

**“IMPACT OF INCENTIVES ON HEALTH FACILITIES WORKERS’  
PERFORMANCE” A CASE STUDY**

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## ABSTRACT

**Introduction:** Incentives, whether financial or non-financial, have a significant impact on employees' job performance. Financial incentives such as bonuses, commissions, and profit-sharing plans motivate employees to work harder and achieve better results. Non-financial incentives such as recognition, career development opportunities, and flexible work arrangements also play a crucial role in boosting employee morale and job satisfaction. When employees feel valued and appreciated, they are more likely to be engaged in their work and perform at their best. Therefore, organizations that offer a mix of financial and non-financial incentives can create a positive work environment that fosters high levels of productivity and performance.

**Objectives:** The main aim of the study was to identify the impact of incentives on the workers' performance at King Khalid Hospital in Al Majmaah City.

**Method:** The study used quantitative method based on descriptive design. 210 healthcare workers took part in the study. The study sampling method required judgmental or purposive sampling method. Questionnaires were the principal method for gathering the necessary data for the study. The researcher used SPSS software for analyzing the collected data.

**Results:** the study findings showed that a large proportion of participants (41%) responded negatively regarding evaluation of the incentive system, it may indicate that the incentives (financial and non-financial) weren't aligned with their needs or expectations. 42% of the participants strongly agreed or agreed that there is a relation between incentives and their job performance. Moreover, the soci-demographic characteristics of the participants (age, nationality, job title and length of experience) affected the participants' evaluation for the incentive system at the hospital because ( $P$  value  $< 0.05$ ). The main finding reported that the incentive system effectively affects the performance of employees because ( $P$  value =  $0.000 < 0.05$ ).

**Conclusion:** Incentive systems can be an effective tool for motivating and encouraging employees to perform at their best. However, the design and implementation of these systems must take into account the preferences and goals of individual employees. Additionally, organizations should be aware of the potential impact of individual characteristics on how employees perceive and respond to incentives.

**Key words:** Incentives, financial incentives, non-financial incentives, job performance, motivation

### مستخلص الدراسة

**مقدمة:** الحوافز ، سواء كانت مالية أو غير مالية ، لها تأثير كبير على الأداء الوظيفي للموظفين. تحفز الحوافز المالية مثل المكافآت والعمولات وخطط تقاسم الأرباح الموظفين على العمل بجدية أكبر وتحقيق نتائج أفضل. تلعب الحوافز غير المالية مثل الاعتراف وفرص التطوير الوظيفي وترتيبات العمل المرنة دورًا حاسمًا في رفع معنويات الموظفين ورضاهم الوظيفي. عندما يشعر الموظفون بالتقدير والتقدير ، فمن المرجح أن يشاركوا في عملهم ويؤدون أفضل ما لديهم. لذلك ، يمكن للمنظمات التي تقدم مزيجًا من الحوافز المالية وغير المالية أن تخلق بيئة عمل إيجابية تعزز مستويات عالية من الإنتاجية والأداء.

**الأهداف:** الهدف الرئيسي من الدراسة هو التعرف على أثر الحوافز على أداء العاملين في مستشفى الملك خالد في مدينة المجمعة.

**المنهج:** استخدمت الدراسة المنهج الكمي القائم على التصميم الوصفي. شارك ٢٠٠ عامل رعاية صحية في الدراسة. تتطلب طريقة أخذ العينات الدراسية طريقة أخذ العينات الحتمية أو الهادفة. كانت الاستبيانات هي الطريقة الرئيسية لجمع البيانات اللازمة للدراسة. استخدم الباحث برنامج SPSS لتحليل البيانات المجمعة .

**النتائج:** أظهرت نتائج الدراسة أن نسبة كبيرة من المشاركين (٤١%) استجابوا بشكل سلبي فيما يتعلق بتقييم نظام الحوافز ، وقد يشير ذلك إلى أن الحوافز (المالية وغير المالية) لم تكن متوافقة مع احتياجاتهم أو توقعاتهم. وافق ٤٢% من المشاركين بشدة أو وافقوا على وجود علاقة بين الحوافز وأدائهم الوظيفي. علاوة على ذلك ، أثرت الخصائص الاجتماعية والديموغرافية للمشاركين (العمر والجنسية والمسمى الوظيفي وطول الخبرة) على تقييم المشاركين لنظام الحوافز في المستشفى لأن (قيمة  $P < 0.05$ ). ذكرت النتيجة الرئيسية أن نظام الحوافز يؤثر بشكل فعال على أداء الموظفين لأن (قيمة  $P = 0.000 < 0.05$ ).

**الخلاصة:** يمكن أن تكون أنظمة الحوافز أداة فعالة لتحفيز وتشجيع الموظفين على الأداء بأفضل ما لديهم. ومع ذلك ، يجب أن يأخذ تصميم وتنفيذ هذه الأنظمة في الاعتبار تفضيلات وأهداف الموظفين الأفراد. بالإضافة إلى ذلك ، يجب أن تكون المنظمات على دراية بالتأثير المحتمل للخصائص الفردية على كيفية إدراك الموظفين للحوافز والاستجابة لها.

**الكلمات المفتاحية:** الحوافز ، الحوافز المالية ، الحوافز غير المالية ، الأداء الوظيفي ، التحفيز

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This work is dedicated to my dear loving parents. I have taken efforts in this project. However, it would not have been possible without the kind support and help of many individuals and organizations. I would like to extend my sincere thanks to all of them.

## 1. Introduction

### 1.1 Background

Incentives are a powerful tool that can be used to motivate employees and improve their job performance. In the healthcare industry, where the quality of care provided to patients is critical, incentives can play a significant role in improving the performance of healthcare workers (1). Incentives can be both financial and non-financial, and they can have a significant impact on job performance. Financial incentives are those that involve monetary rewards for employees who meet certain performance targets or achieve specific goals. These incentives can take many forms, such as bonuses, commissions, profit-sharing plans, or stock options. Financial incentives are often used in healthcare organizations to motivate employees to work harder and achieve better results (2).

Non-financial incentives are those that do not involve monetary rewards but instead focus on recognition, praise, and other forms of positive reinforcement. Non-financial incentives can include things like public recognition for a job well done, opportunities for professional development or advancement within the organization, or even just a simple thank you from a supervisor. Both financial and non-financial incentives have been shown to have a positive impact on job performance in healthcare settings. Studies have found that financial incentives can increase productivity and improve patient outcomes by motivating healthcare workers to work harder and more efficiently. Non-financial incentives have also been shown to be effective in improving job satisfaction and reducing turnover rates among healthcare workers (3).

However, it is important to note that not all incentive programs are created equal. Incentive programs must be carefully designed and implemented in order to be effective. For example, financial incentives must be tied directly to measurable performance metrics in order to avoid unintended consequences such as gaming the system or focusing too narrowly on specific goals at the expense of overall quality of care. In addition, non-financial incentives must be tailored to the needs and preferences of individual employees in order to be effective (4). What motivates one employee may not motivate another, so it is important for managers to understand their employees' individual needs and preferences in order to design effective incentive programs.

### 1.2 Research Questions

This research paper tried to answer one main question:

- What is the effect of both financial and non-financial incentives on workers' performance at King Khalid Hospital in Al Majmaah City?

### 1.3 Research Aim

This study aimed to identify the impact of incentives on the workers' performance at King Khalid Hospital in Al Majmaah City.

### 1.4 Research objectives

This study had one main objective:

- Evaluate the incentive system at King Khalid Hospital in Al Majmaah City.
- Assess the relation between incentives and job performance for healthcare workers.

## 2 Conceptual Framework

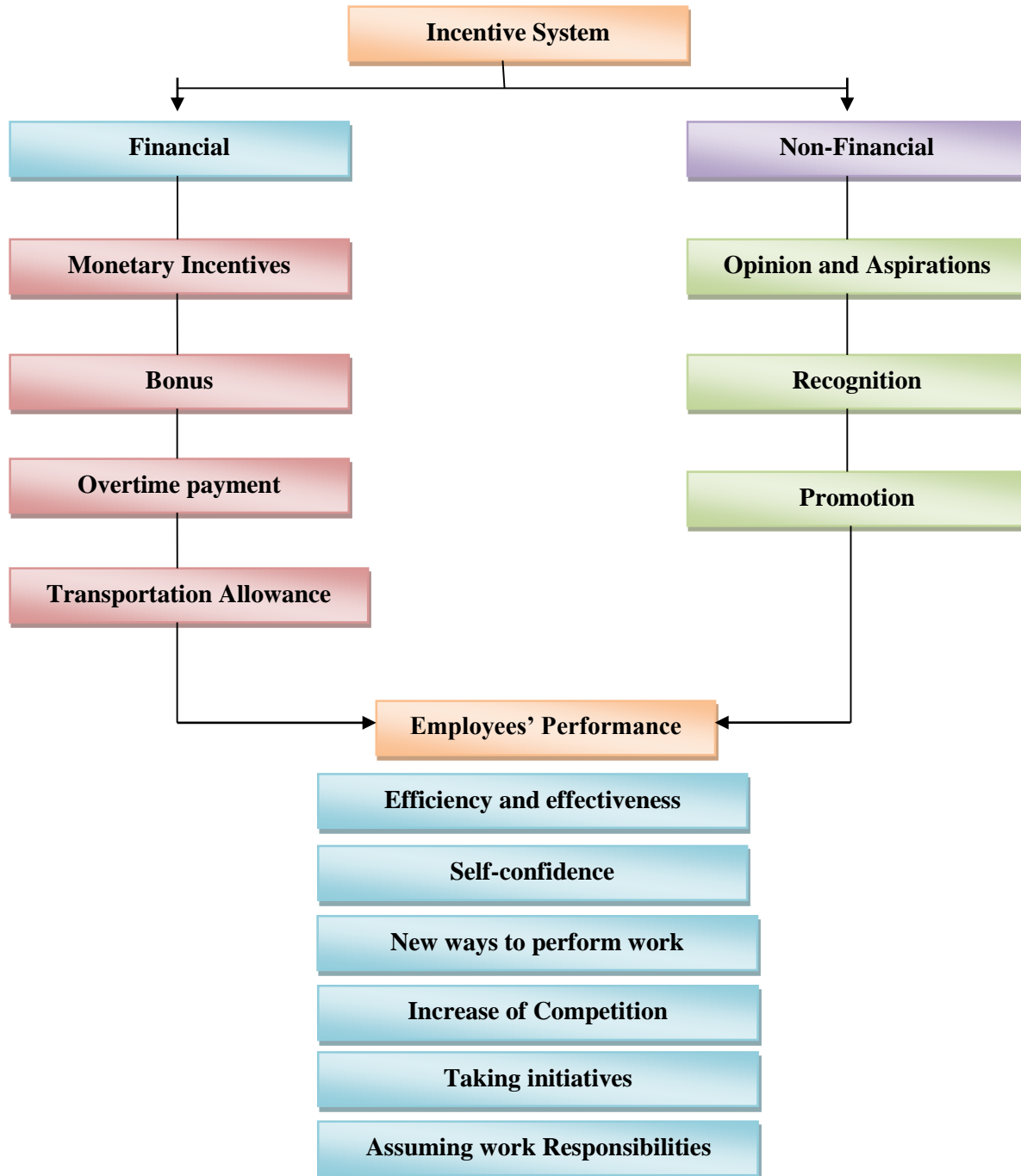


Figure 1: Conceptual Framework

Incentives are a major factor in the planning and functioning of healthcare systems, according to Scott. The National Primary Health Care Strategy, the National Health and Hospitals Reform Commission, and the National Preventative Health Taskforce are among the groups that the Australian government is consulting on when making decisions about modifications to the incentives offered to physicians, healthcare organizations, and patients. The incentives that may be offered to healthcare providers and professionals are summarized in this study. Our attention is directed towards the conduct that various forms of monetary rewards typically promote and the resulting repercussions, both planned and unplanned. (5).

Healthcare providers' actions can be more closely matched to the system's and its constituents' overarching goals with the use of incentives. Designing the 'correct' set of incentives, meanwhile, is no easy task. It is frequently less difficult to find examples of where current incentives are encouraging the 'wrong' behaviors than it is to create new incentives to encourage the 'correct' actions (6). Evidence on what drives healthcare providers and health professionals is also necessary for good incentive design. Many things inspire healthcare workers in the real world, including financial rewards, patients' health and happiness, and personal freedom and intellectual fulfillment.

An important part of motivating healthcare staff is providing them with non-monetary incentives. Incentive packages might include public acknowledgement and praise as well as chances for personal and professional development. Helping others and seeing the positive impact they have on people's lives is a common source of motivation for healthcare practitioners. Reinforcing this sense of purpose and providing a sense of belonging to the healthcare team can be achieved through non-monetary rewards (7).

Among the many non-monetary incentives that healthcare personnel might benefit from, recognition ranks high. Verbal praise, rewards, and public recognition are just a few examples. Medical professionals are more likely to keep up their excellent work when they know how much they are valued. Besides monetary compensation, other non-monetary incentives that encourage healthcare employees include opportunities for advancement in their careers. Healthcare professionals can further their careers and acquire new skills through mentoring programs, training sessions, and continuing education opportunities. Because of this, healthcare providers are more likely to keep up with the newest medical developments, which is good for patients and good for the worker's own career (8).

Every industry, including healthcare, relies on incentive programs. It is becoming increasingly difficult to find and keep qualified medical professionals in Saudi Arabia due to the country's expanding healthcare system. For this reason, it is helpful to have an incentive structure in place that encourages workers to improve their performance and remain with the company. Financial incentives are used often by healthcare personnel in Saudi Arabia. Bonuses, pay raises, and other monetary incentives are offered to employees who achieve or surpass their performance goals. Patient happiness, shorter wait times, or good treatment outcomes are all examples of data points that might be linked to these incentives (9).

Opportunity for professional growth is another perk that is becoming more popular in Saudi Arabia's wellness industry. Events like seminars, conferences, and training programs help workers gain new abilities and expand their existing knowledge. Businesses can demonstrate their dedication to their workers' professional development and raise the bar for care they offer by funding their professional courses and workshops. Motivating healthcare workers can be as simple as offering them time off or more leeway in their schedules, or as complex as offering them financial benefits or chances for professional growth. By providing financial incentives, companies can encourage their workers to strike a better work-life balance and protect them from burnout. (10).

## 4 Methods

### 4.1 Approach

This research was performed according to the quantitative method that is more suitable for this type of researches. The samples of the research is both males and females nurses who are working at Majmaah Hospital. The materials used in this research was the questionnaire that was used for collecting the data from the study samples where the materials of the study were prepared for about two days in order to tell the samples of the study about the nature of the work in order to make them give good participate in this work.

### 4.2 Design

To perform this research, the researcher used the descriptive study design. However, in order to collect the data of the study, the researcher designed a questionnaire as one of the most widely used methods in our field to obtain information and data about employees. For a number of reasons, the most important of which is that the questionnaire is the most economical means, it is not expensive at all compared to other means.

### 4.3 Setting of the Research

This research was conducted at King Khalid Hospital in Al Majmaah City.

### 4.4 population and Sampling

The study main concern was to assess the impact of both financial and non-financial incentives of health workers performance. A sample of 100 participants (who have worked at least for two years) includes all types of medical professions at King Khalid Hospital in Al-Majmaah City. The study sample was calculated based on the Raosoft website to calculate samples with a confidence degree of 95% and an accuracy degree of 5% regarding a population of 415 healthcare employees.

### 4.5 Sampling Technique

The study sampling method requires judgmental or purposive sampling method. This method is based on the judgment of the researcher as to who provided the best information to succeed for the objectives study. This research needs to focus on those people with the same opinion to have the required information and be willing of sharing it.

### 4.6 Data Collection Instrument and Procedures

The questionnaire is considered one of the most important methods used in scientific research especially social and educational ones. The questionnaire was clarified, demonstrated, and defined to get to the results. The questionnaire is one of the methods of data collection, and it is applied to a sample drawn from a specific community or environment. The study questionnaire included three main parts. The first part is devoted to the demographic characteristics of the participants like gender, sex, nationality.....etc. The second part was devoted to evaluating the incentive system in the included hospital. It has 9 statements measured by 5-likert scale. The third part of the questionnaire measures the impact of incentives on employees' performance. The researcher used 16 statements to achieve this objective. After obtaining the necessary approvals for carrying out the study, the researcher sent the questionnaire to the participants attached with a form of the informed consent.

### 4.7 Data Analysis

The researcher used SPSS to analyze the collected data. The SPSS program works according to a specific system. This system is represented by a set of commands and menus, and among these lists is the Data Editor menu, which is a list that contains a set of columns and rows. The rows in the program represent cases, and the columns express the research variables, and each row of rows has A number that expresses its own case, and the researcher can select a column for each variable, and it is also possible for the researcher to change the style that is used in the data editor in order for the presentation to be done in the way the researcher needs, in order to display the data that is entered, or, display variables, in addition to the nomenclatures that are used such as names, numbers, and letters, as well as the SPSS program displays the metrics being tested.

### 4.8 Ethical and Human Subjects issues

**Minimize damage:** The research strategy is likely to cause harm to the individuals being studied, therefore researchers must determine how serious that harm is, and whether there is a way that the harm can be justified, and it is noted that the harm here may not be limited only to the consequences for the people being studied, such as the harm that can It occurs in clinical studies, or psychology studies such as the group education study, but includes others as well, and even for researchers working in the same place, or even for researchers who want to develop the same research in the future.

**Respect for independence:** It is important that the research process shows respect for people, such as allowing them to make decisions for themselves, particularly about whether or not to participate in research at all. This principle is often seen as excluding any kind of deception, although That deception is sometimes dismissed on the grounds that it causes harm.



**Protection of privacy:** the main feature of research is to make things public, to provide descriptions and explanations available to the individuals involved, there is debate about what should not be made public, what it means to keep data confidential, is keeping confidentiality always possible or desirable, and is it possible or the settings for research and subjects must be anonymous in research reports.

**Reciprocity:** Researchers to allow access to public data depend on the cooperation provided by individuals, and this may include dealing with cooperating persons in different ways, for example, individuals may take time to conduct interviews or to fill out a questionnaire. Disrupting people's lives in different ways and to varying degrees, and given this, there are benefits that participants can reasonably expect in return for their participation in the research, so researchers are interested in thinking about what to offer to the subjects.

## 5. Results

The study discusses the impact of incentives on health facilities workers' performance- A case study: King Khalid Hospital in Al Majmaah City. The questionnaire was pretested for validity and reliability and modified accordingly. Reliability of questionnaire was tested using Cronbach's alpha. Reliability of part one: Socio-demographic information is good (alpha = 0.566) and Cronbach's alpha (alpha = 0.725) is very good for part Two: Evaluation of Incentive system. Also, reliability of Section Three: Effect of Incentives on Employees performance is good (alpha = 0.623) and the reliability for all questionnaire is good (alpha = 0.501), (Table 1).

**Table 1: Reliability coefficients of Emergency Department Workers Questionnaire**

Part	Question (N)	Alpha
Socio- demographic	8	0.566
Evaluation of Incentive system	9	0.725
Effect of Incentives on Employees performance	16	0.623
<b>Total</b>	<b>33</b>	<b>0.501</b>

After the questionnaire was circulated, 210 responses were obtained. Out of this sample for part one: Socio-demographic information, both male and female were distributed by 59% and 41% respectively. 17.6% of the sample age were between 21 to 30 years, 37.1% belonged to 31 to 40 years, 26.7% belonged to 41 to 50 years and 18.6% more than 50 years. Both Saudi and non-Saudi were distributed by 37.6% and 62.4% respectively. 23.3% of sample were single, 57.6% were married, 17.6% are divorced and 1.4% are widow. 22.9 % of the participants had 2 to 5 years' experience, 29% had 6 to 10 years of experience and 22.7 belonged to 5- 10 years' experience, 24 % belonged to 10- 15 years' experience and 48.1% had more than 10 years' experience. The qualifications of health workers distributed as, 7.1% High School, 28.6% diploma, 32.9% bachelor, 19% master and 12.4% from the sample have Doctorate. The salary of 51.9% of the health 'workers was between 10.000- 15.000, 21.4% less than 10.000, 26.2% from 15.000 - 20.000 and .5% more than 20.000. Also, the job title of health 'workers were administrator by the ratio of 15.2%, 3.3% Physician, 21.4% Nursing, 11.4% Lab technician, 1.9 % pharmacist , 29% radiologist, 10.5% dentist and other specialties are 7.1%, respectively (Table 2).

**Table 2: Socio-demographic information**

Socio-demographic information	Number	(Percentage) %
<b>Age</b>		
From 21-30 years	37	17.6
From 31-40 years	78	37.1
From 41- 50 years	56	26.7
> 50 years	39	18.6
Total	210	100.0
<b>Nationality</b>		
Saudi	79	37.6
Non-Saudi	131	62.4
Total	210	100.0
<b>Gender</b>		
Male	124	59.0
Female	86	41.0
Total	210	100.0
<b>Marital status</b>		
Single	49	23.3
Married	121	57.6
Divorced	37	17.6
Widow	3	1.4
Total	210	100.0
<b>Qualifications</b>		
High School	15	7.1
Diploma	60	28.6
Bachelor	69	32.9
Master	40	19.0
Doctorate	26	12.4
Total	210	100.0
<b>Salary</b>		
Less than 10.000	45	21.4
10.000- 15.000	109	51.9
15.000 -20.000	55	26.2
> 20.000	1	.5
Total	210	100.0
<b>Job Title</b>		
Administrator	32	15.2
Physician	7	3.3
Nursing	45	21.4
Lab technician	24	11.4
Pharmacist	4	1.9
Radiologist	61	29.0
Dentist	22	10.5
Other	15	7.1
Total	210	100.0
<b>Length of experience</b>		
Up to 1 year	0	0.00
2-5 years	48	22.9
6-10 years	61	29.0
>10 years	101	48.1
Total	210	100.0

**Objective 1: Evaluation of the incentive system at King Khalid Hospital in Al Majmaah City.**

When evaluating an incentive system, it is important to measure the perceptions of the participants who are directly affected by it. The mean is a measure of the central tendency of the data, indicating the average response across all participants. In this case, the mean is 2.9259. The standard deviation, on the other hand, is a measure of the spread or variability of the data. A lower standard deviation indicates that the responses are clustered closely around the mean, while a higher standard deviation suggests a wider range of responses. In this case, the standard deviation is 0.65481, indicating that the responses are moderately

spread out. Breaking down the responses further, it was clear that 11% of the participants answered with "Strongly disagree," indicating that they strongly feel that the incentive system is not effective. Another 30% answered with "Disagree," suggesting that they have reservations about the system. The largest group, at 26%, answered with "Neutral," indicating that they neither agree nor disagree with the effectiveness of the incentive system. The remaining participants were split between "Agree" and "Strongly agree," with 22% and 11%, respectively.

These statistics can provide valuable insights into the perception of the incentive system and how it can be improved. For example, if a large proportion of participants responded negatively, it may indicate that the incentives are not aligned with their needs or expectations. Conversely, if a majority of participants responded positively, it may indicate that the incentives are motivating and effective (Table 3)

Table 3: Evaluation of Incentive system			
Answer	N	(%)	
Strongly disagree	212	11%	
Disagree	562	30%	
Neutral	486	26%	
Agree	414	22%	
Strongly Agree	216	11%	
Total	1890	100.0	
(Mean ± S. D.)	2.9259 ± 0.65481		

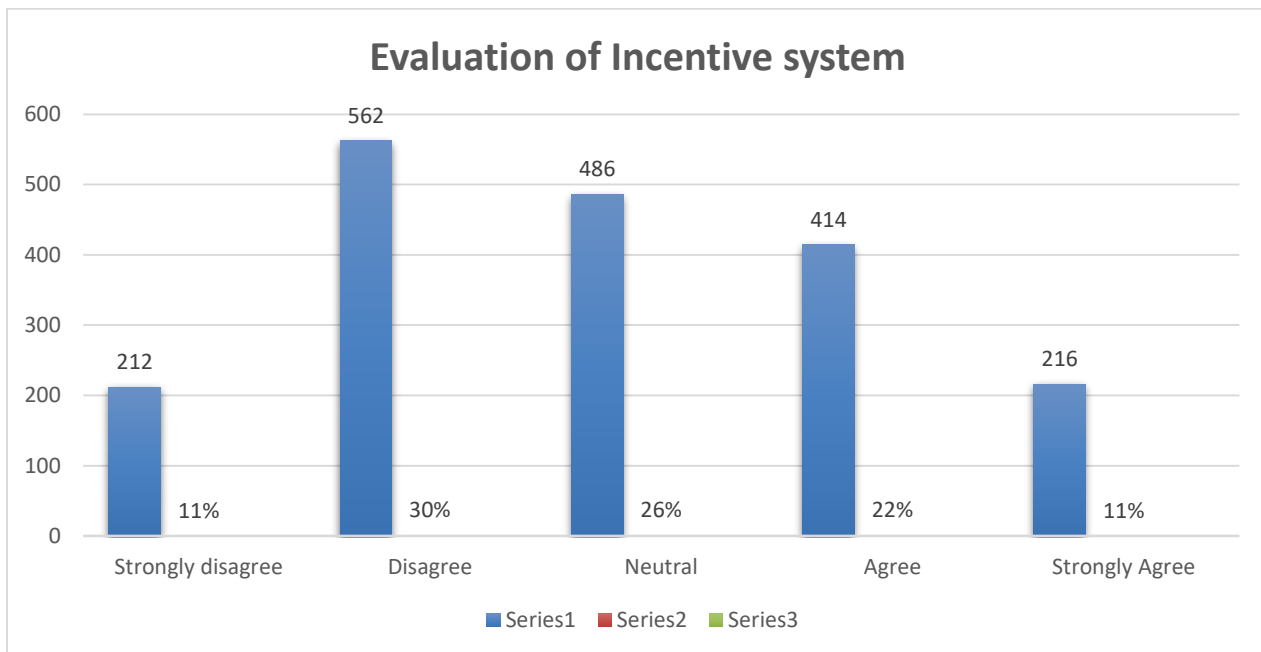


Fig. 2: Evaluation of Incentive system

**Objective two: The relation between incentives and job performance for healthcare workers:**

The impact of incentives on employee performance was examined, and the results were summarized using statistical measures of mean and standard deviation. The mean score was found to be 3.1301, with a standard deviation of 0.24946. The participants were asked to rate their agreement with the statement regarding the effect of incentives on employee performance on a five-point scale ranging from "strongly disagree" to "strongly agree". The responses were categorized as follows: 3% strongly disagreed, 30% disagreed, 25% were neutral, 35% agreed, and 7% strongly agreed. These findings provide insights into the perceptions of employees regarding the effectiveness of incentives in improving their job performance.

Table 4: Effect of Incentives on Employees performance			
Answer	N	(%)	
Strongly disagree	100	3%	
Disagree	1010	30%	
Neutral	842	25%	
Agree	1169	35%	
Strongly Agree	239	7%	
Total	3360	100.0	
(Mean ± S. D.)	3.1301 ± 0.24946		

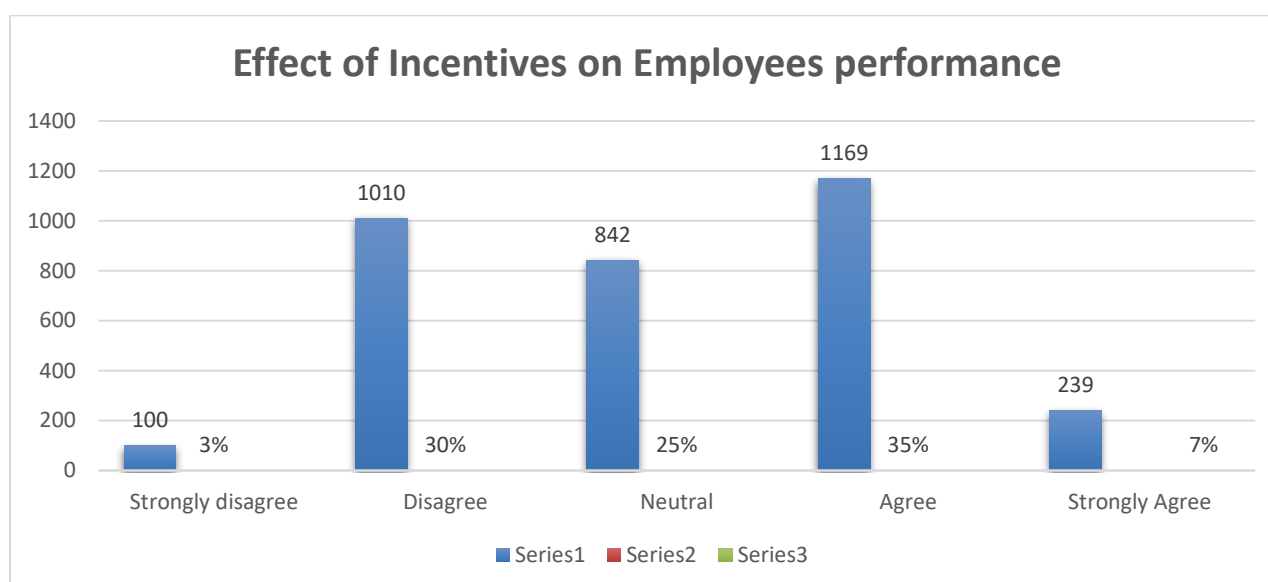


Fig. 3: Effect of Incentives on Employees performance

The researcher tried to assess the relation between the socio-demographic characteristics of the participants and their responses regarding the evaluation of the incentives system in the hospital and the impact of this system on the performance of healthcare workers. Pearson correlation coefficient was used for discussing these relations between the variables. Marital status, qualifications and salary weren't significant in evaluation the incentive system because ( $P$  value  $> 0.05$  and  $0.01$ ). On the other hand, age, nationality, job title and length of experience were significant because ( $P$  value  $< 0.05$  and  $0.01$ ). Regarding the responses about the effect of incentive on health workers' job performance, age, gender, marital status, qualifications and salary were significant because ( $P$  value  $< 0.05$  and  $0.01$ ) while the other demographic characteristics weren't significant because ( $P$  value  $> 0.05$  and  $0.01$ ).

**Table 5: The relation between incentives and job performance for healthcare workers.**

Socio-demographic information	Evaluation of Incentive system	Effect of Incentives on Employees performance
<b>Age</b>	-0.176* (0.011)	0.233** (0.001)
<b>Nationality</b>	-0.197** (0.004)	0.008 (0.904)
<b>Gender</b>	-0.179** (0.009)	-0.216** (0.002)
<b>Marital status</b>	0.133 (0.054)	0.136* (0.049)
<b>Qualifications</b>	-0.089 (0.201)	0.216** (0.002)
<b>Salary</b>	-0.084 (0.224)	0.234** (0.001)
<b>Job Title</b>	-0.279** (0.000)	-0.102 (0.142)
<b>Length of experience</b>	-0.147* (0.033)	-0.058 (0.399)

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

At the end, the results reported that job performance for healthcare was affected by the current incentive system. Also, the relation between Evaluation of Incentive system and Effect of Incentives on Employees performance is significant because ( $P$  value= $0.000 < 0.05$  and  $0.01$ ). We discussed the effect of incentives on employees performance by using

analysis of variance (ANOVA), we found that the incentive system effectively affects the performance of employees and that their evaluation of this system is significant because ( $P$  value=0.000 < 0.05 and 0.01).

### **Summary of the results:**

- 1- A large proportion of participants (41%) responded negatively regarding the evaluation of the incentive system, it may indicate that the incentives (financial and non-financial) weren't aligned with their needs or expectations.
- 2- 42% of the participants strongly agreed or agreed that there is a relation between incentives and their job performance.
- 3- The soci-demographic characteristics of the participants (age, nationality, job title and length of experience) affected the participants' evaluation for the incentive system at the hospital because ( $P$  value < 0.05)
- 4- The incentive system effectively affects the performance of employees because ( $P$  value=0.000 < 0.05).

## **6. Discussion**

### *6.1. Discussion*

Incentive systems have been widely used by organizations to motivate employees and improve their performance. However, the effectiveness of these systems depends on various factors such as the alignment of incentives with employees' needs and expectations, the relationship between incentives and job performance, and the soci-demographic characteristics of employees. This report discusses the findings of a research study that aimed to evaluate the effectiveness of an incentive system at a King Khalid Hospital in Al Majmaah City.

This study aimed to evaluate the effectiveness of the incentive system at King Khalid Hospital. The study found that a large proportion of participants (41%) responded negatively, indicating that the incentives (financial and non-financial) were not aligned with their needs or expectations. The negative response suggests that the incentives provided, which could be financial or non-financial, were not meeting the needs or expectations of the participants. This could mean that the participants did not find the incentives to be valuable enough or did not feel motivated enough to participate in the study or survey despite the incentives provided. It could also indicate that the incentives were not relevant to the needs or interests of the participants, leading to their negative response.

Several studies have evaluated incentive systems in Saudi Arabia and other countries. A study conducted by Alamri and Zuraikat evaluated the effect of financial incentives on the retention of nurses in Saudi Arabia. The study found that financial incentives were a significant predictor of healthcare professionals' retention in the country. This finding is consistent with the current study's finding that incentives are related to employee performance (11). In a study conducted by Alkandi et al. the authors evaluated the impact of incentives on employee motivation and job satisfaction in Saudi Arabian organizations. The study found that incentives had a positive impact on employee motivation and job satisfaction. This finding supports the idea that incentives are an effective tool for enhancing employee performance and satisfaction (12).

A study conducted by Islam evaluated the impact of non-financial incentives on employee retention Some Selected Private Universities in Bangladesh. The study found that non-financial incentives, such as recognition and appreciation, were significant predictors of employee retention. This finding highlights the importance of non-financial incentives in motivating employees (13).

The current study found that the soci-demographic characteristics of the participants affected their evaluation of the incentive system. This finding is consistent with a study conducted by Gašić et al to evaluate the relation between the socio-demographics factors and the compensation system in Serbia that found that demographic factors, such as age and gender, had a significant impact on the effectiveness of incentives (14). The study reported that there was a relation between the incentive system at the hospital and the level of employees' job performance. In a study conducted by Liu in China, the author evaluated the impact of incentives on employee performance in the emerging economics. The study found that incentives had a significant impact on employee performance. This finding supports the current study's finding that the incentive system effectively affects employee performance (15). In a study conducted by Dada in Nigeria, the authors evaluated the impact of incentives on employee motivation. The study found that incentives had a positive impact on employee motivation. This finding is consistent with the current study's finding that incentives are related to employee performance (16).

In conclusion, the current study evaluated the effectiveness of the incentive system at King Khalid Hospital in Al Majmaah City, Saudi Arabia. The study found that a large proportion of participants responded negatively, indicating that the incentives were not aligned with their needs or expectations. However, the study also found that incentives are related to employee performance and that the soci-demographic characteristics of the participants affect their evaluation of the incentive system. These findings are consistent with previous studies conducted in Saudi Arabia and other countries, highlighting the importance of incentives in motivating and retaining employees. Organizations need to ensure that their incentive systems are aligned with their employees' needs and expectations to maximize their effectiveness.

### *6.1. Recommendations*

Bases on the findings of the study, the researcher can recommend the following:

- 1- Review the current incentive system and identify areas where it may not be meeting the needs or expectations of employees. Consider conducting a survey or focus group to gather more specific feedback from employees.

- 2- Emphasize the importance of incentives in job performance and consider revising the incentive system to better align with employee needs and expectations.
- 3- Analyze the soci-demographic characteristics of employees to identify any patterns or trends that may be affecting their evaluation of the incentive system. Use this information to tailor incentives to different groups of employees.
- 4- Continue to monitor the effectiveness of the incentive system and make adjustments as needed based on employee feedback and performance data. Consider implementing a rewards program that recognizes and rewards high-performing employees on a regular basis.

#### 6.1. Strengths

- The study's focus on the impact of incentives on employee performance is relevant and important for organizations to understand.
- Using a quantitative method with a large sample size of 200 healthcare workers increases the study's statistical power and generalizability.
- The use of SPSS software for data analysis provides an objective and systematic approach to analyzing the collected data.
- By using a mix of financial and non-financial incentives, the study can provide insights on the most effective types of incentives that organizations can offer to their employees.

#### 6.1. Limitations

- The study's sample size is limited to 200 healthcare workers in one hospital, which may not be representative of the larger population of workers in different industries or organizations.
- Using a descriptive design limits the study's ability to establish causality between incentives and employee performance.
- The study relies solely on self-reported data from the questionnaires, which may be subject to biases or inaccuracies in reporting.
- The study does not consider individual differences in motivation and job satisfaction, which may influence the effectiveness of incentives for different employees.

#### 6.1. Conclusions

Incentive systems can be an effective tool for motivating and encouraging employees to perform at their best. However, the design and implementation of these systems must take into account the preferences and goals of individual employees. Additionally, organizations should be aware of the potential impact of individual characteristics on how employees perceive and respond to incentives. Finally, it is essential to evaluate the effectiveness of incentive systems to ensure that they are achieving their intended goals. Overall, the findings of this study provide valuable insights into the perceptions and experiences of employees regarding incentive systems in a hospital setting.

## 7. Declarations

### 7.1 Scientific and Ethics approval

The ethical approval number ( ) was received from IRB of University of Hail, Hail City, Saudi Arabia. Even written permission was taken from the Ministry of health also to collect the necessary data for the research. **See Appendix 9.2 (A & B)**

### 7.2 Sources of Funding

My research had no sources for funding. I did it on my own.



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