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**INCENTIVES IN ACHIEVING JOB SATISFACTION
A STUDY OF A SAMPLE OF EMPLOYEES WORKING IN THE
GENERAL DIRECTORATE OF EDUCATION, DIYALA
GOVERNORATE**

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Abstract

Motivational factors among employees influences effective performance inherently developed through job satisfaction. Aligned with the fundamentals of HRM, aims at finding out the relationship between job satisfaction and incentives because of their role in increasing the effectiveness of the employees. HRM researchers emphasises on job satisfaction and its relationship with incentives because of modern changes that come up to achieving the aims of the organizations and increasing the effectiveness of employees. A random sample of employees has been taken from Diyala Education Directorate (70 employees). The data on the encouraging awards and job satisfaction have been collected through questionnaire. The findings showed that there is a significant relationship between incentives and job satisfaction that ensures the importance of awards in public institutions for increasing job satisfaction.

Keywords: Incentives, Material incentive, Moral incentive, Job satisfaction, Elements of Satisfactions.

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دور الحوافز في تحقيق الرضا الوظيفي (دراسة ميدانية لعينة من الموظفين العاملين في المديرية العامة لتربية محافظة ديالى)

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ملخص

تؤثر العوامل التحفيزية بين الموظفين على الأداء الفعال الذي يتم تطويره بطبيعته من خلال الرضا الوظيفي. تماشياً مع أساسيات إدارة الموارد البشرية ، يهدف هذا البحث أيضاً إلى معرفة العلاقة بين الرضا الوظيفي والحوافز نظراً لدورها في زيادة فعالية الموظفين. يؤكد باحثو إدارة الموارد البشرية على الرضا الوظيفي وعلاقته بالحوافز بسبب التغيرات الحديثة التي تطرأ لتحقيق أهداف المنظمات وزيادة فاعلية الموظفين. تم اخذ عينة عشوائية من العاملين في مديرية تربية ديالى (70 موظفاً) وتم جمع البيانات الخاصة بالحوافز المشجعة والرضا الوظيفي من خلال الاستبيان. وأظهرت النتائج أن هناك علاقة معنوية بين الحوافز والرضا الوظيفي تؤكد أهمية الحوافز في المؤسسات العامة في زيادة الرضا الوظيفي.

الكلمات المفتاحية: الحوافز , الحافز المادي, الحافز المعنوي, الرضا الوظيفي.

Introduction

The emergence of human resources dates to the era of the Industrial Revolution, in turn ,made several revolutions that demonstrated the importance of this element or as a resource in all movements, whether productive or otherwise. The modern institution and the real management to achieve its objectives, they are the source of content and development and they are able to work and utilize the rest of the resources available to the institution, as it has proven the need and the importance of having a human resources department specialized in the affairs of managing various institutions by motivating them and raising their morale in order to raise the productivity level (Aqeeli, 2016,p:33). The value of this component in the production procedure, as no business owner can dispense with the presence of this sensitive component in the institution despite the presence of the machine. And confidence while performing his work, says psychologist William

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James, from the depth of human qualities in a person is to always strive to be The amount of good is appreciated by others that the successful institution is that organization that knows how to exploit the effectiveness and efficiency of its workers, where scholars worked in order to obtain the full recipe for raising the professional competence of the employed individuals and for the governance to choose the effective factors of the institution and link its objectives with the personal goals of the employees that indicate positively on their outcome and can saying that a successful institution that establishes an incentive system is able to positively effect the outcome of worker in a way that enhance their loyalty to the institution and helps it to survive and profit (Liu & Liu, 2021).

Incentives: The set of factors and benefits that management provides for employees to move their human capabilities, which enhance the efficiency of their outcome of work in a greater and better way, in a way that fulfils their needs, goals and desires to achieve the objectives of the institution as well (Quadri, 2019).

Financial and moral incentives are deliberated as one of the most significant managerial activities objects at floating work methods and productivity, moral and material Incentives are effective tool for treating many problems the organizations are suffering from in all fields, and measured instrument from the development instrument target at conversion and development (Abd-alwahab, 2015).

It is important to study material incentive, and it can be defined as the incentive of a financial, monetary, or economic nature, and the material incentives are the ones that satisfy the base human needs, as they support employees to do their best at work, employ their abilities, and raise their level of efficiency (Al-Belushi et al., 2022).

We can define moral motivation as those aspects of the activity environment that provide satisfaction for individuals' social and personal needs, that is, those factors that attract individuals and invite them to work; Where it helps to satisfy a specific personal or social need (Çelik & Ora, 2021).

According to (Byars & Rue, 2016), incentives represent “that general basic attitude of the individuals toward the work, and the organizational rewards system is often considered an influencing indicator and important for the individuals in the organizations”.

Literature Review

(Ali et al., 2016) conducted research on influence of incentives of Tangible and Intangible with job satisfaction among employees; a sample of their study was conducted with 100 employees which selected from Pakistan Ordnance Factory, Wah Cantt, Pakistan. Data was collected through the use of Minnesota Satisfaction survey and reward system questionnaire; they used SPSS for the analysis of the data, results of the study showed that some intangible incentives and tangible are positively related to job satisfaction among Pakistani employees, also a study of (Bakotic, 2015) dealt with a sample of 402 government employees. The study concluded that there are shortcomings in the incentive method represented in - according to priority - salary, administrative systems, promotion and nature of work, procedures, boss to employee relationship, job content, motivational rewards, spatial work conditions, and teamwork (Al-Aydi, 2000) study aimed to identify the link between incentives and employee performance in the municipalities of the Greater Gaza Strip by analysing the correlation between the aspects of incentives, performance level, capacity utilization, competition between employees, and preferred incentives. The study sample consisted of about 228 employees (from sector heads to department directors) of the study population. It showed that the effect of material incentives on employee performance is weak; the impact of moral incentives is medium; the effect of material and moral incentives together on the level of performance is also medium. The study also found that there are no incentive systems linked to previously established goals or performance levels. Finally, the existing incentives do not encourage employees to compete in improving their performance.

(Oni-Ojo et al., 2015) were selected a sample of 127 staff respondents from the managerial section, and data were analyzed using SPSS to examine the relation between incentives and job satisfaction. The findings indicated that financial rewards support and encourage employees externally; but the non-financial rewards can meet employees internally by making them feel like a valued part of an institution. (Salim, 2014) aimed to understand the link between job satisfaction and self-esteem and identify the level of job satisfaction and self-esteem among public school

principals in govern-orates of North Palestine. The study sample consisted of 302 male and female principals, and the researcher used the survey as a study instrument. The research concluded that there is insignificant relation between the level of job satisfaction and self-esteem among public school principals in the northern govern-orates of Palestine. (Ibrahim, 2003) in his study found that most employees believe that the incentives granted to them are not enough and there are other incentives they must obtain. Also, found the unanimity of the employees that there are many negatives in the incentive system, such as (feeling of lack of incentives, lack of fixed standards for evaluating the performance of employees, lack of fair application of incentives, presence of personal factors in the application of incentives).

(Quadri, 2019) examined the link between the incentives taken to public sector employees and their job satisfaction. Postulated found that job satisfaction differ from one employee to another in terms of the value of the job, the workgroup, opportunities for self-expression, salary, work nature, promotion, incentives that enhance outcome, types of incentives, and features of incentives. (Huo, et al., 2020) research explored the effect of paying attractive amounts to employees as incentives for attending extra work training and their effect on the employee's outcome. The population of study included a group of people encouraged to practice some sport during overtime working hours for a sum of money as an incentive. One of the most important findings was that the material incentive leads to a higher attendance level. Incentives may have a temporary effect that disappears with their disappearance since the employees' performance decreases with the absence of incentives or lack of continuity. Also, the training period may be effective for forming behaviours and habits that remain after the incentive is gone. Hence, the extensive practice of an activity or training helps in the success of the incentive plans in creating more positive habits and behaviours.

The study of (Jehanzeb et al., 2012) tested the effect of rewards with motivation utilizing perceived number of rewards on job satisfaction in private and public financial institutions in Kingdom Saudi Arabia, Sample of 568 employees were analysed by (SPSS) and the results showed that rewards have got positive effect on motivation. Therefore, motivation is significantly and positively related to to jobs satisfaction and rewards has got a significant positive impact on job satisfaction. (Khan, et al., 2010) studied the level of job satisfaction according to the variables of gender, achievement, religion, self-control, physical health, and age. It aimed to find the link between job satisfaction and the meaning of life. The research sample consisted of 696 students from some Korean

universities. The study found that the job satisfaction in the older age group, females, and the religious group is higher with statistical significance, and there is a significant and positive relationship between job satisfaction and the meaning of life. (Shmailan, 2000) attempted to identify the most important aspects of job satisfaction in Singapore where the study was applied to a sample of 2,187 people from Singapore and used the job satisfaction scale prepared in Singapore to measure the manifestations of job satisfaction in various aspects of life. The results showed that family life was the most important aspect of job satisfaction. Respondents considered politics and religion important aspects of life in Singapore, whereas they were less satisfied with other aspects such as wealth and consumer goods.

The compensation method has seen paradigm change from industry to industry as well as functional departments (Misfeldt et al., 2014 p: 210-211). In case of Diyala General Directorate of Education which is a mix of bureaucratic and effective management requires researchers to understand the best suitable system of compensation and incentives (material and moral). There are considerable issues in the existing system of incentives at Diyala General Directorate of Education in specific and other governmental institution across Iraq (Ali et al., 2015 p: 210-211) which is evident by research that evaluated employees' job satisfaction, negatively affecting performance. This study focuses in assessing the concept of incentives and their role in come tthrough job satisfaction among employees working in the General Directorate of Education in Diyala Governorate.

Research Objectives

The study aims at achieving the following:

1. Testing the kind of material incentives and moral incentives offered to employees working in the General Directorate of Education in Diyala.
2. Finding out the extent of satisfaction among employees working in the General Directorate of Education in Diyala.
3. Understanding the relationship between incentive systems offered to employees and job satisfaction.

Research Questions:

From the discussion above, the research problem can be viewed in the following questions:

1. What is the role of the incentives offered to the General Directorate of Education employees in achieving job satisfaction among them?
2. What types of material incentives and moral incentives are offered to workers in the General Directorate of Education in Diyala?
3. What is the relationship between the types of incentives applied to employees of the educational section and their job satisfaction and the extent to which the General Directorate of Education employees in Diyala are satisfied with the workplace environment.

Research Hypotheses

- A) H0: There is insignificant impact of material and moral incentives on job satisfaction at the morale level ($\alpha \leq 0.05$).
- B) H1: There is a significant impact of material and moral incentives on job satisfaction at the morale level ($0.05 < \alpha$).
- A) H0: There is insignificant correlational statistics between material and moral incentives and job satisfaction.
- D) B) H1: There is a significant correlational statistic between material and moral incentives and job satisfaction.

Research Framework

The model shows the relationship between the independent variable (incentives with their material and moral dimensions) and the dependent variable (job satisfaction).

Research Methodology

Based on the research nature and the aims it seeks to achieve, the descriptive analytical method is used, which studies a phenomenon as it is and describes it accurately. Then it expresses it qualitatively by defining and clarifying its characteristics, and quantitatively by numerically indicating its size and degrees of connection with other phenomena. It aims at describing the phenomena and their reality as it is, but it rather goes beyond that to reach conclusions that contribute to understanding and developing that reality (Obaidat, et al., 1997, p:187-188).

Research Design

The researchers used two main sources of information Firstly the secondary sources: English and Arabic books and resources, periodicals, articles, reports, research, previous studies on the subject, and various websites. Secondly, the primary data was collected through the questionnaire according to whom as the tool for the research. The questionnaire was modified and presented to specialists to ensure it was specially designed for this study's purpose. It was then distributed to 70 employees in the Directorate of Education. Simple Random Sampling was used because it is one of the best probability sampling techniques that assist to save time and reference and is a reliable method of getting information. Every respondent of the study population was chosen randomly, and everyone gets the same probability of being chosen to be part of the sample.

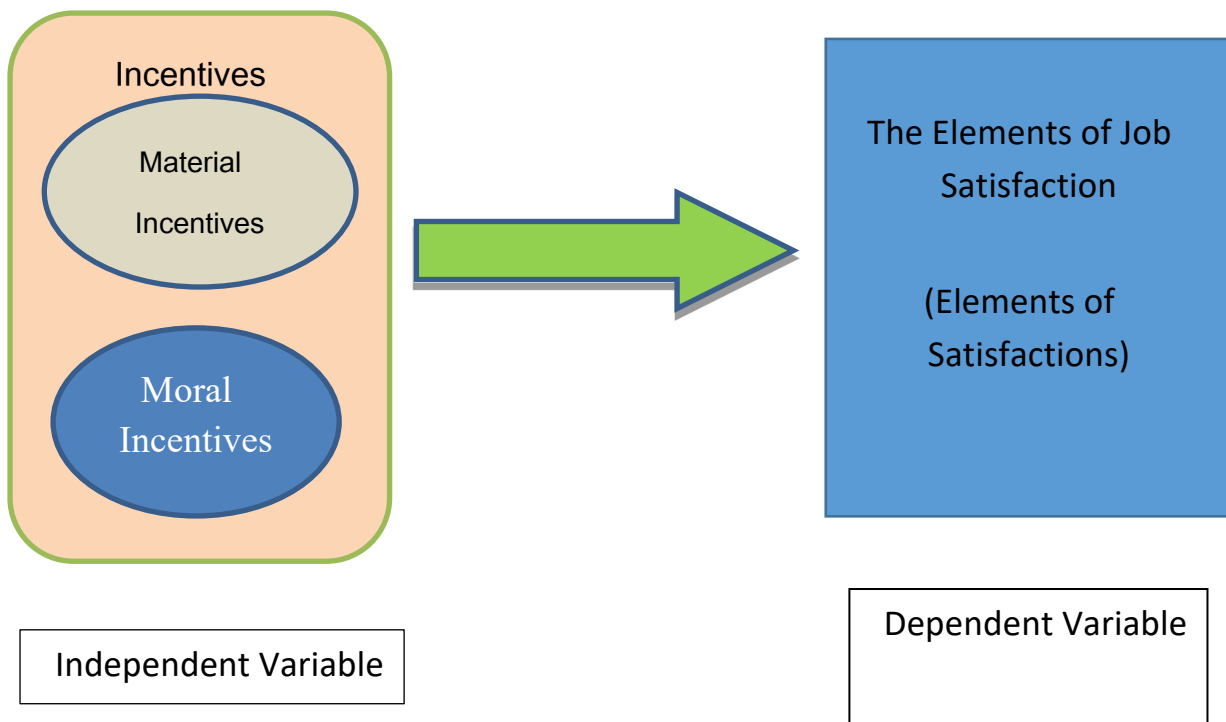


Fig1. Research Framework

Sample Design

It means all the observations of the phenomenon that the investigator survey. Thus, the research population is all the individuals or things that are the subject of the research problem (Obaidat et al., 2001, p: 131). (Nawaz et.al., 2021, p:269) defined the study sample as a set of units selected from the study population to represent this population in the research under study. In this study the sample included the employees of General Directorate of Education in Diyala.

Questionnaire

Based on the nature of the collected data, the research methodology, the time allowed, and the available financial resources, the researcher indicated that the most appropriate tool to achieve the objectives of this research is the survey. This is due to the lack of information related to the topic, the small number of published data, and the difficulty obtaining data through personal interviews,

field visits, or observation. Accordingly, the researcher selected the questionnaire method as a research tool based on previous studies and research on incentives and job satisfaction. The questionnaire adapted from (Ibrahim, 2003)

The second part included the primary variables of the research, which consisted of 24 phrases divided into three axes: material incentives, moral incentives, and job satisfaction, all of which included eight phrases. Each of the phrases of the three axes mentioned above corresponded to a scale that carried the following expressions ranging from Strongly agree, agree, neutral, disagree to strongly disagree. Each of the previous statements was given scores - to be statistically processed - as follows- strongly agreed: 5 points, agree: 4 points, neutral: 3 points, disagree: 2 points, strongly disagree: 1 point. (Likert, 1961, p: 210-211)

Research Limitations

The research is limited to some temporal and spatial determinants.

1. Temporal limitations: The research topic captured the researcher's interest while working in this department for more than ten years. This idea was organized and researched, and the study began from February 23 to August 6 of the academic year 2020/2021.
2. Spatial limitations: Baquba City Center, General Directorate of Education in Diyala Governorate.

Results and findings

In the statistical analysis as shown in Table 1., the study relied on the information and data obtained from the study according to the Likert five-point scale. The study used the most crucial statistical index appropriate to the study questions and hypotheses.

The significant value (sig.) was adopted in the study hypotheses test alternatively of the tabular values due to the truth of the results from the significant value (sig.). It is noteworthy here that all these indicators were calculated by SPSS (V26).

First: The demographic variables of the study: They show the description of the demographic variables for the respondent of the study sample

Table 1. Percentages and Frequencies of demographic variables for study

Gender			
Valid	Male	38	54.3
	Female	32	45.7
	Total	70	100
Age Group			
Valid	30 – 21	8	11.4
	40 – 31	32	45.7
	50 – 41	18	25.7
	60 – 51	12	17.1
	Total	70	100
Experience			
Valid	1 – 3	3	4.3
	4 – 6	12	17.1

	7 – 9	23	32.9
	10 and more	32	45.7
	Total	70	100
Educational Qualification			
Valid	Diploma or less	25	35.7
	Bachelors	36	51.4
	Masters	8	11.4
	PhD	1	1.4
	Total	70	100

Regarding the gender variable in table 1. Shows the frequency of males was the highest, by 38, i.e., 54.3%. Considering the age group variable, the highest frequency for the category 31-40 was 32, with a rate of 45.7%. Regarding the variable of experience, the highest frequency was 10 or more, by 32, with a percentage of 45.7%. Regarding the educational qualification variable, the highest frequency is the bachelor’s degree, by 36, with a rate of 51.4%.

Second: Description and diagnosis of the research variables

This section describes the main study variables, incentives, and job satisfaction. To achieve this, appropriate statistical analyses were conducted.

Mean score and standard deviations of the sample responses regarding incentives

Table 2. Standard Deviation (variables of special research incentives)

NO.	Incentives	Weighted Arithmetic mean	standard deviation
1	The organization follows material incentive systems by granting salaries to motivate its employees	4.1	1.07381
2	The organization follows the system of incentives as one of the systems to motivate its employees	4	0.96890
3	The organization follows incentive systems, including promotions to motivate its employees	4	0.90351
4	The organization follows incentive systems through housing to motivate its employees	4.45	0.30534
5	The organization provides transportation from work to home and back to motivate its employees	4.24	1.17038
6	The organization follows material incentive systems through in-kind gifts to motivate its employees	4.2	0.69985
7	The organization follows material incentive systems through extra work bonuses to motivate its employees	4.08	1.08496
8	The organization follows material incentive systems through health insurance to motivate its employees	4.22	0.81541
9	The organization motivates its employees morally by giving them letters of appreciation	4.1	0.78895
10	The organization motivates its employees morally by improving work conditions	4.26	0.98582
11	The organization celebrates its subordinates as part of the moral incentives it provides to them	4.18	0.74751
12	The organization follows a motivating system by nominating distinguished employees for training courses	4	0.92390
13	The organization assigns its employees some work as a moral incentive	4.3	0.95298

14	Employees are motivated by moving the employee from one job to a better one	4.4	0.85714
15	Subordinates are motivated in the organization by involving them in the decision-making process	3.74	1.49571
16	The institution follows incentive systems, including limiting direct supervision and developing self-monitoring	3.88	1.22291
	Overall Mean	4.134375	0.937318

Table above indicate that the incentives have an overall arithmetic mean of 4.134375 and a standard deviation of 0.937318, which indicates the homogeneity of the sample’s responses to the value of the arithmetic mean. As for the items, item No. 4 in this axis (the institution follows incentive systems through housing to motivate its employees) is the most homogeneous, as it has a mean of 4.4500 and a standard deviation of 0.30534, and the attitude towards this item is (No Strongly agree).

Mean score and standard deviations of the sample responses for job satisfaction

NO.	Job Satisfaction	Weighted Arithmetic mean	standard deviation
1	My current job brings me complete satisfaction	4.3	0.95298
2	The organization provides me with good relationships with my co-workers.	4.4	0.85714
3	I am satisfied with the bosses in the workplace	3.74	1.49571

4	The institution provides me with a suitable, good and satisfying work environment.	3.88	1.22291
5	The nature and working hours within the organization are satisfactory.	4.32	1.07457
6	Chances of promotion are good, and I am satisfied with what the organization follows in this regard.	4.18	0.80026
7	The salary granted to the current job is satisfactory.	3.88	1.13641
8	My current position within the organization is good and satisfactory.	3.48	1.28158
	Overall Mean	4.0225	1.102695

Table 3. Variables for achieving job satisfaction

Variables for achieving job satisfaction indicate in table 3. that the achievement of job satisfaction has an overall arithmetic mean of 4.0225 and a standard deviation of 1.102695. This shows the homogeneity of the sample's responses about the value of the arithmetic mean. As for the items, item No. 5 in this dimension (the nature and hours of work within the institution are satisfactory) is the most homogeneous, as it obtained a mean of 4.3200 and a standard deviation of 1.07457, and the direction of this item is (I do not agree).

Third: Hypothesis testing

1- Testing the main hypothesis which mention that there is a significant correlation between incentives and job satisfaction.

H0: There is insignificant correlation between incentives and job satisfaction.

H1: There is a significant correlation between incentives and job satisfaction.

Table 4. Correlation between incentives and job satisfaction

Correlations		
		Job Satisfaction
Incentives	Pearson Correlation	**0.720
	Sig. (2-tailed)	0.000
	N	70
**. Correlation is significant at the 0.01 level (2-tailed).		

Table 4. Shows a significant correlation between incentives and job satisfaction, where the value of the Pearson correlation coefficient was significant and equal to 0.720 because the moral value sig. is equal to 0.001, which is less than 0.01 with 99% confidence. This means that the first hypothesis is fulfilled, and there is a significant correlation between incentives and job satisfaction.

2- Testing the second main hypothesis, which states that there is a significant effect between incentives and job satisfaction.

H0: There is no impact of incentives on achieving job satisfaction.

H1: There is an impact of incentives on achieving job satisfaction.

Table 5. ANOVA the effect of incentives on achieving job satisfaction,

ANOVA ^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11,122	1	9,133	37,622	0,000
	Residual	12.345	68	0.133		
	Total	25.455	69			
a. Predictors: (Constant), incentives						
b. Dependent Variable: Achieving job satisfaction						

The results of the F-test prove the effect of incentives on achieving job satisfaction, as shown in Table 5. the F-value reached 37,622 at a significant level 0.05. The P-value was equal to 0.000, i.e. less than 0.05, which means the rejection of the null hypothesis and acceptance of the alternative hypothesis. There is an effect of incentives on achieving job satisfaction.

Table 6. Impact of incentives and job satisfaction

Coefficients					
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	R ²

		B	Std. Error	Beta			
1	(Constant)	0.996	0.577		1.728	0.090	0,437
	Incentives	0.890	0.225	0.670	5.624	0.000	
a. Dependent Variable: Achieving job satisfaction							

Table .6 show that the value of R^2 is equal to 0.437, which indicate that incentives have explained 43.7% of the changes that occur in achieving job satisfaction. The values of $B = 0.670$, that is, increasing the incentives variable by one unit of standard deviations leads to an enhance in job satisfaction by 67% of the standard deviation.

Discussion of findings:

The material incentives offered to employees of the General Directorate of Education

From the short review above showed that research sample members agree that only one material incentive, the wage, is appropriately given to the employees. However, some responds indicated that salaries are sometimes delayed. The current confirmed the finding to continuing and focusing on increasing wages and adhering to specific and clear timings for all staff. A further novel finding is that the responds of sample members agree that there are three material incentives sometimes given to the employees' periodic bonuses and transportation from work to home. Although the topic recommended continuing these incentives, paying more attention to them, and paying attention to other material incentives. As well as research find that responds of sample members agree that there are material incentives are not offered at all to employees. The most prominent of these are housing, in-kind gifts, bonuses for overtime, and material rewards. In this regard, the research recommends applying and activating these incentives and reconsidering regulations that prevent them. This is similar to what was dealt with in the study of (Al-Zamil and Khattab, 1983), which concluded that there are significant shortcomings in most types of incentives.

Concerning the types of moral incentives provided to employees, the results show that the research respondents see that moral incentives are not applied to workers in the General Directorate of Education in Diyala Governorate. The researcher recommends activating, applying, and following systems of moral incentives for employees in the directorate, because of their great impact in achieving job satisfaction and thus affecting performance. The topic finds although that sample members agreed that some of the moral incentives like letters of thanks given by the Directorate were almost discontinued. In addition, the incentive of transferring an employee to a better job has become weak. Also, not involving subordinates in decision-making related to the Directorate and direct control is another weakness. From these results it is clear to recommend giving thanks letters continuously because they boost the employees' morale and put them in better workplaces or jobs, which are also considered effective moral incentives. Farther more the research also recommends limiting direct supervision of employees and developing self-supervision for their creativity at work and increasing their production.

Employee satisfaction with the functional work environment

The findings of samples are satisfied with some factors of the functional work environment. The most prominent elements are satisfaction with co-workers, promotion opportunities, and superiority at work.

The result of the analysis of this topic recommends enhancing these elements, searching for the reasons for dissatisfaction with the other elements, and working on everything that would achieve employee satisfaction because satisfaction plays an essential role in improving and increasing productivity.

The sample members shows that respondents are not satisfied with the salaries in their current job. Their dissatisfaction with their current position and the lack of a suitable environment for work is based on many reasons, including the work nature, and working hours within the directorate. This is very similar to a study conducted by (Ibrahim, 2003) entitled "Incentive Systems and their Impact on Job Satisfaction", in which it was found that most employees believe that the incentives granted to them are insufficient and that there are other incentives they must obtain. This topic recommends to following a mechanism that guarantees the fairness of the salaries given in

exchange for the work, making efforts to create an appropriate work environment, and reducing unproductive working hours, especially in light of the Corona Pandemic.

The relationship between incentives and job satisfaction

Regarding the link between the extent to which incentives are applied and job satisfaction, this research found a direct, statistically significant relationship between the application of incentives and job satisfaction, which indicates that the greater those incentives, the greater the employees' satisfaction with the job environment.

Conclusion

There is an agreement that only one incentive material, is appropriately given to the employees. There are also three material incentives sometimes given to the employees: periodic bonuses and transportation from work to home.

Material incentives are not offered at all to employees. The most prominent of these are housing, in-kind gifts, bonuses for overtime, and material rewards.

Moral incentives supplied to employees; it is shown that General Directorate of Education in Diyala Governorate does not provide moral incentives to its employees.

Members are satisfied with some factors of the functional work environment. The most prominent factors are satisfaction with co-workers, promotion opportunities, and superiority at work.

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