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Incentive systems and their role in maintaining competencies
A survey study at Oman Airports Company in the Sultanate of Oman

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Abstract:
This study aims to investigate the role of incentive systems in enhancing job satisfaction and employee performance at Oman Airports Company in the Sultanate of Oman. A quantitative descriptive-analytical approach was adopted, and data were collected through a structured questionnaire distributed to a sample of 50 employees. The study examined the impact of financial, moral, and social incentives on employees' job satisfaction and job performance, while also considering the influence of demographic variables. The collected data were analyzed using descriptive statistics and inferential statistical methods, including correlation and regression analyses, to test the proposed hypotheses. The findings revealed that effective incentive systems have a significant positive effect on both job satisfaction and employee performance. The study contributes to the literature on human resource management by providing empirical evidence from the airport sector in Oman and offers practical recommendations for developing effective incentive policies that support organizational performance and employee retention.
Keywords: Incentive Systems; Job Satisfaction; Employee Performance; Human Resource Management; Oman Airports Company.
Jel Classification Codes : M12 ; J33 ; M52

الملخص:
تهدف هذه الدراسة إلى بحث دور نظم الحوافز في تعزيز الرضا الوظيفي وأداء العاملين في شركة مطارات عُمان بسلطنة عُمان. وقد اعتمدت الدراسة المنهج الكمي الوصفي التحليلي، حيث جُمعت البيانات من خلال استبانة منظمة وُزعت على عينة مكونة من 50 موظفًا. وتناولت الدراسة أثر الحوافز المالية والمعنوية والاجتماعية في كلٍّ من الرضا الوظيفي والأداء الوظيفي للعاملين، مع مراعاة تأثير المتغيرات الديموغرافية. وتم تحليل البيانات المجمعة باستخدام الأساليب الإحصائية الوصفية والاستدلالية، بما في ذلك تحليلات الارتباط والانحدار، لاختبار الفرضيات المقترحة.
وأظهرت النتائج أن نظم الحوافز الفعّالة لها تأثير إيجابي ذي دلالة إحصائية على كلٍّ من الرضا الوظيفي وأداء العاملين. وتسهم هذه الدراسة في إثراء الأدبيات المتعلقة بإدارة الموارد البشرية من خلال تقديم أدلة تجريبية من قطاع المطارات في سلطنة عُمان، كما تقدم مجموعة من التوصيات التطبيقية لتطوير سياسات حوافز فعّالة تدعم الأداء التنظيمي وتعزز قدرة المنظمة على الاحتفاظ بالعاملين والكفاءات.
الكلمات المفتاحية: نظم الحوافز؛ الرضا الوظيفي؛ أداء العاملين؛ إدارة الموارد البشرية؛ شركة مطارات عُمان.
تصنيفات جال: M12 ؛ J33 ؛ M52

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I- Introduction :

The work environment is considered the setting through which a person seeks to secure their right to a decent living and a healthy, safe, and happy life. It is the primary source of livelihood and daily sustenance, and it motivates individuals to adopt positive behaviors and deliver high-quality performance that meets established standards, ultimately contributing to the achievement of organizational goals.

Therefore, the work environment has a comprehensive impact on employees' beliefs on the one hand, while on the other hand it shapes their perspectives and feelings toward their job, company policies, and its clearly defined strategies. Over time, a set of knowledge, experiences, and perceptions about this environment becomes firmly established in their minds, forming a lasting mental image regarding all aspects and the nature of the work, as well as comparisons with similar organizations in the same sector. This process may lead them either to full job satisfaction

These accumulated experiences and knowledge—particularly those related to motivational policies within the work environment—are later reflected in an individual's workplace behavior, job performance, and quality of output, as well as in their ability to achieve goals. They also influence personal initiative, skills, and capabilities in teamwork, participation in decision-making, and problem-solving with efficiency and distinction.

For this reason, organizations strive to formulate appropriate strategies to motivate their employees in order to achieve high-quality job performance and guide employees toward efficiently accomplishing desired objectives without major difficulties or obstacles. These challenges must be identified within the work environment to reach a level of job satisfaction that enhances employee productivity and quality while also supporting employee retention within the company.

Motivation (Promotion) in the labor sector—especially in productive and service sectors—is considered an important topic for top management across various organizations. Addressing motivation involves multiple and complex dimensions that must be explored. Therefore, it is necessary to refer to relevant books, research, and articles and to study the subject in depth from different angles, as motivation is a relative concept that varies from one person to another and from one organization to another.

To begin with, we will examine a precise definition and interpretation of motivation in an attempt to identify effective motivational methods that help organizations achieve their goals. We will also discuss major scientific management theories that address incentives and their relationship to job satisfaction and job performance.

Accordingly, this article aims to identify the relationship between incentives and job performance, understand the nature of the job and the responsibilities assigned to employees within an organization, and examine the nature of these incentives and how convincing they are to employees in relation to the effort they exert. Ultimately, the goal is to achieve job satisfaction and high-quality job performance within the work environment.

I.1. Research Problem

Countries and governments are increasingly moving toward sustaining their economies and developing their financial and human resources amid rapid development and economic competition among global economies. Economic institutions rely heavily on the efficiency of their employees and their high capabilities in managing operations and achieving organizational goals through appropriate motivation.

From a field perspective, this study will focus on collecting information about employees at Muscat International Airport, as this sector is considered one of the most important contributors to national economies by generating financial resources that help develop economic conditions and enhance a country's ability to compete internationally in attracting travelers, transit passengers, investors, and capital owners. Muscat International Airport is regarded as a vital economic hub because it represents the country's primary gateway. Therefore, it is extremely important that airport employees demonstrate friendliness, maintain positive attitudes, and leave a good impression on travelers and users of both international and regional airports.

These employees and workers should have their needs and feelings toward the work environment carefully studied, in addition to ensuring the availability of a suitable work environment that guarantees their comfort and ability to perform their duties and responsibilities efficiently. They must also be motivated to achieve organizational objectives competently and effectively, without difficulties or negative factors, in a way that satisfies their needs and convinces them of the value of their work and the incentives provided by their employer. This, in turn, enhances job satisfaction and strengthens their sense of organizational belonging.

According to the mission of Oman Airports Company, its primary mission is to enable national and global connectivity while maintaining its role as a key contributor to growth. Its vision is to deliver an exceptional travel experience, while its goals focus on contributing to the development of tourism and the economy in the Sultanate as a gateway of opportunity and beauty. The company's core values include excellence, commitment, teamwork, mutual respect, and creating opportunities (Oman Airports official website: omanairports.com).

The research problem revolves around studying the motivation policies applied to employees of Oman Airports Company and examining the extent of their job satisfaction and its reflection on job performance, based on available data and previous scientific studies. The aim is to identify suitable motivation policies for employees, recognize obstacles and challenges that lead to job dissatisfaction, and propose appropriate solutions and objective recommendations to overcome them.

Job dissatisfaction undoubtedly leads to a decline in employees' performance levels and negatively affects overall workplace behavior. It also contributes to higher resignation rates and weak morale across different job levels. Therefore, an effective employee motivation policy is considered the primary factor for retaining employees and improving the quality of job performance within the work environment.

I. 2. Research Hypotheses:

In light of the research objectives mentioned above, the following questions have been raised by the researcher in an effort to obtain appropriate answers:

1. H1: Incentive systems have a significant positive effect on job satisfaction among employees at Oman Airports Company.

2. H2: Incentive systems have a significant positive effect on employee performance at Oman Airports Company.

3. H3: Job satisfaction has a significant positive effect on employee performance.

4. H4: Demographic variables significantly influence the relationship between incentive systems and job satisfaction.

5. H5: Demographic variables significantly influence the relationship between incentive systems and employee performance.

Regarding the hypotheses of this research, they focus on studying the relationship between two variables: one independent variable, which is job satisfaction, and a dependent variable represented by incentives. The hypothesis was formulated in a conditional statement, and based on the results

of previous scientific studies, it is expected that this hypothesis will be valid, namely:
If the level of positive incentives increases, the level of job satisfaction among employees will steadily increase.

I.3. Significance of the Study:

The researcher considers it important to study motivational aspects and their relationship to job performance and job satisfaction among employees working in the organization. This is because incentives are significant for individuals in that they determine the extent of their satisfaction with their profession and responsibilities, while also fulfilling their personal needs and desires. Consequently, an employee's positive feelings toward their profession are reflected in improved efficiency and quality of job performance. Accordingly, organizations expect increased productivity, enhanced employee skills and competencies, a stronger ability to achieve organizational goals, and the avoidance of potential problems within the work environment.
From an academic perspective, this research will contribute positively to enriching scientific knowledge by providing useful information for scholars regarding motivation policies in the work environment. The importance of this study can be highlighted in the following points:

1. Examining the strategy of Oman Airports Company regarding the motivational policies applied to its employees, which contribute to achieving its objectives, while identifying their strengths and weaknesses.
2. Determining the appropriate types of incentives applied to company employees.
3. Addressing, through the study results and appropriate recommendations, the challenges and negative aspects faced by the company due to the implementation of unsuitable motivational policies.
4. Reaching positive findings and suitable recommendations regarding the motivational policies preferred by employees within the company's work environment.

I.4. Objectives of the Study:

The researcher seeks, through this study, to achieve the following objectives:

1. To identify the motivation policies that are appropriate to the nature of employees working at Oman Airports Company in the Sultanate of Oman.
2. To determine the effect of incentives on the level of job satisfaction among Oman Airports Company employees.
3. To examine the impact of incentives on the level of job performance among Oman Airports Company employees.
4. To identify the role of demographic variables—such as gender, educational qualifications, years of work experience, and income level—and their influence on the effectiveness of motivation.
5. To determine the role of demographic variables and their effect on employees' level of job satisfaction.
6. To examine the role of demographic variables and their effect on employees' level of job performance.
7. To identify the relationship between motivation policies and their positive impact on job satisfaction and job performance.

II– Theoretical Framework

II .1 Definition of Motivation:

Incentive (Promotion) was defined by Seward (1956) as an instinctive state that has the ability to guide an individual's behavior. It was further explained that motivation refers to moral or material

encouragement that positively influences an employee's performance and interaction with the surrounding work environment. Incentives drive individuals to exert specific effort and display certain behaviors that contribute to achieving organizational goals.

It has been noted that incentives have several positive effects on employees, most notably increasing their productivity in terms of quantity, while maintaining high quality, efficiency, and speed of execution. Incentives also help reduce problems and errors within the work environment, foster a sense of fairness and equality among employees, encourage teamwork, and enhance employees' job satisfaction, all of which contribute to achieving organizational goals and ensuring institutional success.

On the other hand, if management neglects incentives, this may lead to employee dissatisfaction and frustration at work, and the employee may even become a negative or disruptive force within the workplace (Dr. Magda Hossam El-Din, 1999).

II .2 Types of Motivation:

Heba Nawara (2023) indicated that job incentives are a broad and comprehensive concept, as an employee's productivity and work performance are influenced by the incentives provided by top management within the company. These incentives motivate employees to improve their job performance, leading to greater job satisfaction and acceptance of the company's rules and systems for rewarding employees in return for the effort and work they perform, whether individually or as part of a team. Job incentives are therefore the process through which individuals are driven and stimulated by specific motives toward certain behaviors or the exertion of particular efforts to achieve specific goals.

Incentives are classified into several types, as follows (Mohammed Ahmed Ismail, 2023):

1. Material (Financial) Motivation

Material incentives are those of a financial nature. They play a role in satisfying employees' basic needs and encouraging them to exert maximum effort in the work environment, utilizing their skills and capabilities to improve efficiency and increase productivity. Material incentives include all means related to financial compensation in return for production—whether in terms of quantity or improvement in quality. Thus, obtaining financial rewards is linked to job performance.

There are many forms of material incentives that vary from one company to another. They are considered among the most effective and widely accepted incentives, as they strongly motivate employees to improve performance and productivity. Examples include additional annual salaries (bonuses), promotions, benefits such as health insurance and compensation packages, financial allowances, periodic increments, and regular annual salary increases (Aseel Ahmed, 2022).

2. Moral (Non-Material) Motivation

Moral incentives are no less important than material ones. They play a major role in satisfying employees' psychological and personal needs, such as appreciation, respect, social acceptance, and recognition. Moral incentives positively enhance employee morale—for example, granting leave or providing public recognition.

Forms of moral incentives include letters of appreciation and gratitude for achievements, assigning additional responsibilities and authority, involving employees in meetings and decision-making processes, and giving them opportunities to propose ideas. These practices create a positive sense of value among employees. Additionally, establishing honor boards for outstanding employees helps boost morale (Aseel Ahmed, 2022).

3. Social Motivation

Social incentives often have a strong impact on employees and motivate them to improve productivity, efficiency, and performance in the workplace. Social incentives are as important as material ones, and companies compete to offer the best social benefits according to the sector and the nature of their workforce.

This type of incentive satisfies employees' psychological and social needs, as well as those of their families, creating a sense that management cares about their personal welfare and helps them solve personal problems. Ultimately, this leads to stronger organizational loyalty among employees and their families.

Examples of social incentives include health insurance for employees and their immediate family members, establishing cooperative consumer associations, providing affordable employee housing, creating savings funds that offer loans and financial assistance, and setting up cultural and scientific libraries for employees and their families (Ilham Al-Nasser, 2015).

II .3 The Relationship Between Job Satisfaction and Job Performance:

Studies show differing viewpoints regarding the existence of a relationship between job satisfaction and job performance. According to the study by Mustashar (2013), there are three main perspectives on this issue.

The first perspective argues that achieving job satisfaction among employees leads to increased productivity at work. This view focuses on human relations and emphasizes the importance of caring for employees, listening to their complaints and feedback, and meeting their material and moral needs in order to boost their morale.

The second perspective believes that there is no direct relationship between job satisfaction and job performance. Supporters of this view point out that employee productivity may remain high even when morale is low, and vice versa. They argue that productivity can sometimes be increased through strict, authoritarian management styles, which may lead to higher output and performance despite low job satisfaction.

The third perspective maintains that job satisfaction in the workplace is primarily the result of rewarding employees for their efforts and providing adequate financial compensation. Conversely, when employees are dissatisfied with their jobs, this is reflected in their behavior, leading to reduced productivity, weaker commitment to assigned duties and responsibilities, and ultimately lower organizational loyalty.

The researcher agrees with the first perspective, which affirms the existence of a relationship between job performance and job satisfaction. Undoubtedly, paying attention to employees and addressing their human needs leads to higher productivity and greater efficiency in carrying out

their assigned tasks and responsibilities. It is not possible to ignore employees' needs and expectations while still demanding high productivity. Furthermore, productivity achieved under low morale—as suggested by the second perspective—is typically temporary rather than sustainable, while the third perspective is criticized for overlooking the emotional and human aspects of employees.

II 2.1 Concept of Job Performance

Definition of Job Performance

Job performance of employees within an organization refers to the execution of various activities and the completion of assigned tasks efficiently and effectively. Employees perform their duties by utilizing their abilities, skills, and previous experiences, driven by motivation and enthusiasm to achieve the objectives outlined in the company's strategy and policies. These strategies and policies are known to employees, who believe in them and are convinced of their importance, which motivates them to deliver outstanding performance and high productivity.

Job performance can therefore be considered the final output achieved by an employee, successfully completed with minimal errors while making optimal use of the resources available within the organization. In other words, job performance represents the manner in which employees carry out the tasks and responsibilities required by their positions. It serves as a measure of the employee's effectiveness in accomplishing work duties and responsibilities, ultimately contributing to the achievement of the organization's goals.

Furthermore, job performance can also be understood as the behavior through which an organization evaluates employees appropriately, taking into consideration their competencies and capabilities in performing their work tasks while also assessing their behavioral patterns within the work environment.

Thus, job performance refers to the way employees perform the tasks and responsibilities associated with their roles within the organization. It reflects the degree of employee effectiveness in completing assigned work and their contribution to achieving organizational goals (Amr, 2022).

II 2.2 Theories of Job Performance

According to Hussein Hareem (2003), several theories have addressed the concept of job performance due to its importance in achieving organizational success and objectives. Among the most prominent theories are the following:

The Classical School

The classical management school focused on improving performance through scientific principles. One of its major theories is Frederick Taylor's Scientific Management Theory, which emphasized the scientific selection of employees and cooperation between management and workers. It also stressed specialization in performing tasks to increase efficiency and productivity.

Similarly, Henri Fayol's Administrative Principles Theory introduced fourteen administrative principles, emphasizing the division of labor, balance between authority and responsibility, discipline, fair remuneration of employees, centralization, justice, and job stability.

Another classical approach is the Bureaucratic Theory developed by sociologist Max Weber, who proposed a bureaucratic organizational model and considered it the most efficient and accurate system for achieving organizational objectives.

Human Relations Theory

In 1944, the Human Relations Theory, developed by Elton Mayo (1880–1949), emerged as a critique of the classical school, which was criticized for prioritizing machinery and productivity over human needs.

Mayo's theory emphasized the human aspect of employees and the importance of interpersonal relationships within organizations. It highlighted the significance of informal work groups and stressed the importance of social factors within the workplace environment. The theory also emphasized the importance of communication within organizations, advocating for two-way communication between top management (leaders and supervisors) and lower-level employees and workers.

Furthermore, the theory highlighted the importance of developing leadership within organizations to ensure that goals are clearly communicated to employees and that effective and consistent decisions are made (Yahya Saeed, 2021).

II 2.3 Types of Job Performance

According to Ahmed Mohammed (2022), there are several patterns of job performance within organizations. These patterns can generally be distinguished as follows:

1. Task Performance :This refers to employees carrying out their assigned duties and responsibilities effectively.

2. Contextual or Organizational Behavior: This includes behaviors that go beyond formal job duties, such as helping colleagues, supporting teamwork, and voluntarily undertaking additional responsibilities.

3. Creativity and Innovation: Employees contribute innovative ideas and participate in solving problems within the workplace.

4. Quality of Work:This refers to achieving excellence in work by performing duties with precision and efficiency.

5. Safety Standards: Employees adhere to occupational safety procedures and protocols to prevent workplace accidents.

6. Attendance, Punctuality, and Professional Appearance: This includes regular attendance, commitment to work schedules, and maintaining appropriate professional conduct and appearance.

7. Adaptability: The ability of employees to adapt to the nature and changes of the work environment.

8. Leadership within Work Teams: Demonstrating leadership qualities within team environments and motivating colleagues to achieve success and organizational objectives.

9. Communication Skills: Effective communication with colleagues, supervisors, customers, and organizational stakeholders within the workplace.

III- Methodological Procedures of the Study:

1. Questionnaire

Within the framework of this scientific article and in light of the objectives of the study, a questionnaire was designed consisting of two main sections. The first section included personal and demographic information about the respondents, while the second section contained specific questions related to motivation and its impact on achieving job satisfaction and improving employee performance at Oman Airports Company in the Sultanate of Oman.

A five-point Likert Scale was used to measure employees' opinions and perceptions regarding the company's motivation policies and to understand their related behavioral attitudes. A sample of 50 employees from the company was selected for the survey.

The questionnaire was reviewed and validated by three PhD holders working at the University of Nizwa, in coordination with Dr. Mubarak bin Abdullah bin Mubarak Al-Dhamri, one of the lecturers at the University of Nizwa. In addition, official permission was obtained from the management of Oman Airports Company to distribute the questionnaire to employees for academic research purposes.

A copy of the questionnaire model is attached in Appendix (1) of this article. The following section presents the analysis of the questionnaire results..

2.Section One: Personal Information

The random survey sample included **10% female respondents** and **90% male respondents**.

Regarding the **age distribution**, the results showed that:

- **36%** of respondents were **under 25 years old**,
- **62%** were between **26 and 40 years old**, and
- **2%** were **above 41 years old**.

In terms of **work experience**:

- **22%** of respondents had **1–8 years of experience**,
- **26%** had **9–15 years of experience**, and
- **52%** had **more than 16 years of experience**.

With respect to **marital status**, the results indicated that:

- **80%** of respondents were **married**, while
- **20%** were **single**.

Regarding **job titles**, the sample included employees from various organizational levels, including **employees, supervisors or specialists, department heads, and managers or general managers**.

The **work schedule** of the respondents consisted of two types:

- **66%** were **regular full-time employees**, and
- **34%** were **shift-based employees**.

As for the **work location**, the sample included employees working at **Muscat International Airport** and **Salalah Airport**.

3.Section Two: Analysis of Questionnaire Responses

First Group: The Impact of the Motivation Policy on Company Employees

The results indicate that **52% of respondents strongly agreed** and **18% agreed** that the **current financial motivation policies in the company positively influence job satisfaction and job performance**. A similar pattern was observed regarding **moral (non-financial) motivation policies**.

Additionally, **30% of respondents** believed that **social motivation policies** within the company also have a significant impact on the level of job satisfaction.

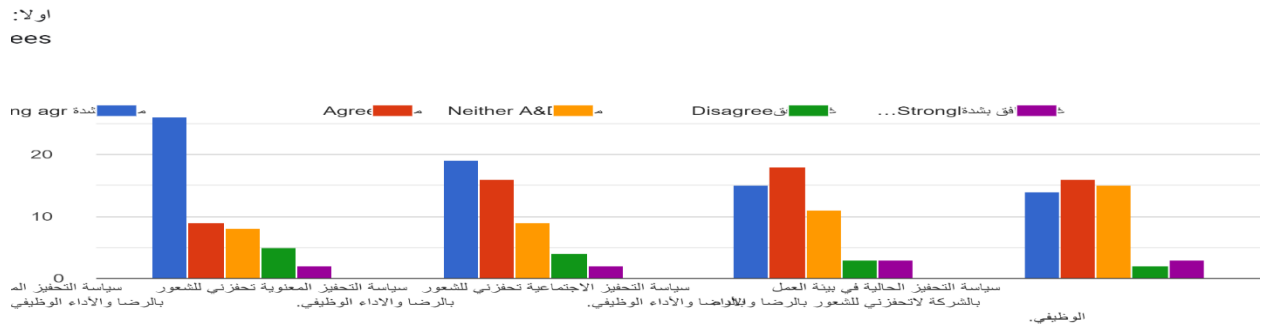
On the other hand, a **small proportion of respondents (approximately 4%)** disagreed with the idea that financial or moral motivation policies have a significant impact.

Furthermore, a small segment of the sample (**between 4% and 6%**) expressed the view that the **current motivation policy in general is insufficient and not sufficiently effective**.

Overall, the analysis indicates that the **majority of employees are supportive of the company's motivation policy**, particularly financial and moral incentives, as well as social incentives. However, there remains a need for further development and improvement of these policies in order to enhance employee job satisfaction and ultimately improve job performance within the company.

A **small minority of employees** expressed disagreement with the current motivation policy, but this group remains **limited in size and influence**.

Figure (1): The Impact of the Motivation Policy on Company Employees



Source Prepared by the researcher

Second Group: The Impact of Demographic Variables on the Motivation Policy

The responses indicated that 48% of the sample strongly agreed and 38% that demographic variablincreasing annual inflation rates and the general rise in prices, which suggests that the com

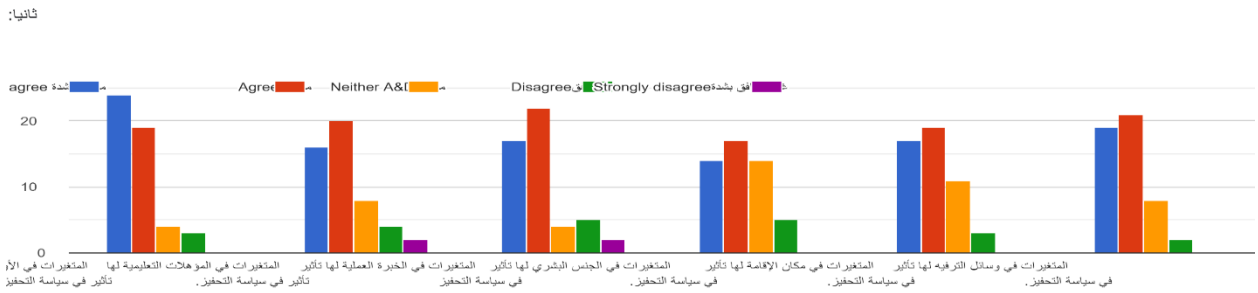
Furthermore, 3 and 40% that changes in shprofessional experience, as emplo

Regarding gender-related variables, 34% of the respondents agreed that gender may have an influence on motivation policies. Similarly, respondents indicated that place of residence may also affect motivational considerations.

With respect to recreational and leisure-related variables, 38% of respondents strongly agreed and 42% agreed that such factors can influence motivation policies.

Overall, employees believe that demographic variables should be taken into account when developing motivation policies within the company. This approach is widely adopted by many organizations in both the private and public sectors, particularly those competing within the same industry.

Figure 2: The Impact of Demographic Variables on the Motivation Policy



Source Prepared by the researcher

Third Group: The Impact of Workplace Behaviors and Relationships on Motivating Job Satisfaction and Employee Performance

The results indicate that **42% of the respondents strongly agreed** and **38% agreed** that the nature of the relationship with **top management** in the company has a significant influence and acts as a motivating factor in enhancing **job satisfaction** and improving **job performance**. A similar perception was expressed regarding the relationship with **other managers and supervisors within the company**.

Only a very small percentage of respondents (**approximately 6%**) expressed a different opinion, which represents a minor and relatively insignificant proportion of the sample.

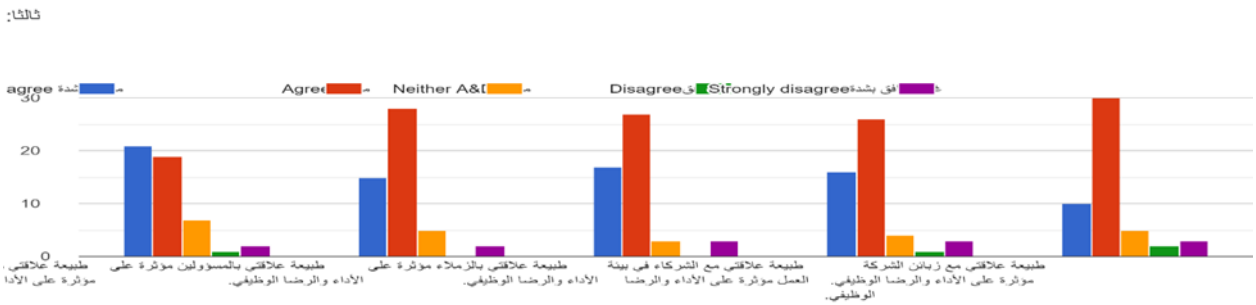
Regarding the relationship with **colleagues in the workplace**, **34% of respondents strongly agreed** and **54% agreed** that such relationships also have a considerable impact on employee motivation.

Similarly, the **relationship with partners within the work environment** was considered influential, with **32% of respondents strongly agreeing**.

The **relationship with the company's customers** was also perceived as influential, although to a slightly lesser degree, with **20% strongly agreeing** and **60% agreeing**.

Overall, the findings suggest that the **quality of relationships within the organizational environment**—including relationships with **top management, supervisors, colleagues, workplace partners, and customers**—plays a significant role in motivating employees, enhancing their **job satisfaction**, and improving their **job performance**.

Figure 3: The Impact of Workplace Behaviors and Relationships on Motivating Job Satisfaction and Employee Performance



Source Prepared by the researcher

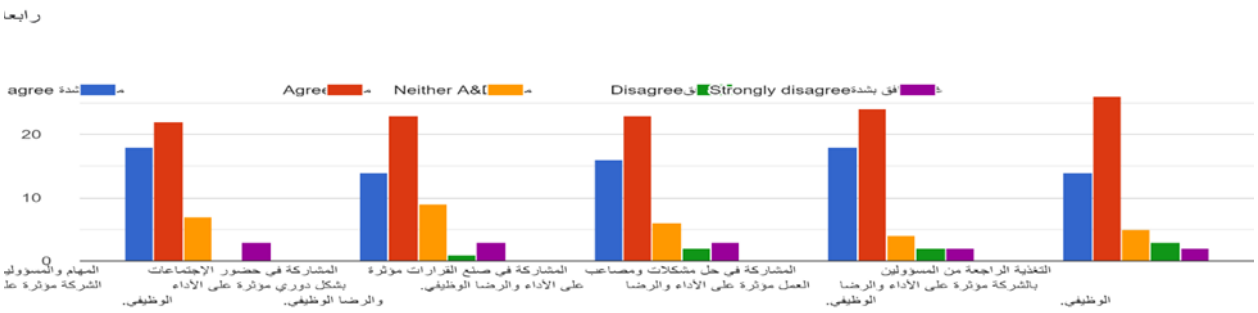
Group Four: (The Impact of Internal Company Policies and Environment on Motivating Employee Satisfaction and Job Performance)

It is observed that 36% of the sample strongly agree and 44% agree that the tasks and responsibilities assigned to employees in the company motivate them towards achieving job satisfaction and improving their performance. Meanwhile, 28% of the sample strongly agree and 46% agree that participating in regular company meetings has a very positive effect. Similarly, regarding participation in decision-making, 32% of the sample strongly agree and 46% agree on this matter.

Regarding participation in solving company problems and challenges, 36% of the sample strongly agree and 48% agree, believing that involvement in problem-solving also plays a role in motivating employees and enhancing their work performance. Additionally, 38% of the sample strongly agree and 52% agree that feedback from supervisors and transparency also have an impact.

Negative responses, represented by disagreement, range only between 4–6%, giving an overall impression that moral support for employees, enhancing their competence, and improving their performance through assigning additional tasks and responsibilities, providing opportunities to participate in regular meetings, contributing to decision-making, and engaging in problem-solving, along with receiving feedback and experiencing transparency from supervisors, all have a positive effect.

Figure (4): The Effect of Behaviors and Relationships within the Company on Motivating Employee Satisfaction and Job Performance



Source Prepared by the researcher

Group Five: (Company Strategy)

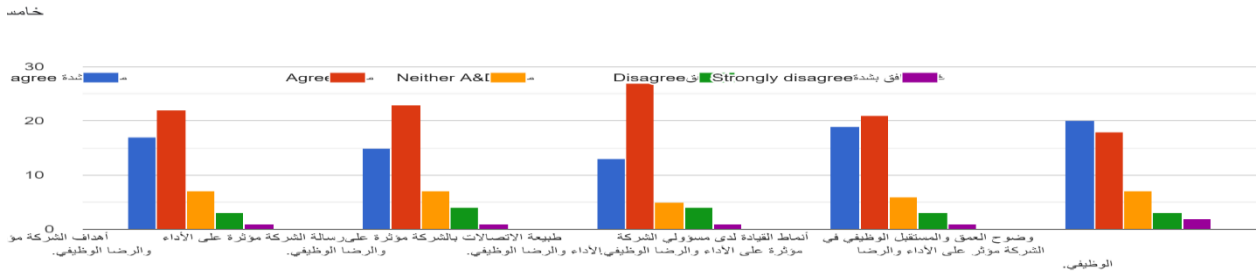
34% of the sample strongly agree and 44% agree that the clarity of the company's overall goals in its strategy plays a role in motivating employees toward better performance. Similarly, regarding the company's mission, 30% strongly agree and 46% agree that the clarity of the mission and its applicability in practice is motivating and contributes to a sense of satisfaction.

Additionally, 30% strongly agree and 54% agree that the communication policy and interaction between different management levels in the company affect overall job satisfaction and performance. The behaviors and leadership styles of the company's managers also determine employee satisfaction and job performance, with 32% of the sample strongly agreeing and 42% agreeing.

Furthermore, clarity about career depth and future prospects encourages and motivates employees toward better performance, with 40% strongly agreeing and 36% agreeing. Negative responses regarding the influence of company strategy ranged between 2–4%.

Based on the analysis results, it is evident that the clarity of the company's strategy and employees' belief in its feasibility and practical implementation have a significant impact on motivating employees, fostering their satisfaction, and improving their job performance.

Figure (5): Company Strategy



Source Prepared by the researcher

IIII Study Recommendations

It is noticeable from the indicators in the above graphs of the survey results that the majority of the study sample tended to select positive indicators, such as "Agree" or "Strongly Agree," at very high percentages. In contrast, a very small portion of the sample selected negative indicators, such as "Disagree" or "Strongly Disagree," alongside a minor percentage of neutral responses.

This indicates that the general tendency of the company's employees aligns with the stated motivational policies, starting from material, moral, and social incentives. The sample also agrees that various demographic variables, such as the employee's gender, educational qualifications, and work experience, in addition to changes in financial and living conditions and leisure opportunities, undoubtedly influence the company's motivation policies.

It is evident that the nature of relationships with senior management, other supervisors, colleagues, partners, and clients in the work environment plays an influential role in improving job performance. On the other hand, the sample believes that the tasks and responsibilities assigned to employees, giving them the opportunity to participate in and attend regular company meetings, contributing to decision-making, solving problems and challenges, and receiving feedback from their supervisors all have a significant impact on achieving satisfaction and enhancing job performance.

The few negative responses in the results are minimal and considered exceptional, generally due to personal or individual reasons. This group of employees is considered less effective and limited in capability.

IV. Conclusion

Based on the foregoing, it is evident that motivation has a significant impact on employees within an organization. It enhances employee productivity and efficiency, which in turn contributes to achieving the organization's objectives, ensuring its success, and maintaining its competitiveness in the market or sector in which it operates.

As highlighted by numerous motivation theories developed by prominent management scholars over the past centuries, such as Frederick Herzberg, Abraham Maslow, Chris Form, and others, there is a consistent emphasis on the importance of attending to the human and environmental aspects within organizations. These theories stress the necessity of adequately recognizing and fairly rewarding employees in comparison to their peers. Such practices result in employee motivation, improved productivity, and enhanced work efficiency, ultimately leading to the achievement of organizational goals and sustained competitiveness.

Neglecting motivational factors, on the other hand, inevitably has a negative impact on employees, reducing their productivity and efficiency. This can pose a risk to the organization, hindering the attainment of its objectives, increasing employee turnover, causing the loss of valuable skills and expertise, and wasting both effort and financial resources.

Reviewing the relevant studies and literature reveals a strong relationship between motivational policies, job satisfaction, and employee performance. Consequently, effective motivation fosters organizational loyalty among employees, which can extend to their families, and is reflected in employees' behaviors within the workplace.

The study confirms that effective incentive systems constitute a strategic tool for improving employee satisfaction and performance and should therefore be integrated into human resource policies aimed at enhancing organizational sustainability and competitiveness."

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