



THE RELATIONSHIP OF INCENTIVES FOR EMPLOYEE'S JOB SATISFACTION IN THE EDUCATIONAL INSTITUTIONS: A CASE STUDY AT TIKRIT UNIVERSITY

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Article history:	Abstract:
Received: December 6 th 2021 Accepted: January 6 th 2022 Published: February 10 th 2022	The purpose of this study is to determine the reality of the incentive system application for employees at the University of Tikrit in Iraq, as well as their degree of job satisfaction. This study examined whether there is a link between incentives and job satisfaction among the employees of Tikrit University, as well as whether there is a link between the responses of the research sample that are attributed to gender, educational level of the employee and years of experience in the level of their job satisfaction. The researcher then applied the descriptive analytical approach to a sample of (400) personnel at Tikrit University in Iraq, using a questionnaire. The findings revealed that moral incentives are used more frequently than material ones at the University of Tikrit, and employees there have a high degree of job satisfaction. According to the results of the questionnaire, the employees can earn a job compensation that is proportional with their talents and qualifications. It was also discovered that there is a positive relationship between incentives and employee's welfare, and that there are no statistically significant differences in job satisfaction between men and women at Tikrit University. There are statistically significant differences in the degree of job satisfaction among University of Tikrit employees based on educational level and years of experience

Keywords: Incentives, Job Satisfaction, Educational Level, Tikrit University, Years Of Experience

INTRODUCTION

Many organizations and institutions are attempting to pay attention to human element and develop it, since it is the fundamental engine through which all of activities of an organization are carried out. Hence, all institutions have given this attention to employees, their selection process, and the provision of the necessary competency and skills in order to increase their productivity and motivation to work. Thus, it works to encourage employee inside his organization and sustain his continuity within this organization was one of his most critical topics of interest. Not only that, but also working to increase his desire to work and make them effective people in the process of increasing the productivity of the organization. It's worth noting that the incentives given to employees by their employers have become one of the most essential factors in increasing employee engagement and innovation. Incentives are a technique that helps employees release their latent energy in order to be more productive and achieve greater performance, according to human behavior specialists. Psychologists, on the other hand, have demonstrated through numerous studies that motivating employees to perform more efficiently and

effectively can only be accomplished by exciting their work, which leads to an increase in job satisfaction. (Al-Ali, 2016).

Hence, educational institutions are attempting to achieve massive shift via growth in all aspects, including preparing an object with a high degree of job satisfaction, which is able to open up to the outside world, and to bring about the needed change through creativity. This is achieved by having a good incentive structure in place that meets the employees' demands in higher education institutions, whether they are material or moral, as a vital part in raising employee motivation and achieving a high level of job satisfaction towards his organization. (Hassan, 2019)

In order to achieve the desired goals of higher education and its institutions, it is necessary to work on increasing the level of job satisfaction among its employees, developing a sense of satisfaction, and working to increase the level of motivation in a way that raises the morale of workers within higher education institutions. (Al-Bahadli, 2018)

Hence, the urgent need to achieve this by measuring the relationship of incentives to job satisfaction within educational institutions, and to identify the reality of the application of the incentive



system among employees in educational institutions. Through this, the research problem is represented in the main question: Is there a relationship between incentives and job satisfaction at the University of Tikrit in Iraq. Such a question can arise sub-questions:

1. What is the reality of the application of the incentive system for the employees of Tikrit University?
2. What is the level of job satisfaction for the employees of Tikrit University?
3. Is there a statistically significant relationship between incentives and job satisfaction among Tikrit University employees?
4. Are there statistically significant differences between the responses of the research sample due to gender, employee's level of education and years of experience in the level of their job satisfaction among the employees at Tikrit University?

Incentives:

The incentives that an employee receives within his organization are a tool through which the goals and aspirations that the organization seeks to achieve can be achieved. It contributes to satisfying the individuals' needs and raising their morale in order to achieve a high level of job satisfaction. (Mahrouk, 2018)

The major types of incentives are:

1. Material incentives

They are the monetary incentives or material incentives that the worker receives in return for his work. Via such incentives, basic human needs can be satisfied. Thus, these incentives encourage individuals to give their abilities, and help them to improve their efficiency. Examples of such incentives are salary,

incentive bonuses, bonuses, profit sharing, and bonuses for suggestions. (Al-Asmari, 2018)

The material incentives are one of the key factors that help increase the employee's motivation towards his work. When the material aspect is suitable for the individual's satisfaction of his needs, it will lead to an increase in the level of the individual's satisfaction with his work. On the other hand, when the salary that the worker receives is insufficient, this will be reflected on his level of satisfaction with his work, on the worker's demands and needs. Consequently, it will neglect the work and decrease his productive efficiency. (Al-Wakhsh, 2013)

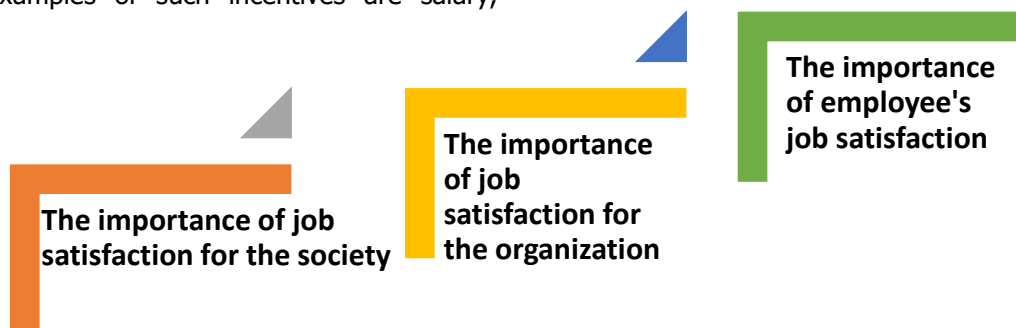
2. Moral incentives

Moral incentives are those that meet the individual psychological and social needs. The value of moral incentives varies according to the circumstances the institution is going through. Therefore, institutions choose what suits them of material or moral incentives or both together according to what they are going through and want to implement. Moral incentives fulfill the needs of the individual such as self-realization and appreciation, respect and social acceptance that he receives. (Yousif, 2017).

Job satisfaction:

It is the feeling of contentment and satisfaction to satisfy the needs, desires and expectations with the work itself and the work environment, trust, loyalty and belonging to work with the factors and with the relevant internal and external environment influences. (Al-Hindawi, 2008)

The importance of job satisfaction fall into three sections:



The importance of job satisfaction for the employee

Undoubtedly, the employee's feeling of job satisfaction towards his work leads to an increase in

the positive feeling towards his organization, and it also leads to:

- Increasing the individual's ability to achieve a high degree of adaptation to the environment in which he operates and to which he belongs.



The individual's degree of psychological welfare helps him to control his work and his surroundings.

- Raising the worker's ability to be creative and innovative, when the individual feels that his material and moral needs are fulfilled by his work: which increases his desire to perform his work with high quality and prudence.
- Raising the performance of employees; the worker's feeling of job satisfaction with his work increases his desire to develop performance and progress at work.
- Raising his level of satisfaction with life: When the organization achieves the employee's material and non-material needs, it helps them to provide the life requirements that they need (Shnofi, 2005).

2. The importance of job satisfaction for the organization

When employees feel of job satisfaction with their work, this could be reflected positively on the institution represented through:

- Raising the degree of effectiveness within the organization. When an individual is more satisfied with his work, it is reflected in an increase in his focus in his work.
- Raising employee's productivity. Job satisfaction helps employees increase the degree of their achievement leading to increasing their performance at work.
- Reducing production costs: job satisfaction contributes to reducing employee absenteeism.
- Raising the degree of employee loyalty and affiliation: the individual's feeling of job

Table (1) shows the characteristics of the study sample

Variable	No.	%	
Kind	Male	354	88.5
	Female	46	11.5
Age	25 years to 30 years	175	43.8
	31 years to 40 years	161	40.3
	41 years to 50 years	52	13
	51 years and over	12	3
Educational level	Intermediate education	194	48.5
	University education	198	49.5
	Postgraduate education	8	2
Years of experience	less than 5 years	173	43.3
	5 - 10 years	121	30.3
	11 - 15 years	65	16.3
	16-20 years	29	7.2
	over 20 years	12	3
Total	400	100	

satisfaction is achieved through satisfying material and moral needs, which in turn makes him feel loyalty and belonging. (Mattouf, 2016)

3. Importance of job satisfaction for society:

The functional relationship between the worker and his organization is one of the relationships that have a significant impact on the community as well. Therefore, the individual's feeling of positive job satisfaction is reflected on the society through:

- Increasing production leads to increasing the rate of economy.
- Increasing the rate of growth leads to the development of society. (Ahmed, 2017)

METHODOLOGY OF THE STUDY

The methodology is an objective method that the researcher follows in order to track and describe the phenomenon accurately. Thus, it can be identified in an easy way. During this study, the analytical descriptive approach was relied on in order to identify the reality of the application of the incentives system and the level of job satisfaction for workers at Tikrit University. This method is employed to reveal the relationship between incentives and job satisfaction among workers in the same university.

RESEARCH COMMUNITY AND SAMPLE:

The research community consisted of all employees of the University of Tikrit in Iraq, who are more than 400 employees. The following table shows the characteristics of the sample in terms of gender, age, level of education and years of experience.



It is clear from the previous table that the sample has the following characteristics:

- Concerning gender, most of the sample was males. The percentage of males was (88.5%), while the percentage of females was (11.5%).
- It is clear from the table that most of the sample aged from (25-30) with a percentage of (43.8%), then the group (31-40) with a percentage of (40.3%), then the age group (41 - 50) with a percentage of (13 %), and finally the age group is over (50) years old with a percentage of (3%).

Concerning the individual's educational qualifications in the study sample, the table indicates that the majority of the subjects of the sample are from those with a university education with a percentage of (49.5%), followed by intermediate education with a percentage of (48.5%), then those who are postgraduate with a percentage of (2%).

- The table with regard to years of experience indicates that the majority of the sample subjects have less than five years of experience with a percentage of (43.3%), followed by the period of experience (5-10) years with a percentage of (30.3%). The experience period is from (11-15) with a percentage (16.3%), and finally the level of experience from (16-20) with

(7.2%), or with more than 20 years of experience (3%).

RESEARCH TOOLS

The research tool consists of a questionnaire consisting of two axes. The first axis is related to incentives which consists of (17) items divided into two dimensions: The first dimension is related to material incentives, which consists of (8) items, and the second dimension is related to moral incentives and consists of (9) items, and the second axis job satisfaction. This axis consists of (12) items. As for the questionnaire as a whole, it consists of (29) items. This questionnaire is answered by choosing from five alternatives as follows (strongly agree, agree, neutral, disagree and strongly disagree). The questionnaire also consists of a special part of basic data such as gender, age, and selection is made through alternatives such as (25 years to 30 years - 31 years to 40 years - 41 years to 50 years - 51 years and above). As for the academic qualification, the selection is made through (intermediate education, higher education and postgraduate studies). The number of years of experience and the selection is made through (two to 5 years - 6 years to 10 years - 10 years and above).

Correction is made by giving each value a certain degree as follows:

Table (2) shows the score on the questionnaire

Response	Mark
Strongly agree	5
Agree	4
Neutral	3
Disagree	2
Strongly disagree	1

Validity of the tool:

The validity of the tool was verified through the apparent validity of the tool by presenting the tool to a group of specialists. The specialists expressed their views on the need to reformulate some items. Accordingly, wording some items was modified at the request of the arbitrators, such as item (3) in the first axis, and item (5) in the second axis.

Reliability of the tool:

The Alpha Cronbach coefficient has been used to ensure the reliability of the tool. The table shows the results of reliability coefficient.

Table (3) shows the results of Alpha Cronbach coefficient for the reliability of the study variables



Variables	No. of items	Cronbach alpha coefficient
Material incentives	8	0.83
Moral incentives	9	0.84
Entire Incentives	17	0.87
Job Satisfaction	12	0.84
Entire variables	29	0.90

The previous table shows the level of reliability of the questionnaire form and the reliability of its results and not changing it when it is re-applied to the sample members several times during a certain period of time. For this purpose, Cronbach Alpha reliability coefficient was used, where the previous table indicates that the value of Cronbach Alpha for the questionnaire axes ranged between (0.83) for the material incentives axis and (0.87) for the moral incentives axis. The value of Alpha Cronbach coefficient for the first variable was (0.87), and (0.84) for the second variable, job satisfaction. The Alpha Cronbach coefficient for the scale as a whole was (0.90). This scale with all its axes

is of good significance for research purposes. It can be relied upon to generalize the results at the study level.

RESULTS:

1. The results of the first question: What is the reality of the application of the incentive system for the employees of Tikrit University?

By using the arithmetic mean and standard deviation, the following results are shown.

Table (4) shows the arithmetic mean and standard deviations of the respondents' answers to the incentive system

Axe	Standard deviation	Arithmetic mean	Relative weight
material incentives	0.50	4.14	82.8
moral incentives	0.51	4.20	84
Incentives	0.43	4.19	83.8

It is clear from the previous table that moral incentives were greater than material incentives, where the average of moral incentives reached (4.20), while the average material incentives reached (4.14), which is a

relatively small difference. The table shows that the incentives in total were of an arithmetic mean (4.19).

2. The results of the second question: What is the level of job satisfaction for employees at Tikrit University?

Table (5) shows the arithmetic means and standard deviations of the respondents' answers to the material incentives

No	Item	Arithmetic mean	Standard deviation	Rank	Relative weight
1.	My job provides me with a salary commensurate with the level of my abilities and qualifications.	4.48	0.75	1	89.6
2.	Bonuses are distributed equitably to all employees within the university.	4.19	0.75	2	82.6
3.	My university gives me some financial rewards that make me put more effort and perseverance to do the work inside the university.	4.13	0.63	3	84.6
4.	The university offers us an additional fee in case of commissioning some work outside the university.	4.13	0.83	4	83.9
5.	The university provides us with health insurance.	4.10	0.74	5	82



6.	The university provides some bonuses for us in addition to the basic salary.	4.07	0.77	6	81.4
7.	The university facilitates the transportation process for us to and from the university on a permanent basis.	4.06	0.73	7	81.2
8.	My university gives me opportunities for promotion and career progression within the university.	3.99	0.75	8	79.8
= 400		4.14	0.50	-	82.8

The previous table shows the average response of the respondents to the material incentives offered by the university to its employees. It is clear from the table that the phrase "My job provides me with a salary commensurate with the level of my abilities and qualifications" has obtained the highest arithmetic

mean of (4.48) and with a standard deviation of (0.75). The item "My university gives me opportunities for promotion and career progression within the university" got the lowest mean of (3.99) and with a standard deviation of (0.50).

Table (6) shows the arithmetic averages and standard deviations of the respondents' answers to the moral incentives

No	Item	Arithmetic mean	Standard deviation	Rank	Relative weight
1.	I feel self-esteem and respect within my work.	4.35	0.67	1	87
2.	The university provides the devices and equipment needed for work.	4.27	0.70	2	85.4
3.	The university is working to provide many additional benefits that increase work motivation.	4.25	0.81	3	85
4.	My superiors at the university give me some mandate in order to help them do some of the work they are entrusted with.	4.21	0.80	4	84.2
5.	My bosses treat me with respect and appreciation for my efforts.	4.19	0.76	5	83.8
6.	My university is of great value among universities.	4.17	0.82	6	83.4
7.	I share in some of the decisions made at the university.	4.15	0.75	7	83
8.	The university gives all its employees the opportunity to participate in the development of future plans.	4.15	0.79	8	83
9.	Working within the university gives me a kind of appreciation within the community.	4.07	0.84	9	81.4
= 400		4.20	0.51	-	84

The previous table shows the average response of the respondents to the moral incentives provided by the university to its employees. It is clear from the table that the phrase "I feel self-esteem and respect in my work" had the highest mean of (4.35) and a standard

deviation of (0.67). The phrase "working in the university gives me some kind of appreciation in the community" got the lowest mean of (4.07) and standard deviation (0.84).

Table (7) shows the arithmetic averages and standard deviations of the respondents' answers on job satisfaction

No	Item	Arithmetic mean	Standard deviation	Rank	Relative weight
1.	I can work within my community to get the appreciation I deserve.	4.27	0.70	1	85.4
2.	My job at the university gives me a social	4.25	0.81	2	85



	position that matches my ambition.				
3.	The assigned tasks are clear and organized.	4.22	0.71	3	84.4
4.	My university provides me with an efficient and safe work environment.	4.20	0.73	4	84
5.	The salary I get is sufficient for my basic needs.	4.16	0.81	5	83.2
6.	I will be assigned tasks commensurate with my qualifications.	4.14	0.78	6	82.8
7.	My boss helps me develop my abilities at work, and makes suggestions for building it.	4.13	0.83	7	82.6
8.	My boss recognizes my abilities and hard work, and encourages me to do better.	4.13	0.87	8	82.6
9.	There is a relationship of understanding and love between my co-workers.	4.10	0.82	9	82
10.	I don't face any difficulties in my work.	4.07	0.71	10	81.4
11.	There is fairness within the university in the distribution of tasks among the employees.	4.04	0.73	11	80.8
12.	There is understanding and respect between me and my boss at work.	4.02	0.84	12	80.4
= 400		4.14	0.74	-	82.8

The previous table shows the average response of the respondents to job satisfaction. It is clear from the table that the phrase "I can work in my university to get the appreciation I deserve" got the highest mean of (4.27) and with a standard deviation of (0.70). The statement "There is understanding and respect between me and my boss at work" had the lowest mean of (4.02) and standard deviation (0.84).

Table (8) shows the Pearson correlation coefficient, the relationship between (material and moral) incentives and job satisfaction among workers at Tikrit University.

Variables	Pearson value	Morale level
Material incentives	0.367	0.000
Moral incentives	0.503	0.000
Entire incentives	0.508	0.000

It is clear from the previous table that there is a positive, statistically significant correlation at the level ($\alpha \leq 0.05$) between incentives and job satisfaction among employees at Tikrit University. Pearson's correlation coefficient was (0.508) at the level of significance (0.000), which is less than $\alpha \leq 0.05$).

4. The results of the fourth question: Are there statistically significant differences between the responses of the research sample due to gender,

3. The results of the third question: Is there a statistically significant relationship between incentives and job satisfaction among Tikrit University employees?

To investigate the relationship between material and moral incentives and job satisfaction, Pearson's correlation coefficient was used.

educational level of the employee's level of education and years of experience in the level of their job satisfaction among workers at Tikrit University?

To verify the existence of statistically significant differences between employees at Tikrit University and their level of job satisfaction according to gender, age, educational level, and years of experience, t-test and analysis of variance were used, and the results were as follows:



Table (9) shows the t-test of the differences between the respondents in their level of job satisfaction according to gender

Variables	Arithmetic mean	Standard deviation	Degree of freedom	T-Value	Level of Sign.
Male	4.14	0.45	398	0.130	0.990
Female	4.14	0.59			

By examining the previous table, it is clear that there are no statistically significant differences between workers at the University of Tikrit in their level of job

satisfaction according to gender. The t-value was (0.130) at a significance level of (0.990), which is less than (0.05).

Table (10) shows a one-way variance analysis of the differences between the respondents in their level of job satisfaction according to age, educational level and years of experience

Variable		Arithmetic mean	Standard deviation	T-Value	Level of Sig.
Age	25 years to 30 years	4.16	0.48	2.435	0.064
	31 years to 40 years	4.19	0.47		
	41 years to 50 years	4.02	0.45		
	51 years and over	3.94	0.28		
Level of education	Secondary school	4.22	0.52	5.005	0.007
	Bachelor Degree	4.07	0.41		
	Postgraduate	4.25	0.17		
Years of experience	less than 5 years	4.16	0.58	3.516	0.008
	5 - 10 years	4.22	0.39		
	More than 10 years	4	0.32		
	16-20 years	4.19	0.28		
	over 10 years	3.86	0.29		

Examining the previous table, it is clear that there are no statistically significant differences between employees at the University of Tikrit in their level of job satisfaction according to gender, where the t-value was (2.435) at the level of significance (0.064), which is less than (0.05). The table also shows that there are statistically significant differences between the employees of Tikrit University in the level of their job satisfaction according to the educational level. Where the value of t was (5.005) at the level of significance (0.007), which is less than (0.05). The table also shows that there are statistically significant differences between employees at Tikrit University in their level of job satisfaction according to years of experience, where the t-value was (3.516) at the level of significance (0.008), which is less than (0.05).

Through the aforementioned, we show the following results:

1. The incentive system is applied to employees within the University of Tikrit, where it turns out that moral incentives are applied more than material incentives within the University of Tikrit.
2. The results showed that employees of Tikrit University feel a high level of job satisfaction. It became clear to us through the application

of the questionnaire that the employees receive a salary commensurate with the level of their abilities and qualifications, and that the university distributes the bonuses equitably among them. As for the moral incentives, we found that the employees of Tikrit University feel self-esteem and respect. The university provides them with the tools they need, as it was shown to us through the questionnaire that the university is working to provide many additional benefits that increase motivation at work and thus increase their level of job satisfaction.

3. There is a positive correlation between incentives and job satisfaction among workers at Tikrit University.
4. There are no statistically significant differences between the employees of Tikrit University in the level of their job satisfaction according to gender.
5. There are statistically significant differences between the employees of Tikrit University in the level of their job satisfaction according to the educational level.
6. There are statistically significant differences between the employees of Tikrit University in



their level of job satisfaction according to years of experience.

RECOMMENDATIONS:

Through conducting the current research, a number of recommendations were reached, including:

- 1- Educational institutions must adopt a system of incentives compatible in terms of its dimensions, whether material or moral, in order to achieve a high level of job satisfaction, which also achieves a kind of stability within the organization. Thus, this focuses on increasing production, either directly or indirectly leading to achieving a high level of job satisfaction.
- 2- Educational institutions should pay attention to the material level as they are to the moral level, due to its importance in enhancing performance efficiency and achieving job satisfaction.
- 3- There should be a kind of transparency and objectivity in defining the criteria for the incentives that are granted to employees, whether these incentives are material or moral, positive or negative.
- 4- There should be a periodic examination of the impact of the application of incentives in the institution, in order to modify them in line with the most effective incentive system through which job performance is achieved at a high level.

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