%, science courses is a higher percentage. The highest percentage is non-administrative and financial at 35% (Table 1).

Secondly:

Mean and standard deviation of the individual Responses of the study sample

Table 1: The relative distribution of the study sample individuals.

The variable	Number	Percentage
Gender		
Male	62	62%
Female	38	38%
Age		
Less than 30 years	25	25%
31-40 years	40	40%
41-50 years	20	20%
51 and more	15	15%
Occupational level		
Director	8	8%
Head of division	8	8%
Employee	84	84%
Educational level		
Less than bachelor	50	50%
Bachelor	30	30%
Master	10	10%
Doctorate	10	19%

Table 2: Means and standards deviation of the study sample individuals answer to the measured items of the financial incentives.

	The Item	Mean	Standard deviation
1	The incentive systems provides you with sufficient source of income	4.28	0.90
2	The administration works to provide the financial incentives that are relevant to the work at the ministry	4.28	0.90
3	The financial incentive that I receive is less than what other ministries provide	4.45	0.72
4	There are new rewards and financial incentives that are relevant to the employees occupational position	3.84	0.85
	Total	4.16	0.57

to the measured items:

Financial incentives: It is clear in table 2 there is a high degree of agreement on the measured items. The total answered means is 4.16 with standard deviation 0.57. It is noticed that the highest degree of acceptance (Table 2).

Is on item No 3, with the mean reached 4.45, while the lowest agreement degree was on item No.4 with the mean of 3.84.

Immaterial incentives: In general, table no. (3) Shows high degree of agreement on the measured items. The total to the means is 4.22, with a standard deviation of 0.46. At the items level we notice that the highest degree of acceptance was on No.4, the answer to the mean reaches 4.68, while the lowest agreement degree was on item No.2 with the mean of 3.77 (Table 3).

The negative incentives: In table 4 it seems there is high degree of agreement on the measured items. The total mean reached 4.18 with a standard of 0.59. At the items level we notice that the highest degree of acceptance was on item No.2, where the mean reaches 4.33 while the lowest agreement degree was on item No.3 with a mean of 4.12 (Table 4).

Individual incentives: In general it is obvious in table no. (5) there is high degree of agreement among employees concerning the measured items. The total mean of the answers reaches 4.21 with a standard deviation of 0.58. At the items level we notice that the highest degree of acceptance is on item No.2, the mean reaches 4.42, while the lowest agreement degree was on item No.1 with a mean of 4.02 (Table 5).

Collective incentive: It is clear in table 6 that a high degree of agreement is demonstrated on employees' measured Items .The mean to the answers reached 4.26 a with standard deviation of 0.6. At the items level we notice that the highest degree of acceptance is on the item No.2 , and the answer to the mean reaches 4.49 while the lowest agreement degree was on the item No.3 with a mean of 3.98 (Table 6).

Occupational stability: It seems from table 7 there is a high degree of agreement on the measured items. The mean to the answers reaches 4.11 with a standard deviation of .54, and at the items level we notice that the highest degree of acceptance was on the item No (5). the answer mean reached 4.51

Table 3: The means and standard deviations of the study sample individuals' answers to the immaterial incentives.

	The Item	Mean	Standard deviation
1	Direct contact with the director helps in improving the performance	4.16	0.73
2	The administration pays attention to the employees' suggestions and complaints about the incentive system	3.77	0.78
3	The administration provides the opportunity for all employees to participate in the training course	4.28	0.59
4	The administration praises the performance immaterially by granting thanks letters	4.68	0.62
5	The administration informs the employees about its future plans and projects	4.21	0.78
	Total	4.22	0.46

Table 4: The means and standard deviations of the study sample: individuals' answers to the Measured negative incentives.

	The Item	Mean	Standard deviation
1	The administration punishes the employees who are not constantly committed to organizational instructions and orders	4.18	0.8
2	Probation letters are sent to employees when making they make errors	4.23	0.81
3	Punishments are enforced in written forms when employees make mistakes	4.12	0.79
	Total	4.18	0.59

Table 5: The means and standard deviations of the study sample: individuals' answers to, the individual incentives.

	The Item	Mean	Standard deviation
1	The administration works to provide all the means to employee to make them feel secure at work	4.02	0.75
2	The administration works to offer the employees tenure once their competencies are affirmed.	4.42	0.81
3	The administration works to make the employees feel important as part of the work	4.39	0.72
4	The employees perceive that	4.15	0.58
5	they are important in the work they perform	4.05	.67
6	The administration provides the employees social security benefits to make them feel secure at work	4.23	.56
	Total	4.21	.58

Table 6: The means and standard deviations of the study sample individual's answers to the measure items, the collective incentives.

	The Item	Mean	Standard deviation
1	The administration works to use the incentives system on the basis of individual's performance	4.41	.78
2	The administration ties the incentives with the employees' performance	4.49	.72
3	The administration uses the individual's incentives because they reflect on the employees' moral spirit	3.98	.77
4	The individual receives the financial incentives according to his performance results.	4.33	.73
5	The administration encourages innovative spirit	4.33	.73
	Total	4.26	.74

Table 7: The means and the standard deviations of the study sample: 'respondents' answers the Occupational stability.

	The Item	Mean	Standard deviation
1	The administration encourages collective work while providing incentives on a departmental basis	3.99	.78
2	The administration provides Collective incentives to establish justice for all employees.	4.05	.73
3	Incentives are equally provided regardless of employees' performance.	4.10	.64
4	Incentives are collectively provided on the basis of one team work.	4.20	.59
5	Collective incentives measure performance on the basis of team work system.	4.51	.69
6	The administration encourages collective work throughout departmental incentives.	3.79	.86

while the lowest agreement degree was on item No.6 with a mean 3.79 (Table 7).

Testing the Hypothesis: To test the research hypothesis the simple regression analysis is measured.

The first hypothesis: Material incentives have statistically significant effect on occupational stability (Table 8).

From the results of table 8, there is a significant statistical effect at the level ($\alpha \leq 0.05$) found in simple regression analysis. There is a statistically significant effect at the level of ($\alpha \leq 0.05$). It was also noted that financial incentives for job security accounted for 65.5% of the variance in job security. Therefore the first hypothesis is accepted.

Second Hypothesis

There is a statistically significant effect of intangible incentives on job stability (Table 9).

Statistically significant effects at levels ($\alpha \leq 0.05$) are listed in Table No. (9) For

simple regression analysis. The presence of a statistically significant effect of intangible incentives on job stability at levels ($\alpha \leq 0.05$) also noted that intangible incentives explained 90.4% of the variance in job stability Therefore, the second hypothesis is accepted.

Third hypothesis: Negative incentives have a statistically significant effect on occupational stability table (Table 10):

Simple regression analysis: It is noticed from the results of the simple regression analysis the presence of statistically significant effect of the negative incentives on the occupational stability at a level of ($\alpha \leq 0.05$), also noticed the negative incentives explain 53.3% of the variance in the occupational stability. So, the third hypothesis is accepted.

The fourth hypothesis: Individual incentives have statistical significant effect on occupational stability (Table 11).

Effects of statistical significance at the ($\alpha \leq 0.05$) level. Results from a simple regression analysis establish the existence of an effect with a statistically significant effect on individual incentive levels ($\alpha \leq 0.05$) on job stability.

Table 8: The simple regression analysis.

Correlation coefficient R	Explanatory value R2	Regression Coefficient B	t-value calculated	Statistical Significance
.810	65.5%	.766	13.649	.000

Table 9: The results of simple regression analysis.

Correlation coefficient R	Explanatory value R2	Regression Coefficient B	t-value calculated	Statistical Significance
0.951	90.4%	1.108	30.435	0.000

Table 10: Effects of Negative Incentives on Employment Security.

Correlation coefficient R	Explanatory value R2	Regression Coefficient B	t-value calculated	Statistical Significance
0.73	53.3%	0.666	10.576	0.000

*An effect of statistical significance at level ($\alpha \leq 0.05$)

Table 11: The simple regression analysis: Effect of Individual Incentives on Occupational Incentives.

Correlation coefficient R	Explanatory value R2	Regression Coefficient B	t-value calculated	Statistical Significance
0.787	61.9	0.732	12.622	.000

Table 12: Collective incentives have a statistically significant effect on job stability.

Correlation coefficient R	Explanatory value R2	Regression Coefficient B	t-value calculated	Statistical Significance
.705	49.7%	.627	9.849	.000

Individual incentives also account for 61.9% of the variance in professional stability. Therefore, the fourth hypothesis is accepted.

Hypothesis 5

Simple Regression Analysis

Impact of collective incentives on job security: Effect of statistical significance at the ($\alpha \leq 0.05$) level. A simple regression analysis shows the presence of a statistically significant effect ($\alpha \leq 0.05$) of collective incentives on job stability. Also note that collective incentives explain 49.7% of the variability in job security. Therefore, the fifth hypothesis is accepted (Table 12).

Result

Research shows that there is a statistically significant effect between intangible incentives and job security. And there is a statistically significant effect between material incentives and job security.

And there is a statistically significant effect between barriers and job stability.

Studies have demonstrated that there is a statistically significant effect between individual incentives and job security. There is a statistically significant effect between intangible incentives and job security.

Recommendation

The need to encourage collaboration through sector-level incentives to help improve the performance of local administration ministry the need for to equalize the collective incentives of employees regardless of their performance, the need to foster and activate individual incentives, The need to enable disincentives to Office is wisdom and a model for the future, conduct more research and studies on incentives and their impact on job security in the ministry of local administration case- study of Jordan.

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