

T.C.
İSTANBUL KÜLTÜR UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

The Impact Of Material And Moral Incentives On Employee Satisfaction

Sajed Said Shehadeh

MBA

2200003223

Program: Business Administration

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Supervisor: Associate Prof. Dr. Murat Taha BİLİŞİK

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Prefaces

I would like to express my sincere gratitude and thanks to my advisor, Dr. Murat Taha Bilişik, who always provided support when needed and did not spare anything he could to help me.

The purpose of this thesis is to study the effect of material and moral incentives on the Employee satisfaction, and as an application of this matter in a school to explore the impact and relationship resulting from them on the employees of this school and extract results to improve the functioning and system of this school from the material and moral aspects to achieve greater employee satisfaction.

Chapter One: Introduction

Chapter Two: Literature Review

Chapter Three: Methodology

Chapter Four: results and recommendations

University: Istanbul Kültür university

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Abstract

Incentives have received the attention of behavioral and management scholars as they are important in increasing the production of employees and their satisfaction within institutions, which improves the performance of these institutions. Among these institutions of all types are educational institutions that seek integration in all aspects of work in these institutions, and among the elements of these institutions is the human element that It needs incentives of various kinds that contribute to increasing their satisfaction.

Therefore, this thesis examines the effect of material and moral incentives on job satisfaction among employees at Qatar Technical Secondary School for Boys, and find a statistically significant effect of this relationship, The study sample consisted of 83 employees in this school, and a questionnaire was distributed to them, and To achieve the objectives of this study, the descriptive analytical approach was used, in addition to the necessary statistical methods using the SPSS program, The study concluded that there is a statistically significant effect between material and moral incentives on the Satisfaction of employees.

Keywords: moral, material, incentives, job satisfaction.

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ÖZET

Teşvikler, çalışanların üretkenliğini ve memnuniyetini artırmada önemli olduklarından, davranış ve yönetim bilimcilerinin dikkatini çekmiştir. Bu durum, bu kurumların performansını artırmaktadır. Her türden kurumlar arasında, bu kurumların işlerinin tüm yönlerinde entegrasyon sağlamayı amaçlayan eğitim kurumları bulunmaktadır ve bu kurumların unsurları arasında, memnuniyetlerini artırmaya katkıda bulunan çeşitli türde teşviklere ihtiyaç duyan insan unsuru yer almaktadır.

Bu tez, Katar Erkek Teknik Ortaokulu'ndaki çalışanların iş memnuniyeti üzerindeki maddi ve manevi teşviklerin etkisini incelemekte ve bu ilişkinin istatistiksel olarak anlamlı bir etkisini bulmaktadır. Araştırma örnekleme bu okuldaki 83 çalışandan oluşmakta olup, onlara bir anket dağıtılmıştır. Bu çalışmanın hedeflerine ulaşmak için tanımlayıcı analitik yaklaşım ve gerekli istatistiksel yöntemler SPSS programı kullanılarak uygulanmıştır. Çalışma, maddi ve manevi teşviklerin çalışanların memnuniyeti üzerinde istatistiksel olarak anlamlı bir etkiye sahip olduğunu sonucuna varmıştır.

Anahtar Kelimeler: **manevi, maddi, teşvikler, iş tatmini.**

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1. Chapter Introduction

1.1. Introduction

Institutions continuously seek to achieve their goals efficiently and effectively. In order to achieve these goals, they must seek integration in all aspects of their work and resources. One of the most important of these elements, of course, is the human element. The pivotal function of human resources holds significant importance. Every aspect of the business, including customer satisfaction and productivity, is impacted by an individual's job satisfaction. An individual's motivation to perform well at work is correlated with their perceived job satisfaction. Motivation at work affects output and behavior. Motivated employees will be happy in their positions. Thus, performance will be impacted by job satisfaction, allowing it to contribute as much as possible to the organization. (Susanti et al., 2019) It is the hand of the workers that directly affects the achievement of goals.

The workers in the organization must perform their work efficiently and effectively, and this matter is very important, which is what makes them pay special attention to this matter. In order for the workers in the organizations who are required to be able to perform in the best possible way, A person's personal experiences and skills are not enough, which managers are keen to develop, of course, through training, but there are also what are called moral and material incentives that work to motivate employees to increase their job satisfaction and motivate them to provide their best, and to bring out their latent knowledge, experience and abilities, which may not be achieved Without these incentives.

1.2. study Problem

In the recent period, the interest of organizations in the issue of incentives, whether material or moral, has increased, due to their interest in increasing employee satisfaction as much as possible to achieve efficiency and effectiveness in institutions, which directly affects their profits. Therefore, employee satisfaction is very important and a basic building block in the work of institutions. Many Studies have shown the importance of incentives, whether moral or material, on employee satisfaction in institutions.

The research Problem is presented with the following question:

What are the effects of material and moral incentives on the Satisfaction?

1.3. Study questions

This study seeks to answer the following questions:

What is the effect of material and moral incentives on the employee's Satisfaction?

to answer the previous question, we must answer the following questions:

- What is meant by incentives? And what are its types?
- What is meant by Satisfaction of employees?
- What is the effect of material incentives on the Satisfaction of employees?
- What is the effect of moral incentives on the Satisfaction of employees?
- Are there statistical evidence of the impact of incentives on the Satisfaction of employees?

1.4. the study Objectives

In light of the above, the objectives of this study are as follows:

- Learn about the incentives offered and their types.
- Identify the nature of job satisfaction and its characteristics.
- Find out what is the impact of material and moral incentives on job satisfaction among employees at Qatar Technical Secondary School for Boys.
- Find out the relationship between the study's variables" moral and material incentives and the Satisfaction of employees" at Qatar Technical Secondary School for Boys.
- Fine an Evidence of statistically significant effects between study variables.

1.5. Study hypotheses

The main hypotheses:

There are statistically significant effects between material and moral incentives on the Satisfaction of employees (HA).

The following sub-hypotheses emerge from this hypothesis:

- there is a statistically significant effect between material and the Satisfaction of employees (HA1).
- there is a statistically significant effect between moral incentives and the Satisfaction of employees (HA2).

1.6. Study variables

- The independent variables:
 - Material incentives.
 - Moral incentives.
- The dependent variable:
 - the Satisfaction of employees.

1.7. Study model

The study model consists of the independent variables represented by material incentives and moral incentives, in addition to the dependent variable of job satisfaction, as shown in the following figure.

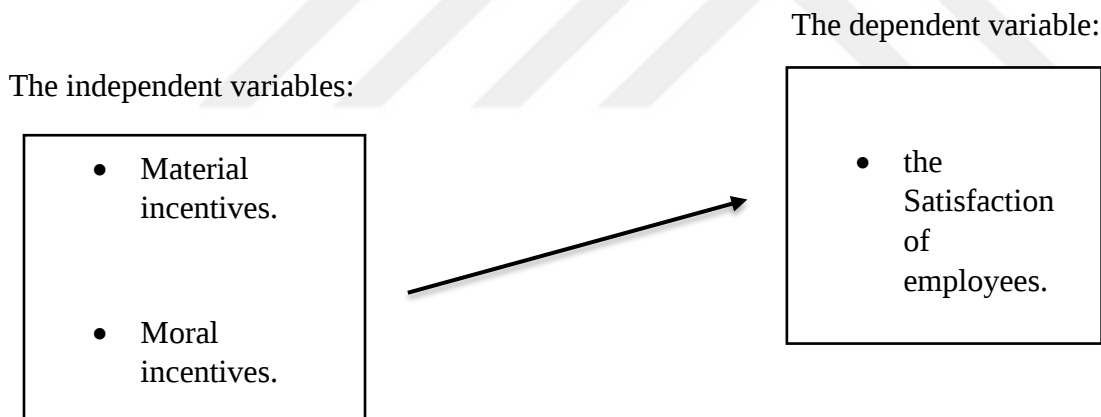


Figure 1 study model

1.8. Study determinants

Study determinants include the following:

- Spatial determinants: Qatar Technical Secondary School for Boys
- Human determinants: Teachers, administrators, supervisors and department heads of
- Time determinant: 2024

2. Chapter Literature Review

2.1. Introduction to Incentives

The human resource is in all types of institutions, so it is necessary to study everything related to the employees in the institutions, and to know their needs and meet them continuously, and the aim of this is to achieve efficiency and effectiveness in production as much as possible. It is important to know the impact of material and moral incentives on the employee in institutions because the material and moral incentives are among the most important things that make employees do their best in their work (Hofstede, 2014).

2.2. Definition of incentives "motivation"

There was a previous attempt to define motivation and Researchers have differed in defining incentives, resulting in many different definitions for it, from these many definitions, so What's the Definition of Incentives?

whether we talk about incentives, we mean the rewards or stimuli, whether it comes to work or personal performance, help people or groups become more motivated and behave well. Incentives are tactical instruments that are employed to encourage workers or individuals to meet targets or enhance their output. They take many different forms, ranging from non-material incentives like recognition and professional development to material ones like financial awards and promotions (Deci, 1999).

and (Gregory, Griffin, 2014) defined it as A set of forces that make people engage in a particular behavior rather than another.

And (D. McClelland, J. W. Atkinson, R. A. Clark, and E. L. Lowell, 1953) said: "The motivation definitions: A motive is reintegration by a cue of a change in an current situation.

There is also a lot more definitions for motivation, for example:

“the inner driving force behind the behavior.” (Jozef Cohen, 1970)

“the force that controls behavior” (K. B. Madsen, 1974)

“Motivated behavior can be defined in terms of behavioral aims, goals, or objectives. ”(David Lester,1973)

“The process of bringing and activating employees and individuals realities to life in either a positive or negative way in order to boost output and enhance performance (Balmer, 2017).

So as we can see there are a lot of definition for incentives from more than one perspective but we can say in conclusion that incentives is: A group of influences that affect the behavior of individuals.

2.3. Historical development of motivation

Though incentives had been used as a technique for some time, the scientific management movement at the start of the eighteenth century caused scientists to focus more on the topic of material and moral incentives in their study and studies. Regarding the subject of motivation, administrative thought has developed through three distinct stages, which are as follows:

1. The traditional stage: This stage is a representation of traditional management theories, in which an organization is viewed as a perfect economic entity that is isolated from its surroundings. According to Max Weber, the father of bureaucratic theory, people are inherently lazy and unambitious because they only care about meeting their material needs. For this reason, the stage concentrated solely on material incentives, and Frederick Taylor's Scientific Management School centered its motivational policies on the material side of things (Al-Faris, 2011). However, this school ignored the human aspect, as Taylor tried to define scientific methods and material values that help management increase production in less time and with reasonable effort, while ignoring the humanity of the individual.
2. The stage of human relations: This school saw another trend, and was accompanied by development in the psychological and social sciences. It saw that man is not only an economic creature who works for the sake of materialism, but rather has other social and psychological needs, (Aktouf, 2006). At this stage it was mentioned that the organization is a big, intricate system made up of different performance components, the most crucial of which is the human element. Therefore, the organization is considered a social-technical unit within which interaction takes place between the human aspect and the technical aspect, and the individual is viewed as having feelings and sensations and works in groups (Al-Faris, 2011).
3. The modern stage: This phase embodies contemporary management theories, including systems theory and management by objectives theory. By learning from the mistakes made by earlier theories and stages, this stage attempted to avoid making the same ones again. As demonstrated by the traditional schools, this stage sees the organizational administrative apparatus as an open system rather than a closed one. Modern schools called for linking incentives to the results achieved, and called for the necessity of varying the incentives that employees receive, whether material or moral, according to performance levels, and for employees to be involved with management in developing incentive plans (Al-Faris, 2011).

2.4. Incentive theories

Management must benefit from various theories of incentives to invest the efforts of employees and push them towards better performance, The following are the most important theories of it:

Maslow's Hierarchy of Needs Theory:

The Hierarchy of Needs is a theory of motivation created by Abraham Maslow. Its components are arranged hierarchically and are made up of human psychological concepts, as it is clear that the individual constantly seeks to meet his needs and achieve his goals in gradual ways, Maslow based his theory that there is a group of needs that the individual feels and acts as a driver and motivation for behavior, which are summarized as follows:

- A person is a being with needs, and these needs influence how they behave. Tension stems from unfulfilled needs, and the person wants to find the satisfaction of the need in order to release themselves from this state of tension. Consequently, an unfulfilled need has a significant influence on human behavior (Sultan, 1997).
- Needs that are not satisfied for a long time or that the individual has difficulty satisfying can lead to frustration and severe tension that may lead to reactions through which the individual tries to protect himself from frustration (Sultan, 1997).
- Needs are arranged in a hierarchy that reflects the importance or urgency of these needs, starting with physiological needs, then the need for security, then the need for belonging, then the need for esteem, and finally the need for self-actualization, as It is represented in the following figure:

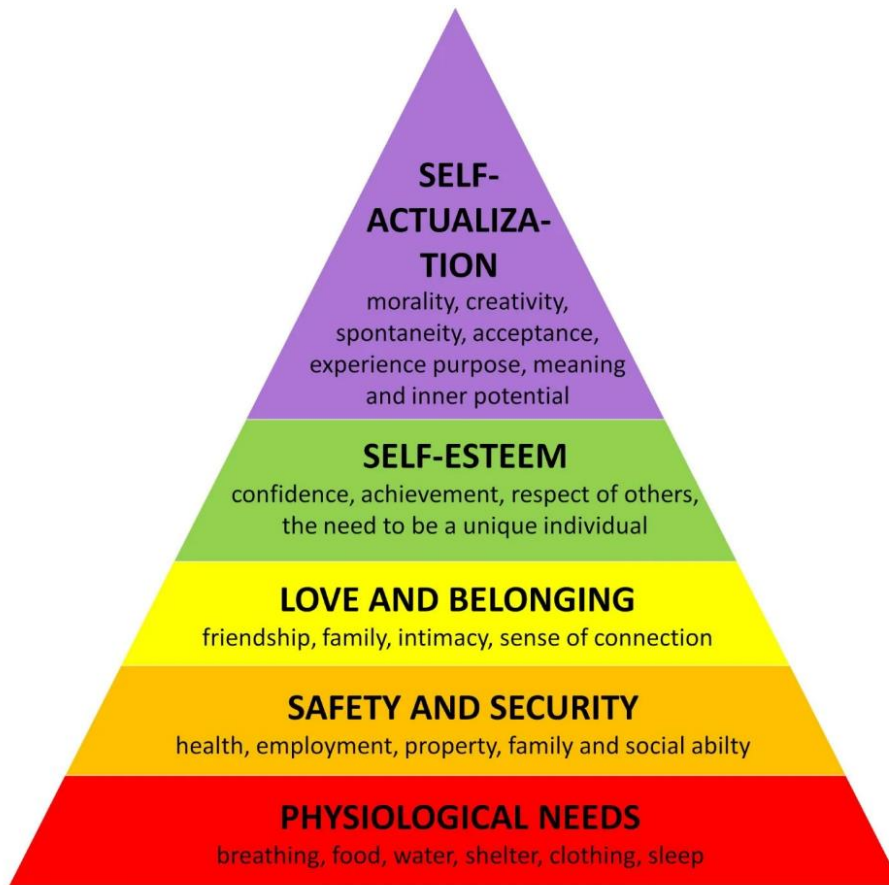


Figure 1 Maslow's Hierarchy

This theory has enjoyed great acceptance and has been supported by many studies. Some modifications have also been made to it and efforts have been made to improve it by some researchers according to their different opinions.

Aldfer's theory:

Aldvir developed Maslow's Hierarchy of Needs theory, where he simplified this concept to answer the question, "What motivates a person to take action?" (Shang and Yang, 2008). However, the theory claims that responding to these needs is the key to motivating people to

take action. Aldvir reduced the five stages of needs to three. These needs are: survival, relationships, and growth.

The first section covers physical/physiological needs, safety, and a sense of security (food, water, air, sex, security) while the second relates to motivation and belonging (relationship with others, family, group of friends. More than that, the need for growth/development covers the need to Self-esteem and respect (ambitious achievements).

The ERG theory (survival - relationships - growth) includes different concepts from Maslow's hierarchy of needs. it says that an individual can be motivated without the need to satisfy lower level needs before advanced needs, Since it is not necessary to satisfy a lower level need before a higher level, the role of (continuity of satisfaction) is not important to ERG theory, However, this role is considered essential in Maslow's pyramid, as a person moves to another stage after satisfying his needs at a lower level (Zhang and Yan, 2008), Therefore, Aldvir suggests that if there is a level of need that cannot be met by people, the focus should be on the other two needs (Milnes, 2007).

Moreover, (Zhang and Yan, 2008) assert that there are more differences than what has been mentioned. ERG theory paves the way for satisfying different levels at the same time. Rather, the theory suggests that the hierarchy of levels in people does not apply to every person. Finally, a low level of need may want to be satisfied when the highest level is still vacant and has not been covered.

Comparison between Maslow and Aldfer's systems:

Maslow's theory:

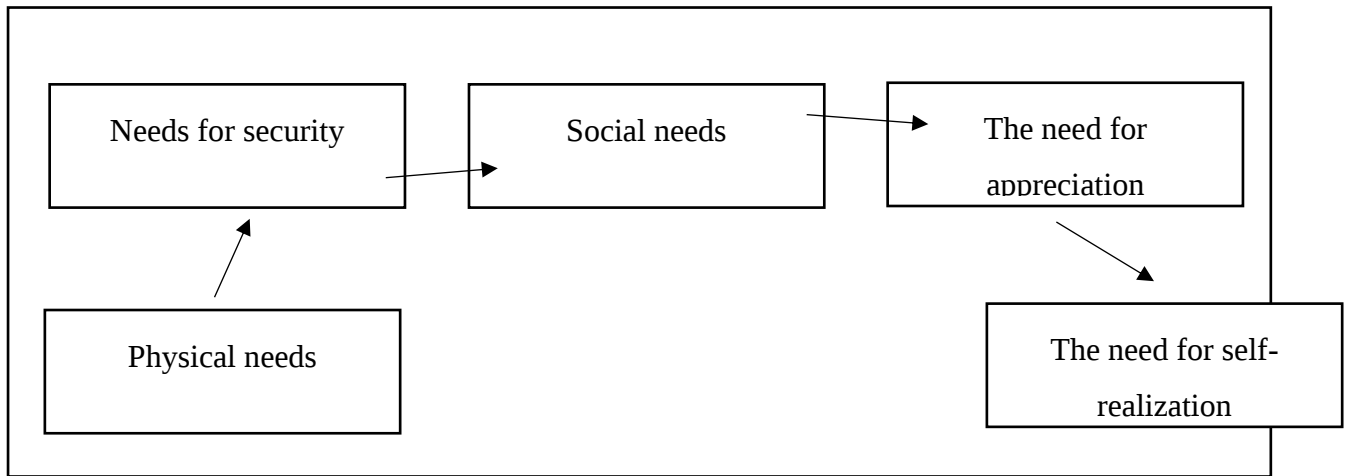


Figure 2 Maslow's theory

*When the probability of one stage is satisfied, attention turns to the next stage.

Alderfer's theory:

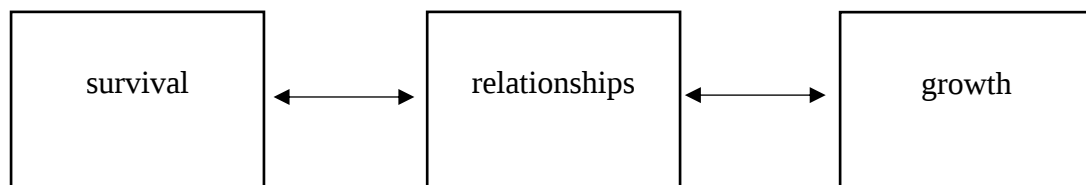


Figure 3 Alderfer's theory

* There is no need to satisfy lower stages before higher stages. There is even an opportunity to reactivate the satisfied needs to act as a motivator again.

Two-factors theory:

It is called the two-variable theory, and it is attributed to the writer Frederick Herzberg, who conducted a study on 200 engineers and accountants in 1959, through which he was able to separate the factors that lead to satisfaction and the factors that lead to dissatisfaction (Annick,2006), and he classified the work into two groups:

1- Preventive factors (maintenance): The lack or presence of these factors in the work environment leads to a state of dissatisfaction and dissatisfaction among the individual, However, their availability does not translate into a strong motivation to work. These factors have been called maintenance or prevention factors because they are necessary to ensure the lowest degree of satisfaction of needs, and he identified ten factors (Harem,2013):

- company's policy.
- Relationship with subordinates.
- working conditions.
- Relationships with colleagues.
- personal life.
- Mutual relationship with supervisor.
- Stability at work.
- Technical supervision.
- Financial reward.
- Position and status.

2- Motivating factors: They are factors related to the content of the job. If they are present, individuals are satisfied with their jobs, and they motivate them to perform. However, their lack of availability does not necessarily lead to a high state of dissatisfaction and dissatisfaction at work. The most important of these factors are (Al-Shamaa,1999):

- Achievement at work.
- Progress and advancement at work.
- Potential for personal growth and development.
- Recognition and appreciation.
- The nature and content of the work itself.
- the responsibility.

So, protective factors cause a high degree of dissatisfaction when they are not present, but do not lead to motivation when they are present, while motivating factors lead to achieving satisfaction and motivation when they are present, but they do not cause much dissatisfaction when they are not available.

Expectancy theory:

Expectancy theory, which was developed by Victor Froome in 1964, is considered one of the most scientifically accepted theories of motivation, as it focuses on the fact that an individual's motivation to perform a particular job is the result of the returns that he will obtain, and his feeling and belief in the possibility of reaching these returns. Accordingly, this theory includes three variables (Otaibi,2002):

1. Expectation: It is the individual's assessment of the degree to which his efforts and the desired outcome are related. If the person believes that his efforts always result in the desired outcome, then there is a strong and evident relationship.
2. Means: refers to the extent to which the individual believes that he will obtain certain returns as a result of this performance, meaning that performance is the means of obtaining the return, and one of the methods that management can use to strengthen the relationship between the level of performance achieved and the value of the return is to link the wage to production.
3. The attractiveness of returns: that is, the extent of the importance or benefit of these returns for the individual. In other words, the attractiveness of returns refers to the value that accrues to the individual from a specific return that he obtains. The values of returns differ from one person to another, so gratitude and appreciation may be of value to some, and may not be. Value for others, and therefore an individual's motivation increases when he obtains returns that suit his needs.

So, in brief, we can say that motivation, according to Fromm, is the result of the following three factors: $\text{Motivation} = \text{Expectation} * \text{Means} * \text{Utility of Returns}$.

2.5. Types of Incentives

Administrations use many different types of incentives in different situations and circumstances. There are cases where certain incentives may not be appropriate to use in other circumstances. These incentives can be divided according to their orientation to (Maghrabi, 2004):

1- Positive Incentives:

Positive incentives widely used by organizations consist of:

- Monetary incentives:

which is the use of money as a basic incentive to achieve more production, Monetary incentives are generally considered effective incentives, as unions use them in their bargaining with management as a strategy that achieves additional gains related to stability, increased health insurance, working hours, additional bonuses and other benefits (Maghrabi, 2004).

- Security and stability at work:

The degree to which workers feel secure and at ease about their employment situation, both now and in the future, is a measure of security and stability at work, independent of any outside variables that might impact the company or the sector.

Security and stability at work are influenced by both physical and psychological factors, such as the availability of resources, the fairness of rewards, the clarity of expectations, the quality of communication, the level of trust, and the degree of optimism. Security and stability at work are important for employees' well-being, motivation, performance, and engagement, as well as for the organization's productivity, innovation, and competitiveness (indeed, 2023, may 30).

- Praise:

Individuals care about the appreciation and respect they receive as a result of performing a performance. Therefore, the administration should reserve praise and praise for the real moment that must be directed to the individual, as using this expression without an occasion loses its significance and effectiveness (Maghrabi, 2004).

- Competition:

The degree to which workers believe their jobs are stable and safe, and that they can handle any changes or dangers that could impact their employment status, is known as their perception of security and stability at work. The psychological contract between employers and employees, which is a dynamic and implicit understanding of their respective duties and expectations, is linked to security and stability at work. Both objective and subjective elements, such as the political and economic climate, organizational rules and procedures, social support and feedback, and individual views and attitudes of the employees, have an impact on security and stability at work, Employee well-being is impacted by security and stability at work since it lowers stress, worry, and uncertainty while boosting loyalty, trust, and self-worth. In addition to improving employee engagement, commitment, and performance, security and stability at work also lower absenteeism, turnover, and sabotage (Cuyper & De Witte, 2006).

Participation:

It is considered one of the preferred incentives to urge the individual to increase production and achieve a kind of job satisfaction, and this type has received great attention in making decisions related to the work itself and the conditions in which it is performed. Participation in decisions can reduce resistance to the required change in terms of work or employment, or to change habits at work or social relations between individuals, and others (Maghrabi, 2004).

2- Negative Incentives:

In order to influence an individual's behavior in a desired direction, this category of incentives includes threats or punishment. Among the means used in such cases are reprimands, warnings, wage reductions, withholding of promotion or demotion. Many supervisors believe that threat or punishment is an effective way to gain obedience and loyalty, but it causes the individual to fear to the extent that he cannot respond in a positive manner to instructions and thus develops inappropriate attitudes towards work.

also we can say that Negative incentives are the means used by management for the purpose of preventing or correcting negative behavior and limiting non-positive behavior of individual laziness, irresponsibility, etc., and non-compliance with directives and orders. Among the types of these negative incentives is warning, blaming ... (Rabea, 2008).

We also need to know the division of incentives in both material and moral forms:

Material incentives: wages, wage and annual bonuses, increases to cover the increase in living costs, profit sharing and bonuses (Zoliff, 1994).

Material incentives are divided into several types, the most important of which are the following (Maree, 2003):

- Wages and salaries: Wages are considered one of the most important material motives that motivate people to strive and work, as the higher the wage, the greater the worker's incentive to exert effort and improve performance levels, Wages are the primary financial incentive and at the forefront of the needs that the worker should achieve through his work (Idris, 2015).

- Compensation: it provide an additional incentive to work harder, such as bonuses, nature of work, allowances, grants, and specialization compensation...

- In-kind benefits of material value: These come in many forms, such as food, equipment, travel cards, party attendance, travel missions, etc..., which are granted to workers on many occasions.

- Work conditions and material requirements: The material conditions surrounding the work of individuals, such as : equipment, machines, the workplace and its various physical surroundings, are a factor influencing their performance at work and their desires for it.

- International raises: They are incentives based on linking them to productivity and performance, and the basis for granting them is the individual's efficiency in his work.

Regarding the moral incentives, we can characterize them as follows: they pertain to the psychological and mental aspects of the working individuals and they depend on stimulating and motivating the workers based on respect for the human element that has social feelings, hopes, and aspirations that it seeks to achieve through its work in the organization, and it is in various forms, including Promotion, participation in decision-making, certificates of thanks and appreciation, training, ceremonies honoring the distinguished (Al-Dalah, 2003),so we can say that Moral incentives are related to some of the aspects of psychological needs that have received attention after the advent of human relationship theory. Moral incentives are based on respect for those who have hopes, aspirations and feelings, (Akaili, 1996).

It is divided into several types, including (Aqili, 2006):

- Promotions: Promotion is a very effective incentive, if it is linked to productivity and efficiency in performance, and it is a motivation for employees who wish to occupy a job position in order to fulfill the needs of employees, and it represents job status and therefore social status.
- Appreciation of employee efforts: This can be achieved by granting praise and certificates of appreciation to qualified employees who achieve high levels of performance, in appreciation and recognition of their efforts by the administration.
- Involving workers in management: Participate in the creation of the organization's policies and exercise decision-making authority by representing the organization on the Board of Directors. This will help to ensure efficient management of the organization.

We can combine the aforementioned different trends that explain the types of incentives to us in the following figure:

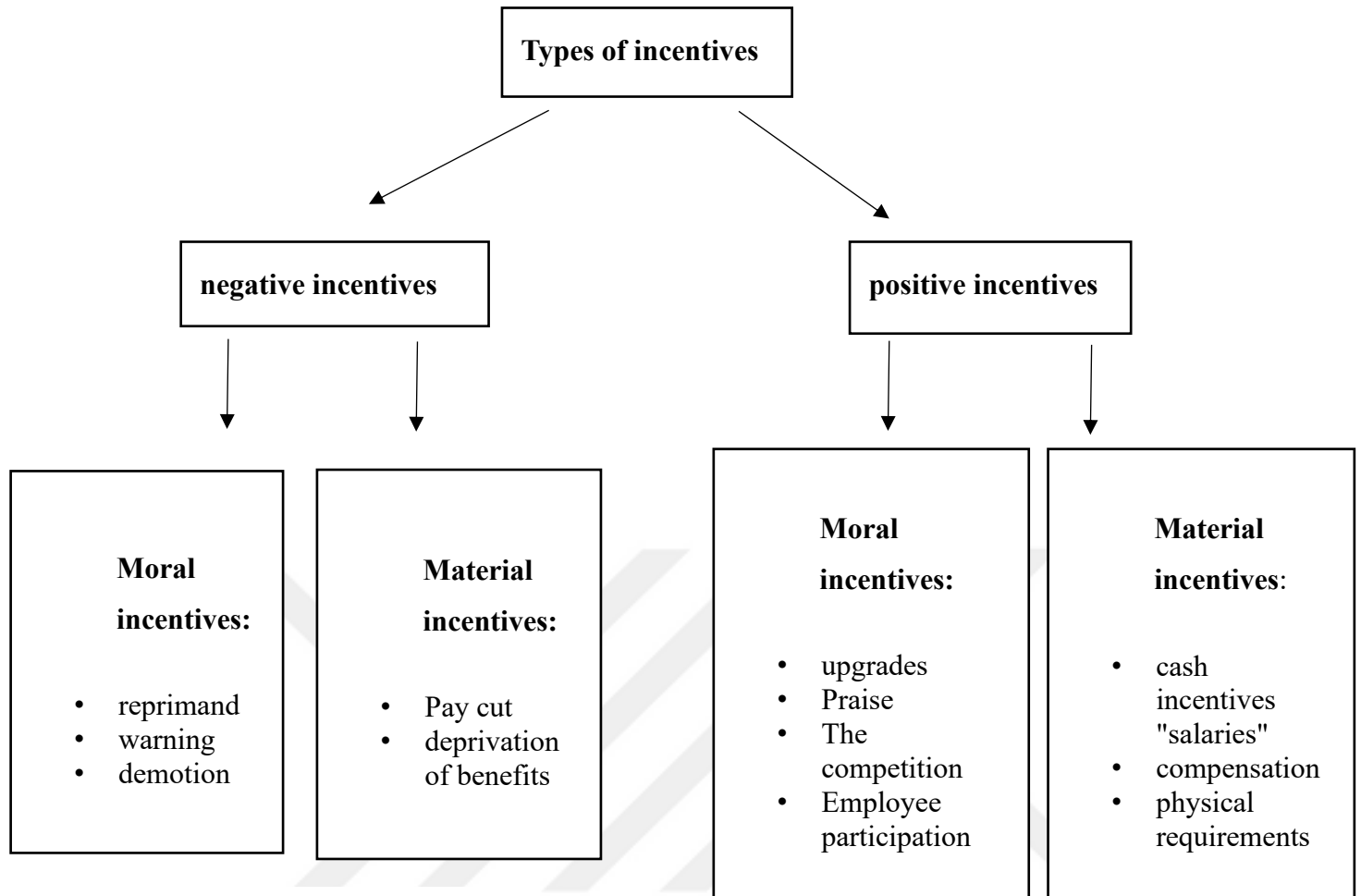


Figure 4 Types of incentives

2.6. Motivating employees

In order to motivate employees, the following needs be offerd and provided:(Cecilia, 2006):

1- Sensible management techniques, involve offering variables that affect how well employees carry out their duties, allowing each person to take charge of their work and, if desired, produce their best work.

2- Determine the needs and motivations of the employees for the work they do, since these factors are related to the kinds of tasks and work that the employees perform as well as the types of people they work with.

3- Select the list of incentives that institutions are able to offer and that you choose to use.

4- Design a system for benefits and wages, and working on conscious arrangements that managers adopt to motivate all employees.

5- Taking the above actions, for different categories of workers, as motivating the manager differs from motivating experts and regular employees, and for this this requires following different systems for each category.

2.7. Basis for granting incentives

Different organizations or countries may have different basis for granting incentives, depending on their objectives, policies, and resources. For example, some of the basis for granting incentives are: (Maher, 2010)

- **Performance:** The fundamental criterion is excellence in performance. This means better than normal performance rates, whether in quantity, quality or hours of work. Performance is considered above average or the end result of the work.

- **Effort:** : Job performance can be difficult to measure because it is not specific and clear, like the performance of a government service or business function, or the result of something that can happen.

- **Seniority:** : related to the time an individual puts into their work and to some extent to affiliation and loyalty that must be rewarded in some way, often provided in the form of a seniority compensation bonus.

- **Skill:** Some institutions motivate the individual to obtain higher certificates, licenses, patents, or training tools, and this criterion can be used in order to possess more competencies and administrative and technical skills for the individual.

2.8. Conditions and requirement for the success of the incentive system

These conditions are represented in (Al-Jasasi, 2011):

- **Simplicity:** it means that the incentive system should be clear, brief, and understandable.
- **Specificity:** and that means that the types of behavior that will be stimulated are explained. It is not enough to say, for example, that it (performs well) or (produces more) and it must be more clear.
- **Achievable:** There must be a possibility of achieving and achieving the outcomes, behavior and actions that will be incentivized.
- **Measurable:** Unless how performance and the behaviors to be motivated are translated into a specific physical form, this incentive system will fail because it will be a waste of time.
- **Standard of performance:** It means that behavior and performance standards are set, and this is accomplished through studies that make these standards, achievable, specific and measurable
- **Connecting performance and motivation:** the person must feel that his effort leads to obtaining motivation.
- **Justice:** The person's motivation for their performance needs to match the motivation of others for theirs, and failure to achieve justice may lead to feelings of resentment.
- **Adequacy:** Workers need wages that meet their needs and the incentive system represents wage increases.
- **Full coverage of performance:** and This indicates that all performance proficiency in terms of raising quantity and quality, cutting costs, and other areas is included in the motivation system.
- **Participation:** Employee participation in the further development of the incentive system can increase employee confidence and enthusiasm.
- **Comprehensiveness:** The system must include all workers without the slightest exception.

- **Stability and flexibility:** The system should not change from time to time, but the system should be stable.

- **Training:** Managers, heads of departments, observers and supervisors must be trained on the procedures of the system.

2.9. Introduction to job satisfaction

Since the beginning of the second quarter of the twentieth century, the topic of job satisfaction has gained great importance, and despite the numerous studies that have dealt with job satisfaction, there is still disagreement about defining a single concept for this.

and this is due to the difference in values, beliefs, and focuses of interest between researchers, as well as the difference in circumstances and surrounding environment, and the type of study, society, and desired goals are factors that can also affect the concept of job satisfaction.

2.10. Definitions of job satisfaction

Although it is frequently mentioned in scientific research and in daily life, scholars have differed in defining what job satisfaction is. Therefore, before developing a definition of job satisfaction, The nature of work and its significance as a worldwide human activity must be taken into account.

The definition of job satisfaction is approached differently by various authors. Here are a few of them:

According to (Hoppock, 1935), job satisfaction can be defined as any confluence of psychological, physiological, and environmental elements that enables an individual to honestly declare, "I am satisfied with my job." According to this approach, an employee's internal feelings are the most important factor, even though a range of external factors may also have an impact on their job happiness. In other words, work satisfaction presents a set of factors that contribute to a feeling of satisfaction.

Regarding his notion of job satisfaction, Vroom highlights the significance of the employee's role in the employment environment. According to (Vroom, 1964), job satisfaction can be defined as an individual's affective orientations toward the work responsibilities they currently occupy.

As for (Herzberg, 1966) He believes that job satisfaction is linked to:

External factors such as relationships with officials ,wages, the organization and colleagues.

The internal factors are responsible for satisfaction, while the factors are internal factors that stem from the individual's sense of achievement and the importance of his abilities through that achievement.

The collection of thoughts and feelings people have about their current jobs is known as work satisfaction. People can exhibit extremes in both their levels of job satisfaction and discontent, along with thoughts on their employment generally, According to (George et al. ,2008), Individuals may also have opinions about a wide range of other aspects of their jobs, including their pay and the types of work they do, as well as their coworkers, supervisors, or subordinates.

2.11. features of job satisfaction

The importance of job happiness is highlighted by the numerous detrimental effects of job dissatisfaction, including decreased loyalty, increased absenteeism, an increase in accidents, etc. Here is a list of the three essential elements of job satisfaction (Spector, 1997). Human values should come first in organizations. These businesses will regard treating their employees fairly and with dignity as very important. In some situations, a worker's job satisfaction score can be a useful indicator of their effectiveness. A high degree of job satisfaction may indicate that an employee is in good mental and emotional health.

Second, how employees respond according to their level of job satisfaction will affect how the company's business operations function. This means that workers who are happy in their occupations will act positively, and those who are unhappy in their jobs will act negatively.

Third, work satisfaction may show indicators of organizational activity. Job satisfaction evaluations can be used to identify different degrees of contentment in different organizational units. This information can then be utilized to provide a good indication of which organizational unit improvements should be made in order to improve performance.

2.12. Models of job satisfaction

1. The components of the job satisfaction model created by (Christen, Iyer, and Soberman ,2006) are displayed in Figure and include the following:

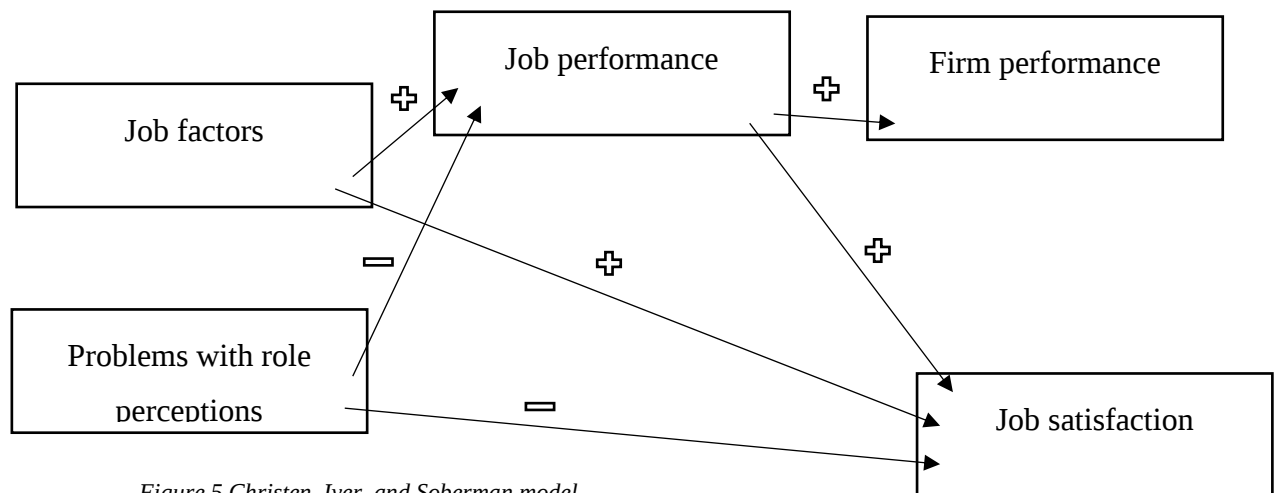


Figure 5 Christen, Iyer, and Soberman model

This model deals with the relationship between three main concepts in work relationships: effort, work performance, and work satisfaction. This represents the following:

Effort:

- It represents the effort that the employee puts into his work.
- Effort can be evident through the productivity and results an employee achieves.
- It can be difficult to differentiate effort at the organization level, because it depends on the results achieved.

Work performance:

- It indicates the extent to which the employee achieves the goals and tasks assigned to him.
- Business performance can be measured through criteria such as quality and productivity.

Work satisfaction:

- It expresses the employee's satisfaction with the work environment and his job in general
- Satisfaction can be affected by several factors such as professional development, salary, and relationships with colleagues.

2. (Lawler and Porter ,1967) provide their job satisfaction model, which, in contrast to the earlier model, emphasizes the significance of rewards' influence on job satisfaction, There is no direct correlation between intrinsic and extrinsic rewards and job satisfaction, according to employees assessments of their fair pay, according to this model:

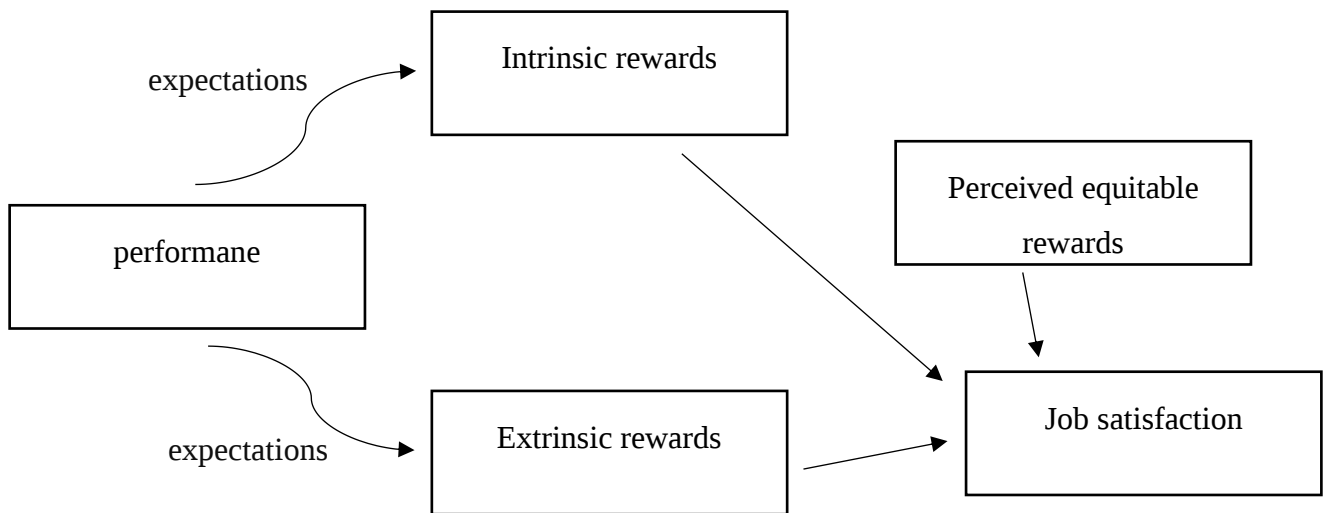


Figure 6 Lawler and Porter model

The Main hypotheses in this model is :

- An individual's behavior in an organization depends on a combination of Extrinsic and Intrinsic factors
- Intrinsic factors include personality, adaptation, and desire to learn.
- Extrinsic factors include working culture, organizational structure, and team members.
- Individuals choose their actions within the organization logically.
- Each individual in the organization has different desires and goals depending on his culture and personal lifestyle.
- Individuals' expectations greatly influence their behavior in the organization and lead to desired results.

3- Personal approach:

Also called the affective approach to job satisfaction, it suggests that some people have natural tendencies that predispose them to a certain level of satisfaction, regardless of the type of job they hold. This approach suggests that job satisfaction is closely linked to personality, and considers that people have internal tendencies that influence their experiences and evaluations of work (Staw & Cohen, 2005).

According to this approach, individuals are thought to bring with them to work a set of personality traits that influence how they interact with the work environment and how they evaluate their job experience. Thus, people with a positive disposition may feel more satisfied with their jobs, while people with a negative disposition may find it more difficult to feel satisfied, even in ideal circumstances (Staw & Cohen, 2005).

This approach offers an alternative to theories that focus on environmental or job factors as primary determinants of job satisfaction, as it suggests that personal factors can have a strong influence on feelings of job satisfaction. This understanding can help develop more effective strategies to improve job satisfaction by focusing on enhancing positive aspects of personality and dealing with negative aspects.

2.13. Elements of job satisfaction

- **Work environment:** This section concentrates on the social and physical elements of the workplace. Cozy workstations, decent lighting, and cordial relationships with supervisors and coworkers are all components of a happy workplace (Warr, 1999).
- **Appreciation and Recognition:** Includes recognizing accomplishments, providing positive feedback, and giving recognition to employees (Locke, 1976).
- **Opportunities for new personal development (personal and professional development opportunities):** It is associated with opportunities, skills, knowledge and advancement in a career path (Maslow, 1954).
- **Workplace Relationships:** Having good relationships with coworkers, managers, and clients greatly enhances workplace happiness (Bowling, Eschleman, Wang, 2010).
- **Responsibilities and Challenges:** The types of obstacles and duties included in a work affect how satisfied one is with their career (Herzberg, Mausner, Snyderman, 1959).

2.14. Types of job satisfaction

There are two main types of satisfaction (Al-Shammari, 2009):

- Total satisfaction:

It shows how satisfied the employee is with every facet and element of the job, and here the employee is extremely satisfied with his work, but it's not necessary for all of this work to have every aspect of satisfaction because that depends on the employee. He might not think that every aspect is significant, so the employee alone can decide which aspects work for him.

- Partial satisfaction:

For example, the person's emotional response to certain sections and elements of the work. Here the employee is still completing his tasks even though he may not be entirely satisfied with some aspects of it. In this case, the employee has reached a sufficient level of satisfaction with them.

2.15. Methods for measuring job satisfaction

The method is important to measure employee job satisfaction. There are a lot of ways to measure job satisfaction, the most famous of which are the following:

- Job Descriptive Index (JDI): One popular tool is the Job Descriptive Index, which was created in 1969 by Smith, Kendall, and Hulin. Work, pay, promotions, supervision, and coworkers are the five aspects of job satisfaction that are evaluated by its 72 items.
- The Minnesota Satisfaction Questionnaire: It is another comprehensive tool. This survey's extended version includes 100 questions based on 20 subscales. It

measures their level of satisfaction with various aspects of their work, such as their pay and opportunities for advancement at work (Sultan, 2002).

- Personal interviews: It include conducting in-person interviews with employees and asking them questions in a particular system to record their responses. In this way, the causes of the psychological conditions accompanying work can be known. The directed interview takes place in an environment in which workers feel and feel free to speak and not submit, and in this way the first step is taken towards solving job satisfaction problems. It will be successful if individuals answer honestly (Ghani, 2001).
- Likert scale: It is the most famous scale. The Likert scale is classified as a measure of job satisfaction, It is considered the most easy and accurate and The Likert method relies on individuals answers to determine the gradation of the scale. Respondents are asked to answer and express their opinion in each of the five stages of agreement and opposition: strongly agree - agree - neutral - disagree - strongly disagree.

Likert scale requires following items (Narmian, 2012):

- 1- Construct a scale that contains statements designed to answer some in the positive and some in the negative with varying degrees
- 2- Phrases with ambiguous meanings and having more than one meaning are excluded
- 3- The statements must be of the type that indicate opinions about which people differ
- 4- Choose a sample to conduct the research and collect different answers
- 5- The scores obtained by individuals who agree in their responses with regard to each of the statements mentioned are summed to determine a percentage for them.

2.2. Previous studies

- The effect of financial and incentives on job satisfaction: An examination of food chain premises in Turkey (Erbasi & Arat,2012):

The goal of this study is to determine how non-financial and financial incentives, which are used in food chain locations, affect employee attitudes toward job satisfaction and incentives in relation to various demographic factors. The questionnaires created specifically for this purpose are distributed to workers at food establishments who are currently employed in Turkey's Central Anatolian Region. The SPSS program is used to analyze the research data using a number of different techniques.

The analysis's findings indicate that there is a strong correlation between employees' job satisfaction and both monetary and non-monetary incentives. Upon comparing these relationships, it is observed that job satisfaction is more significantly impacted by attitudes regarding financial incentives as opposed to non-financial incentives. In addition, tests are conducted to examine the variations in a few demographic variables (union membership, gender, income level), as well as attitudes toward these incentives and job satisfaction levels. This study contributes significantly to the strategic administrative institutions of food chain locations by offering important data on job satisfaction, financial and non-financial incentives, and certain employee demographics.

- The Role of Work Motivation and Work Environment in Improving Job Satisfaction(Basalamah,2021):

This study aims to investigate the relationship between work motivation and job satisfaction among management lecturers, and how the work environment affects their job satisfaction at a private university in Makassar. Explanatory research is what this kind of study is. The research sample consists of management professors from private universities located in

Makassar City. Purposive random sampling was used to select 105 respondents for the study. The study was conducted from February 2020 to May 2020. Multiple regression analysis was the analysis method used in this study.

The study's findings suggest that job satisfaction is significantly impacted by motivation. This study demonstrates how raising work motivation will improve lecturers' job satisfaction at private universities in Makassar, as suggested by theory and earlier empirical research. Empirical research indicates that financial motivation can motivate someone to complete tasks. When it comes to lecturers' job satisfaction, this factor has a greater impact than motivation. To raise the job satisfaction of private university lecturers in Makassar, universities and study programs need to improve workplace indicators and create comfortable working conditions.

- The contribution of motivation to job satisfaction: a survey of technological educational institute employees of western greece (Panagiotopoulos,2018):

The purpose of the paper is to examine the views of workers, specifically the managerial staff of the Technological Educational Institute of Western Greece, concerning the influence of motivation on their job satisfaction. The questionnaire served as the survey instrument, and the SPSS statistical program was utilized to analyze the survey's findings. The survey's findings demonstrated that while potential rewards and communication have a significant impact on workers' overall satisfaction, promotions, privileges, benefits, and coworkers have a significant impact as well. Meanwhile, the overall satisfaction of those employed by their work appears to be in neutral contexts.

- Impact of material incentives as a means to achieve job satisfaction of employees case study -BATICIC OUEST- (Salami, 2019):

This study aims to illustrate the connection between job satisfaction and behavior that is motivated and encouraged materially. A questionnaire was created and given to the Study sample members (BATICIC OUEST employees) in order to accomplish this goal. The statistical analysis software SPSS was used. It has been discovered that the use of material motivation and job satisfaction are statistically significantly correlated.

- The Effect of Total Rewards on Job Satisfaction (Huang, 2023):

The impact mechanism of total rewards and its dimensions on job satisfaction were investigated using data gathered through questionnaire surveys and the empirical method. The findings demonstrated that:

- 1- total rewards significantly improved employee job satisfaction.
- 2- salary, performance and recognition, personal growth, and career opportunities significantly improved job satisfaction.
- 3- there were differences in the magnitude of the positive effects of the five dimensions of total rewards on job satisfaction. Welfare and work-life balance did not significantly improve job satisfaction.

Opportunities for career advancement and personal growth rank higher than performance and recognition, pay, work-life balance, and welfare.

- The Importance of Staff Motivation in Improving Performance and Job Satisfaction in The Public Health Sector (Izci,Othman,Ameen,2021):

The study's objectives were to ascertain the influence of employee motivation on productivity and job satisfaction in the public health domain, ascertain the correlation between motivation, productivity, and job satisfaction, ascertain the degree of participant acceptance of staff motivation, worker performance, and job satisfaction, and ascertain the demographic

attributes of the participants. Data for the study was gathered in Iraq/Erbil's various public health sectors between March 10, 2021, and June 15, 2021, using a descriptive cross-sectional design.

280 questionnaires were distributed by the researchers using an online application format. A total of 250 questionnaires, completed accurately by physicians, nurses, and other staff members, were received. The COVID-19 pandemic is the study's main limitation because it prevented the authors from visiting organizations in person to conduct in-depth interviews and obtain information. The results of the ANOVA and Chi-Square tests using the SPSS -24 version showed that employee performance and job satisfaction in the public health sector were influenced by staff motivation, and that there was a significant correlation between worker performance and job satisfaction and motivation.

- An Empirical Study of Employees Motivation and its Influence Job Satisfaction(Ali, Anwar, 2021):

This thesis looks at employee satisfaction and motivation levels at work. It also discusses how culture affects worker satisfaction. The theoretical framework of this thesis includes concepts such as reward inequality, job satisfaction, and motivation. One of the organization's most valuable resources is the rapport and communication between managers and employees..

The study looks at the connection between job satisfaction in the banking industry and the perspectives on the balance scorecard. Multiple regression analysis was used in the study to gauge the current investigation. The findings indicate that remuneration, when used as a motivator, significantly improves job satisfaction and The findings demonstrate that motivation for recognition has a major positive impact on job satisfaction.

- The relationship between motivation and job satisfaction among teachers of public schools in Mafraq province of Jordan (Mashaqbah, 2018):

The purpose of this study was to determine the relationship between job satisfaction and motivation among public school teachers in Jordan's Mafraq Province. To achieve this, self-completed questionnaires from 1,260 public school teachers were used to gather primary data, and statistical analysis was performed to examine the relationships. The results of the study indicate that job satisfaction and motivation levels among teachers of public schools in Mafraq Province is medium. Additionally, a statistically significant relationship has been found between the two variables.

The study revealed a lack of tangible rewards and incentives, an unclear system of motivation that accurately assesses teachers' performance, and a lack of teacher participation in decision-making. The findings of this study indicate that educational authorities should think about developing laws, rules, and guidelines for the system of bonuses and rewards that are commensurate with the needs of the employees' basic standard of living if they want to attain high and distinguished performance among the teachers.

3. Chapter Methodology

3.1. Study method

Because of the nature of this study, and to know the impact of material and moral incentives on the satisfaction of employees in the targeted institution, the appropriate study method is the descriptive and analytical method. This method depends on the precise description of the study and expresses it qualitatively and quantitatively, so information related

to this phenomenon is collected, this information is analyzed and its results are interpreted, On which the recommendations are based.

3.2. Study population

The study population consists of employees of Qatar Technical Secondary School for Boys, including teachers, administrators, student supervisors, and department heads, Of all ages and degrees.

3.3. The study sample

The study sample consists of 84 questionnaire was distributed randomly in the target institution, Of these, 83 questionnaires were valid.

3.4. Study sources

There are two types of sources of information in this study:

- Secondary sources: These include the theoretical framework and previous studies Regarding material and moral incentives and job satisfaction.
- Primary sources: represented by the questionnaire to address the analytical aspects of this topic.

3.5. Study Study procedures and tools

After the study population was determined, the study was structured as follows:

- The study sample was chosen to be a stratified random sample.
- The study tool, consisting of a questionnaire, as it is one of the appropriate tools for conducting this type of study, was distributed to the study sample and they were asked to answer it according to their personal opinions regarding the questions asked.
- the questionnaire was analyzed using spss.

In order to interpret the results and measure the impact of material and moral incentives on employee satisfaction at Qatar Technical Secondary School for Boys, This questionnaire was designed according to a five-point Likert scale witch ranged from 1 to 5 and the following weights were given as shoun in the next table:

Likert scale	interval	defferace	description
1	1.00 - 1.79	0.79	Strongly disagree
2	1.80 - 2.59	0.79	disagree
3	2.60 - 3.39	0.79	neutral
4	3.40 - 4.19	0.79	Agree
5	4.20 – 5.00	0.80	Strongly Agree

Table 2 Likert scale

3.6. The questionnaire parts

- The first part: which includes personal information such as age and gender.
- The second part: which represents the level of education, job level, and years of work
- The third part: which is represented by the questionnaire paragraphs, which were divided into three paragraphs:
 - Paragraph A: It includes 7 questions related to material incentives.
 - Paragraph B: includes 9 questions related to moral incentives.
 - Paragraph C: containing 20 questions related to job satisfaction.

3.7. Statistical treatments used

To answer the study questions and test its hypotheses, the following statistical methods were used within the spss program:

- Frequencies and percentages.
- Arithmetic mean.
- standard deviation.
- pearson Correlation coefficient
- regression

3.8. Presentation and discussion of results

3.8.1. 1st section: General informations

Gender of respondents:

	Frequency	Percent
male	83	100%

Table 3 Gender of respondents

The table shows that 100% of the respondents are male because the study targets a government school for males only and no women work there.

Age of respondents:

	Frequency	Percent
26 – 35 years	7	8.4%
36 – 49 years	37	44.6%
36 – 49 years	39	47.0%
Total	83	100.0%

Table 4 Age of respondents

According to the results of the questionnaire, there was There was no respondent under age twenty-six years old While most of the respondents were over 50 years old, at a rate of

47%, While the number of respondents aged 36 - 39 years reached 44%, While the respondents between 26 - 35 years old amounted to only 8.4%

The reason that the majority of people are over 36 years old is due to the experience of the employees and their many years of work in this school as shown in the following table number (6)

Education level:

	Frequency	Percent
two-year college	6	7.2%
Bachelor	52	62.7%
MSc or PhD	17	20.5%
secondary education	8	9.6%
Total	83	100.0%

Table 5 Education level

Most of the respondents to this questionnaire held bachelor's degrees with 62.7%, And In terms of the percentage of holders of advanced degrees, such as master's and doctorate degrees their percentage has reached 20.5%, The percentage of high school graduates only was 9.6%, and The percentage of two-year college holders was 7.2%.

The reason that most of the scholars hold bachelor's degrees or higher is that most teaching jobs in this school require a bachelor's degree as a minimum for employment.

Work position of respondents:

	Frequency	Percent
Administrative	13	15.7%
Head of the Department	6	7.2%
Student supervisor	7	8.4%
Teacher	57	68.7%
Total	83	100.0%

Table 6 Work position of respondents

Most of the respondents to this questionnaire were teachers, with a percentage of 68.7%, and This is normal since it is a school where most of its employees are Teachers, and The percentage of responding administrators was 15.7% then the student supervisors with 8.4%, then head of the department with 7.2%.

Working Years in the Institution:

	Frequency	Percent
Less than a year	2	2.4%
1-3 years	3	3.6%
4-7 years	23	27.7%

8-11 years	23	27.7%
12 years and above	32	38.6%
Total	83	100.0%

Table 7 Working Years in the Institution

According to the results of the questionnaire, the percentage of respondents who have worked in the institution for 12 years and more was 38.6% While the percentages of respondents were equal in working years between 4-7 and 8-11 with percentage 27.7% for For each one of them, then 3.6% for 1-3 years of working , and for people who worked Less than a year the percentage was 2.4%.

The researcher attributes the reason for the great experience of most of the teachers in this school to the job stability available there as a government school, which led to the employees remaining in this profession for long periods, as the table shows.

3.8.2. 2nd section of Questions

3.8.2.1 Questions related to material incentives

questions		Strongly Agree	Agree	Neutrally	Disagree	Strongly Disagree	Mean	Std. Deviation	Rank
It provides enough payment to meet the requirements of life.	N	10	32	18	18	5	3.2892	1.12109	2
	%	12%	38.6%	21.7%	21.7%	6%			
It provides rewards for skilled employees commensurate with their performance.	N	5	13	26	28	11	2.6747	1.08323	5
	%	6%	15.7%	31.3%	33.7%	13.3%			

It provides bonuses for workers according to their post and consistent with their level of performance.	N	4	17	27	28	7	2.7952	1.02123	4
	%	4.8%	20.5%	32.5%	33.7%	8.4%			
It provides overtime payment to employees after working hours.	N	5	22	22	21	13	2.8193	2.8193	3
	%	6%	26.5%	26.5%	25.3%	15.7%			
It provides transportation allowances for those who live in far areas.	N	15	31	13	17	7	3.3614	1.23544	1
	%	18.1%	37.3%	15.7%	20.5%	8.4%			
It provides a fair and adequate compensation on retirement.	N	7	12	20	33	11	2.6506	1.14160	6
	%	8.4%	14.5%	24.1%	39.8	13.3%			
It provides financial incentives to employees when they work professionally.	N	4	8	24	31	16	2.4337	1.06144	7
	%	4.8%	9.6%	28.9%	37.3%	19.3%			
weighted mean						2.8606			
Std. Deviation							0.78277		

Table 8 Questions related to financial incentives

The following table No. (7) shows the descriptive statistics related to the material incentives section, and from it we find that the highest average was in the fifth question (It provides transportation allowances for those who live in far areas), the mean in it was 3.3614 and the standard deviation was 1.23544, Then it was followed by the first question (It provides enough payment to meet the requirements of life), where the mean reached 3.2892 and the standard deviation was 1.12109, and after it was the fourth question (It provides overtime payment to employees after working hours), where the mean reached 2.8193 and the standard deviation 2.8193, Then after it was the third question (It provides bonuses for workers according to their post and consistent with their level of performance), where the mean was 2.7952 and the standard deviation was 1.02123, The lowest of the three in the ranking from highest to lowest was the second question (It provides rewards for skilled employees commensurate with their performance), where the result of the mean was 2.6747 and the standard deviation was 1.08323, Then there was the sixth question (It provides a fair and adequate compensation on retirement), where the mean was 2.6506 and the standard deviation was 1.14160. The lowest

ranked question was the seventh question (It provides financial incentives to employees when they work professionally), where the mean was 2.4337 and the standard deviation was 1.06144.

The weighted mean average value in the previous table was 2.8606 with a standard deviation of 0.78277, and this gives us the result of neutrality with regard to the material incentives section, according to the five-point Likert scale, which stipulates that the degree of neutrality is between 2.6-3.39.

3.8.2.2 Questions related to moral incentives

questions		Strongly Agree	Agree	Neutrally	Disagree	Strongly Disagree	Mean	Std. Deviation	Rank
It ensures appropriate social security and health insurance for employees.	N	5	21	18	27	12	2.7590	1.16442	9
	%	6%	25.3%	21.7%	32.5%	14.5%			
It is keen to give a fair opportunity for employees in complaints and suggestions.	N	9	44	19	11	0	3.6145	0.85299	7
	%	10.8%	53%	22.9%	13.3%	0%			
It provides appropriate offices and well-furnished ones for employees.	N	20	43	9	10	1	3.8554	0.96440	5
	%	24.1%	51.8%	10.8%	12%	1.2%			
It gives smooth annual leave for employees in accordance with rules and regulations.	N	38	40	4	1	0	4.3855	0.64072	1
	%	45.8%	45.2%	4.8%	1.2%	0%			
Health insurance granted covered all members of the employees' family.	N	12	24	18	17	12	3.0843	1.28978	8
	%	14.5%	28.9%	21.7%	20.5%	14.5%			
Disciplinary sanctions for employees characterized by a just and objective rule.	N	10	54	18	1	0	3.8795	0.61282	4
	%	12%	65.1%	21.7%	1.2%	0%			
It allows career opportunities and development for employees.	N	12	47	14	8	2	3.7108	0.91771	6
	%	14.5%	56.6%	16.9%	9.6%	2.4%			
It holds annual ceremony in honor of creative employees.	N	21	51	6	5	0	4.0602	0.75465	3
	%	25.3%	61.4%	7.2%	6%	0%			
It grants certificates of appreciation and recognition of efficient employees.	N	33	45	2	3	0	4.3012	0.69379	2
	%	39.8%	54.2%	2.4%	3.6%	0%			
weighted mean						3.7390			
Std. Deviation							0.53356		

Table 9 Questions related to moral incentives

The following table No. (8) shows the secondary statistics related to moral incentives, and from it we find that the three highest results from highest to lowest began with the fourth question (It gives smooth annual leave for employees in accordance with rules and regulations), where the mean reached 4.3855 and the standard deviation 0.64072, Then followed by the ninth question (It grants certificates of appreciation and recognition of efficient employees), where the mean was 4.3012 and the standard deviation was 0.69379. Then came the eighth question (It holds annual ceremony in honor of creative employees), where the mean was 4.0602 and the standard deviation was 0.75465.

The lowest three, in order from highest to lowest, were the second question (It is keen to give a fair opportunity to employees in complaints and suggestions), where the mean was 3.6145 and the standard deviation was 0.85299, Then the fifth question (Health insurance granted covered all members of the employees' family), where the mean was 3.0843 and the standard deviation was 1.28978, and The lowest was the first question, where the mean was 2.7590 and the standard deviation was 1.16442.

The weighted mean average in the previous table was 3.7390 with a standard deviation of 0.53356. This gives the result of agreement with regard to the moral possessions section, according to the five-point Likert scale, which stipulates that the degree of agreement is between 3.4-4.19.

3.8.2.3 Questions related to job satisfaction

questions		Strongly Agree	Agree	Neutrally	Disagree	Strongly Disagree	Mean	Std. Deviation	Rank
Being able to keep busy all the time.	N	17	57	6	2	1	4.0482	0.69675	7
	%	20.5%	68.7%	7.2%	2.4%	1.2%			
The chance to work alone on the job.	N	14	53	11	5	0	3.9157	0.73592	13
	%	16.9%	63.9%	13.3%	6%	0%			
	N	17	52	10	4	0	3.9880	0.2405	11

The chance to do different things from time to time.	%	20.5%	62.7%	12%	4.8%	0%			
The chance to be “somebody” in the community.	N	20	46	15	1	1	4.0000	0.76509	10
	%	24.1%	55.4%	18.1%	1.2%	1.2%			
The way my boss handles his/her workers.	N	27	47	7	1	1	4.1807	0.73492	2
	%	32.5%	56.6%	8.4%	1.2%	1.2%			
The competence of my supervisor in making decisions.	N	22	51	7	3	0	4.1084	0.69864	5
	%	26.5%	61.4%	8.4%	3.6%	0%			
Being able to do things that don’t go against my conscience.	N	23	50	8	0	2	4.1084	0.76528	6
	%	27.7%	60.2%	9.6%	0%	2.4%			
The way my job provides for steady employment.	N	18	44	15	4	2	3.8675	0.89403	14
	%	21.7%	53%	18.1%	4.8%	2.4%			
The chance to do things for other people.	N	21	55	5	1	1	4.1325	0.67663	4
	%	25.3%	66.3%	6%	1.2%	1.2%			
The chance to tell people what to do.	N	11	50	15	6	1	3.7711	0.81638	16
	%	13.3%	60.2%	18.1%	7.2%	1.2%			
The chance to do something that makes use of my abilities.	N	19	47	16	1	0	4.0120	0.68954	9
	%	22.9%	56.6%	19.3%	1.2%	0%			
The way institution policies are put into practice.	N	11	51	18	3	0	3.8434	0.68933	15
	%	13.3%	61.4%	21.7%	3.6%	0%			
My pay and the amount of work I do.	N	9	24	28	17	5	3.1807	1.07232	20
	%	10.8%	28.9%	33.7%	20.5%	6%			
The chances for advancement on this job.	N	11	36	24	9	3	3.5181	0.97981	19
	%	13.3%	43.4%	28.9%	10.8%	3.6%			
The freedom to use my own judgment.	N	9	41	28	4	1	3.6386	0.78985	18
	%	10.8%	49.4%	33.7%	4.8%	1.2%			
The chance to try my own methods of doing the job.	N	10	42	23	8	0	3.6506	0.81799	17
	%	12%	50.6%	27.7%	9.6%	0%			
The working conditions.	N	16	51	15	1	0	3.9880	0.65321	12
	%	19.3%	61.4%	18.1%	1.2%	0%			
The way my co-workers get along with each other.	N	23	50	9	1	0	4.1446	0.64643	3
	%	27.7%	60.2%	10.8%	1.2%	0%			
The praise I get for doing a good job.	N	19	50	12	2	0	4.0361	0.68869	8
	%	22.9%	60.2%	14.5%	2.4%	0%			
	N	27	49	6	1	0	4.2289	0.63101	1

The feeling of accomplishment I get from the job.	%	32.5%	59%	7.2%	1.2%	0%			
weighted mean						3.9181			
Std. Deviation								0.45889	

Table 10 Questions related to job satisfaction

The following table No. (9) shows the secondary statistics related to job satisfaction, and from it we find that the three highest results from highest to lowest began with the twentieth question (The feeling of accomplishment I get from the job), where the arithmetic mean reached 4.2289 and the standard deviation was 0.63101, then Next was the fifth question (The way my boss handles his/her workers), where the arithmetic mean was 4.1807 and the standard deviation was 0.73492, Then the eighteenth question (The way my co-workers get along with each other), where the arithmetic mean was 4.1446 and the standard deviation was 0.64643.

The lowest of the three, in order from highest to lowest, was the fifteenth question (The freedom to use my own judgment), where the arithmetic mean was 3.6386 and the standard deviation was 0.78985, Then the fourteenth question (The chances for advancement on this job), where the arithmetic mean was 3.5181 and the standard deviation was 0.97981, and The lowest of them was the thirteenth question (My pay and the amount of work I do), where the arithmetic mean was 3.1807 and the standard deviation was 1.07232.

The weighted mean average in the previous table was 3.9181 with a standard deviation of 0.45889. This gives the degree of agreement with regard to the job satisfaction questions, according to the five-point Likert scale, which states that the result between 3.4-4.19 is the degree of agreement.

3.9. The relationship between material incentives and job satisfaction

	pearson Correlation coefficient	Significance level	relationship
material incentives and job satisfaction	0.458	0.001	Moderate direct (Positive relationship)

Table 11 The relationship between material incentives and job satisfaction

As Table (10) indicates, it appears to us that the relationship between material incentives and job satisfaction is 0.458 and This means the relationship is moderately positive, as indicated by the Pearson coefficient, and the significance level reached 0.001, This indicates that the greater the degree of use of material incentives, the greater the degree of job satisfaction for employees, and vice versa, the more material incentives decrease, The level of job satisfaction of employees decreased.

3.10. The relationship between moral incentives and job satisfaction:

	pearson Correlation coefficient	Significance level	relationship
moral incentives and job satisfaction	0.631	0.001	Moderate direct (Positive relationship)

Table 12 The relationship between moral incentives and job satisfaction

As Table (11) indicates, it appears to us that the relationship between moral incentives and job satisfaction is 0.631 and This means the relationship is moderately positive, as indicated by the Pearson coefficient, and the significance level reached 0.001, This indicates that the greater the degree of use of moral incentives, the greater the degree of job satisfaction for employees, and vice versa, the more moral incentives decrease, The level of job satisfaction of employees decreased.

3.11. regression results

R square	0.421
F value	29.141
F (significant)	0.001
Beta of material	0.105

Beta of moral	0.463
Vif factor	1.369

Table 13 regression results

In order to find out the relationship between the variables, the researcher also used a multiple linear regression model was used in which material and moral incentives considered explanatory variables and job satisfaction as a dependent variable. The results of the regression model demonstrated that there is a significant relationship between job satisfaction and the explanatory variables. The explanatory variables explain 42.1% (R² value) of variations in job satisfaction, showing that the strength of relationship between job satisfaction and the explanatory variables are moderate. The beta value, which shows the relationship between job satisfaction and material incentives, also came in at a value (0.105), This means that whenever material incentives improve by one unit, job satisfaction improves by (0.105), and the beta value which shows the relationship between job satisfaction and material incentives was (0.463), and this means that that whenever moral incentives improve by one unit, job satisfaction improves by (0.463). and to confirm the existence of the relationship between the previous variables a Multicollinearity test was carried out, and the results showed that the VIF factor of the model was (1.369) and that is larger than 3, that's indicate the non-existence of multi collinearity problem.

Thus the results indicate the following equation:

$$\text{job satisfaction} = 0.732 + 0.105 * \text{material} + 0.463 * \text{moral} + \text{error term}$$

4. Chapter Study results and recommendations

4.1. Study results

Based on the previous results, the researcher reached the following conclusions:

- Through the study, it was found that the study sample members were not sufficiently satisfied with the material incentives provided to them, as the average in the material incentives section was 2.8606, and this is the degree of neutrality according to the five-point Likert scale.
- Through the study, it was found that the members of the study sample were satisfied with the moral incentives provided to them, as the average results of the moral incentives section reached 3.7390, and this is within the degree of agreement in the five-point Likert scale.
- Through the results of the study, the sub-hypothesis(HA1) that there is a statistically significant relationship between material incentives and job satisfaction was Accepted.
- Through the results of the study, the sub-hypothesis (HA2) that there is a statistically significant relationship between moral incentives and job satisfaction was Accepted.
- Through the results of the study, the main hypothesis (HA) that there is a statistically significant relationship between material and moral incentives on job satisfaction was Accepted.

4.2. Study recommendations

Based on the previous conclusions, the researcher recommends the following:

- Management must reconsider the material incentives provided to employees by evaluating these incentives, work to fill the gap that exists after the evaluation, and commit to a stronger material incentives system to reach a higher level of employee satisfaction.
- Management must continue, develop and improve the current processes of providing moral incentives to achieve a greater level of employee satisfaction.
- Management must conduct more periodic studies related to employee satisfaction to ensure employee satisfaction and work to permanently fix problems and increase job satisfaction.
- The administration must conduct more periodic studies related to material and moral incentives to permanently develop them, fix problems, and ensure that they are in the best possible shape.
- Research and government institutions must conduct more research related to this topic specifically in the State of Qatar, as there is not much of it available.

4.3. Conclusion

In this research, we found a statistically significant effect between material and moral incentives and job satisfaction among employees at Qatar Technical Secondary School for Boys, where questionnaires were distributed manually by going to the school and asking to fill out the questionnaire, and most of them responded to us from those who were distributed these questionnaires. It was then transcribed, analyzed, and the previously mentioned results were drawn.

To understand the dimensions and aspects of the topic, the topic of incentives, both material and moral, in addition to job satisfaction, was explained. Many different books and previous studies from various countries were used that talked about this topic specifically, or similar topics that have a direct or partial relationship, such as studies in psychology or sociology.

The researcher faced difficulty in choosing the place of application and searching for a suitable school to conduct the practical application, such as choosing a school that would allow such research to be conducted on it, until this school was reached that agreed to conduct this research, which was a government secondary school for boys only, as government schools in Qatar is not mixed, so all respondents were males, as it is more difficult to access a girls' school due to the conservative nature of the country.

This study differed from other studies in that it was applied to the educational sector in the State of Qatar, which has a lack of studies on this topic, as the researcher did not find during his research many studies on this topic specifically in Qatar, so one of his recommendations was to conduct more studies related to this topic in Qatar.

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Index

Questionnaire:

Part1: Gender and age structure of respondents.

Gender of respondents:

male: ☐ female: ☐

Age of respondents:

18 – 25years: ☐ 26 – 35 years: ☐

36 – 49 years: ☐ 50 and above: ☐

Part 2: Education level, work position of respondents, and experience.

Education level of respondents:

secondary education: ☐ two-year college: ☐

bachelor's degree: ☐ MSc or PhD in medical sciences: ☐

Work position of respondents:

Teacher: ☐

supervisor: ☐

head of Department: ☐

Administrative: ☐

Working Years in the Institution:

Less than a year: ☐

1-3 years: ☐

4-7 years: ☐

8-11 years: ☐

12 years and above: ☐

Part 3: attitudes.

paragraphs	Strongly Agree	Agree	neutral	disagree	Strongly disagree
Attitudes on material Incentives					
It provides enough payment to meet the requirements of life.					
It provides rewards for skilled employees commensurate with their performance.					
It provides bonuses for workers according to their post and consistent with their level of performance.					
It provides overtime payment to employees after working hours.					
It provides transportation allowances for those who live in far areas.					
It provides a fair and adequate compensation on retirement.					
It provides financial incentives to employees when they work professionally (Appropriate job qualifications).					

paragraphs	Strongly Agree	Agree	neutral	disagree	Strongly disagree
Attitudes on moral incentives					
It ensures appropriate social security and health insurance for employees.					
It is keen to give a fair opportunity for employees in complaints and suggestions.					
It provides appropriate offices and well-furnished ones for employees.					
It gives smooth annual leave for employees in accordance with rules and regulations.					
Health insurance granted covered all members of the employees' family.					
Disciplinary sanctions for employees characterized by a just and objective rules.					
It allows career opportunities and development for employees.					
It holds annual ceremony in honor of creative employees.					
It grants certificates of appreciation and recognition of efficient employees.					

paragraphs	Strongly Agree	Agree	neutral	disagree	Strongly disagree
Attitudes on Job Satisfaction <i>On my present job, this is how I feel about ...</i>					
Being able to keep busy all the time.					
The chance to work alone on the job.					
The chance to do different things from time to time.					
The chance to be "somebody" in the community.					
The way my boss handles his/her workers.					
The competence of my supervisor in making decisions.					
Being able to do things that don't go against my conscience.					
The way my job provides for steady employment.					
The chance to do things for other people.					
The chance to tell people what to do.					
The chance to do something that makes use of my abilities.					
The way institution policies are put into practice.					

My pay and the amount of work I do.					
The chances for advancement on this job.					
The freedom to use my own judgment.					
The chance to try my own methods of doing the job.					
The working conditions					
The way my co-workers get along with each other.					
The praise I get for doing a good job.					
The feeling of accomplishment I get from the job.					