

The role of financial and non-financial incentives in influencing the improvement of the academic performance level of employees: An applied study in Baghdad's private colleges

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Abstract

This research deals with the effect of job incentives in its two dimensions (financial and non-financial) as an independent variable on the dimensions of job performance (efficiency, effectiveness, productivity). Management is interested in improving the job performance of employees, in addition to knowing the extent to which management supports the motivation strategies followed. Sustainable development describes the dimensions of job performance mentioned above and the extent of their contribution to promoting and achieving the goals of the organization and testing the impact of the incentives variable on job performance. The research identified a set of hypotheses that were tested using the SPSS program, and a random sample of 50 professors and administrators working in the field of academic work in several private colleges was selected. The research reached a set of conclusions, the most important of which was that the total incentives had a weak role in the performance of the organization in question, except for the efficiency dimension, where it had a good role in influencing according to the variables included in the study model. The research also presented a set of recommendations and future proposals aimed at reducing the size of the studied problem.

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1. Introduction

Many modern administrations have focused on the human element as the main driver for raising the efficiency of organizational performance, as the human element is the core for the success of organizations and the achievement of their goals. Therefore, it is necessary to increase attention to it and work to use it optimally. The desire of the individuals to work is linked to the efficiency of their performance and ability, which is what organizations to be at an optimum level. The human element is the core concept of the process. Modern equipment, no matter how advanced it is in terms of technological advancement, will remain deficient if the person does not interfere in its management. According to the results of some studies job performance is directly related to productivity and productivity (that is, the high efficiency of workers leads to an increase in the level of performance) and the presence of satisfied employees can lead to a reduction in the costs of recruitment (obtaining employment) and development. Hence, this study sought to highlight the relationship between these

incentives and the job performance of employees, in one of the most important educational sectors, which seeks through its employees to provide the best services to students and the educational process alike [1]. The research is made up of four sections, the first topic embodied the research methodology and previous studies, and the second topic embodied a theoretical framing as it included two axes. The first axis was devoted to describing the answers at the total level of the organizations, and the second axis was interested in presenting the results of the impact between the main and sub-variables of the research. The research concluded with a fourth topic that shed light on a set of conclusions and recommendations and a final aspiration for future proposals in which the researchers went to open a new scientific window [2]. The process of financial and non-financial incentives is today one of the most important factors for the success of organizations and the achievement of their goals, as the success of the organization in achieving its goals depends to a large extent on which it possesses appropriate motivating methods that distinguish it from other organizations. It helps them improve their position in the market, and for this reason, organizations are interested in developing appropriate strategies to reach the satisfaction of their employees, which in turn is reflected in the level of performance for them positively [3].

After we reviewed more than one study that dealt with the issue of incentives and their impact on the performance of employees, the research gap emerged for us according to the study variables and their dimensions that were addressed in the current study [4]. The research gap reflects the insufficient or limited interest on the part of the researchers in presenting the constituent dimensions of the subject of this study, with a clear discrepancy on their part in this regard [5].

In line with the foregoing, the research problem can be shown by several questions, namely:

1. Does the management of the organization in question have appropriate motivation strategies?
2. Does motivation affect the performance of employees?

The research is important for:

1. Shedding light on the concept of financial and non-financial incentives and their impact on the performance of employees in the faculties where the research is concerned.
2. Making use of previous applied studies and research to know the importance of financial and non-financial in improving the performance of employees in the colleges under study.
3. The research reveals the important role played by financial and non-financial incentives in making the organization with high capabilities, skills, and capabilities towards taking responsibility and responding quickly to the needs and desires of community members by increasing the performance of workers, which in turn leads to improving their level of performance. The current research aims to achieve the following aspects:
 - a. Studying the reality of the colleges to identify the levels of financial and non-financial incentives and the systems used in the methods of their application in order to improve the performance of the employees in the colleges in the place of research, which in turn leads to improving the performance of their employees, in addition to knowing the extent to which these organizations support the established motivation strategies [6].
 - b. To test the effect of financial and non-financial incentives on improving the performance of employees in the colleges under study. The primary hypothesis that this study aims to investigate is incentives have no discernible impact on any aspect of job performance. Out of it, the subsequent sub-hypotheses were generated:
 - i) Statistical analysis reveals that financial incentives have no discernible impact on work performance parameters.
 - ii) The non-financial incentives have no statistically significant impact on aspects of job performance.

The researchers opted to use the descriptive analytical approach, which depends on the interpretation of the status quo (i.e., what constitutes an object) and the identification of the circumstances and relationships between the variables, as the research method is a design that allows plans to be developed to collect information that systematically meets the research purposes. The descriptive method involves more than just gathering descriptive information about the phenomena; it also involves data analysis, interpretation, and linkage, as well as data classification, measurement, and conclusion-making [7-10].

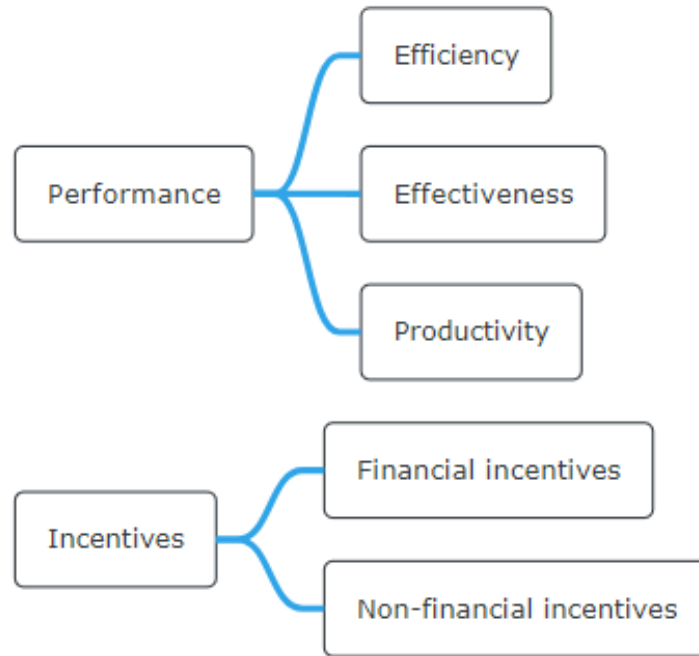


Figure 1. Schematic diagram of the research variables

2. Method

The data collection was conducted using the questionnaire, which was developed in accordance with the standards utilized for this objective. The 5-point Likert scale was used to disperse the sample's levels and responses. Professors who have expertise in this topic arbitrated the questionnaire. The level of the variables under investigation and the nature of the relationship between them were ascertained by applying a series of statistical techniques to extract the arithmetic mean, standard deviations, and regression coefficient [11-15].

Table 1. The main and sub-research variables and measures

No.	Main research variables	Sub research variables	Topics	Measures
1	Incentives	Financial Incentives Non-financial Incentives	1-4 11-14	Al-Sharaa, Atallah Muhammad
2	Performance	Efficiency Effectiveness Productivity	17-20 21-24 25-28	Majeed, Somaya Abbas

2.1. Description of the research community and sample

Several private colleges were selected to be the study medium, and a sample of a number of professors and administrators was chosen. The sample included 50 university professors and administrators. Its characteristics were described after calculating the frequencies and the percentage of the data collected for the desired purpose, which are shown in Table 2.

Table 2. Personal information of research sample

Sample	Sample properties				
50	Gender	Male	Female		
		33	17		
	%	66%	34%		
	Age	Younger than 30 years	From 30 to younger than 40 years	From 40 to younger than 50 years	From 50 and older
			8	19	23
	%		16%	38%	46%
	Qualification	High school and below	Diploma	Bachelor	Higher education
				9	41
	%			18%	82%

2.2. Studies on financial and non-financial incentives

2.2.1. UNRWA employees' satisfaction with the rewards and incentives systems; Muhaisen, Ahmed (2004)

The purpose of this study is to identify the size of the employee's job performance at the UNRWA (United Nations Relief and Works Agency for Palestine Refugees in the Near East) in the Gaza Strip, to indicate the factors that mostly affect job performance, and to identify the nature of the correlation between personal variables and job performance. The results of the study showed that there were statistically significant differences attributed to the variables (salary, age, years of experience, marital status, place of residence) in the general performance level of compensation and incentives. The study also showed the absence of statistically significant differences due to the variable (number of employees) at the level of performance on work incentives, and the researchers recommended the need to unify work systems and reconsider the promotion system in effect within the agency [18-22].

2.2.2. Commercial bank workers' satisfaction with incentives; Aljuindy (2006)

The opinion of workers in commercial banks in the governorates of the southern West Bank was surveyed on the incentives offered to them and whether there is a role for these incentives in achieving job performance for workers in these banks. 124 questionnaires were retrieved from eight banks, and the researcher concluded that there is a significant impact of incentives on employee satisfaction in these banks. Moreover, the results showed that there is a clear weakness in the incentive programs, and this study recommended not to separate the incentive system and performance. It also recommended the necessity of observing justice in distributing incentives based on objective criteria.

2.2.3. Motivations for adopting sustainability disclosure; Nigel Finch (2005)

This article aims to investigate the literature on extended reporting frameworks and sustainability, catalog various reporting framework styles, look into why businesses choose to adopt these frameworks and find out how widely they are used in Australia. The study defines concepts of sustainability and corporate social responsibility (CSR), as well as a quick rundown of how sustainability ideas have evolved historically. Understanding stakeholders and their significance is intended to encourage businesses to use sustainability reporting frameworks. By reviewing the scholarly literature in the area of sustainability research, we establish

the context for the creation of new reporting frameworks. The study, furthermore, lists and indexes 11 new social accounting and reporting principles, and concentrates on creating a particular framework [23].

2.2.4. Non-monetary incentives in organizations; B. Li, Y. (2020)

Particularly in the contemporary knowledge economy, non-monetary incentives and intrinsic motivation are significant factors in determining employee satisfaction. For instance, recent empirical research has shown that different non-monetary incentives can increase employee satisfaction, retention, and productivity. The purpose of the study is to comprehend the function of broad non-monetary incentives in businesses. Therefore, the purpose of this thesis is to close this gap by creating four models that are based on Baker's numerous jobs and that describe how non-monetary incentives affect pay design and employee behavior. The study demonstrates that in addition to traditional monetary remuneration, non-monetary incentives can be used to reward work. These incentives can address numerous incentive-related issues and be a more effective substitute for pay.

2.3. Studies related to job performance

2.3.1. The impact of contemporary construction systems and materials on the functional and aesthetic performance of architectural spaces; Al-Sharif (2017)

The research seeks to answer the following question: "Have contemporary construction systems and materials affected the architectural space in general and in improving the quality of spaces for users of architectural spaces?" These systems and materials play a role in improving the quality of architectural spaces, and thus the success or failure of the spaces. The research hypothesis was based on the negative answer to this question, and to achieve the objectives of the study, the researchers relied on the descriptive analytical approach in dealing with the subject and adopted the questionnaire and the personal interview as a research tool to obtain information. The study concluded several results, the most important of which was that contemporary construction systems and materials are an essential part of successful architectural design. There are many factors influencing the selection of contemporary construction systems and materials; the most important of which are the functional factor and the aesthetic factor. The integration between the structural and architectural systems works to raise the efficiency and effectiveness of spaces and increase their aesthetic value. As for the recommendations, the most important of them was the need to carry out more studies that deal with contemporary construction systems and materials and their relationship to internal and external spaces. Moreover, it is necessary to understand all these general roles of construction materials and systems to be used and invested in the success of the spaces' functions and raising their efficiency. The need to consider the psychological, environmental, and behavioral dimensions when choosing construction materials is also imperative. Internal spaces have a great role to play in influencing the psychology and behavior of the individuals occupying the architectural spaces [24].

2.3.2. The role of electronic management in improving job performance; Al-Aqra (2020)

In addition to determining the impact of variables (gender, years of experience, years of education, career ladder) on the role of electronic management in enhancing job performance among employees in operating government institutions, it seeks to ascertain the reality of electronic management in government institutions, in the Qalqilya Governorate, and its impact on job performance. Because electronic management is a novel and essential concept that has emerged because of observed changes and developments, the study's significance in the Qalqilya Governorate rests in its seriousness, vitality, and rarity in research and studies in the field. The study made several recommendations, one of which was that government institutions should adopt electronic management because it is crucial for improving administrative work efficiency and performance. It also recommended that financial and material requirements for the establishment of an electronic management environment in government institutions be met, that management systems and related instructions be updated to align with the concept of electronic management, that government institutions' legal environments be

harmonized with the implementation of electronic administration, and that the shift to electronic management be gradual with monitoring and evaluation systems and measurement indicators [25].

2.3.3. Job satisfaction among polytechnic employees; Omar, M.S., Rafie, N., & Selo, S.A. (2020)

Though a great deal of study has been conducted on the subject, relatively little of it focuses on polytechnic employees. Thus, the purpose of this research is to examine the relationship between job happiness and worker performance in the context of polytechnic employees. The cross-sectional and quantitative methods were applied. The survey received responses from 130 people in total. While the simple regression analysis's result showed that job satisfaction had a significant and positive impact on this employee's performance; it also suggests that increasing job satisfaction among polytechnic staff members is essential to raising performance levels [26].

2.3.4. Employee psychological well-being and job performance; Yasir Mansoor Kundi (2020)

This study intends to explore the mediating role of emotional commitment between psychological well-being and job performance, considering the mediating role of job insecurity on psychological well-being and emotional commitment, in light of the significance of employee psychological well-being on job performance. Information was gathered from workers of cellular firms. Using surveys conducted in Pakistan, 280 responses were obtained. The structural equation modeling method was used to test the theories. The findings suggest that emotional commitment is a mediator in the relationship between an employee's job performance and their psychological well-being, or their level of pleasure and satisfaction. Furthermore, the association between psychological well-being (pleasure and emotional commitment) and job instability is safeguarded by the experience of job insecurity. The study's practical consequences showed that improving psychological well-being [27].

3. Analysis

In the dictionary, the word "incentivize" appears in the sense of being motivated or encouraged or the state of being stimulated. Incentives are defined as "external factors that refer to the rewards that the individual expects from performing a job, which can be financial incentives related to wages or an increase in salary and other financial benefits, or non-financial incentives represented in increasing strength and influence" [2]. Incentives are also defined as a group of motives that motivate us to do something [6], as the incentive system is a motive for hard work, and it is necessary to improve the job performance of workers in any institution. This is linked to the existence of an appropriate and fair incentive system for workers to urge them to complete the work efficiently and to increase their sense of belonging to the organization in which they work [14].

The importance of incentives can be determined by the following points:

- By increasing workers' productivity and efficiency, incentive programs boost the organization's profitability.
- Incentives help to maximize employees' potential and energies while utilizing them for the greatest outcome.
- Enhancing people's social, psychological, and physical well-being and balancing their interests with those of the organization.
- Through innovation and the introduction of new work practices and contemporary tools, incentives lower production costs [13].

It is necessary to pay attention to the development and growth of employees and to ensure their participation in work and decision-making, as well as employees should be encouraged in the management of the institution. Under the premise of understanding the individual desires of employees, enterprises can help employees design their own career goals, and strive to create conditions to achieve the set goals, which not only improves employees' work effort in terms of intensity and sense of belonging to enterprises; it is conducive to long-term

stability within the organization, and makes the aspects of employee reward distribution, performance appraisal and promotion of the position transparently and openly, which is credited with further promoting the democratization of management [19].

The researchers see that incentives are a system of efforts made by the administration to create a force that stimulates individuals to enhance their performance and increase effectiveness, efficiency, and productivity, in a way that meets the satisfaction of the current needs, and creates new needs for them, and strives to satisfy the latter, provided that the system of incentives is characterized by continuity, renewal, and justice.

Incentives are divided into financial incentives and non-financial incentives. The remunerative incentives (financial) are the ones that satisfy basic human needs and encourage workers to do their best in performing their work efficiently and effectively. Examples of financial incentives rewards are:

1. Financial reward: It is one of the most important incentives, and the higher it is, the more it will reflect positively on work performance.
2. The bonuses that some workers receive for the exceptional work they do.
3. Bonuses for additional work performed by individuals, outside official working hours.
4. Participation in profits, as some organizations give their employees shares in their companies to motivate them to work.

It turns out that the financial incentive has many main advantages, the most important of which are:

1. The speed and immediate impact that an individual perceives of his or her efforts.
2. Improved performance periodically and regularly.
3. It contains psychological and social meanings.

The financial incentive also has some disadvantages, which are:

1. It pushes workers to work more than their usual energies, which has a negative impact on their psychological and physical health.
2. This method of evaluating incentives is not feasible for service work [4].

Non-financial incentives take many forms, such as:

1. Opportunities for promotion at work are an effective incentive, especially if linked to efficiency in performance and work.
2. Appreciation of the efforts of working individuals, by awarding certificates of appreciation, especially the competent ones, who achieve high levels of performance, in recognition of their efforts by the administration.
3. By involving workers in the decision-making process, they have a voice in the board of directors so that they contribute effectively to the management of the organization, by participating in drawing up the organization's policies and making decisions [13]. The researchers in this field counted job promotion as an incentive has defined the purpose of job promotion as follows:
 - a. Giving a higher degree of appreciation and prestige to the high performance of employees
 - b. Gaining pride in oneself, contentment in oneself, and elevated social standing for those who merit it
 - c. Ensuring staff stability and assessing employee advancement using evaluation metrics by conducting prompt and open assessments
 - d. Because new positions are different, opportunities for job promotion have a multiplicity of effects on organizations
 - e. Give staff members the chance to express their greatest originality and inventiveness for the organization's utmost gain
 - f. Increase or broaden staff members' expertise and experience, which motivates other staff members to perform better

- g. Creating a new organizational structure as a result of an abrupt circumstance change by moving the unfilled position to another position, in order to prevent the position from becoming empty
- h. Workers who hold promotions in appropriate positions.

Internal motivations originate from within. In other words, those who possess intrinsic motivation want to accomplish goals independently of outside influence or compensation. The sense of fulfillment one gets from doing certain activities, like picking up a new skill merely for fun, is known as an intrinsic incentive. Offering monetary rewards for finishing a task or threatening to penalize someone for failing to do so are examples of extrinsic incentives. All financial incentives are extrinsic by definition [24].

Incentives are also divided into negative and positive incentives. A positive incentive is anything we get in exchange for finishing a task. For instance, when her son cleans up the dishes after supper, the mother rewards him extra. He'll be inspired by this to clean up after supper the following day. The opposite is true for negative incentives. For instance, when a son breaks dishes, the mother punishes him. This will encourage him to keep it intact going forward. Since the beginning of work in the economic sector, many researchers have been interested in the topic of motivating people and how it affects their performance. The majority of these efforts in recent decades have been based on psychological theories pertaining to instincts and motives, such as the following [16]:

- 1) The hierarchy of needs theory (also known as Maslow's ladder theory)

Abraham Maslow, the theory's creator, stated that five fundamental human needs motivate people to cooperate and work as a cohesive group. The ability for management and decision makers to create and implement incentive systems in institutions and organizations originates from the differences that are intrinsic to the same individual as well as the precise identification of these demands and motives.

 - a) In line with Maslow's hierarchy and based on the individual's priorities, the requirements of the person are arranged in an ascending ladder or pyramid.
 - b) Since people's requirements influence their behavior, it is possible to take advantage of these needs to persuade them to go through the proper motivating process [5].
- 2) Frederick Taylor's scientific management theory

One of the first people to discuss motivation was Frederick Taylor, who concentrated on the value of monetary incentives in 1911. Taylor proposed that in order to create a fair system of pay and incentives, he should first address the assumption that workers are indolent and can only be motivated by money [8]. This theory is concerned with mental processes that occur before the individual responds to a specific stimulus, as well as its difference from one individual to another, and it seems that the impulse force occurs as a result of what happens in the mind and affects the behavior that emanates from the individual. That is, it tries to explain why, for example, a student rushes to study and obtain a high grade in one subject while failing in another subject knowing the possibility of failing in it. There are several explanations for the behavior of individuals in the field of work, including:

 - a) An individual's behavior is based on personal benefit.
 - b) The choice of the individual for a particular activity is one of the alternatives to the other activities.
 - c) The choice takes place on the belief that the individual is not affected by a single stimulus, but rather by many stimuli at the same time, choosing from them which stimulus best satisfies the needs.
- 3) Theory (x), (y) of Douglas McCrecker

Psychologist Douglas McCrecker in the fifties developed the theory that says that most schools tend to subscribe to one of the two theories about human nature, and he called these two theories (x), (y), where you see the theory (x) as follows:

 - a) That the employee is lazy and does not like to work.
 - b) Has no ambition; all the individual cares about is security.
 - c) The individual needs constant control and supervision.

- d) As for the theory (y), this theory is ideal and progressive and carries many positive aspects if we know how to exploit it, as follows:
- i) Work is a natural process for people and it requires mental and physical effort.
 - ii) Commitment to goals linked to performance, achievement, and incentives.
 - iii) The average employee seeks responsibility and accepts it in the right circumstances.

Due to the concept's significance, whether at the individual or organizational level, as well as the variety of factors that influence performance, researchers in administrative studies in general, and human resources studies, in particular, have focused more on the concept of performance. Therefore, the purpose of this topic from an administrative perspective, is to clarify the key definitions that introduced the idea of performance. Performance is defined as the outputs and objectives that the organization hopes to accomplish through its workforce. As such, performance is a notion that reflects both the objectives and how they must be accomplished. The definitions that dealt with the concept of performance varied, due to the diversity of studies and research that talked about this subject. Below we present some of the opinions of these researchers and writers, where each of them defined performance as the employee's implementation of his work and responsibilities assigned to him by the organization or the entity to which his job is related [1]. Others define it as the result obtained from any work, such as the results achieved as a result of performing a work, which is expressed in certain units of measurement" mental or physical effort [17].

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Everybody knows that companies require high-performing workers to fulfill their objectives, deliver the goods and services they specialize in, and, ultimately, gain a competitive edge over other organizations. Achieving the tasks assigned to an individual is a crucial aspect of performance, and achieving a high standard of performance can lead to feelings of pride and mastery. A person may view underperformance and goal failure as personal failures or as unsatisfactory. Moreover, achievement is frequently rewarded with money and other advantages if it is acknowledged by others in the company. Performance is a crucial factor, but not the only one, in determining one's ability to advance professionally and succeed in the job market. In this, the researchers see that job performance is all operations, tools, and behaviors that include following certain means and methods, through which activities are carried out to reach goals within a specific period.

Job performance is of great importance to any organization, as any process consists of several stages until it comes into being, to produce products, and achieve the goals set. Therefore, it needs several resources that interact with each other to achieve these goals. It may be tangible, such as industrial production processes, or intangible. Such as providing services that help achieve the goal to be achieved, performance is the main element in the process because it is closely linked to the human element that manages the process and is the one that converts raw materials into manufactured or semi-manufactured materials [11].

Job performance is an indicator of the degree to which the vision and mission of the organization are achieved. It is a means to achieve the goals of the organization. Job performance reflects the level of success of individuals and the organization's management in carrying out the tasks assigned to them, and the degree of implementation of these tasks. Moreover, job performance contributes to the sustainability of the organization's survival in the market by constantly developing and improving the organization's performance to keep pace with environmental changes.

Performance, like other organizational phenomena, can be divided into several forms, as performance types can be divided according to the source criterion and the comprehensiveness criterion:

1. According to the source criterion, performance is divided into internal and external.
 - A. Internal performance is called the unit's performance, as it is the result of the unit's internal resources. It is produced based on the following:
 - a. (First) Human performance: the performance of the organization's personnel as a strategic resource capable of creating value.
 - b. (Second) Technical performance: the organization's ability to effectively utilize its investments in the field of technology.
 - c. (Third) Financial performance: the activity represented in the optimal utilization of the available financial resources.
 - B. External performance: the performance generated as a reaction to external variables, and the organization has nothing to do with its events, as these changes may be in the interest of the organization, such as high selling prices. All this requires the organization to analyze its output according to quantitative variables that can be measured.
2. According to the comprehensiveness criterion, performance is divided into overall and partial.
 - A. Overall performance: all elements, functions, and internal systems contributed to the achievement.
 - B. Partial performance: the level of the sub-systems of the organization, which in turn is divided into several types that differ according to the criteria adopted in the evaluation.

3.1.1. Criteria and methods for evaluating job performance

1. Work quality: One of the most crucial factors in assessing an employee's performance on the job is the quality of their work. This factor is also considered when creating the employee performance evaluation form since high-quality work encompasses a variety of elements, such as teamwork, communication, and production skills, as well as information about the individual's goals. When assessing an employee's job quality, take note of even the smallest details pertaining to a project they completed well or a presentation they made at a meeting where their presentation skills needed to be improved.
2. Establishing and reaching goals: Quantitative components like goal-setting and goal-achievement must be included in the job performance charter's performance evaluation criteria.
3. Efficacy of leadership and teamwork: This is one of the standards and performance evaluation criteria for jobs. Leadership skills are critical in line with leadership and are one of the most significant job performance charter and performance evaluation criteria, regardless of the employee's position of leadership. Workers must also be able to collaborate well with coworkers on the job performance assessment form, as well as be aware of their ability to lead by example and guide their team toward success.
4. Problem-solving ability: Regardless of the position held, personnel must possess the ability to solve problems successfully and make wise decisions.

3.1.2. The dimensions of job performance

1. Efficiency: The concept of efficiency is one of the multifaceted concepts, differing in terms of realization and applied and proposed fields. In addition, due to the large development in the past two decades, it has become difficult to define a common concept and a limit. However, we can say that this concept is related to work situations, we can only talk about efficiency in my work framework, and most definitions, despite their differences, share their constitute components or resources, which are generally represented in theoretical knowledge, practical knowledge, and practical expertise (behavioral knowledge). Defined by the French professional group Le Medef, efficiency is a combination of

theoretical knowledge, practical knowledge, experience, practice, and professional status that is the framework that allows their monitoring and recognition, and the institution must evaluate and develop. It is exercised in relation to a goal that is expected to be reached or that is related to a predetermined situation or goal. This is noted by M. Parlier and P. Gilbert in their definition of efficiency as a set of knowledge, abilities to act, and organized behaviors in order to achieve a goal in a specific work situation [3]. The diversity among the employees is a result of the different backgrounds to which they belong. These backgrounds include but are not limited to gender, age, race, color, ethnicity, and physical ability. In other words, it means marginalization, referring to the dominance of one group by another in an organization because of diverse backgrounds (gender, age, race, color, ethnicity, and physical ability) in the organization. Thus, there can be gender, age, race color, in addition to the marginalization of physical ability, and control according to the case. Organizational efficiency is the relationship between the inputs and outputs of a particular activity. Efficiency is the rate at which outputs are compared with inputs. The lower the ratio of inputs to outputs in an organization, the more efficient it is. Thus, the efficiency of the organization is summed up in production in cheaper and better ways [21].

2. Effectiveness: The term organizational effectiveness was introduced by Barnard in his book *Functions of the Executive Director*, where he described it as the activities that lead to success by achieving the goals of the organization, in the right way. The term was surrounded by a lot of complexity and overlap, and researchers in organizational science acknowledge that the central point in organizational theory is related to organizational effectiveness. Most research on organizations aims to improve their effectiveness directly or indirectly because organizational effectiveness is a broad term that includes several components, as a reference to effectiveness. Organization is one aspect of organizational performance and it is a broad concept as there is no comprehensive or agreed-upon definition among researchers on how to measure organizational effectiveness due to intellectual differences about this subject [12]. The index of work turnover and absenteeism are among the important criteria for measuring effectiveness, the nature and volume of work that must be dealt with, the impact of the organizational level, and the season of occurrence, regardless of the degree of occurrence. All are also important indicators for measuring organizational effectiveness [25]. It is also the ability to define and evaluate goals, and it is the ability to achieve goals according to specific policies and frameworks [22].
3. Productivity: The fact is that we rarely find in the contemporary economic literature that has received attention and deliberation in a way and to the extent that it happened regarding productivity because it is a measure of the level of efficiency in the exploitation of human and material resources used in the production of goods and services. According to the definition of the experts, productivity means the amount of production for each element of the production process. This definition takes two directions, the first is based on the relationship of production to one element of production, and the second is the relationship of production to all the elements that contributed to its production. We will try to give a set of definitions of productivity by researchers and experts of some international organizations, to try to extrapolate the concepts in circulation and their economic significance, which are as follows:
 - a. It is the relationship between the number of resources used in the production process and the output from that process.
 - b. Productivity is also defined as the optimal use of production elements in order to achieve the largest possible amount of production at a specific level of quality and variety, at a specific time, at the lowest possible cost, and in a way, that gives the highest possible surplus of profitability. Productivity is the intrinsic indicator of efficiency in any production system. It seems to have become a standard in bibliometric measurements and defines research productivity as the number of publications per researcher, which is what distinguishes him from other researchers [18]. Existing productivity tracking tools are usually not designed to capture

the diverse and ambiguous nature of the activities of individual workers. Although the details of their daily activities vary, current technologies keep track of activities that are easier to capture. For example, automated monitoring can capture activities involving only digital devices, thus calculating throughout based on how long the software is used [23].

4. Discussion

The incentive variable includes two dimensions, which are illustrated in Table 3. The arithmetic mean for financial incentives was 3.73 with a standard deviation of 0.55, which is greater than the hypothetical mean of 3 on the scale area, and this indicates that the financial incentives dimension was at a high level within the research sample answer. As for the paragraphs of this dimension, they were distributed between the highest value of paragraph 1 with an arithmetic mean of 4.60 and a standard deviation of 0.53, and the lowest value for paragraph 2 with an arithmetic mean of 1.68 and a standard deviation of 0.76, which means that colleges are the place to search motivation even though this is not given much importance despite its importance in raising the performance of employees.

The arithmetic mean of non-financial incentives was 3.65 with a standard deviation of 0.50, which is greater than the hypothetical mean of 3 on the area of the scale. Paragraphs for this dimension were distributed between the highest value of paragraph 1 with an arithmetic mean of 4.62 and a standard deviation of 0.53, and the lowest value for paragraph 2 with an arithmetic mean of 3.12 and a standard deviation of 0.32, and this explains that the colleges surveyed do not attach importance to adopting opinions.

Table 3. Frequencies, percentages, arithmetic mean, and standard deviation of the paragraphs of the dimensions of the independent variable (incentives)

Topics	Dimensions of the independent variable (incentives)										Mean	Std.Deviation
	Strongly agree		Agree		Neutral		Disagree		Strongly disagree			
	T	%	T	%	T	%	T	%	T	%		
First Financial incentives												
1 Financial incentives help develop business and innovation	31	62.0	18	36.0							4.60	0.53
2 The college is keen on the satisfaction of its faculty and administrators by providing financial incentives to them	1	2.0	1	2.0			27	54.0	21	42.0	1.68	0.76
3 Financial incentives encourage competition between faculty and administrators in the college	13	26.0	37	74.0							4.26	0.44
4 Financial incentives reduce complaints and grumbling among faculty and administrators alike	20	40.0	30	60.0							4.40	0.49
Total financial incentives											3.73	0.55

Topics	Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Mean	Std.Deviation	
	T	%	T	%	T	%	T	%	T	%			
Second	Non-financial incentives												
5	Non-financial incentives help in raising the morale of the faculty and the college administration		32	64.0	17	34.0	1	2.0				4.62	0.53
6	The college is keen to adopt the suggestions of the faculty and administrators				6	12.0	44	88.0				3.12	0.32
7	The college publishes the names of distinguished faculty and staff, which raises their morale		1	2.0	13	26.0	36	72.0				3.30	0.50
8	The college presents thankful and appreciation letters to distinguished faculty members and administrators		5	10.0	19	38.0	26	52.0				3.58	0.67
	Total non-financial incentives											0.50	3.65
	Total incentives											0.52	3.69

As shown in Table 4:

1. Efficiency: The arithmetic mean of this variable was 2.09 with a standard deviation of 0.76, which is less than the hypothetical mean of 3 on the scale area, and this indicates the relative importance of this dimension to the efficiency variable. Paragraph 11 has an arithmetic mean of 4.02 and a standard deviation of 0.82, and the lowest value for paragraph 9 with an arithmetic mean of 2.08 and a standard deviation of 0.75.
2. Effectiveness: The arithmetic mean for this variable was 3.17 with a standard deviation of 0.52, which is higher than the hypothetical mean of 3 on the scale area, and this indicates that the dimension of effectiveness is of importance to the research sample. The highest value was for paragraph 13 with an arithmetic mean of 3.42 and a standard deviation of 0.49, and the lowest value for paragraph 16 with an arithmetic mean of 2.46 and a standard deviation of 0.46. This shows despite the importance of technology in work, it suffers from a lack of accuracy in the use of these techniques and thus negatively affects the level of effectiveness enjoyed by workers.
3. Productivity: The arithmetic mean for this variable was 2.28 with a standard deviation of 0.79, which is less than the hypothetical mean of 3 on the scale area. At the level of paragraphs for this variable, it was distributed between the highest value of paragraph 20 with an arithmetic mean of 2.34 and a standard deviation of 0.82, and the lowest value for paragraph 17 with an arithmetic mean of 2.22 and

a standard deviation of 0.76. This illustrates the weakness of the procedures followed by the college to adopt appropriate work technology, despite its importance in productivity. As for the total mean of the performance variable, it was below the hypothetical mean of 3, with an average of 2.85 and a standard deviation of 0.69.

Table 4. Frequencies and percentages, arithmetic mean, standard deviation, and coefficient of variation for the items of the dependent variable (functional performance)

Topics		Strongly agree		Agree		Neutral		disagree		Strongly disagree		Mean	Std. Deviation
		T	%	T	%	T	%	T	%	T	%		
First	Efficiency: the criterion of rationality in the use of human, material, financial, and informational resources available in the organization												
9	The organization's management uses modern applications and technologies to provide the best service.					16	32.0	22	42.0	12	24.0	2.08	0.75
10	The organization invests individual skills in providing better service.					22	44.0	23	46.0	5	10.0	2.34	0.65
11	The skills of workers are a source of superiority for the organization over its competitors.	17	34.0	17	34.0	16	32.0					4.02	0.82
12	The organization possesses operational skills that achieve excellence in its performance.	15	30.0	16	32.0	19	38.0					3.92	0.82
	Overall performance											3.09	0.76
Topics		Strongly agree		Agree		Neutral		Disagree		Strongly disagree		Mean	Std. Deviation
		T	%	T	%	T	%	T	%	T	%		
Second	Effectiveness: A criterion for measuring the extent to which an organization achieves its goals in line with or adapted to the environment in which it operates.												
13	The organization uses business techniques to achieve a competitive advantage			21	42.0	29	58.0					3.42	0.49
14	The organization uses work technology methods to increase the effectiveness of the organization			20	40.0	30	60.0					3.40	0.49

15	The organization has highly skilled professionals in the use of business technology	20	40.0	30	60.0					3.40	0.49
16	The organization possesses great precision for its investment in work technology			27	54.0	19	38.0	4	8.0	2.46	0.64
Overall effectiveness										3.17	0.52
Topics		Strongly agree	Agree	Neutral	Disagree	Strongly disagree				Mean	Std. Deviation
		%	%	%	%	%					
Third	Productivity: A criterion for measuring the organization's ability to meet the demands of workers and beneficiaries										
17	Productivity: A criterion for measuring the organization's ability to meet the demands of workers and beneficiaries.			21	42.0	19	38.0	10	20.0	2.22	0.76
18	The organization is keen to improve its productivity by focusing on research and development programs for employees.			24	48	14	28.0	12	24.0	2.24	0.82
19	The work technology adopted in the organization leads to an increase in its productivity.			26	52.0	14	28.0	10	20.0	2.32	0.79
20	The productivity of the organization is closely related to the method of work technology relied upon.			28	56.0	11	22.0	11	22.0	2.34	0.82
Overall productivity.										2.28	0.79
The total performance variable.										2.85	0.69

This axis is concerned with testing the impact hypotheses identified by the study to determine the possibility of judging them with acceptance or rejection, as they will be investigated according to the calculated F-value and the level of significance, and through the value of the coefficient of determination (R²).

The first main hypothesis: There is no statistically significant effect of incentives on job performance dimensions. There is no significant effect of incentives on job performance dimensions at the level of each dimension and its impact on all other dimensions. Two sub-hypotheses emerged from the first hypothesis related to incentives and their impact on the components of job performance dimensions (efficiency, effectiveness,

productivity), and after a comparison of the value of the regression coefficients, the results appeared as shown in the following Table 5.

Table 5. The effect of incentives on each dimension of performance

Independent variable	Dependent variable	Coefficient value (R) ²	Calculated value (F)	Statistical significance	Beta coefficient (B)	Constant term (A)	Function Type
Incentives	Overall performance	0.001	0.026	0.872	0.023-	2.959	Non-significant
	Efficiency	0.001	0.024	0.050	0.032-	3.341	Significant
	Effectiveness	0.008	0.363	0.550	0.087-	3.602	Non-significant
	Productivity	0.001	0.054	0.817	0.034	1.934	Non-significant

There is no statistically significant effect of the total incentive dimensions on the total performance dimensions at the level of significance (0.872), except for the efficiency dimension, as the calculated F-value is 0.026. The incentive variable can explain what percentage (0.1%) of the changes that occur in performance. As for the percentage (99.9%), it is attributed to the contribution of other variables that are not included in the study model, and accordingly, the hypothesis was accepted, which states that there is no significant effect for incentives for performance in colleges, the place of research is based on the dimensions of the variables included in the study model. Table 6 is an interpretation of the results of the sub-hypotheses.

Table 6. Shows the overall effect of incentives on these dimensions

Independent variable	Dependent variable	Coefficient value (R) ²	Calculated value (F)	Statistical significance	Beta coefficient (B)	Constant term (A)	Function type
Financial incentives	Efficiency	0.002	0.085	0.771	0.043-	3.316	Non-significant
	Effectiveness	0.010	0.484	0.490	0.100-	3.513	Non-significant
	Productivity	0.010	0.508	0.479	0.102-	3.008	Non-significant

The results presented in Table 6 show that the percentages shown by the coefficient of determination, respectively, are 0.002, 0.010, 0.010, which means that the financial incentives are responsible to a certain degree for the changes that occur in performance, and the rest is due to random variables, and the percentage that is consistent with. It is illustrated by the coefficient of determination with the F-values calculated for the performance dimensions, respectively 0.08, 0.48, 0.50, which is consistent with its non-significant values of 0.77, 0.49, 0.47 respectively at a significant level (0.05), which reflects a non-significant effect on performance. This indicates that the dimension of financial incentives has a weak effect on these dimensions, and the rest is due to other variables that were not included in the study model. By examining the values of the β coefficient, which is $4x$ (0.04, 0.10, 0.10), it means that the change in the size of financial incentives at a certain level, for example, in the dimension of efficiency will be followed by a change in performance by 3.31. Based on the data above, the hypothesis that states there is no significant effect of financial incentives on performance dimensions will be accepted. The regression equation was an example of the following formula:

$$\text{Performance} = 3.31 + (0.04) (\text{financial incentives})$$

Table 7. The effect of non-financial incentives on performance dimensions

Independent variable	Dependent variable	Coefficient value (R) ²	Calculated value (F)	Statistical significance	Beta coefficient (B)	Constant term (A)	Function type
Non-financial incentives	Efficiency	0.000	0.000	0.988	0.002-	3.104	Non-significant
	Effectiveness	0.001	0.024	0.876	0.023-	3.264	Non-significant
	Productivity	0.034	1.689	0.200	0.184	0.681	Non-significant

The results presented in Table 7 show that the percentages shown by the coefficient of determination, respectively, are 0.00, 0.00, 0.03, which means that the non-financial incentives dimension is responsible to a certain degree for the changes that occur in the dimensions of performance. The rest is due to random variables that were not included in the study model. The ratios shown by the determination coefficient are consistent with the F-values calculated for the dimensions (efficiency, effectiveness, productivity) and amounting to 0.00, 0.02, 0.20, which are consistent with their non-significant values, respectively 0.98, 0.87, 0.20 at the level of significance (0.05), which reflects a non-significant effect of non-financial incentives on performance dimensions. Examining the values of the β coefficient of -0.00, -0.02, 0.18 means that the change in the volume of non-financial incentives at a certain level, for example in the efficiency dimension will be followed by a change in performance by 3.10, and based on the above data. The hypothesis will be accepted as there is no significant effect of non-financial incentives on performance for all dimensions and the regression equation for efficiency is in the following form:

$$\text{Performance} = 3.10 + -0.00 (\text{for non-financial incentives})$$

5. Conclusions and recommendations

1. Many writers were interested in the field of incentives and performance dimensions, but their writings did not reflect the nature of the impact of incentive dimensions on performance dimensions in the private colleges researched.
2. The multiplicity and different approaches and theories dealt with the phenomenon of motivation due to the different intellectual approaches and disciplines of scholars, researchers, and those interested in it.
3. Confirming the positive impact of the incentive variable in general on the efficiency dimension in developing the level of work and improving performance, would create a competitive advantage for the colleges under study.
4. The consistency and stability of the research sample answers within good limits, and the emergence of low levels of variation in those answers, which indicates functional awareness and understanding of functional tasks and the desire to seek modernity from new knowledge.
5. The results reached in the research contributed to a basic conclusion represented by the acceptance of the main hypothesis in the colleges under study. According to the dimensions included in the study model with a high rate, the percentage of the influence of the incentive variable on the performance variable was 0.1% only, and the rest is due to the contribution of other variables not included in the study form.
6. The results proved that the colleges in the research do not attach importance to the proposals submitted by the instructors and employees, which has a great impact on raising their performance levels compared to other colleges.

The recommendations are the following:

1. College deans have shown increased interest in incentives because incentives are one of the most important policies to increase productivity in workers to be able to adapt to the technical development and the conditions of intense competition in the markets.

2. College deans must increase interest in the concept of incentives rather than performance as this contributes to and enhances the survival and growth of colleges in fiercely competitive markets.
3. College deans must deepen the awareness of the workers about the acceptance of a new organizational culture resulting from the concept of incentives and performance enhancement.
4. Consolidating the aspects of strength in the colleges regarding the types of incentives and working to provide all the requirements necessary to achieve high performance in the areas of the product and the educational process.
5. The administration of the colleges shall necessitate the focus on the dimensions of performance and work to achieve them efficiently in order to achieve superiority over their competitors.
6. The administration of the colleges shall necessitate the focus on identifying and studying the nature of the impact on an ongoing basis between motivation and dimensions of performance in order to improve and develop their products to meet the ever-renewing market requirements.
7. The administration of the colleges shall necessitate the interest in the research and development departments and give them the appropriate importance to introduce new products and improve the existing (current) products in order to keep pace with the change in the external environment and the labor market.
8. The administration of the colleges shall encourage its employees in all scientific departments to have the element of competence because it has an effective impact on improving the performance of the employees, which in turn contributes to the development of the productive process.
9. The colleges should develop the skills, knowledge, and capabilities of their employees by enrolling them in training courses in the areas of incentive systems, leadership, and management in order to reach performance and everything new in these areas and cooperation with Iraqi universities and institutes, both private and governmental.

The researchers suggest to those interested in the impact of incentives on performance, the adoption of other dimensions different from the dimensions adopted in the current study, as the results showed that there is no significant effect of incentives on performance with its current dimensions. This is reflected by the effect rate of 0.1% and the rest is due to variables not included in the study model. The researchers recommend taking one of these variables and testing them to reach new positive results. Experimenting with the current dimensions in another environment in the hope that it will produce new positive results. Taking one of the variables of the current study alone and linking it to another new variable produces new results that are different from the results of the current study.

Declaration of competing interest

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