

**"Effect of Incentives on Occupational Stability in the Public Sector":****Case Study on the Employees at the Ministry of Interior/Jordan****Dr. Ahmad Saleh Al-Hazaimh****Associate Professor of Public Administration****Faculty of Economics and Administration****Department of Public Administration****King Abdul-Aziz University, kingdom of Saudi Arabia****Abstract**

This study aimed to show the effect of incentive on the occupational stability at the public sector from the view point of the employees at the Ministry of Interior(MI) in Jordan. Study population consisted of the employees at the (MI)at the head office. The number of the employees is (385) males and females employees. A random sample was selected that consisted of (100) employees working in the analytical descriptive method in treating the study topic, the descriptive method was used to cover the study theoretical side, while the analytical method was used to cover the practical side. SPSS was used for analysis including Frequencies, percentages, averages, standard deviations, and Simple Regression Analysis. The prominent findings indicate to the presence of statistically significant effect of the material and immaterial incentives, the individual and collective incentives, the negative incentives and occupational stability. Also the study showed that the different kinds of incentives have an effect on the occupational stability process, also affect the occupational performance. The study recommended the necessity to encourage the collective work through the incentive at the division level, and the collective incentives should be equally distributed to the employees regardless of their performance.

**Keywords: Incentives, occupational stability, Jordanian ministry of interior.****Introduction:**

This paper addresses one of the important issues in the lives of individuals and organizations which is the incentive at work, and the extent of its relation and effect on the occupational stability. In turn the employees performance, since every organization and establishment has a system or a specific program for the incentives to help the employees to perform as best as possible. That will positively reflect the active role of the organization in the society. By using the incentive system the organization will be capable to achieve its goals, and the presence of differences between the incentives system among the organization according to the nature and role of the organization inside the society, but at the end they are incentives: (Material incentives, immaterial incentives, negative, individual and collective incentives).Concomitantly, there are many incentive systems used by each organization to reach the maximum degree of benefits for both the organization and the employees. Through this study, the researchers aimed to identify the types of incentives and the different opinions about them, and ways of utilizing them, and the expected results from applying a specific and well-studied system of incentives, the types of incentive systems in organizations, the effect of the process and its consequences on the occupational stability .The employees performance and stability, and the organizational stability. The human-being in his progress within his contribution , improving his/her skills and competence level, rising his competence, and productivity in qualitative and quantitative terms along with training and accrual experience –needs work's incentives that represent in material and immaterial gain such as appreciation , or both of them to motivate and push the employee to increase his production to fulfill their needs .Furthermore, it's worth mentioning that this study illustrates that the incentives should focus on rewarding the employees because of their good performance , and the performance that deserves the incentive is extraordinary, or according to other standards that point to the employees due additional compensation that accedes the wage as a result of their distinguish performance

**Research Problem:**

An incentive system is considered very important in its positive effect on the individuals' occupational stability to guide them to the right track by achieving the organizational goals, and rising a maximum quality level of services. The problem of this study shed a light in identifying the effect of the incentives on the employees occupational stability, whether these incentives: material, immaterial, positive, negative, individual, or collective have an effect on the quality level of the introduced services.

Based on the previous assumptions this study attempts to answer the following questions:

- What is the effect degree of the incentive system on the employees occupational stability at the (MI)?
- Does the incentives system used in the(MI) contributes to employees satisfaction that will positively reflect on their occupational stability?

**Research significance:**

Incentives are considered very important because it influences the human behavior, and have an effect on the individuals' motivation, and the positive effect on the efficiency of organizational productivity, and on the (MI) occupational stability. The administration's interest in the incentives system came as a result of discovering that incentives are successful methods to overcome the employees' occupational stability. The more the administration pays attention to the employees, the more it achieves the occupational stability in the organization, that affect its development, since it provides the suitable climate for work, which is very important for achieving the goals. If an incentive system is planned on the basis of proper scientific principles, it can play an effective and a fundamental role in maximizing employees' productivity. This research is focusing on the effect of incentives on employee's' occupational stability of employees at (MI), and acknowledges the significance The research significance of the incentive factors: Material,Immaterial,Negative,Individual and Collective) on the Occupational Stability at the (MI).

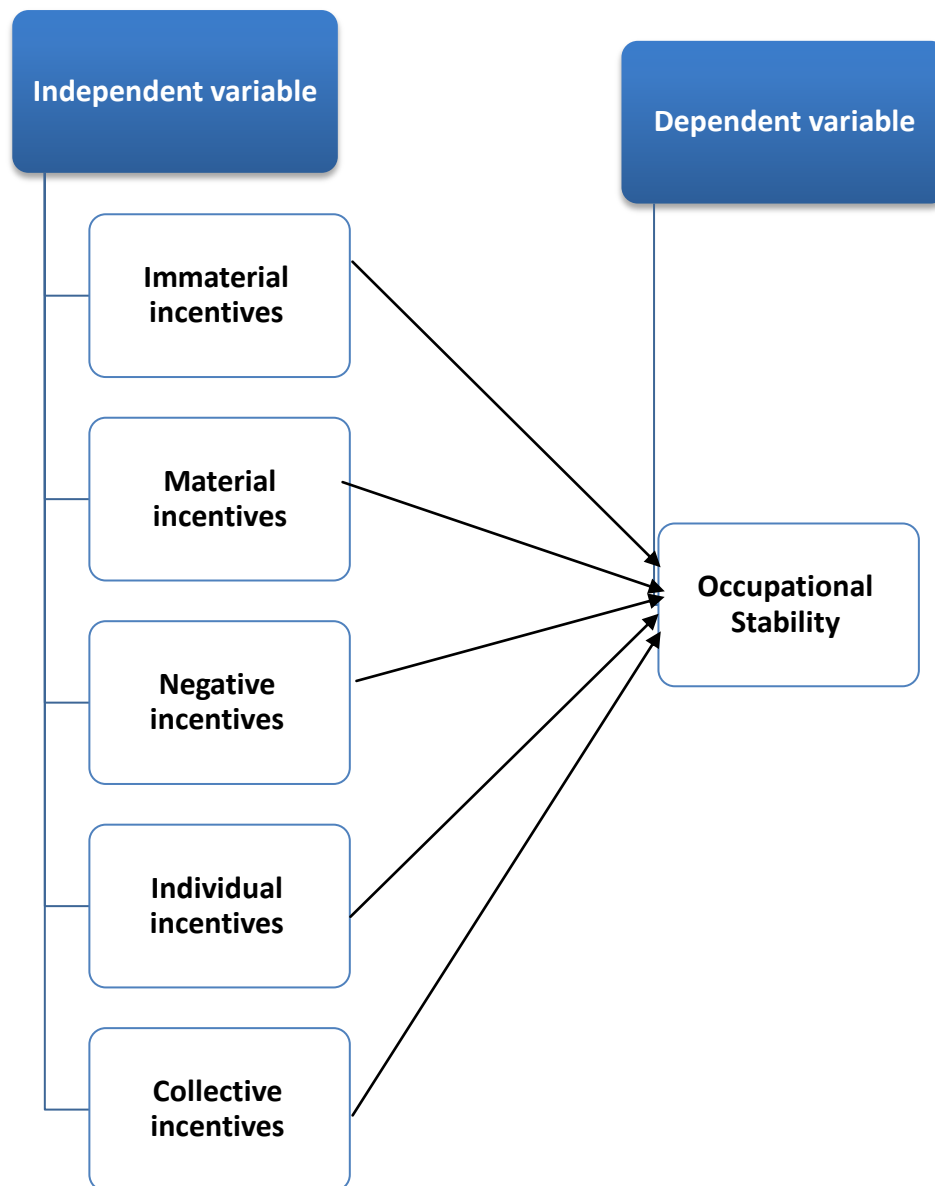
**Research objectives:**This study aims to examine the relationship between the incentives and the occupational stability at the (MI), from this main goal emerges the following sub-goals:

- 1- To know the incentive systems and the occupational stability as a theoretical and conceptual framework for the study.
- 2- Studying and analyzing the effect of the material and immaterial incentives, and their influence on the occupational stability.
- 3- This research study seeks to :
  - Study the incentive systems provided to the employees.
  - Determine the relationship between the incentive systems and the occupational stability.
  - To show the relationship between the material and the immaterial incentives and the occupational stability.
  - To know the type of the relation between the negative incentives and the occupational stability.
  - Determining the type of the relationship between the individual and collective incentives and the occupational stability.

**Research hypothesis:**The major hypothesis: Incentives affect the occupational stability, and from this hypothesis emerges the following hypothesis:

- There is a statistically significant effect of the immaterial incentives on the occupational stability.

- There is a statistically significant effect of material incentives on the occupational stability
- There is a statistically significant effect of the negative incentives on the occupational stability.
- There is a statistically significant effect of the individual incentives on the occupational stability.
- There is a statistically significant effect of the collective incentives on the occupational stability.
- There is a statistically significant effect of the demographic characteristics, (gender, age, occupational level, educational level, years of experience & specialty) on the occupational stability.

**Research model:**

Source: prepared by the researcher

**Procedural definitions:**

- **Incentives:** are the set of used influences in activating the individual's or the groups motives and determining the substance of their behavior, so the incentives open the opportunities in front of the individual to fulfill his/her needs that puts his motives in action (Atameri, 2011)

- **Immaterial incentives:** it means those aspects in the working atmosphere which provide satisfaction and the needs of individuals and social subjectivity and attention began to moral incentives in thought and modern administrative since the emergence of the School of Human Relations وتروحيها psychological concepts of social and in management

-**Material Incentives:**the incentives of a financial nature or cash or economic frequently salary and allowances and loans and declarations, remuneration and pensions.

**Negative incentives:** is a group of sanctions to the working group as a result of failure to do the work assigned to it at the specified time or for the required quality may take the form of deprivation of advantages or prevent the benefit of felt or not sensed, in the sense that the negative incentives to material or moral or these incentives to the idea of intimidation and punishment, enlighten of individual psychosocially negligence or negligence or low productivity, the existence of the disciplinary regime of the treaty is essential, since there are only facility system negative incentives for the purpose of this is to regulate the functioning of the property, and to ensure the preservation of the property of abuse and waste disregard by the workers.

-**Individual incentives:** the incentives that focus on finding the spirit of individual competition and give individuals both material and moral support and positive and negative, take the per capita (employee) incentive bonus for his excellent work, as happened to estimate its president in the form of praise or letter or participation in making a decision or the solution of a given problem the aim of individual incentives is the satisfaction of the needs of the individual.

**The Collective incentives:**the incentives that focus on the collective action based on cooperation between workers, the aim of such incentives to satisfy the needs of the psychological and social problems of the members of the community as well as to satisfy the needs of belonging and loyalty to the estimation of others, and contribute to the increasing cooperation between individuals and the excitement of competition among them, and increase their desire for the public interest and common objectives.

Need Collective incentives to keen attention when applied consists in defining the criteria which are distributed in the incentives for individuals.

**Occupational stability:** It is the employees feeling that generates as a result of feeling that he is part of the organization in which he works, and he will not be dismissed because of the services he provides and that the job guarantees a fixed source of income.

- The work: Is the individual performing an effort whether it is physical or mental or both of them, and this effort is valued as the pay amount or the motive for the work he performs.
- The incentives: it is something external in the society or in the environment surrounding the person, the individual attracts to it as a mean to satisfy the needs he is feeling.

**Research methodology:** This study applies the descriptive analytical method in treating the examined topics. The descriptive method is used to cover the theoretical part, while the analytical method is used to cover the practical part of the study.

**Study population and sample:** The study population consists of (385) male and female employees working at the (MI), a random sample was selected that consisted of (100) employees working at the Head Office.

**Data collection sources:** The researchers have relied on their own experiences and conducted the research theoretical review. The following instruments were used in this study include:

1.The main instrument: In order to achieve the research goals the previous studies were reviewed regarding the current researcher's topic, and based on this the researcher's instrument was designed in the form of a questionnaire directed to the employees. It consists of two parts. The first part contains the demographic data (gender , age , occupational level, educational level, years of experience and specialty) , the second part was designed according to Likert scale (6) dimensions , which consists of (28) items covering (the Immaterial, Material, Individual , Negative and Collective incentives , and the Occupational stability) .The answers for the items measured as (strongly agree ,agree, neutral ,disagree, and strongly disagree) were given the weights (5,4,3,2,1,)respectively.

2.The secondary instrument: It consists of the books, references, and periodicals which were used to address the research's topics.

**-Validity and reliability:**The questionnaire was introduced to a number of specialists from the teaching staff members at Jordan university, Jarashuniversity, Yarmouk university, Jadara university and al-albeit university. Some modifications and changes were done to the questionnaire of the study. Cronbach alpha coefficients were obtained for the internal consistency between the measured items. Cronbach alpha coefficient value between the measured items reached (95.8%) this percentage indicates a high degree of consistency between the measured items.

**Methods of the statistical analysis:**Data were analyzed by using the statistical package (SPSS), the descriptive statistical method was used and the inference statistics as follow:

First the **Descriptive Statistics:** such as the means , standard deviations , frequencies ,and percentages to know the point of view regarding the research questions , and to show the research sample's characteristics. Second, **Inference Statistics:** One sample t-test is used to determine the hypothesis's acceptance or rejection.

**Research theoretical framework:** Incentives have received the interest of the researchers and the administration scientists because of the influence of occupational stability on the employees 'behavior. Incentives are part of the factors and the variables that push the employees to reach the organizational goals, desires, continuity and survival. Incentives are connected with the employee's needs and desires that the employee is seeking to apply and satisfy through the organization. The theories that treated the incentives issue differed because of the different point of view about the human behavior in organizations. Recently, the interest in incentives has increased, because of the importance in employee's occupational stability especially with organizational pursuit of high quality and productivity. Despite the importance of motivation in promoting the employees' behavior (the administration pays special interest to the incentive system which has an effective impact on increasing the occupational stability). Moreover, currently, the interest in the incentives widely increased, because incentives reinforce employees'

performance (Maher,2004).

**Definition of Incentives:**

It is obvious that the human behavior is determined by three factors: reason causing the behavior, a goal that the individual is seeking to reach, so he uses a specialized behavior, and pushing power that directs the behavior after activating it and contributes to directing it to achieve the goal. Incentives are not the means available for fulfillment or the instrument through which the fulfillment is achieved. Incentives are a set of conditions available at the work climate to satisfy the individuals' desires they seek to fulfill through the work (Maher, 2004). Also incentives were identified as one of the factors that push the workers in the production unit to work at full power to achieve the pre-planned goals. Incentives are defined as external influences that move the human feelings and make them act in specific behavior to achieve the needed goal or a set of goals throughout the work. There is a strong correlation between the motives and fulfillment of the individual needs, motives push the individuals to act in a specific way in a form of an activity to satisfy a specific need (Baloot, 2003, P.9).

**Types of incentives:** Whatever is the type of the incentive, they are all external motives if they are properly controlled, planned, and administered. They play an important role in evoking the individuals' internal motive, also they move and awake the employees feelings and directs their behavior, deducing them to the optimal use of their capabilities and energy. Furthermore, they generally support the relationship between the employee and his/her work and the enterprise (Maher, 2004, P.45).

The best incentives are those that make the employees feel that the administration is working for their comfort and appreciates their works and fostering them, that is why the types and the names of incentives are many because of the multiple point of views of the administrators, and it became possible for the organization to provide its employees with the different types of incentives to form a mix that promotes the different incentives, and works collectively to push the individuals and awakening their capacities toward exerting more effort and achieving the best in performance and production.

**Types of incentives according to their nature:**

- **Financial incentives:**
- are the amount of money the employees receive for performing specific activities mostly relating to the production quality and quantity, or the incentives with the cash or economic nature. Financial incentives consider of the incentives that push the employees to exert their energy in the work for the purpose to introduce the best performance.
- the writer opinion were differ regarding the importance of the financial incentives and the extent of its effect on motivating the employees, Fredric Taylor considered it as the most important incentive, even the only incentive for the employees to achieve the organization goals. Financial incentives are the oldest incentives to increase the employees' performance, because it is possible to say that the basic characteristic of the financial incentive is the immediate speed and the individuals' direct feeling of it since his income increase by the increase of his production (Maher, 2004, p.308).
- Financial incentives consider the basic driver and influence on the individuals behavior in the advanced societies (Robbins & Jude, 2007).
- **Immaterial incentives :**
- it is by the immaterial incentives those incentives that do not depend on the money in motivating the employees to work, rather they depend on immaterial means their base is respecting the human element who has the feelings, hopes, and social expectations seeks to achieve through his work in the organization. which means that the immaterial incentives are those that make the

individuals through them feel they are humans that have the status and the importance role in the organization without them the organization cannot survive or develop (Maher,2004,p.309).

**Types of incentives regarding to their effect: Incentives regarding their effect divide into positive and negative incentives:**

○ **Positive incentives :**

- The positive incentives are those incentives granted to the individual in the material or the immaterial form in return of his work performance , his excellence in performing this work , examples of the positive incentives include the used widely in the industrial projects (Aqeeli,2005,p.120).They are the following :

- 1- Cash incentives .2- Occupational security and stability

3- Appreciation, praise and acknowledgment4- Competition.  
5- Knowledge and reporting the results 6- The sharing

Most of the time the cash incentives and occupational stability are used, because each administration assumes that they form what the individuals expect from the work, but the other incentives, the immaterial incentives do not reach the same degree and importance that the material incentives enjoy and the occupational stability, as a whole they are a set of incentives,(Maher, 2004, p.225).

- **Negative incentives :**Are the means used by the administration for the purpose to inhibit and to correct the negative behavior, and to limit the negative actions by the working individuals, such as lacking the feelings of responsibility,laziness, non-conformity with the instructions, commands and guidelines? Also, they are the incentives that prohibit the lendar-performing employee from receiving the financial or the non-financial benefit , and at the same time imposing the relevant penalty , that is why they called the deterring incentives because their basic goal is the focus on punishment and threatening in order to push the employee to stop the undesired behavior , or not the employee showing such a behavior. Examples include the deduction from the salary of the underperforming individuals, delay or depriving him from the promotion. This set of incentives include the punishment or the threat as an approach to changing the individuals behavior towards the desired direction , the means used the enterprise in such cases are (reducing the wage ,warning ,firing, reducing the job title, finishing the works contract. (Ab'as ,2006,p.287).

**The types of incentives according to the nature of beneficiaries from them:**

- **Individual incentives:** Are the incentives that the individual alone attains as a result or performing specific work which means granted to the worker according to what he has performed as assigned to him work .this kind of incentives is tied to the individuals performance directly ,also tied to his desire to increase his income by increasing his productivity (Aqeeli,2005,p.163).

Individual incentives systems are directed to the individuals and not to the group, the nature of this incentives to induce the positive competition between the employees but the disadvantages of the individual incentives include lack of cooperation between the individuals and the absence of the team spirit which is the core of the administration process ,these are some of the reasons that called many writers to the necessity to resort to the use of collective incentives (Barnooti,2007,p.99). There is another type of individual incentives, which is profits sharing determined between the employees and the administration, through which the employee receives this incentives is he achieved one of the following terms: (Maher,2004)

- 1- producing the needed amounts in a time less than the standard time.
- 2- reduction in the waste and in the production costs
- 3- if increased revenues are achieved

we can conclude from that ,despite the different plans by which the individual incentives are distributed , most of them connected with the individual performance in a way or another, the most important advantage is that the employees feel the relation between the performance and the rewards.

- **The collective incentives:**Collective incentives are the incentives that a group of individuals receive as a result of their participation in performing specific work, where every employee accomplishes part of this work, and the collective incentives are distributed to all employees equally. This method is characterized by reducing the monitoring effort,creating the cooperation spirit between them, also helps in developing the capabilities and participation in making the special decisions specific to this group and holding the responsibility.These incentives are limited to the extent of achieving the goals by the whole group, and this depends on the extent of exerting the efforts by the groups individuals equally. Collective incentive is measured based on cost reduction increasing the revenues , the most important characteristic of the collective incentive is that it does not consider as financial incentive only,rather as psychological and social incentive because it triggers the feeling of belongings to the group , and reduces the monitoring effort , increasing the cooperation spirit between the groups individuals,( Al-Aqeeli, 2001).

**Incentive strategies:** In common, the incentives are considered part of the monthly salaries,the reality is that the incentives are relevant to everything which has to do with employees' motivation , from this perspective, the concept of incentives become wider to include the monthly salaries and rewards, also include the immaterial sides , such as the good treatment , the appropriate leadership,participation in the decision making , and all the external influence that drive and activate the human motives to perform the positive behaviors that achieve the organizations goals.Without incentives there will be no motivation or activation of motives, so the behaviors might be unacceptable and goals will not be achieved.

From this point, drawing any incentives policy should be connected to achieving the organizations goals. These effective incentives should be characterized by (regardless of its elements and components;

1. To be relevant to account the competency principle and equal opportunities, in conformity between the incentives and the results,flexibility, and considering the similar systems in the competing organizations, making sure that the organizations members perceive the incentives system (Mansoor, Nidal, 2009).

2. Material and immaterial incentives make a great impact on the individuals' behavior and morals and the occupational stability.

3. Occupational satisfaction state was defined as pleasant emotional case that results from the individuals' appreciation of their job, the individuals' positive impression and feeling towards their job. (Al-bawab, 1986)

4. The human relations theory: There are social and psychological needs for the employees; the most important are self-respect,self-actualization, and respect of others.

5. Job adjustment theory: This is based on the consistency between the needed personality for the work and the work environment, consisting consider the basic factor in explaining the individuals adjustment with the works environment, also the sense of satisfaction, content and stability in the job.



**Occupational Stability:**The factors of stability in action: that the goal of the working group in the field of work based generally on the necessity of the existence of a comfortable atmosphere and patients within the institution in which it operates, so as to enable him to make the necessary effort for the success of his work to return him and the institution of society in general satisfaction with the physical well-being,

And the definition of the factors of stability as: set of indicators and the psychological and physiological and productivity, economic that occur as a result of the interaction of the working group with the internal and external environment for the enterprise and the survival of the Working Group in its status within the enterprise. (John, 1972).

The stability of the working group in office also depends on other factors, the conditions of appropriate terms of psychological and social problems. Other factors contributing to the stability of the Working Group.

\*- **physical factors:** This physical factors of great importance for workers with regard to the circumstances and conditions of work within the Organization to these conditions can be divided into the following:

- Physical conditions of work:-It has become the circumstances provide good physical work especially within the institution of modern industrial, recognized, as it would help to improve the production efficiency and to boost the morale of the worker, aided and abetted the consent and stability means the physical conditions of the natural conditions, material surrounding the worker during the performance of its work. (Amin, 1964).

- noise :One of the most influential factors in the course of the performance of the work is the noise, in most of the institutions and there is even a certain amount of strong noise, so that staff contact with each other, which exposes them to bad relations.

- lighting :Different jobs in terms of the severity of the adaption lighting accurate acts require more illumination of acts that do not require the accuracy of the implementation strong lighting and light fader affect the eyes of the working group which cause him to fatigue in its consideration.

Temperature and humidity:- Where different temperature varies depending on the nature of the work, there are some of the environmental need to constantly renovation, it is well known that the work in a high temperature causes laziness and frustration

Security professional:-Intended to every action taken to limit and reduce accidents at work and occupational diseases, and means of prevention measures before any defect in the organization

Income:- Remuneration is the main source of income for the great majority of workers, and therefore stop working ability to satisfy its needs and raise the standard of living.

\*-**social factors:**In order to maintain the institution to human cadres, must work to ensure a sound atmosphere during work, especially with regard to the nature of human relations, overlapping between the individuals and groups, and the activation of social action in the Enterprise.

\*- **psychological factors:** Psychological factors of great importance in the life of the professional working group, since it did not adopt its needs to meet the material needs and not only the social but it extends to the psychological needs, needs most acquired as a result of its interaction with the experiences of the individual during his life, and environmental factors and culture where and the Center which it operates, such as the need to respect and appreciation and the social position, the lack of access by the working group and which may lead to the Psychological Tension

**Literature Review:**

A study conducted by Al-Marhadi (2009) entitled "Effect of the Incentive System on the Public Job ethics". A field study on a sample of employees in public organizations aimed to examine the extent of the individuals' commitment to the public job ethics which is determined in the public service law, the effect of the material and immaterial incentives, and the effect of personal characteristics on the ethical behavior of the public service employee.

The researcher has generally introduced suggestions for the public civic service and in particular to the organizations to promote the ethics among employees in the public service and treating only incentives' obstacles. while Al-jassasi study (2011) entitled "effect of the material and immaterial incentives on improving the performance of the employees at the ministry of education in Sultanate of Oman" aimed to know the effect of the incentives on the performance at the ministry of education in Sultanate of Oman in a positive or a negative way, which means the distribution is unfair, that negatively reflects on the employees' performance. The study concluded that there are some differences with a statistical significance at a level of (.05) and less in the study of individuals' attitudes in regard of the effect of the material and immaterial incentives in improving the employee's performance in the (ME) in the Sultanate of Oman. By the difference of demographic factor (age, social status, educational level and job titles).

Khalifa Abdulrhman and Selini Katsaiti, (2015), "The Determinants of Job Stability in the UAE: Using Satisfaction Variables" This study investigates the job stability pattern in the United Arab Emirates and the effect of satisfaction on job stability for nationals and expatriates, in both the private and public sector, for male and female workers. It investigates the micro factors that affect the employee decision on whether to stay in a job or quit. This paper have read several paper studying the job stability pattern of different countries and we have found that this kind of pattern strongly effect the number of people unemployed and therefore effect the output of the economy. We use cross-sectional data from the survey that is conducted by the Ministry of Labor in 2013. Due to the lack of panel data, our job mobility control is peroxide using the average number of jobs changed by each employee. In our investigation of job stability, we use the current job ratio. We find that job mobility increases with age, job stability increases with salary and qualifications and is greater in the private sector, by controlling for the satisfaction variables, boring unimportant jobs and the feeling of staying long affects positively, while the feeling of quitting soon gives lower number of jobs. Employees from the northern side of the country tend to have lower job ratio. While receiving assistance, satisfied with salary, satisfied benefits, and satisfaction index increases the job ratio. On the other side, we found a negative effect from low training, and hard work motivation.

Tooqan (2008) came up with a study entitled " Employees attitudes at the public libraries in Palestine towards the work's incentives and their effect on performance efficiency " the study aimed to find out about the employees attitudes working at the public libraries in Palestine towards the works incentives . A random sample was randomly chosen from the study population consisting of (55) employees. The study reached the following results:

1. There is a degree of dissatisfaction by the study sample individuals regarding the administrative behavior and practices by the library supervisors towards the employees.
2. The existence of direct relationship between the work incentives and the degree of the employees' performance, there is a low level of performance due to downgraded level of work incentives.

Fullerton, Wallace, (2007) Title: ( Traversing the flexible turn: US workers' perceptions of job security, 1977–2002 q ). This paper utilizes data from the General Social Survey from 1977 to 2002

to investigate trends in and determinants of US workers' perceptions of job security. We find that perceived job security is impacted at the individual level by demographic factors such as race, age, education, earnings, part-time status, and occupation. With regard to age, our findings point to an increased sense of perceived insecurity at mid-career, which is contrary to previous research. This effect is distinctive from cohort effects and the linear effects of time, which we control for in the models. After controlling for unemployment, we find that perceived job security has declined over time. Further analysis suggests that this trend is largely due to the "flexible turn" in the labor market over the past quarter century.,

Depedri,S., Tortia, E. and Car pita, M. (2010) came up with a study entitled. "Incentives, job satisfaction and performance empirical evidence in Italian social enterprises "have emphasized that the employment relationship was mainly conceived as an exchange of wage for time and effort. Since the worker is supposed to only pay attention to the contracted labor services, he is delivering to the organization. So, the wage is the central focus of an incentive scheme that aims at inducing workers to exert the optimal level of effort. The study showed that worker involvement can be increased also through non- monetary incentives. It also indicated that job satisfaction is a complex mental process, because workers consume physical and psychological effort and energy. The study has pointed out that workers autonomy; self-determination, work conditions, work hours and the physical work environment are determinants of job satisfaction.

While Alvehag , Karin(2014) study entitled " impact of reward and penalty scheme on the incentives of for distribution system reliability "showed that performance based regulations accompanied by quality regulations are gaining popularity in the electricity distribution business ,and several European countries apply quality regulations with reward and penalty scheme, where the worker is rewarded when fulfilling his job and penalized if the job is not adequately fulfilled, and to meet the expected level of reliability to costumers. Results showed that the choice of scheme design to decide the incentives rate have a large impact on the distribution system operator.

May, Chiun&Abng, Mohamad (2009) , study entitled : "Human Resources Management and Organizational Performance Incentives as Moderators " examined the human resources practices and the effect of incentives on the company's performance. The study sample consisted of (85) companies participated in the study, the questionnaire was used as the main instrument to collect the data for analysis. The study found out that employees training and incentives positively contributed to the organizational performance, showed strong relationship between performance appreciation and the company's best performance, and recommended the need for conducting workshops and sessions for training the directors and the supervisors.What distinguish this study from the previous studies? this study is distinguished from the previous studies since it is the first study to the researchers' knowledge that addressed the topic dealing with the effect of the incentives on the employees occupational stability at the ministry of interior in Jordan, while most of the studies focused on analyzing and studying the effect of the incentives on the occupational performance and satisfaction ,while this study analysis the effect of the incentives on the occupational stability in one of the important public organizations.Job security as a threatened resource: reactions to job insecurity in culturally distinct regions

Sendera, Arnoldb and Staffelbacha(2016),study entitled:"Job security as a threatened resource: reactions to job insecurity in culturally distinct regions": Showed that employee attitudes has received significant attention. However, research examining the role of cultural dimensions has been largely unexplored. Drawing on the conservation of resources theory, we investigated whether the relationships between both quantitative job insecurity (i.e. the perceived threat of jobless) and qualitative job insecurity (i.e. the perceived threat of losing valued job features) and employee attitudes (job satisfaction and turnover intention) differ in culturally distinct regions. This was examined using

representative employee samples from two regions of Switzerland which differ in societal practices uncertainty avoidance and performance orientation: the German-speaking (n = 966) and the French speaking(n = 307) regions. Our research indicates that whereas the relationship between quantitative job insecurity and turnover intention is stronger in the French-speaking region where there is higher societal practice uncertainty avoidance, the relationship between qualitative job insecurity and job satisfaction is stronger in the German-speaking region where there is higher societal practice performance orientation.

Hu Fu. Kleinberg. Smorodinsky (2015)study entitled:"Job Security, Stability and Production Efficiency". Examined the study a 2-sided matching market with a set of heterogeneous firms and workers in an environment where jobs are secured by regulation. Without job security Kelso and Crawford have shown that stable outcomes and efficiency prevail when all workers are (weak) gross substitutes to each firm, in the sense that increases in other workers' salaries can never cause a firm to withdraw an offer from a worker whose salary has not risen. It turns out that by introducing job security, stability and efficiency may still prevail, and even for a significantly broader class of production functions.

### Analyzing the results:

Firstly: The demographic characteristics:

Table No.(1): The relative distribution of the study sample individuals according to gender,age, occupational level, educational level, years of experience & speciality.

The variable	Number	Percentage
Gender		
Male	53	53%
Female	47	47%
Age		
Less than 30 years	24	24%
31-40 years	41	41%
41-50 years	23	23%
51 and more	12	12%
Occupational level		
Director	7	7%
Head of division	7	7%
Employee	86	86%

Educational level		
Less than bachelor	12	12%
Bachelor	76	76%
Master	8	8%
Doctorate	4	4%

It is seen from the data in table (1) that the males representative percentage is higher than the percentage of the females ,53% males and 47% females regarding the age ,the percentage of those whose higher age between 31-40 years old , 41% , and for the occupational level the majority of the employees 86% with experience of 6-10 years ,40% while for the educational level , the higher percentages among those who hold the bachelor degree are 76% , and for the scientific major the highest percentage are those of other than the administrative and financial with 35%. Secondly: the means , standard deviation of the study sample individuals' response to the measured items:

### 1- financial incentives :

Table No. (2): Means and standards deviation of the study sample individuals answer to the measured items of the financial incentives

	The Item	Mean	Standard deviation
1	The incentive systems provides you with sufficient source of income	4.28	.90
2	The administration works to provide the financial incentives that are relevant to the work at the ministry	4.28	.90
3	The financial incentive that I receive is less than what other ministries provide	4.45	.72
4	There are new rewards and financial incentives that are relevant to the employees occupational position	3.84	.85
	Total	4.16	.57

It is clear in table No . (2) There is a high degree of agreement on the measured items. The total answered means is 4.16 with standard deviation .57. It is noticed that the highest degree of acceptance

is on item No.3, with the mean reached 4.45, while the lowest agreement degree was on item No.4 with the mean of 3.84

## 2- Immaterial incentives :

Table No (3):The means and standard deviations of the study sample individuals' answers to the immaterial incentives.

Number	The Item	Mean	Standard deviation
1	Direct contact with the director helps in improving the performance	4.16	.73
2	The administration pays attention to the employees' suggestions and complaints about the incentive system	3.77	.78
3	The administration provides the opportunity for all employees to participate in the training course	4.28	.59
4	The administration praises the performance immaterially by granting thanks letters	4.68	.62
5	The administration informs the employees about its future plans and projects	4.21	.78
	Total	4.22	.46

In general, table no. (3)Shows a high degree of agreement on the measured items. The total to the means is 4.22, with a standard deviation of .46. At the items level we notice that the highest degree of acceptance was on No.4, the answer to the mean reaches 4.68, while the lowest agreement degree was on item No.2 with the mean of 3.77.

### 3-The negative incentives:

Table No (4):The means and standard deviations of the study sample: individuals' answers to the measured negative incentives

Number	The Item	Mean	Standard deviations
1	The administration punishes the employees who are not constantly committed to organizational instructions and orders	4.18	.8
2	Probation letters are sent to employees when making they make errors	4.23	.81
3	Punishments are enforced in written forms when employees make mistakes	4.12	.79
	Total	4.18	.59

In table (4) it seems there is a high degree of agreement on the measured items. The total mean reached 4.18 with a standard of .59. At the items level we notice that the highest degree of acceptance was on item No.2, where the mean reaches 4.23 while the lowest agreement degree was on item No.3 with a mean of 4.12.

### 4- Individual incentives:

Table No(5):The means and standard deviations of the study sample: individuals' answers to, the individual incentives

Number	The Item	Mean	Standard deviation
1	The administration works to provide all the means to employee to make them feel secure at work	4.02	.75
2	The administration works to offer the employees tenure once their competencies are affirmed.	4.42	.81
3	The administration works to make the employees feel important as part of the work	4.39	.72
4	The employees perceive that	4.15	.58

	they are important in the work they perform		
5	The administration provides the employees social security benefits to make them feel secure at work.	4.05	.67
	Total	4.21	.58

In general it is obvious in table No. (5) there is a high degree of agreement among employees concerning the measured items. The total mean of the answers reaches 4.21 with a standard deviation of .58. At the items level we notice that the highest degree of acceptance is on item No.2, the mean reaches 4.42, while the lowest agreement degree was on item No.1 with a mean of 4.02.

### 5- Collective incentive:

Table No (6): The means and standard deviations of the study sample individuals answers to the measure items, the collective incentives

Number	The Item	Mean	Standard deviation
1	The administration works to use the incentives system on the basis of individual's performance	4.41	.78
2	The administration ties the incentives with the employees' performance	4.49	.72
3	The administration uses the individual's incentives because they reflect on the employees' moral spirit	3.98	.77
4	The individual receives the financial incentives according to his performance results.	4.33	.73
5	The administration encourages innovative spirit	4.33	.73
	Total	4.26	.6

It is clear in table(6) that a high degree of agreement is demonstrated on employees' measured items. The mean to the answers reached 4.26 with a standard deviation of .6. At the items level we



notice that the highest degree of acceptance is on the item No.2 , and the answer to the mean reaches 4.49 while the lowest agreement degree was on the item No.3 with a mean of 3.98.

### 6- Occupational stability:

Table No (7):The means and the standard deviations of the study sample:Respondents' answers the occupational stability.

	The Item	Mean	Standard deviation
1	The administration encourages collective work while providing incentives on a departmental basis	3.99	.78
2	The administration provides Collective incentives to establish justice for all employees.	4.05	.73
3	Incentives are equally provided regardless of employees' performance.	4.10	.64
4	Incentives are collectively provided on the basis of one team work.	4.20	.59
5	Collective incentives measure performance on the basis of team work system.	4.51	.69
6	The administration encourages collective work throughout departmental incentives.	3.79	.86

It seems from table (7) there is a high degree of agreement on the measured items. The mean to the answers reaches 4.11 with a standard deviation of .54, and at the items level we notice that the highest degree of acceptance was on the item No.5 ,the answer mean reached 4.51 while the lowest agreement degree was on item No.6 with a mean 3.79.

**Testing the Hypothesis:**

To test the research hypothesis the simple regression analysis is measured.

- The first hypothesis: Material incentives have statistically significant effect on occupational stability.

table No.(8)The simple regression analysis

Correlation coefficient R	Explanatory value R <sup>2</sup>	Regression Coefficient B	t-value calculated	Statistical Significance
.810	65.5%	.766	13.649	.000

From the results in table No. (8)Indicates a significant statistical effect at a level of ( $\alpha \leq 0.05$ ) which is noticed of the simple regression analysis. There is a statistical significant effect at a level of ( $\alpha \leq 0.05$ ) of the financial incentives on the occupational stability, also it is noticed that the financial incentives represent 65.5% of the variance in the occupational stability. So, the first hypothesis is accepted.

- The second hypothesis: There is an effect with statistical significance of the immaterial incentives on the occupational stability. Table No. (9)Shows the results of the simple regression analysis.

Table No.(9)The results of simple regression analysis

Correlation coefficient R	Explanatory value R <sup>2</sup>	Regression Coefficient B	t-value calculated	Statistical * Significance
.951	90.4%	1.108	30.435	.000

\* An effect with statistical significance at level ( $\alpha \leq 0.05$ ) is noticed in table No.(9) of the simple regression analysis. The presence of a statistical significant effect of the immaterial incentives on occupational stability at a level of ( $\alpha \leq 0.05$ ), also noticed that the immaterial incentives explain 90.4% of the variance in the occupational stability. So, the second hypothesis is accepted.

- The third hypothesis: Negative incentives have statistical significant effect on occupational stability  
Table No. (10): Simple Regression Analysis: Effect of Negative Incentives on Occupational Stability

Correlation coefficient R	Explanatory value R <sup>2</sup>	Regression Coefficient B	t-value calculated	Statistic Significant
.73	53.3%	0.666	10.576	.000

\*An effect of statistical significance at level ( $\alpha \leq 0.05$ ).

It is noticed from the results of the simple regression analysis the presence of statistically significant effect of the negative incentives on the occupational stability at a level of ( $\alpha \leq 0.05$ ), also noticed the negative incentives explain 53.3% of the variance in the occupational stability. So, the third hypothesis is accepted.

-The fourth hypothesis: Individual incentives have statistical significant effect on occupational stability.  
Table No. (11): The simple regression analysis: Effect of Individual Incentives on Occupational Incentives

Correlation coefficient R	Explanatory value R <sup>2</sup>	Regression Coefficient B	t-value calculated	Statistical * Significance
0.787	61.9	0.732	12.622	.000

\*An effect of statistical significance at level ( $\alpha \leq 0.05$ ). It is noticed from the results of the simple regression analysis the presence of effect with statistical significant effect at a level of ( $\alpha \leq 0.05$ ) of individual incentives on occupational stability; also individual incentives explain 61.9% of the variance in the occupational stability. So, the fourth hypothesis is accepted.

-The fifth hypothesis: Collective incentives have statistical significant effect on the occupational stability.  
Table No. (12): Simple Regression Analysis: Effect of Collective Incentives on Occupational Stability:

Correlation coefficient R	Explanatory value R <sup>2</sup>	Regression Coefficient B	t-value calculated	Statistic Significant
.705	49.7%	.627	9.849	.000

\*An effect of statistical significance at level ( $\alpha \leq 0.05$ ). It is obvious from the results of the simple regression analysis the presence of statistical significant effect of collective incentives on occupational stability at a level of ( $\alpha \leq 0.05$ ). Also it is noticed that the collective incentives explain 49.7% of the variance in the occupational stability. Therefore, the fifth hypothesis is accepted.

## The Results and Recommendations:

### 1- The Results:

- The research has showed the presence of effect with statistically significance between the immaterial incentives and the occupational stability.
- The research has showed the presence of effect with statistically significance between the material incentives and the occupational stability.
- The research has showed the presence of effect with statistically significance between the negative incentives and the occupational stability.
- The research has indicated the presence of effect with statistically significance between the individual incentives and the occupational stability.
- The research has illustrated the presence of effect with statistically significance between the immaterial incentives and the occupational stability.

### 2- Recommendations:

- The necessity to encourage the collective work through the incentives at the division level because this will help improving the performance at the Jordanian ministry of interior.
- The necessity for the ministry of interior to make the collective incentives equal between the employees regardless of their performance.
- The necessity to care and activate the individual incentives.

- The necessity to activate the negative incentives to be active in the ministry of interior to be wisdom and example for the future.
- The necessity to conduct more studies and researches regarding the incentives and their effect on the occupational stability in the Jordanian ministry of interior.

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