



Article

The Integrative Role of the Incentive and Job Commitment System in Improving Institutional Performance among Employees of the Martyrs Foundation in AL-Diwaniyah Governorate

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Abstract: The purpose of the current research is to uncover the synergistic role of the Incentive system (INC) (Material incentives, Non-material incentives) and Job commitment (Emotional commitment, Standard commitment, Ongoing commitment) in improving Organizational performance (Employee satisfaction, Improved productivity, Growth) among employees at the Al-Shahid Institution in the Diwaniya Governorate. This objective stems from addressing a significant problem faced by the institution, which is formulated in a core question focusing on (What is the synergistic role of the INC and Job commitment in improving Organizational performance among employees at the Al-Shahid Institution in the Diwaniya Governorate?). To address this problem, the research focuses on the descriptive analytical method by adopting a questionnaire tool to collect the necessary data for identifying the levels of the research variables, (200) questionnaires were distributed, and (179) were retrieved, of which (12) were damaged, and (167) were suitable for analysis, meaning (83.5%) of the sample in total. To analyze the research results, the (SPSS.V.29) package was adopted to analyze and identify the best results that can address the issue at hand. The results indicated a correlation and meaningful impact between the INC, Job commitment, and Organizational performance. This is due to the synergistic role of these variables, which means the organization prioritizes its work by incentivizing its employees to ensure the achievement of excellence in Job commitment for the improvement of Organizational performance. Accordingly, the research presented several recommendations, the most important of which is the necessity for the organization to develop new INCs that meet the needs and expectations of its employees, to ensure the provision of high-quality and high-standard services, which reflects on performance in an effective manner.

Keywords: Incentive system, Job commitment, Organizational performance

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1. Introduction

The contemporary world is witnessing radical and rapid transformations across various economic, social and technological domains, which imposes numerous challenges on organisations of all types and sizes, requiring them to possess the ability to adapt quickly and effectively to these developments. In the midst of this dynamic environment full of opportunities and risks, the concept of incentives emerges as one of the essential keys to ensuring the continuity, growth and prosperity of organisations in the face of

constant fluctuations. Organisations that reward highly talented employees who can sense, accurately analyse, and effectively respond to environmental changes by adjusting their structures, processes, strategies, and even organisational culture are more likely to achieve their objectives efficiently [1].

Recognition of teachers' professional commitment as a cornerstone of the success and sustainability of educational systems around the world is increasing. This includes the psychological, emotional, and professional attachment that teachers show towards their roles, institutions, and broader educational goals. Committed teachers are more capable of demonstrating flexibility, sustained effort, and dedication to academic excellence and the holistic development of students [2], [3]. In contemporary educational discourse, teachers' commitment is not limited to their professional duties alone, but is closely linked to motivation, job satisfaction, organisational support, and a sense of professional identity [4]. The success of any organisation and the achievement of its goals largely depend on the degree to which its employees believe in these goals, are convinced of them, strive to achieve them, and feel that they align with their personal or intrinsic objectives, or at least are close to them. Therefore, employees must commit to the values, principles, and objectives of the organisation they work for. Commitment is a fundamental phenomenon in human life in general, and in business organisations in particular [5]. This highlights the importance of employee performance; if their performance is good and effective, it ensures the organisation's excellence and continuity, granting it a distinguished position among the most successful institutions [6].

Economic institutions today operate in a rapidly changing and continuously evolving environment, where competition has intensified and market requirements have become more complex, prompting these institutions to review their working methods and develop their mechanisms to improve performance and ensure sustainability. Relying on traditional methods of managing operations and marketing products and services is no longer sufficient to achieve efficiency and effectiveness in light of these current changes [7], [8]. Hence, the role of organisational commitment in building institutional performance becomes evident through its integrative role with the incentive system, which in turn contributes to enhancing the institution's ability to face challenges and capitalise on available opportunities by reshaping its strategies and operational methods.

2. Materials and Methods

Part One: Research Methodology

First: Research Problem

The world has witnessed rapid and successive developments in various fields since the end of the twentieth century, and the scientific, informational, and technological revolutions have brought fundamental transformations at all economic, social, educational, political, and cultural levels. These transformations have resulted in numerous challenges faced by different institutions, whether service-oriented or educational, regardless of their area of focus, and these challenges have become threats to their existence and have increased the complexity of their internal and external environments. Perhaps the most prominent challenges faced by institutions are the increase in performance competition, meeting the expectations of beneficiaries and achieving their satisfaction, as well as meeting the needs of the labor market.

On the other hand, performance improvement is no longer an available option for institutions but has become a necessity imposed by the challenges and surrounding conditions of institutions that suffer from internal weaknesses limiting their ability to face these challenges. Among the most prominent of these weaknesses is the lack of future vision, institutional capacity weaknesses, and traditional management methods that lead to declining levels of Organizational performance and reduced productivity. In recent years, there has been a continuous increase in the form and size of some global variables that have had a significant impact on the higher education system. This has necessitated aligning higher education with these variables, represented by the advanced scientific and technological revolution. As countries and societies enter the era of globalization, keeping pace with scientific and technological progress has become one of the most important

functions of higher education in preparing human resources, preparation based on the appropriate cognitive and professional specialization for the present and future needs.

And on this basis, material and non-material incentives are largely practiced to encourage employees in achieving goals for both public and private organizations, through improving performance levels and creating higher productivity. And the success of the organization does not depend solely on the quality of available human resources, but also depends on the ability to deliver outstanding performance from employees. If there is a lack of attention to the human element and the psychological, social, and environmental factors that affect their performance levels through motivation to reach the desired goals, as well as the unfair distribution of incentives, whether material or non-material, to employees, it negatively affects their performance. Based on the above, the research problem can be formulated as an important question, namely (What is the role of the INC and Job commitment in improving Organizational performance at the Al-Shahida Institution in Diwaniya Governorate?) And to address this problem, it is necessary to answer the following questions:

- a. What is the impact of an INC on job commitment among employees of the Martyrs Foundation?
- b. How do material incentives affect employee performance?
- c. What role do non-material incentives play in promoting job commitment?
- d. How can an INC improve organizational performance at the Martyrs Foundation?
- e. What is the relationship between job commitment and the quality of organizational performance?
- f. What challenges face the implementation of an INC at the Martyrs Foundation?

Second: The importance of the research

The importance of the study stalks from the focus on the INC and its contribution to meeting the needs of employees of Shuhada Institution in Diwaniya Governorate, boosting their morale, and influencing, enhancing, guiding, and adjusting their behavior to align with the shared interests of the company and its employees. Additionally, the focus is on the topic of Job commitment, which is one of the most important indicators that the company's management can use to measure the emotional and psychological state of its employees, their attitude towards the company and their jobs, reflecting their desire to work and perform the tasks assigned to them, especially since human resources form the basis of service delivery in the services sector, and are among the most important factors that management uses to enhance its competitive ability.

As the importance of research lies in enriching the Iraqi and Arabic libraries with literature in the field of INCs, Job commitment, and Organizational performance, and then helping decision-makers in supporting their administrative decisions to achieve their organizational goals, the results and recommendations of this study also assist the administrators of the martyrs' institution in Diwaniya governorate in understanding the extent of the trend towards implementing incentive decisions for employees, and the necessity of implementing them to ensure motivation for the concerned parties aimed at improving Organizational performance.

On the other hand, the importance of the research has become evident in the attempt to provide a theoretical framework that addresses the synergistic role of the INC and Job commitment in improving Organizational performance. This exploration of these variables and the effort to link them to the subject of this research represents a scientifically significant contribution, and thus, this study can bridge the gap that exists in this area. Indeed, the studies that have examined the connection among the INC and Job commitment in Al-Shahid Institution in Diwaniya Governorate are very few. Therefore, this study serves as a starting point for future research that will explore the synergistic role of the INC and Job commitment in improving Organizational performance.

Third: The objectives of the research

The research purposes to uncover the integrated role of the INC in reality (Material incentives, Non-material incentives) and Job commitment, represented by (Emotional

commitment, Standard commitment, Ongoing commitment), in improving Organizational performance in reality (Employee satisfaction, Improved productivity, Growth) among employees at the Shahidat Institution in Diwaniya Governorate. The research also works to evaluate the role of Job commitment as an integrated role with INCs to improve the spiritual and material aspects for building motivation and behaviors of employees and their loyalty towards the institution, which strengthens the commitment mechanisms through the INC, which in turn increases the efficiency of employees in achieving organizational goals, and the research aims to:

- a. Identify the impact of the INC on Job commitment among employees of the Shahidat Institution.
- b. Measure the impact of Material incentives on employee performance.
- c. Determine the role of Non-material incentives in enhancing Job commitment.
- d. Statement: Can the INC improve Organizational performance in the Shuhada Institution?
- e. Measuring the relationship between Job commitment and Organizational performance quality.
- f. Identifying the challenges facing the implementation of the INC in the Shuhada Institution.

Fourth: Hypothesis Scheme and Hypothesis Development

Constructing a hypothetical research plan reflects the mechanisms through which the research problem can be addressed, in accordance with the objectives and importance of the research variables. Figure (1) exemplifies the variables comprised in the current study, which are:

3. Results and Discussion

Integrating Variables:

- a. Incentive system: Measured through (INC) two dimensions: (Material incentives, Non-material incentives).
- b. Job commitment (JCO): Measured through three dimensions (Emotional commitment, Standard commitment, Ongoing commitment).

Dependent Variable: Represented by Organizational performance (ORP), measured through three dimensions (Employee satisfaction, Improved productivity, Growth).



Figure 1. Hypothesis Scheme

Based on Figure (1), several hypotheses can be developed:

H1: There is a significant correlation between the incentive system and job commitment, from which emerges:

- a. There is a significant correlation between financial incentives and job commitment in terms of (affective commitment, normative commitment, continuance commitment).
- b. There is a significant correlation between non-financial incentives and job commitment in terms of (affective commitment, normative commitment, continuance commitment).

H2: There is a significant correlation between job commitment and organisational performance, which includes:

- a. A significant correlation between emotional commitment and organisational performance in terms of (employee satisfaction, productivity improvement, growth).
- b. A significant correlation between normative commitment and organisational performance in terms of (employee satisfaction, productivity improvement, growth).
- c. A significant correlation between continuance commitment and organisational performance in terms of (employee satisfaction, productivity improvement, growth).

H3: There is a significant correlation between the incentive system and organisational performance, which includes:

- a. A significant correlation between material incentives and organisational performance in terms of (employee satisfaction, productivity improvement, growth).
- b. A significant correlation between moral incentives and organisational performance in terms of (employee satisfaction, productivity improvement, growth).

H4: There is a significant effect of the incentive system on job commitment, which includes:

- a. A significant effect of material incentives on job commitment in terms of (emotional commitment, normative commitment, continuance commitment) [9].
- b. A significant effect of moral incentives on job commitment in terms of (employee satisfaction, productivity improvement, growth).

H5: There is a significant effect of job commitment on organisational performance, which includes:

- a. There is a significant effect of affective commitment on organisational performance in terms of (employee satisfaction, productivity improvement, growth) [10].
- b. There is a significant effect of normative commitment on organisational performance in terms of (employee satisfaction, productivity improvement, growth).
- c. There is a significant effect of continuance commitment on organisational performance in terms of (employee satisfaction, productivity improvement, growth).

H6: There is a significant effect of the incentive system on organisational performance, which includes:

- a. There is a significant effect of material incentives on organisational performance in terms of (employee satisfaction, productivity improvement, growth).
- b. There is a significant effect of non-material incentives on organisational performance in terms of (employee satisfaction, productivity improvement, growth).

H7: There is an integrative effect of the incentive system and job commitment on improving organisational performance.

Fifth: Research Sample

Representing the research community at the martyrs' institution in Diwaniya governorate, which is one of the important institutions in the country as it works to care for martyrs and wounded individuals by providing services and privileges to them, as well as the institution working in the governorate to maintain the distribution of real estate grants and provide financial support and other services to martyrs' families. The research sample focused on the employees in this institution due to their significant role in providing the services entrusted to them [11]. Therefore, (200) questionnaires were distributed, of which (179) were retrieved, with (12) of them being damaged, and (167) were deemed suitable for analysis, equivalent to (83.5%) of the total sample.

Part Two: Theoretical Aspect

First: INC

1. The Concept of Incentives

Focused on traditional administrative concepts on the productive capacity of the employee while neglecting all social and psychological aspects related to it. They described incentives as a collection of elements that influence human behavior and motivation. According to Kopytova , incentives encompass all strategies and elements that motivate workers to carry out their responsibilities with diligence and to put forth more effort than anticipated [12]. The Human Relations School, the Managerial School, and the Behavioral School are examples of contemporary schools of thought that have contributed significantly to the development and updating of traditional concepts in the field of production. These schools view the human element and deal with it based on the fact that it is a human being with feelings and emotions and is influenced by the surrounding environment [13]. In addition to the basic distinctions in how the INC was used and implemented, the modern schools concentrated on non-material incentives, which have been shown to be more successful than material incentives, while the traditional schools only used material incentives to motivate staff to put forth more effort and contribute [14]. This does not, however, negate the significance of material incentives in the workplace because studying the INC necessitates a thorough comprehension of workers' activities, behaviors, social, cultural, and economic environments, as well as their needs and goals.

Therefore, the incentive may encourage employees to do something positively or negatively. The incentives serve as the reward for the outstanding employee, as they work to fulfill human needs that make them feel human and valued in their work [15], in addition to meeting social needs and improving working conditions. The incentives are also the reward for outstanding performance, where this definition assumes that incentives are based on rewarding employees for their exceptional performance. The performance that deserves the incentive is extraordinary performance, or perhaps according to other criteria that indicate employees' entitlement to additional compensation beyond the salary they earn [16], [17].

indicated that it is a set of external factors and influences that affect the individual and motivate them to perform the tasks assigned to them for the better, through satisfying their emotional needs and desires. mentioned that it encompasses all means and factors that would encourage employees and labors to perform their duties industriously and honestly, motivate them to use greater effort and attention in performing these duties, and reward them for the actual extra effort they put in in the areas of production and services.

2. The Objectives of Incentive

The objectives of the INC are as follows:

- a. Reactions in the internal and external work environment that affect implementation, follow-up, and advancement.
- b. Rewarding outstanding performance.
- c. Encouraging creativity and new innovations.
- d. A tool for change and development through the introduction of effective elements in the work and raising the morale of employees [18], [19].
- e. Involving employees in making decisions with their supervisors, as most of them tend to support the decisions they participate in making.
- f. Expanding work by adding duties and responsibilities to the individual's core work to help increase the desire to work, eliminate routine and boredom, and motivate individuals to perform their tasks.
- g. Involving subordinates in defining organizational goals as they are realistic and easy to measure, enabling subordinates to achieve them within a certain period of time, as it is a style of motivation [20].

3. The Dimensions of Incentives

The INC can be measured through several dimensions as follows:

- a. Material incentives: These are all the INC that satisfy human material needs such as nourishment, sartorial, and others. They can be in the form of cash or tangible items provided to employees [21], sense all that is material or tangible and is provided to the employee, excluding the agreed salary between the organization and the employees. Thus, material incentives include all bonuses, commissions, and profit sharing that some

organizations agree upon with their employees [22]. Material incentives, in addition to salaries, include any other cash payments collected and disbursed in installments, referring to a set of incentives that only satisfy the material needs of individuals and not others, such as additional pay and incentive bonuses [23].

b. Non-material incentives: These are incentives given to staff members that don't have a monetary component but instead take on an intangible shape, like college meetings, certificates of appreciation, kindness, thankfulness, praise, and commendation [24]. They are made up of the incentives or aspects of the workplace that draw people in order to meet their social and personal demands [25]. Furthermore, monetary awards do not accomplish the intended goal unless they are connected to non-material incentives; non-material incentives are just as meaningful and significant as material incentives [26].

Second: Job Commitment

1. The Concept of Job Commitment

Job commitment is a fundamental element in determining an organization's goals and performance, indicating that individual commitment helps the organization to develop and progress. Therefore, we can conclude that Job commitment is achieved when an individual works and is committed to achieving the organization's goals. For this reason, having dedicated employees is crucial, as they will contribute to the organization's future growth [27]. Additionally, Job commitment is an intangible term that does not represent a reality associated with it behaviorally, or is imposed by force and cannot be obtained ready-made; rather, it is a result of interactions between numerous factors and behavioral variables [28]. It may stem from employees' feeling that the organization's goals align with their personal goals, and their effort to achieve the organization's goals is essentially achieving their personal goals [29]. There is also commitment arising from employees' sense of responsibility and duty imposed on them through personal values to fulfill the organization's commitment to achieving its goals. Furthermore, there is a fourth commitment toward the family to meet life's requirements, which is achieved through the individual's commitment to going beyond the organization to achieve its goals. If there is no commitment from employees, there is an ethical and administrative responsibility [30].

Interest in the topic of Job commitment began in the early second half of the 20th century and continues to the present day [31], and the concept of commitment in job behavior emerged in the early 1950s, as most studies and research focused on explaining the nature and relationship of the individual with the organization according to the congruence of values and goals between the two parties. Despite the interest in the phenomenon of commitment in general by many studies and research, it has not been able to provide a clear and specific concept of its interaction with other psychological and behavioral concepts [32].

Defined commitment as "an individual's willingness to make significant efforts for the organization, and having a strong desire to stay in the organization, and accepting the organization's core values and goals. noted that commitment is a positive evaluation of the organization and the intention to work to achieve its goals, which is a level of positive feeling generated in the individual towards the organization they work for, its loyalty, and achieving its goals while continuously feeling connected and proud of the work. defined Job commitment [33] as a psychological response (orientation) that arises from evaluating the work situation that reaches or connects the individual to the organization.

2. The Importance of Job Commitment

Job commitment is not limited to the consequences it entails for the employee or the organization; rather, it is broader, encompassing the social and national levels. The sense of Job commitment is one of the important needs [34], as it helps humans feel psychological congruence, and it is a significant source of individual comfort, security, and happiness. Without it, individuals feel stress, discomfort, lack of effort, and sacrifice [35]. The importance of Job commitment lies in the following:

- a. Job commitment represents an important pattern in connecting the organization and its employees, especially during times when organizations cannot provide adequate incentives to motivate these individuals to work and achieve the highest level of performance.

- b. The commitment of individuals, especially managers, to the organizations they work for is considered a more important factor than job satisfaction in predicting their retention in or departure from their organizations [36].
- c. Employees with high Job commitment contribute to economic growth and increased national production rates in their countries.
- d. Job commitment helps reduce absenteeism, mitigate the issue of tardiness, and improve job performance.
- e. Job commitment is considered one of the main elements in measuring the extent of compatibility between individuals on one side and organizations on the other, as well as an important factor in predicting organizational effectiveness [37], [38].

3. The Dimensions of Job Commitment

Job commitment can be slow through numerous dimensions [39]:

a. Emotional commitment: This dimension expresses the strength of an individual's desire to continue working in a specific organization due to its alignment with its goals and values, and their desire to participate in achieving them. Emotional commitment is described as a positive desire to work in a specific style. This dimension is influenced by the individual's awareness of unique job characteristics, such as the degree of autonomy, required skill variety, and proximity to supervisors and their guidance. It is also affected by the employee's sense of empowerment and their ability to actively participate in decision-making within the organizational environment, whether related to their work or personal life, as well as the feedback they receive from supervisors [40]. define Emotional commitment as the extent to which members of the organization feel emotionally immersed in their jobs. noted that [41] Emotional commitment represents an emotional sense where the individual is affected by the degree of their perception of the characteristics that distinguish their work, such as autonomy, significance, required skills, proximity to supervisors, and their guidance.

b. Standard commitment: Employees feel committed to staying at work as a result of being given the opportunity to express their opinions, participate in decision-making, set goals, and develop plans and policies [42]. argue that [43] the development of organizational standard commitment represents a response to the social pressure the organization faces, and thus it is expected to work on creating high engagement regarding social standards and the penalties the organization faces for violating the standards set by stakeholders. describe that [44] Standard commitment reflects the state of individuals' sense of responsibility and duty towards the organization and its employees, which imposes a commitment to the organization and the personal values they believe in. This type of commitment plays a significant role in shaping this commitment, as the individual's sense of commitment and duty to stay with the organization may stem from the personal values and principles they hold before joining the organization. The family values, traditions, or religion the individual believes in may also have a significant impact on building Standard commitment [45].

c. Ongoing commitment: This reflects the employee's rational calculations of the costs of leaving the organization versus the benefits of staying, such as financial incentives, job security, or the lack of alternatives, and is linked to accumulated investments (such as seniority or bonuses) and the fear of losing them [46]. claims that ongoing commitment explains why workers occasionally feel stuck in their employment relationships when they are unable to leave them easily. The nature of continuity commitment is that workers may commit to a relationship because they believe ending it would require making social or financial sacrifices or because they have no choice but to keep it going. Furthermore, some have referred to the psychological condition of continuous commitment as the "dark side" of relationship marketing [47].

Third: Organizational Performance

1. The Concept of Organizational Performance

Represents Organizational performance a system for comparing planned results with actual results, identifying deviations from plans and goals, addressing them through corrective actions or ongoing activities, and improving performance in the absence of any deviations [48]. It is the common denominator for all efforts made by management and

employees in business organizations to identify strengths and weaknesses and their positive and negative impacts, as well as individual productivity and organizational effectiveness. Thus, Organizational performance represents one of the most modern and important topics in the field of public administration of institutions, especially in light of global challenges and the intensification of competition to provide high-quality services to beneficiaries [49], [50]. Therefore, the views of researchers on this concept have diversified, defined as Organizational performance as an act that expresses a set of stages and processes that occur within the university, not the result that appears at a certain time. [51] pointed out that it is the outcome of the efforts and processes carried out by the institution, which is its ability to utilize its resources, in light of interaction with the internal and external environments, to accomplish required tasks efficiently and effectively, in order to achieve its goals [51]. As mentioned by that it is a comprehensive system for inputs, outputs, results, and impact of the organization and the extent of its connection to the built organizational capabilities based on sustainability, education, and continuous development.

The concept of Organizational performance is a multi-faceted one, with threads woven across various domains. The performance of any organization is influenced by a range of factors, some external and others internal. Collectively, these factors represent a powerful driving force that determines the organization's strategic direction [52], [53]. [54] defined it as enhancing internal planning processes within the organization by integrating various forecasting, planning, and budgeting tools, thereby making the organization prepared to read the future. It also contributes to increasing the empowerment of different sectors in a harmonious and coordinated manner within the organization. Organizational performance is expressed as the organization's ability to achieve its goals efficiently and effectively, adapt to all changes, and make the best use of available resources by implementing all activities and operations that ensure the fulfillment of stakeholder needs.

2. The Importance of Organizational Performance

Interest in the concept of institutional performance has arisen within the framework of the increasing focus on developing the quality of services provided by institutions, especially with the exacerbation of problems surrounding work systems within government sectors and efforts aimed at improving the efficiency and effectiveness of individual and unit performance [54]. Institutional performance reflects an institution's ability to achieve its goals, particularly long-term goals representing survival, growth, and adaptation; it is the means by which an organisation achieves productivity provided it is accompanied by beneficiary satisfaction and fulfilment of ethical and social responsibilities towards the environment in which the organisation operates [55]. Moreover, institutional performance is fundamentally linked to the ability to manage and invest resources within the university effectively, positively impacting performance levels, productivity, and quality, which collectively constitute elements of strategic competitiveness [56].

3. Dimensions of Organizational Performance

Institutional performance can be measured through several dimensions:

a. **Employee satisfaction:** Employee satisfaction is a positive state resulting from the employee's evaluation of their job and what they gain from it [57]. Employee satisfaction is a fundamental dimension of institutional performance as it directly affects productivity, loyalty, and reduces employee turnover. It reflects the extent to which an employee's expectations align with the reality of their work, and its causes include factors such as fair pay, a supportive work environment, and opportunities for advancement. It can be viewed either as satisfaction leading to better performance (a direct relationship) or as good performance and the resulting recognition leading to increased satisfaction [58].

b. **Productivity Improvement:** Productivity improvement represents the enhancement of internal activities and events that distinguish the organisation from other universities, through which the needs and expectations of beneficiaries and employees are met. Productivity determines how activities and tasks are carried out to achieve the strategic objectives of the institution. This dimension includes assessing the efficiency and

effectiveness of internal operational processes, including planning, organising, leading and controlling, in order to improve productivity, reduce costs and increase customer satisfaction [59].

c. Growth: Growth refers to the identification and diagnosis of objectives and long-term improvement strategies that the institution should achieve [60]. Growth is one of the essential dimensions of institutional performance, and it is measured and enhanced through human resource development, innovation and continuous learning, aiming to increase the institution's efficiency, competitiveness and long-term sustainability. Focusing on the growth dimension contributes to achieving better financial results, increasing customer loyalty and enhancing adaptability to changes [61], [62].

Part Three: The Practical Aspect

First: Coding and Describing Variables

Analyzing the data collected from the surveyed sample requires high precision in order to provide accurate results and positively impact the operations of the researched institution. Based on this, data analysis requires well-known statistical packages, the most prominent of which is the Statistical Package for the Social Sciences (SPSS), known for its high accuracy in analysing results. To analyse the data, it is necessary to code and describe the variables, their dimensions, and the specific paragraphs in the analysis, as shown in Table (1).

Table 1. Description and Coding of Research Variables and Dimensions

Variables	Dimensions	NO.	The code		Source
Incentive system	Material incentives	7	IMI	INC	Al Naqbi,2020
	Non-material incentives	7	INI		
Job commitment	Emotional commitment	5	JEC	JCO	Siraj al-Din&Abdelhafid,2025
	Standard commitment	5	JSC		
	Ongoing commitment	5	JOC		
Organizational performance	Employee satisfaction	5	OES	ORP	Mbore et al.,2019 ; Alkathiri et al.,2019
	Improved productivity	5	OPI		
	Growth	4	OGR		

Second: Testing Normality and Reliability of the Measurement Instrument

The results of Table (2) proved that the data extracted from the research sample related to the research variables follows a normal distribution, indicating that the results presented by the current study can be generalised to the studied population. The results in Table (2) also showed that the measurement tool in its final form had a reliability rate of 0.918, with the independent variable (Incentive System INC) having a reliability rate of 0.950, the integrative variable (Job Commitment JCO) a reliability rate of 0.860, and the dependent variable (Organisational Performance ORP) a reliability rate of 0.896. Therefore, it can be concluded that the measurement tool can be characterised by high reliability, benefiting the studied banks and achieving their desired objectives.

Table 2. Normality and Reliability of the Measurement Instrument for Research Dimensions and Variables

Variables	Dimensions	Kolmogorov-Smirnov		Cronbach's Alpha		
INC	IMI	0.108	0.124	0.950	0.920	0.918
	INI		0.122		0.913	
JCO	JEC	0.099	0.156	0.860	0.829	
	JSC		0.127		0.863	

	JOC		0.127		0.888
ORP	OES	0.158	0.161	0.896	0.886
	OPI		0.217		0.899
	OGR		0.243		0.869

Third: Descriptive Statistics

The results of Table (3) indicate that the overall arithmetic mean for the incentive system variable (INC) reached (4.02) with a standard deviation of (0.92). This is due to the institution's focus on enhancing the dimension of material incentives (IMI), which achieved an arithmetic mean of (4.01) and a standard deviation of (0.29), while the dimension of moral incentives (INI) came last with an arithmetic mean of (4.03) and a standard deviation of (0.42). This shows that the institution is keen to increase job satisfaction by providing rewards and incentive bonuses, which fosters a sense of satisfaction with the organisation, thereby reducing absenteeism and turnover, in addition to increasing productivity, which contributes to delivering outstanding institutional performance.

The results in Table (3) show that the average of Job commitment JCO reached (3.91) with a standard deviation of (1.19), which is due to the institution's focus on enhancing the Ongoing commitment JOC, achieving an average of (3.95) and a standard deviation of (0.32). Meanwhile, the Emotional commitment Emotional commitment ranked last with an average of (3.88) and a standard deviation of (0.56). This indicates that the institution is concerned with enhancing Job commitment among employees to ensure the construction of a desire for employees to stay and achieve the institution's goals, which primarily depends on the system of providing Material incentives and motivation.

The results of Table (3) indicate that the mean of the variable Organizational performance (ORP) reached (3.87) with a standard deviation of (0.29), which is due to the concern of the concerned organization in enhancing the Employee satisfaction (OES) dimension, which achieved a mean of (4.01) and a standard deviation of (0.35), while the Growth (OGR) dimension ranked last with a mean of (3.72) and a standard deviation of (0.37). This shows that the concerned organization focuses on building a suitable work environment that works on creating cooperation and creativity in the workplace, which strengthens both individual and collective performance together, reflecting positive results for the organization in the future.

Table 3. Statistical Description of Variables

No.	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D
IMI1	4.13	0.71	JEC2	4.01	0.52	OES1	4.18	0.65
IMI2	3.80	0.53	JEC3	4.04	0.51	OES2	4.18	0.58
IMI3	4.09	0.69	JEC4	3.83	0.55	OES3	3.90	0.54
IMI4	4.15	0.52	JEC5	3.87	0.53	OES4	3.88	0.41
IMI5	3.99	0.49	JEC	3.88	0.56	OES5	3.90	0.47
IMI6	3.80	0.63	JSC1	4.22	0.78	OES	4.01	0.35
IMI7	4.13	0.62	JSC2	3.41	0.58	OPI1	3.87	0.52
IMI	4.01	0.29	JSC3	3.99	0.60	OPI2	3.81	0.49
INI1	4.02	0.59	JSC4	3.73	0.44	OPI3	4.00	0.62
INI2	4.16	0.57	JSC5	4.14	0.75	OPI4	3.78	0.48
INI3	4.32	0.70	JSC	3.90	0.34	OPI5	3.99	0.60
INI4	4.13	0.63	JOC1	4.10	0.64	OPI	3.89	0.37
INI5	3.89	0.65	JOC2	3.67	0.56	OGR1	3.80	0.51
INI6	3.83	0.61	JOC3	4.06	0.61	OGR2	3.87	0.53
INI7	3.86	0.48	JOC4	4.13	0.66	OGR3	3.36	0.56
INI	4.03	0.42	JOC5	3.80	0.45	OGR4	3.84	0.51
INC	4.02	0.92	JOC	3.95	0.32	OGR	3.72	0.37

JEC1	3.65	0.49	JCO	3.91	1.19	ORP	3.87	0.29
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Sixth: Hypothesis Testing and Path Analysis

H1: There is a significant correlation between the incentive system and job commitment.

The results in Table (6) indicate a significant correlation between the Incentive system and Job commitment, with a strength of (0.891) at a significance level (0.01), meaning that an increase in the Incentive system variable leads to an increase in Job commitment by the same magnitude. Additionally, the strength of the correlation ranged between (0.655) between the Non-material incentives INI dimension and the Emotional commitment JEC dimension to (0.829) between the Material incentives IMI dimension and the Ongoing commitment JOC dimension.

H2: There is a significant correlation between job commitment and organizational performance.

The results in Table (6) indicate a significant relationship between Job commitment and Organizational performance, with a value of (0.909) at a significance level (0.01), meaning that an increase in the Job commitment variable leads to an increase in Organizational performance by the same amount. Additionally, the strength of the relationship varied between the dimensions of these variables, ranging from (0.656) between the Emotional commitment (JEC) dimension and the Employee satisfaction (OES) dimension to (0.860) between the Ongoing commitment (JOC) dimension and the Growth (OGR) dimension.

H3: There is a significant correlation between the incentive system and organizational performance.

The results of Table (6) indicate a significant relationship between Incentive system and Organizational performance, with a value of (0.906) at a significance level (0.01), meaning that an increase in the Incentive system variable leads to an increase in Organizational performance by the same amount. Additionally, the strength of the relationship ranged between (0.786) between the dimension Non-material incentives INI and the dimension Employee satisfaction OES to (0.864) between the dimension Non-material incentives INI and the dimension Improved productivity OPI.

And based on the foregoing, it can be said that there is a meaningful relationship and correlation between the Incentive system, Job commitment, and Organizational performance. This is due to the synergistic role of these variables, which means that the organization places among its top priorities incentivizing its employees to ensure the achievement of excellence in Job commitment in order to improve Organizational performance

Table 6. Correlation Matrix

	IMI	INI	INC	JEC	JSC	JOC	JCO	OES	OPI	OGR	ORP
IMI	1										
INI	.888**	1									
INC	.970**	.973**	1								
JEC	.724**	.655**	.709**	1							
JSC	.816**	.824**	.844**	.772**	1						
JOC	.829**	.811**	.844**	.700**	.734**	1					
JCO	.880**	.853**	.891**	.884**	.906**	.905**	1				
OES	.832**	.786**	.832**	.675**	.739**	.860**	.845**	1			
OPI	.797**	.864**	.856**	.734**	.804**	.821**	.876**	.810**	1		
OGR	.814**	.819**	.840**	.656**	.764**	.775**	.816**	.817**	.768**	1	
ORP	.876**	.885**	.906**	.740**	.827**	.880**	.909**	.940**	.924**	.926**	1

H4: There is a significant effect of the incentive system on job commitment.

The results in Table (7) indicate a significant effect of the Incentive system on Job commitment, showing that an increase of one unit in the Incentive system leads to an improvement of (0.823) in Job commitment, accompanied by a standard error of (0.052) and a critical value equal to (15.827). This, in turn, contributes to developing the potential of employees in the organization to enhance their capabilities regarding the Incentive system variable, explaining (0.794) of the variance in Job commitment. This suggests the need to invest in training employees and enhancing their capabilities in the field of Job commitment to achieve positive results in strengthening cooperation between work teams through the adoption of incentive and training programs that help them improve their productivity. This, in turn, builds new skills and capabilities for employees to deal with environmental threats.

H5: There is a significant effect of job commitment on organizational performance.

The results of Table (7) indicate a weak emotional impact of job commitment on Organizational performance, showing that an increase in Job commitment by one unit leads to an improvement of (0.904) in Organizational performance, accompanied by a standard error of value (0.092) and a critical value equal to (9.826). This, in turn, contributes to the development of employees' capabilities within the organization to enhance their abilities regarding the Job commitment variable, explaining an amount of (0.0826) of the variance in Organizational performance. This indicates that the organization is committed to involving employees in the innovations and innovations offered through the provision of Material incentives for new ideas and initiatives, which in turn significantly enhances the organization's performance.

H6: There is a significant effect of the incentive system on organizational performance.

It is observed from the results in Table (7) that there is a significant effect of the Incentive system on Organizational performance, which indicates that an increase in the Incentive system by one unit leads to an improvement of (0.348) in Organizational performance, accompanied by a standard error of value (0.122) and a critical value equal to (2.852). This, in turn, contributes to developing the potential of employees in the organization to enhance their capabilities regarding the Incentive system variable, explaining (0.821) of the variance in Organizational performance. This indicates that the organization prioritizes the development of new incentive systems that work to meet the needs and expectations of employees, in order to ensure the provision of high-quality and high-standard services, which reflects on performance in an effective manner.

H7: The existence of an integrated effect of incentive systems and job commitment on improving organizational performance

It is clear from Table (7) that there is an interactive effect of the Incentive system and Job commitment on improving Organizational performance, which leads to the conclusion that increasing the integration of the Incentive system and Job commitment contributes to achieving an improvement in Organizational performance by (0.744), with a standard error of (0.078) and a critical value equal to (9.538), which leads to accepting the previous hypothesis by achieving a high indirect effect compared to the direct effect, which resulted in the integration of the Incentive system and Job commitment explaining (0.871) of the variance in Organizational performance. The remaining value falls outside the study's scope, which means it is necessary for the organization to motivate employees to develop their internal capabilities through participation in continuous training courses and workshops that help enhance their skills and increase their productivity levels.

- b. The institution should encourage employees to develop their internal capabilities through participation in continuous training courses and workshops that help enhance their skills and increase their productivity.
- c. The institution should strengthen internal communication between departments and employees, which helps open effective channels of communication contributing to motivating employees to express their opinions and suggestions, thereby improving the work environment and enhancing commitment.
- d. The institution should consider building reward programmes capable of attracting employees and demonstrating appreciation for their efforts, which increases the level of commitment.
- e. The institution should conduct regular and comprehensive performance evaluations to ensure that continuous assessment contributes to identifying areas for improvement and reinforces institutional goals, thereby improving performance and raising levels of commitment.
- f. The institution is keen to support innovation and development through incentives for new initiatives. Encouraging employees to present innovative ideas contributes to improving processes and services, thereby enhancing overall performance.

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