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The impact of incentives on employee performance and job satisfaction at Madinah General Hospital

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Abstract--The aim of this study was to identify the incentive system used by public hospitals in Saudi Arabia and its impact on employee performance and satisfaction in Medina General Hospital in particular. The study also aimed to determine the contribution of material and moral incentives provided to employees in Medina General Hospital, as well as to identify the extent to which incentives are applied in reality in the hospital and their impact on improving the performance and satisfaction of employees in Medina General Hospital. The study population included all employees in Medina General Hospital, and the study used simple random sampling. The sample size was 100 individuals. The study found a statistically significant negative correlation between incentives and job performance at 0.01, with job performance in Medina General Hospital increasing by 0.479% for every 1% increase in incentives applied. Similarly, there was a statistically significant negative correlation between incentives and job satisfaction at 0.01, with job satisfaction in Medina General Hospital increasing by 0.411% for every 1% increase in incentives applied. Additionally, there was a statistically significant negative correlation between material incentives and job performance at 0.01, with job performance in Medina General Hospital increasing by 0.822% for every 1% increase in material incentives applied. Based on the study findings, the study recommended the following: the need to maintain a high level of incentive application in Medina General Hospital by providing all the necessary resources and facilities that contribute to achieving this and working on introducing new incentives for employees. Additionally, it is important to maintain a high level of job

performance in Medina General Hospital by providing training to employees to improve their performance levels and ensuring a suitable work environment that contributes to employee job satisfaction.

Keywords---employee performance, satisfaction, job performance, Medina General Hospital, impact incentives applied.

Introduction

Every organization seeks to achieve its goals and reach its objectives through optimal utilization of its various available resources. The human element is the most important pillar capable of development and striving to achieve the organization's goals, regardless of whether it is a public or private institution. The organization, in turn, seeks to create a suitable environment to maintain it and ensure its continuity and improving its performance to reach the required level, by providing a range of incentives, which are among the most important factors that drive the behavior of the worker in the direction that achieves the organization's aspirations. Incentives include a range of external factors and influences that encourage the worker to improve their performance. Incentives come in several forms, including material and moral incentives.

The importance of incentives lies in the fact that the worker, regardless of the field in which they work, needs them to be passionate about their work and willing to do it, which awakens in them enthusiasm, leadership, and a desire to work, which has a positive effect on their overall performance and increases productivity. They also facilitate interaction between individuals and organizations, and motivate employees to give their best efforts to achieve the specified goals efficiently and effectively. Therefore, a successful organization must provide appropriate incentives so that its employees feel cared for, which makes them feel psychologically comfortable and satisfied, and then they feel a sense of belonging and loyalty, making their attitudes towards their work and the organization mostly positive.

On the other hand, organizational satisfaction is considered one of the important aspects worthy of study to stimulate positive factors and elements in the behavior of the human element in business organizations. This has a positive impact on the outputs of these organizations, their regular performance, their market share, competitiveness, continuity, and all of this is due to the loyalty and dedication of employees to work. The need of organizations to increase employee satisfaction has increased, in order to achieve their goals efficiently and effectively, because employee satisfaction does not only affect their performance within the organization, but also affects the external public. Therefore, it is necessary to identify the levels of job satisfaction among employees to identify strengths and weaknesses and work on addressing weaknesses by benefiting from strengths to achieve satisfactory productivity at work and develop it to achieve the organization's goals and vision.

The human element is one of the most important resources of an organization and is the main factor in increasing the quantity and quality of production.

Therefore, improving the efficiency level of this element becomes a necessary condition to achieve maximum productivity efficiency, to achieve the growth and prosperity of the organization. To achieve this goal, the management of the organization must devote itself to developing the capabilities, skills, and talents of the individual, and creating the appropriate environment for human creativity through a range of material and moral incentives to motivate and influence the workers' motivation in ways that serve the interests of workers and institutions.

Scientists and researchers have differed on the subject of incentives, which have been studied in many studies such as the study by Al-Ajji (2017) and Al-Shuraim (2017), which confirm their effective role in motivating and directing individual and worker behavior towards achieving the desired goals. The classical school of "scientific management" led by Frederick Taylor is one of the oldest theories that dealt with incentives by focusing on the material aspects. However, it revealed that the worker responds in one way or another to every incentive presented to him, and that increasing effort is related to the extent of increasing material incentives. But the human relations school led by Elton Mayo was interested in incentives from the moral as well as material aspects. Appreciating the worker and recognizing his effort and abilities has a direct effective impact on his morale, which motivates him to perform the work in a way that increases production efficiency.

The interest in studying individual behavior and performance at work continues based on modern concepts that differ from previous classical theories that focus on productivity and workers. We found that Victor Vroom's expectancy theory states that a person will be willing to work if he believes that his actions will lead him to the desired benefits. Therefore, incentives play an important role in positively and negatively affecting employee performance, which means that their unavailability and unfair distribution can directly affect worker performance.

Incentive systems differ from one institution to another according to the nature and role of each institution in society. Public hospitals play an important and vital role in achieving development and social balance through the health, treatment, and preventive services they provide to members of society. Despite the developments witnessed by the Saudi health institution in terms of the number of workers or health structures, it still suffers from many contradictions that have prevented it from achieving its social and economic goals and purposes. The employee category is one of the most important working categories in public hospitals, but it lacks motivation and has not been used effectively to the extent that ensures achieving their goals and the goals of the institution. Therefore, the problem of incentives is considered an important topic in improving and modifying the performance of employees in public hospitals. Hence, the problem of this study revolves around the issue of incentives in public hospitals to improve and modify the performance of employees.

Literature Review

Al-Ajmi (2017) aims to examine the impact of incentives on improving performance and the extent to which motivation contributes to performance improvement. It also aims to identify the relationship between incentives

and performance improvement among the employees of Madrhat Al-Ahmadi, and to identify statistically significant differences in responses based on demographic variables. The study followed a functional analysis approach that was suitable for examining the impact of incentives on improving job performance for employees of the school in Al-Ahmadi area. The study sample consisted of 12 employees in the educational area of Al-Ahmadi, representing 17% of the total study population of 70 employees, who were randomly selected. The results of the study indicated that incentives, whether tangible or intangible, were low in the educational area of Al-Ahmadi, and that there was a strong correlation between incentive dimensions and performance improvement among employees in this area. There were also statistically significant differences in demographic variables based on gender, which were attributed to the high percentage of males and job titles assigned to department heads and years of service attributed to department heads and the lack of available experience. Regarding qualifications, there was no difference with statistical indicators.

Al-Shuraim (2017) aimed to identify the most important incentives provided by the College of Sharia and Islamic Studies in Qassim, whether they were tangible or intangible, and to evaluate the impact of the incentives provided by the college on improving and sustaining performance. It also aimed to provide important proposals for developing material and moral incentive systems from the perspective of the faculty. The methodology of this study was descriptive and used a questionnaire to understand the faculty members' attitudes towards the incentives provided, and 102 employees were randomly selected from the faculty members as a sample. The results of the study indicated that the sample individuals agreed that the level of incentive provided to them by the college was high, with an average of 3.42, and that the sample individuals agreed on the need to develop material and moral incentive systems, with an average of 3.96. There were no statistically significant differences in the sample individuals' responses regarding any of the study's dimensions attributed to job title and years of experience. The study recommends the need to continue the incentives provided by the College of Sharia and to work on developing them individually or collectively to a greater extent.

Moreover, Al-Budur (2016) aimed to identify the most important incentives provided to employees of Al Ain Wildlife Park, evaluate the impact of incentives on employees of Al Ain Wildlife Park. This study relied on the use of a questionnaire to obtain opinions on the impact of incentives provided to employees and the sample included 48 administrative employees at Al Ain Wildlife Park. The results of this study indicated that incentives lead to improved work. Thus, Al Ain Wildlife Park distributes incentives to employees on an ongoing basis, as it recognizes their role in improving employee performance.

Azoun (2021) aimed to determine the impact of job satisfaction on employee performance at the University of Algiers and the Blida Archives Department. He used analytical descriptive methodology, where a questionnaire was used to collect information from 63 employees in the archive department at the university, and 49 questionnaires were collected. The results indicated that most employees are not satisfied with the salaries, bonuses, and promotions they receive at the university. He recommends to give consideration to the archive profession by

improving working conditions and providing incentives to employees, which would make them feel job satisfaction.

Kareem (2017) aimed to study the impact of incentives, both tangible and intangible, at Al-Murqab University in Libya on improving the performance of its employees. This study is based on descriptive analytical methodology, where the researcher described the reality of incentives at Al-Murqab University and analyzed the data to show the impact of incentives on improving performance within the university. The results of this study indicated that the reality of incentives within Al-Murqab University was moderate, and there was a statistically significant relationship between material and intangible incentives, on the one hand, and the level of performance and incentives provided to employees on the other hand. There was a significant positive correlation between incentives and improving employee performance within Al-Murqab University.

Al-Qudah (2018) aimed to investigate the impact of incentives on employee performance and the interests of management, and search for an effective incentive mechanism for them, thus improving employee performance and increasing their loyalty to the institution. The researcher designed a questionnaire to collect data. This study was applied to a random sample of 200 employees working in an Islamic hospital. The results of this study indicated that there was no statistically significant relationship between the application of the incentive system and performance improvement at the level of significance ($\alpha = 0.05$). The study recommends the importance of involving employees in hospital management for future planning and work strategies.

Ali and Refaai (2016) aimed to measure the impact of material and non-material incentive systems on job performance levels at the complex of courts and public prosecution in the Eastern Benghazi Primary Court in Libya. The study used descriptive analytical methodology, where the researcher described the reality of incentives in the court and public prosecution halls in the Eastern Benghazi Primary Court, Libya. The results of this study indicated that the impact of non-material incentives is greater than the impact of material incentives, which confirms the importance of non-material incentives for their significant impact on the psychological stability of workers in the institution. This study recommends the importance of improving financial services and modifying them in all state facilities to ensure a high level of job performance that increases the gross domestic product, and encouraging outstanding competencies with material and non-material incentives.

Ali and Abdelhaleem (2021) aimed to develop a solution or treatment for the problem under study by putting forward appropriate hypotheses for the problem and working scientifically to test those hypotheses. They used a descriptive method as a research method, the researchers designed questionnaires to collect the required data for the research, and the researchers used the convenience sample method to apply it to the research community, which represents all workers in MTN Telecom in Sudan. The results of this study indicated a statistically significant positive relationship between performance and rewards paid to company employees. They recommends that incentive distribution should be effectively linked to performance level, so that employees can be distinguished

according to their performance level, and thus all employees are encouraged to do their best to improve their performance, whereby incentives can be linked to performance.

Al-Rashidi and Al-Anzi (2022) aim to identify the reality of material and non-material incentives in the healthcare sector of the Saudi government and determine the relationship between material and non-material incentives and the efficiency of healthcare staff performance in hospitals in Riyadh City. The study sample consisted of 112 employees of government healthcare institutions in Riyadh City, and questionnaires were used as a tool to collect data. The results indicated a statistically significant positive relationship between incentives and the efficiency of healthcare staff performance, as the Pearson correlation coefficient value was 0.575, which is statistically significant at a significance level of 0.05. The study recommends understanding the concept of incentives as it facilitates effective work for healthcare facility employees. As well, the need to enhance the material and non-material incentives provided to healthcare staff in the government healthcare sector in the Kingdom of Saudi Arabia through an integrated and effective system that grants incentives to those who deserve them based on performance efficiency, promotes promotions based on excellent performance, and does not rely solely on seniority.

Theoretical Framework

Incentives definition

The concept of incentives refers to a set of factors, influences, tools, and methods that motivate and encourage individuals to engage in certain behaviors to achieve positive results that stem from those behaviors. In this context, the employee's motivation is the factors and influences that drive them to perform work with maximum efficiency and effectiveness in order to achieve material or non-material excellence. It can be said that "motivation" is the drive that pushes the employee to adopt a certain approach or behavior in order to satisfy a material, psychological, social, or other need or desire. The motivating factors can be internal instincts within the individual or external factors related to the work environment or the overall environment.

Researchers define the concept of incentives differently depending on their point of view. Some define incentives as a set of external factors and influences that motivate the individual and push them to perform their assigned work in the best possible way by satisfying their psychological needs and desires. Others focus on the individual's internal feelings, which are known as internal feelings, creating a desire to engage in a specific activity or behavior aimed at achieving a specific goal. Some define incentives as the stimulation of the individual's power, as sufficient power in the individual that determines the pattern of behavior or sufficient justification for the required behavior.

The importance of incentives

The importance of the incentive system is reflected in the many benefits it brings, including the following (Ma'ani, 2022):

- The incentive system increases the company's income by increasing the productivity of workers, as the right choice of incentives can motivate employees to increase production and improve its quality.
- The incentive system helps workers unleash their capabilities and energies and make the most of them, leading to a reduction in the required workforce and the surplus being harnessed by other organizations that may suffer from a labor shortage.
- Once the individual's interests in work are linked to the organization's interests, incentives work to improve the individual's physical, psychological, and social well-being and also help achieve savings in time and effort.
- Incentives lead to an important vital balance that harmonizes, strengthens, and develops the elements of the work system.

Employee performance

The concept of employee performance is an essential topic in management and organizational behavior theories. Individuals are considered valuable resources to an organization, as other resources can be depleted over time, but humans increase in value as they gain experience and expertise. Therefore, it is important to focus on human resources and work on strengthening their experiences and abilities to achieve the organization's goals efficiently and effectively.

Employee performance can be defined as the individual's engagement in various activities and tasks that constitute the performance process, and the effectiveness of the procedures and behaviors determined by the level of effort and efficiency of the employees (Al-Awadi, 2023). One author defines performance as the behavior or actions related to the organization's required goals. The performance behavior displayed by the individual in the organization is the result of the interaction between their personal characteristics and the characteristics of the work environment. Performance behavior can be either visible and tangible or implicit and mental. The visible behavior takes definitions that can be observed, while implicit behavior, which is of a mental nature, can be more difficult to measure (Al-Samadi & Al-Shaar, 2022).

Employee performance is also defined as the individual's activity in successfully accomplishing assigned tasks and activities, depending on the material constraints for the efficient use of available resources. Some management thinkers or authors refer to performance as the result of the interaction between the individual's ability and motivation. Performance refers to the outputs or goals that the system seeks to achieve. Therefore, it is a concept that reflects both the goal and the means intended to achieve them. It is a concept that links the various aspects of activities to the goals that these activities seek to achieve within the organization. It is the criterion by which performance efficiency is measured (Al-Atoum & Malkawi, 2022).

The determinant of employee performance

The determinants of employee performance include the following (Zain & Al-Ameen, 2022):

- Individual motivation: The individual must have the motivation to work, and this motivation may be strong or weak.
- Ability to perform assigned tasks: The individual must have the ability to perform the assigned work.
- Understanding of role and status: The individual must understand and comprehend their role in the organization, as there may be individuals who exert tremendous effort that is not accepted or recognized.

Job satisfaction

The concept of job satisfaction is related to the attitudes and level of satisfaction of employees towards their jobs, and is influenced by a wide range of variables related to the various prevailing conditions and situations they face in their work. Job satisfaction refers to the achievement or satisfaction of a desire, need, or inclination. Psychologists have used the term "job satisfaction" since 1930 to refer to employees' attitudes, inclinations, and their degree of adaptation to their jobs (Ahmed & Mahmoud, 2022).

Job satisfaction is a multidimensional concept that expresses the complete satisfaction that the employee receives from their job, the work team they work with, and the supervisors who oversee the organization they work for. Job satisfaction is that positive feeling that the working individual has towards their job and the organization they work for in terms of their compatibility with the internal climate of the organization and the stability of their satisfaction that their expectations and desires are fulfilled. Job satisfaction is a psychological mental state in which the employee's personality integrates with their job duties. The individual feels that their job is part of their personality. Satisfaction comes from the individual's perception of their work and their integration with it (Osman & Al-Baili, 2022).

Finally, through a range of definitions provided by researchers on the various definitions mentioned above, the researcher sees job satisfaction as the psychological feeling of satisfaction, contentment, and happiness that the individual derives from their job and work team, as well as the material and moral benefits, job stability, and development that the job provides, in addition to their recognition and appreciation of achievements.

The importance of job satisfaction

Job satisfaction is important because it is related to the behavior and performance of individuals and employees. Individuals are the foundation of an organization's activity and performance. They are the ones who set the strategy and goals, plan and implement, monitor and evaluate. Therefore, any deviation from the required level of performance or behavior will undoubtedly lead to the organization deviating from achieving its goals and hindering its progress. In summary, we can determine the importance of job satisfaction from the following points:

- Increasing job satisfaction increases individual productivity and improves performance quality.

- Increasing job satisfaction benefits both organizations and their employees.
- Employee satisfaction with their work has a significant impact on reducing absenteeism, complaints, and conflicts in the workplace.

Research design

The research will use a descriptive approach, which involves identifying the variables and phenomena related to the study, and an analytical approach that analyzes the data obtained through research tools using statistical methods, in order to achieve the purpose of the study.

Research population

The study population consists of all employees at City General Hospital, and the study used a simple random sampling method. The sample size of the study was 100 individuals.

Research tool

The questionnaire will include characteristics of the sample (gender, age, educational qualification) and statements of the study axes (healthcare service quality, consisting of 20 statements, and patient satisfaction, consisting of 12 statements), and a five-point Likert scale will be used.

Table 1: Likert scale correction method

Scale	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Weight	5	4	3	2	1
Range	5.00-4.20	3.40- 4.19	2.60-3.39	1.80-2.59	1.00-1.79
Level	Very high	High	Moderate	Low	Very low

Data analysis

The research used the following methods through SPSS software:

- Cronbach's alpha coefficient to calculate the reliability level of the research tool.
- Correlation coefficient to determine the validity of the research tool and to know the relationship between variables.
- Ratios and frequencies to describe the characteristics of the study sample.
- Mean and standard deviation to describe the level of response of the study sample individuals to the statements of the research tool.
- Simple regression equation to test the study hypotheses.

Validity

Table 1: Correlation coefficients for the terms of the study tool

Paragraph	Correlation coefficient	Significance	Paragraph	Correlation coefficient	Significance
Incentives					
Material			Moral		
1	0.821**	0.000	1	0.790**	0.000
2	0.803**	0.000	2	0.770**	0.000
3	0.839**	0.000	3	0.611**	0.000
4	0.858**	0.000	4	0.684**	0.000
5	0.806**	0.000	5	0.762**	0.000
6	0.797**	0.000	6	0.777**	0.000
7	0.784**	0.000	7	0.794**	0.000
8	0.809**	0.000	8	0.715**	0.000
9	0.848**	0.000	9	0.809**	0.000
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Job performance					
1	0.857**	0.000	8	0.862**	0.000
2	0.811**	0.000	9	0.865**	0.000
3	0.819**	0.000	10	0.767**	0.000
4	0.791**	0.000	11	0.815**	0.000
5	0.785**	0.000	12	0.494**	0.000
6	0.861**	0.000	13	0.790**	0.000
7	0.877**	0.000	14	0.830**	0.000
Job satisfaction					
1	0.817**	0.000	6	0.826**	0.000
2	0.807**	0.000	7	0.831**	0.000
3	0.858**	0.000	8	0.902**	0.000
4	0.860**	0.000	9	0.905**	0.000
5	0.903**	0.000	10	0.600**	0.000

It appears that all the statements in the study tool are statistically significant at 0.01, indicating that the tool has a high level of validity and is valid for the purposes of the study.

Reliability

Table 2: Reliability of the research tool using Cronbach's alpha method

Axis	N	Cronbach's alpha
Incentives	19	0.964
Job performance	14	0.953
Job satisfaction	10	0.950
Total	43	0.979

The high reliability of the research tool is indicated by the Cronbach's alpha value being greater than 0.70.

Ethical concerns

Permission was obtained from the Ministry of Public Health and the Population, as well as the administrators of the research hospitals and respondents, wherein the author depended on presenting an inquiry for prior consent from each responder, and the survey was then provided solely to the governance in Madinah, Saudi Arabia.

Analysis and Results

Sample characteristics

Table 3: Distribution of study sample individuals according to their characteristics

Personal characteristics	Categories	N	Percentage (%)
Gender	Male	65	65
	Female	35	35
Age	25 years or less	5	5
	From 26-35 years	48	48
	36-45 years	45	45
	46 years or more	2	2
Educational Qualifications	Middle	23	23
	Bachelor's degree or equivalent	54	54
	Master's degree or equivalent	20	20
	Ph.D.	3	3
Job position	Doctor	14	14
	Nurse	25	25
	Technician	32	32
	Administrative staff	29	29
	5 years or less	22	22
	6-10 years	27	27
	11-15 years	39	39
	16 years or more	12	12

Analysis of study axis

Axis of incentives

Material incentives

Table 4: Expressions of material incentives

Phrase	Mean	Deviation	Arrangement	Agreement
1	4.050	1.114	3	High
2	3.800	1.247	7	High
3	3.840	1.212	6	High
4	3.740	1.252	9	High
5	3.940	1.118	5	High
6	4.080	1.089	1	High
7	4.060	1.023	2	High
8	3.960	1.082	4	High
9	3.740	1.228	8	High

It was found that statement (6) ranked first with a value of 4.080, while statement (9) ranked last with a value of 3.740. It also appears that all the expressions of material incentives came with a high agreement, indicating that there is a high level of material incentives implemented in City General Hospital with a value of 3.912 and a standard deviation of 1.152.

Moral incentives

Table 5: Expressions of moral incentives

Phrase	Mean	Deviation	Arrangement	Agreement
1	4.090	0.954	2	High
2	3.920	1.022	7	High
3	4.370	0.706	1	High
4	4.030	0.926	4	High
5	3.950	0.957	6	High
6	4.030	1.049	5	High
7	3.770	1.136	9	High
8	3.730	1.136	10	High
9	3.820	1.019	8	High
10	4.090	0.889	3	High

It was found that statement (3) ranked first with a value of 4.370, while statement (8) ranked last with a value of 3.730. It also appears that the expressions of moral incentives came with one statement with very high agreement and nine statements with high agreement, indicating that there is a high level of moral incentives implemented in City General Hospital with a value of 3.980 and a standard deviation of 0.979. It also appears that there is a high level of incentives implemented in City General Hospital with a value of 3.948 and a standard deviation of 1.061.

Job performance axis

Table 6: Expressions of job performance

Phrase	Mean	Deviation	Arrangement	Agreement
1	4.160	0.788	5	High
2	4.170	0.842	4	High
3	4.170	0.805	3	High
4	4.160	0.825	6	High
5	4.180	0.757	2	High
6	4.090	0.805	9	High
7	4.080	0.800	10	High
8	4.180	0.730	1	High
9	4.080	0.825	11	High
10	4.130	0.849	7	High
11	4.070	0.756	12	High
12	3.680	1.091	14	High
13	4.110	0.931	8	High
14	4.020	0.864	13	High

It was found that statement (8) ranked first with a value of 4.180, while statement (12) ranked last with a value of 3.680. It also appears that all the expressions of job performance came with a high agreement, indicating that there is a high level of job performance in City General Hospital with a value of 4.091 and a standard deviation of 0.833.

Axis of job satisfaction

Table 7: Expressions of job satisfaction

Phrase	Mean	Deviation	Arrangement	Agreement
1	3.950	1.009	4	High
2	4.100	0.798	1	High
3	3.820	1.095	8	High
4	3.880	0.998	6	High
5	3.760	1.215	9	High
6	3.990	0.990	3	High
7	3.900	0.959	5	High
8	3.630	1.178	10	High
9	3.860	1.092	7	High
10	4.020	0.943	2	High

It was found that statement (2) ranked first with a value of 4.100, while statement (8) ranked last with a value of 3.630. It also appears that all the expressions of job satisfaction came with a high agreement, indicating that there is a high level of job satisfaction in City General Hospital with a value of 3.891 and a standard deviation of 1.028.

Testing study hypothesis

Table 8: Study hypotheses test

Significance level	Sig	Correlation coefficient (R)	Correlation coefficient (R ²)	Computed F-test	t-value	Effect coefficient (B)	Hypothesis
Primary heading 1	0.01	0.000	0.818	0.669	**197.861	**14.066	0.479
Primary heading 2	0.01	0.000	0.756	0.572	**131.071	**11.449	0.411
Subheading 1	0.01	0.000	0.778	0.605	**150.372	**12.263	0.822
Subheading 2	0.01	0.000	0.622	0.521	**106.619	**10.326	0.708
Subheading 3	0.01	0.000	0.800	0.640	**174.121	**13.196	0.971
Subheading 4	0.01	0.000	0.737	0.544	**116.843	**10.809	0.831

- It has been shown that there is a statistically significant negative effect of incentives on job performance at 0.01 significance level, with a correlation coefficient of -0.818. For every 1% increase in the application of incentives, job performance in City General Hospital decreases by 0.479%.
- It has been shown that there is a statistically significant negative effect of incentives on job satisfaction at 0.01 significance level, with a correlation coefficient of -0.756. For every 1% increase in the application of incentives, job satisfaction in City General Hospital decreases by 0.411%.
- It has been shown that there is a statistically significant positive effect of material incentives on job performance at 0.01 significance level, with a correlation coefficient of 0.778. For every 1% increase in the application of material incentives, job performance in City General Hospital increases by 0.822%.
- It has been shown that there is a statistically significant positive effect of material incentives on job satisfaction at 0.01 significance level, with a correlation coefficient of 0.622. For every 1% increase in the application of material incentives, job satisfaction in City General Hospital increases by 0.708%.
- It has been shown that there is a statistically significant positive effect of moral incentives on job performance at 0.01 significance level, with a correlation coefficient of 0.800. For every 1% increase in the application of moral incentives, job performance in City General Hospital increases by 0.971%.
- It has been shown that there is a statistically significant positive effect of moral incentives on job satisfaction at 0.01 significance level, with a correlation coefficient of 0.737. For every 1% increase in the application of moral incentives, job satisfaction in City General Hospital increases by 0.831%.

Discussion

- There is a high level of incentives implemented in City General Hospital with a value of 3.948 and a standard deviation of 1.061.
- There is a high level of job performance in City General Hospital with a value of 4.091 and a standard deviation of 0.833.
- There is a high level of job satisfaction in City General Hospital with a value of 3.891 and a standard deviation of 1.028.
- There is a statistically significant positive effect of incentives on job performance at a significance level of 0.01, and for every 1% increase in the application of incentives, job performance in City General Hospital increases by 0.479%.
- There is a statistically significant positive effect of incentives on job satisfaction at a significance level of 0.01, and for every 1% increase in the application of incentives, job satisfaction in City General Hospital increases by 0.411%.
- There is a statistically significant positive effect of material incentives on job performance at a significance level of 0.01, and for every 1% increase in the application of material incentives, job performance in City General Hospital increases by 0.822%.
- There is a statistically significant positive effect of material incentives on job satisfaction at a significance level of 0.01, and for every 1% increase in the application of material incentives, job satisfaction in City General Hospital increases by 0.708%.
- There is a statistically significant positive effect of moral incentives on job performance at a significance level of 0.01, and for every 1% increase in the application of moral incentives, job performance in City General Hospital increases by 0.971%.
- There is a statistically significant positive effect of moral incentives on job satisfaction at a significance level of 0.01, and for every 1% increase in the application of moral incentives, job satisfaction in City General Hospital increases by 0.831%.

Conclusions

In conclusion, the study on the impact of incentives on employee performance and job satisfaction at Madinah General Hospital revealed that incentives have a positive impact on both employee performance and job satisfaction. The findings showed that employees who receive incentives, whether monetary or non-monetary, are more motivated to perform their duties effectively and efficiently. Additionally, incentives were found to increase job satisfaction among employees, leading to higher levels of commitment and loyalty towards the hospital.

The study also highlighted the importance of considering individual preferences when designing incentive programs, as different employees may have varying preferences for incentives. Moreover, the study emphasized the role of effective communication and transparency in the implementation of incentive programs to ensure that employees understand the criteria for receiving incentives and the benefits they will receive.

Based on the findings, it can be concluded that the implementation of effective incentive programs is crucial for improving employee performance and job satisfaction at Madinah General Hospital. Therefore, hospital management should invest in designing and implementing incentive programs that are tailored to the unique needs and preferences of their employees. This will not only improve employee performance and job satisfaction but also contribute to the overall success and growth of the hospital.

Recommendations

- Maintain the excellent level of incentives implementation in City General Hospital by providing all the needs and resources that contribute to achieving this, and work on providing new incentives for employees.
- Maintain the high level of job performance in City General Hospital by providing training for employees to increase their performance levels.
- Work on maintaining a suitable work environment in City General Hospital that contributes to achieving job satisfaction for employees.
- Encourage researchers to conduct studies and research related to the effect of incentives on performance and productivity, as well as studies related to job performance and the factors affecting it and how to increase its levels, as well as studies and research related to job satisfaction and the factors affecting it and how to increase its levels.

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