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The effect of the incentive system in reducing job alienation among human resources: An exploratory study of the opinions of a sample of employees at Tikrit University

Dr. Thair Jasim Mohammed

Abstract
The individual worker is affected by the incentive system, which represents one of the most important basic elements in improving his work performance, as the success of organizations depends on the human resource, which is a vital factor in the work environment and a necessary requirement for completing work that varies from one individual to another as a result of their different needs, motivations, and seriousness at work, and the basic goal. This research aims to demonstrate the impact of the incentive system and its important and effective role in reducing functional alienation among human resources. Therefore, the research was applied at the University of Tikrit on a simple random sample of (218) individuals, using the analytical approach. The tool for collecting data was (the questionnaire), and to analyze it statistically, it was A number of statistical methods were used (arithmetic mean, standard deviation, Pearson correlation coefficient, coefficient of determination R^2) and by adopting a program, The Statistical Package for the Social Sciences (SPSS.V, 29 & AMOS.V.26) reliability coefficient. The research reached a number of conclusions, the most important of which is the existence of a statistically significant correlation and impact between the system represented by (material incentives and moral incentives). And functional alienation (lack of power, weak meaning, alienation from oneself, social isolation, loss of standards). Which means that the sample studied must emphasize the necessity of maintaining effective performance.

Keywords: Tikrit University, Incentive system, job alienation, maintaining effective performance

Introduction
Green computing is the study in which discarding, recycling and building of computers and electronic items is noticed. Green computing is the environment friendly use of computers and their resources. It is also defined as the study of designing, engineering, manufacturing, using and disposing of computing devices in such a manner that reduces their impact on the environment.

Most modern organizations try as much as possible to know the foundations of success and the factors for achieving it. The success of any institution is linked to achieving its goals and the extent of the effectiveness and efficiency of its human resources, through creating policies and programs specific to its management style and constantly motivating and developing it. The human element is considered the basic element that cannot be dispensed with, especially if it is available. It has all the appropriate conditions. In light of the rapid changes facing large organizations, they are competing to obtain qualified labor to help them achieve their desired goals. In the midst of this competition, these organizations have had to compete to bring in highly qualified human resources, by providing, The necessary needs for employees and providing a huge amount of incentives to better attract and retain the workforce. A thoughtful structural system must be provided, which is the incentive system, as the latter is considered an essential factor in bringing in qualified labor that helps in achieving the organization's goals. Also, the phenomenon of alienation is not a product of this era, but rather it is as old as human existence. However, with the progress of modern life, which is characterized by rapid social, cultural and economic changes, this phenomenon has changed from the scope of individual cases to a collective feeling, characterized by society, such as the individual's feeling of ineffectiveness and withdrawal. From reality, the feeling of purposelessness, meaninglessness and non-normativeness, as well as, His feeling of pessimism and isolation, and then dissatisfaction with life, such as a person's relationship with himself and his relationship with others, and therefore all organizations need leadership,

not management, and since what matters to organizations is the efficient investment of all their resources, human resources in particular, it is necessary for them to secure the appropriate climate and atmosphere that ensures Employees' loyalty and belonging to the organization and their leaders To raise production levels and performance rates in pursuit of quality and to raise its status in society by reconsidering its policies and procedures to achieve this. Based on these considerations, we are trying to conduct our current study to reveal the relationship of the incentive system to reducing job alienation among employees at Tikrit University.

The first topic: Scientific methodology

First: The research problem

In view of the increasing need for organizations to achieve their goals and advance the reality of their work, and the growing interest in the human element and containing it and how to exploit its skills and intellectual and productive experiences at work, it is necessary to develop a system of appropriate incentives, whether (material or moral) and to follow up on the changes that occur in the psychological, social, technical and organizational aspects of workers and how to Stimulate their motivation and satisfy their needs, which differ from one individual to another according to gender, age, and position, Job alienation and academic level also vary from one organization to another depending on the activity and work practiced by that organization. Job alienation is also considered a matter linked to the performance of organizations and their human resources, and it may be a source of awareness, creativity and excellence when the organization is able to monitor, analyze, expect results and deal with it. However, neglecting and ignoring it causes Negative effects on social, economic and cultural organizations. Based on this, the multi-dimensional issue of alienation increases in severity and scope of its spread whenever the factors and causes that predispose it to it become available, which necessitates study and analysis, The risks of job alienation on employees and organizations alike, and from here the research problem crystallizes in a main question that says (What is the effect of the incentive system in reducing job alienation among human resources and several sub-questions branch out from it Tikrit University?:

1. What is the purpose of having an incentive system, and the extent of its impact in reducing job alienation?
2. What is the level of job alienation among employees at Tikrit University?

Second: The importance of research

1. The importance of the research stems from the importance of the incentive system because of its significant impact on the psychology of the individual worker and the extent of his satisfaction with the performance of his work and his continuity in it.
2. Providing theoretical structures, information and field studies to the Ministry of Higher Education and its administrators and employees, especially in the field of university administration, which encourages them to develop programs and plans that support achievement, innovation, creativity and ambition among its employees.
3. This study provides information about job alienation, and then the results of this study can be used to determine this organizational behavior and the effects of the success and progress it achieves for organizations.
4. This study is concerned with providing some additions to theoretical knowledge on the subject of job alienation and providing the Arab library with topics on which studies are limited and may be rare.

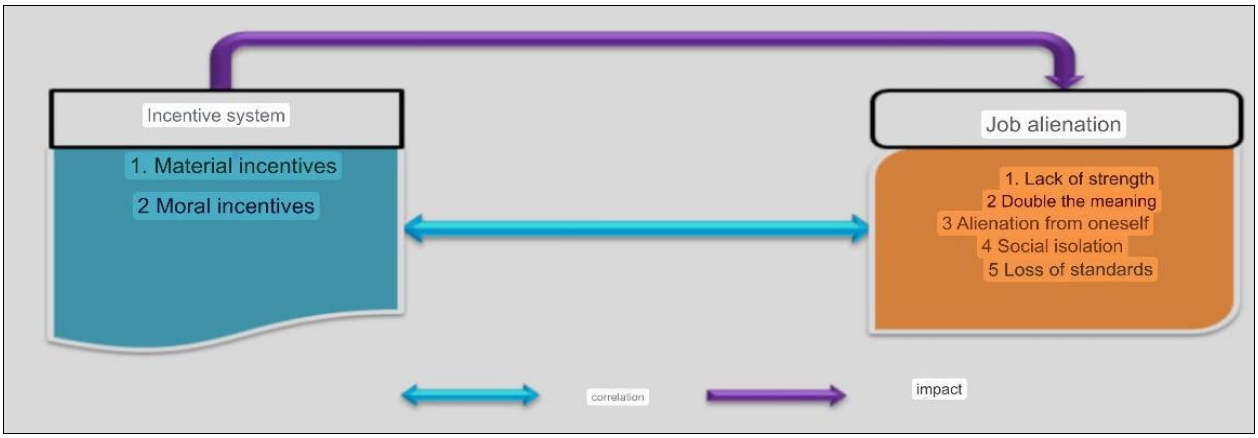
Third: Research objectives.

1. Identify the basic standards adopted in applying the incentive system.
2. Determining the level of job alienation among employees at Tikrit University from their point of view.
3. 3-Highlighting the relationship between the application of both types of incentives (material and moral) and their impact on reducing job alienation at Tikrit University.

Fourth: Hypothetical plan

The dimensions of the variables were chosen based on the sources available to the researcher according to the following:

1. The independent variable (incentive system) (Khamis Al Naqbi, 2020) [21], which is (material incentives, moral incentives).
2. The dependent variable (job alienation), (Atta, 2018) [5], represented by its dimensions (helplessness (lack of power, weak meaning, alienation from oneself, social isolation, loss of standards).



Source: Prepared by the researcher

Fig 1: Hypothetical diagram

Fifth: Research hypotheses

H_1: There is a significant correlation between the incentive system and reducing job alienation.

H_2: There is a significant effect of the incentive system and reducing job alienation.

Sixth: Research methodology and method.

The research was based on the descriptive analytical approach to cover the theoretical and practical aspects, as this was done through analyzing the opinions of (a random sample to survey the opinions of all workers in the study community through a questionnaire form that was distributed to them, and the relationship and impact were extracted after analysis according to the statistical program (SPSS), which helped In testing the hypothesis.

The second section: The theoretical and conceptual framework

First: The concept of the incentive system

Traditional administrative concepts focused on paying attention to the productive capacity of the worker and neglected all the social and psychological aspects of him. They defined incentives as a group of factors that work to stimulate motor forces in a person (Grabner, 2014:1730) [13], and affect his behavior and actions. Incentives are seen as it includes all the methods used to motivate employees to work productively (Kopytova, 2016:3) [23]. It is also known as: all the means and factors through which, It would urge workers to perform their duties diligently and sincerely, and encourage them to exert the greatest effort in excess of the average in the field of production, as the modern schools of thought represented by the school of human relations and the behavioral school had a major role in developing and modernizing the traditional concepts and their view of the human element and dealing with it on the basis that it is a human being and has Feelings and sensations, and influenced by the environment surrounding him (Chan, 2010:2) [8]. In addition to the difference in basic concepts in using the incentive system and working with it, the traditional school focused on material incentives only to push workers towards greater effort and giving, while modern schools focused on moral incentives, as they have proven to be more. Effectiveness of material incentives (Kopytova, 2017:12) [39]. However, this does not mean underestimating the importance of material incentives at work, as studying the incentive system requires a deep understanding of workers' behaviors and actions, their social, cultural and economic environment, and their needs and desires (Ma *et al*., 2019:306) [28]. Successful organizations constantly aim to encourage competition among employees, distinguish individuals with outstanding performance, motivate those with average performance to advance, highlight the organization's identity in outstanding performance, and continue developing performance, and these goals can be achieved through an effective motivational function (Lin *et al*., 2022:359) [27].

Second: The importance of the incentive system

The importance of incentives can be determined in the following points (Wang *et al*., 2023:2) [38]; (Haesebrouck *et al*., 2021:2) [15]:-

1. Incentives contribute to unleashing the energies and capabilities of employees and putting them to the best use. This leads to reducing the number of employees and harnessing the surplus to fill the shortage in other areas.
2. Improving the financial, psychological and social situation of individuals, and linking the interests of the individual with the interests of the organization.
3. Incentives work to reduce production costs by innovating and developing work methods and adopting modern methods and means that reduce waste of time, raw materials, and other expenses (Klugman *et al*., 2019:3) [22].

(Barkalov *et al*., 2018:155) [6] and (Ghasemi *et al*., 2015:228) [12] indicated that the importance of incentives is as follows:-

1. It contributes to creating employee satisfaction with their work, which helps solve many of the problems that departments suffer from, such as low production capabilities, high cost rates, and absenteeism rates.
2. Achieving an incentive system and increasing the organization's profits by raising the efficiency and productivity of workers.
3. Achieving a balance that makes the elements of the practical system move in harmony.
4. On the other hand, (Wang & Song, 2021:116) [37] stated that avoiding many work problems such as delays, absences, negative work turnover, conflicts, and inconsistencies, which leads to creating high stability in the organization's resources. Increased bidding between organizations for human resources whose use is compatible with technical developments, especially those that govern increasing the ability of organizations to attract the necessary skills and motivating workers to develop their capabilities.

Third: Dimensions of the incentive system

The incentive system can be measured through two dimensions: (Khamis Al Naqbi, 2020) [21]

1. Financial incentives

They are all incentives that satisfy a person's material needs, such as food, clothing, etc., and they are either in the form of cash or in the form of in-kind items provided to workers (Imberman & Lovenheim, 2015:365) [18]. That is, they are everything that is material or in-kind and is provided to the worker other than the wage agreed upon between the organization. And workers, so that the material incentive includes all the rewards, commissions, and participation in profits that some organizations agree upon with the workers (Bobolz *et al*., 2020:322) [7]. Material incentives, in addition to wages, include any other monetary form, grouped and divided into payments, meaning a set of incentives that satisfy the needs of Material individuals only and not others, such as extra pay and incentive rewards (Feng *et al*., 2023:2483) [11].

2. Moral incentives

They are the incentives that are offered to workers and are not linked to financial compensation. Rather, we find them taking on a moral nature, such as certificates of appreciation, generous factors, thanks, praise, praise, and university meetings (Merchant *et al*., 2015:3) [30]. They are those incentives or factors surrounding the work environment that work to Attracting individuals to satisfy their social and personal needs (Lee, 2016:131) [26]. Moral incentives are no less valuable and important than material

incentives, but monetary incentives do not achieve their desired purpose unless they are linked to moral incentives (Grilo *et al*., 2024:22) [14].

We conclude that material incentives contribute to strengthening the purchasing power of the individual to obtain his daily needs, while moral incentives contribute to appreciating the efforts of employees.

Fourth: Job alienation

Job alienation is nothing but a psychological and social state that the individual worker feels as a result of his lack of harmony with the tasks and duties assigned to him, which makes him feel a loss of security and stability in all its aspects, whether psychological, social or organizational, and in their totality they constitute some negative characteristics such as tension, the tendency toward isolation, irresponsibility, and tendencies. Negativity towards work and colleagues (Shantz *et al*., 2015:386) [32], and this in turn causes emotional and physical exhaustion and dissatisfaction with oneself and work (Sharafi *et al*., 2013:53) [33]. There are those who believe that job alienation is, the employee feels alienated in the organization in which he works, as a result of poor social interaction between him and the organization, with its structure, work environment, and supervision style, and between co-workers and the public receiving the service. The employee feels that the organization is no longer a suitable place for him, which leads to a decrease in his affiliation and loyalty. For her, this feeling reflects negatively on his focus, ability, and commitment (Valikhanim & Soltani, 2015:2) [36]. As for (Kurdi, 2018:16), he defined job alienation as a human phenomenon that workers in any organization may be exposed to, resulting in a state of feeling helpless, isolation, meaninglessness, non-normativeness, and loss of self (Saa & Abu Samra, 2019:66) [31], It is clear from the above that there is a difference in definitions, and the reason for this is the philosophical and specialized intellectual difference of each of them (Hazratian *et al*., 2021:3) [17], and despite this difference, all definitions agreed that job alienation is a feeling that the employee experiences during work that makes him By losing belonging to the job, he feels isolated and disconnected from it, his colleagues, and the organization in which he works (Issa *et al*., 2023:309) [19].

Fifth: Reasons for job alienation.

Many studies have focused on the organizational factors or determinants that affect job alienation. If it is not possible to limit these factors, it is necessary to address job alienation and the most important of these sources, which alone or in combination with other causes lead to the occurrence of job alienation or its increase to varying degrees. These sources are:

1. Specialization and division of labor

The Industrial Revolution led to the creation of new characteristics in existing organizations, including the division of labor and precise functional specialization. Modern technology, in particular the introduction of mechanization into the factory system and production processes, led to the creation of specialization, which is different from specialization in business before the Industrial Revolution (Singh & Randhawa, 2018: 141), and rapid economic growth has made modern societies characterized by high levels of specialization in large bureaucracies due to the efficiency and effectiveness it achieves in performance and production, and with the acceleration of the pace of development, precise specialization increases, whether at the level of knowledge and science or at the level of work and organization (Falah Nodehi, 2020:63) [10].

2. Hierarchical structure (hierarchy)

The complex and inflexible hierarchical structure leads to alienation through the dimension of (loss of power), where the worker feels through these complex structures that explain the method of carrying out work in its entirety that he is controlled in his work by systems and that he cannot carry out his work except through these orders and instructions and he has no freedom. In carrying out the work in his own way, this is the meaning of the dimension (loss of power), (Darini *et al*., 2016:66) [9].

3. Centralization and decentralization

Centralization and decentralization can be viewed as representing two auxiliary parties, neither of which rarely exists completely and alone in practical life (Artar & Erdil, 2017:33) [4]. There is no doubt that the degree of centralization affects the degree of self-control available to the individual and the extent to which the individual uses his ability and skill, so that the greater the degree Centralization reduces the freedom of the individual to choose methods of work and his freedom to use his personal abilities and skills to perform the tasks and duties assigned to him (Jan Alizadeh *et al*., 2014:3) [20].

4. Official level

It is one of the main organizational variables that indicates the extent to which processes and procedures are programmed within the organization, as it governs any behavior in the organization and determines the extent of freedom of choice among individuals to perform any work (Mahmoudi *et al*., 2023: 191) [29], and formality has its effects on the organization and employees, especially with regard to With communications and the availability of opportunities for creativity and innovation, as designing and defining work procedures in the organization is one of the official features (Hazratian *et al*., 2021:3) [17].

5. The prevailing pattern of relationships between members of the work group

The concept of a work group refers to that group that is formed within the organization to practice a specific activity on the basis of continuous interaction and communication to achieve common goals, and the individual is considered a part of that group that influences and is affected by it (Artar & Erdil, 2017:33) [4]. Relationships between members of the work group affect the individual's sense of satisfaction and job alienation to the extent that these groups represent it, as a source of benefit for the individual or a source of anxiety and tension (Falah Nodehi, 2020: 63) [10].

Dimensions of job alienation

Job alienation can be measured through several dimensions: (Atta, 2018) [5]:

1. Lack of power: that is, the individual's feeling that he has no control over the decision-making processes, which leads to conditions in which the work team has limited freedom to control their work activities (Hany *et*

al., 2020:249) [16].

2. Weak meaning: This meaning of alienation refers to the individual's feeling that he lacks a guide or guide for behavior and belief. The alienated individual here feels a huge emptiness as a result of the lack of basic goals that give meaning to his life, determine his directions, and polarize his activities. The individual cannot predict future results with a high degree of efficiency. Behavior, and he cannot assign meaning to what he does and the decisions he makes (Al-Kadiki & Al-Alam, 2022:91) [2].
3. Alienation from oneself: It is represented by the loss of the ability to communicate with oneself, the desire to escape and isolate, and the inability to find reward for oneself due to his separation from oneself (Al-Abadla, 2024:27) [1].
4. Social isolation: It means the individual's feeling of loneliness, and an attempt to stay away from the social relationships prevailing in the organization. That is, it is a state in which the individual feels that he does not belong to the organization. Isolation occurs when the worker fails to establish satisfactory social relationships in the workplace, and the worker is unable to communicate with others. Others while working, and factors such as the bureaucratic structure cause a feeling of isolation among working individuals (Trabelsi, 2024:12) [35].
5. Loss of standards: It is a state of collapse of the standards that regulate and direct behavior, and then the individual rejects the values, propaganda, and rules prevailing in society, due to his lack of confidence in society and its institutions. In other words, non-normativity means the disappearance and fragmentation of values and standards because it is a condition that afflicts society, so the standards or systems and consistency that It organizes and directs human behavior (Al-Sharif & Makhlouf, 2021:10) [3].

The third section: the applied framework for the research

First: the research sample

Table 1 shows the distribution of the research sample among the respondents (employees at Tikrit University), where 250 questionnaires were distributed to the sample members, and 228 questionnaires were retrieved from the total questionnaires distributed, and of these retrieved questionnaires, 218 questionnaires were considered valid for analysis and use in the study. This distribution also reflects the sample used in the study and the response rate of individuals, and these numbers can be used to evaluate the representativeness and reliability of the sample.

Table 1: Shows the distribution of questionnaires for the study sample

Number of questionnaires suitable for analysis	Number of questionnaires returned	Number of questionnaires distributed	Search sample
218	228	250	Employees at Tikrit University

Second: Testing the validity and reliability of the research tool

The results of Table 2 indicate that the Cronbach's alpha coefficients for the variables included in the analysis were higher than (0.75), which indicates that the measurement tool is characterized by high relative stability, in addition to that all values ranged between (0.818-0.917), which are statistically acceptable values. The reliability coefficient for the variable (incentive system) reached (0.884), and the reliability coefficient for the variable (job alienation) reached (0.927), and this indicates that the measurement tool is compatible with the responses of workers at Tikrit University under study.

Table 2: Cronbach alpha coefficients for the variables and dimensions of the study

Cronbach's Alpha			Dimensions	Variables
0.884	0.884	0.917	Material incentives	Incentive system
		0.891	Moral incentives	
	0.927	0.832	Lack of strength	Job alienation
		0.874	Double meaning	
		0.818	Alienation from oneself	
		0.894	Social isolation	
			Loss of standards	

Third: Description of the research sample

This paragraph deals with determining the arithmetic means and standard deviations for each of the dimensions used in the research.

1. Incentive system

The results of Table 3 indicate testing the data related to the incentive system through dimensions (material incentives, moral incentives), where the arithmetic mean for the variable as a whole was (3.52), which is a high value according to the five-point Likert scale, which indicates the presence of high values and a high level of deviation. The standard score for the dimension as a whole was (0.82), and therefore there are positive differences. Overall, it can be said that there is agreement throughout the study sample with regard to the incentive system variable, which also indicates that employees at Tikrit University pay high attention to the incentive system, and that the university distributes salaries It treats its employees well and works to motivate them and gain the trust of its workers to push them to work, Moreover, this is confirmed by the percentages shown in the table above, and this is what embodies and is consistent with the sociological approach of the scientific management school led by Frederick Taylor, whose foundations include the application of monetary incentives material incentives to motivate individuals.

Table 3: Descriptive statistics for the incentive system variable

S.D	Mean	No.	S.D	Mean	No.
0.86	3.35	MOI1	0.94	3.19	MAI1
0.81	3.86	MOI2	0.83	3.27	MAI2
0.76	3.54	MOI3	0.77	3.12	MAI3
0.78	3.74	MOI4	0.89	3.52	MAI4
0.81	3.95	MOI5	0.87	3.75	MAI5
0.83	3.46	MOI6	0.85	3.63	MAI6
0.85	3.67	MOI7	0.86	3.32	MAI7
0.85	3.65	Moral incentives	0.89	3.4	Material incentives
			0.82	3.52	Incentive system

2. Job alienation

The results of Table 4 indicate testing the data related to the incentive system through the dimensions (lack of power, weak meaning, alienation from oneself, social isolation, loss of standards), where the arithmetic mean for the variable as a whole reached (3.55), which is a high value according to the five-point Likert scale. Which indicates the presence of high values and a high level. The standard deviation for the dimension as a whole was (0.83), and therefore they are positive differences. This result shows that there are no differences in the level of alienation. This result may be attributed to the fact that the workers at Tikrit University have been in their job for more than ten years. They dealt with many situations that formed in them a feeling of job alienation.

Table 4: Descriptive statistics for the job alienation variable

S.D	Mean	No.	S.D	Mean	No.
0.78	3.26	WM1	0.81	3.93	POL1
0.86	3.14	WM 2	0.85	3.25	POL2
0.88	3.63	WM 3	0.89	3.19	POL3
0.86	3.28	WM 4	0.88	3.72	POL4
0.86	3.33	Double meaning	0.84	3.52	Lack of strength
S.D	Mean	No.	S.D	Mean	No.
0.88	3.75	SI1	0.84	3.35	AFS1
0.86	3.46	SI2	0.89	3.53	AFS 2
0.87	3.67	SI3	0.87	3.82	AFS 3
0.79	3.63	Social isolation	0.86	3.57	Alienation from oneself
			S.D	Mean	No.
			0.83	3.55	Job alienation
			0.83	3.85	LS1
			0.78	3.33	LS 2
			0.87	3.92	LS 3

Fourth: Testing hypotheses

H_1: There is a significant correlation between the incentive system and reducing job alienation.

The results of Table 5 indicate that there is a significant correlation between the incentive system and job alienation at (0.680), showing the interest of employees at Tikrit University in improving the relationship between the incentive system and job alienation. The results also showed that there is a correlation between the incentive system and the dimensions of job alienation.

Table 5: Correlation matrix

9	8	7	6	5	4	3	2	1	Variables
								-	Material incentives
							-	.729**	Moral incentives
						-	.685**	.537**	Incentive system
					-	.750**	.932**	.918**	Lack of strength
				-	.670**	.762**	.905**	.873**	Double meaning
			-	.864**	.863**	.571**	.944**	.590**	Alienation from oneself
		-	.746**	.788**	.673**	.782**	.880**	.740**	Social isolation
	-	.735**	.761**	.903**	.881**	.690**	.830**	.570**	Loss of standards
-	.832**	.809**	.910**	.833**	.861**	.680**	.820**	.681**	Job alienation

H_2: There is a significant effect of the incentive system in reducing job alienation

The results of the standard model in Table 2 showed that the incentive system affects the job alienation of the target sample, which means that increasing the incentive system by (0.68) contributes to reducing job alienation, and this has a standard error of (0.031), and a critical value equal to (20.88), which means that the incentive system plays an important role in reducing job alienation, and this proves the validity of the second hypothesis.

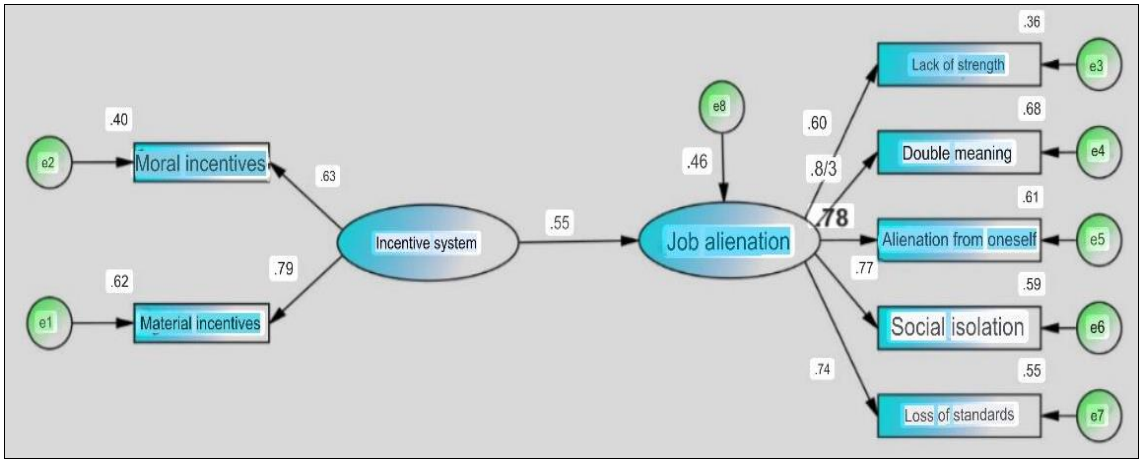


Fig 2: The effect of the incentive system in reducing job alienation

It is noted from the results of Table 6 that the increased interest of employees at Tikrit University in the incentive system contributes to a reduction of (0.552) in job alienation, and this achieved a decrease in error rates of (0.031), which means that the incentive system contributed to explaining (0.462) of the square of the variance in job alienation.

Table 6: Standard results of the effect of the incentive system in reducing job alienation

Path			Estimate	S.E	C.R	R2	P
Incentive system	--->	Job alienation	0.552	0.031	17.807	0.462	0.001

Section Four: Conclusions and Recommendations

First: conclusions

1. The results of the statistical analysis demonstrated the existence of a statistically significant correlation and impact between the system represented by (material incentives and moral incentives). And functional alienation (lack of power, weak meaning, alienation from oneself, social isolation, loss of standards). Which means that the sample studied must emphasize the necessity of maintaining effective performance.
2. The results of the research showed that there were no differences in the dependent variable (job alienation) for the members of the sample studied at the university according to gender, age, years of experience, job position, and educational level.
3. The university grants employees incentives (material and moral) from time to time, and this indicates the working individuals' sense of integration with the university and connection to its goals, in return for their outstanding performance and the university's interest in its employees by providing methods of material motivation.
4. The University's interest in ways of moral stimulation (training courses, letters, thank you letters, improving the work environment, etc.).
5. The more the individual worker finds motivation and motivation to satisfy his needs, the more this motivates and motivates him to follow behavior, correct behavior and outstanding performance. This is evidence that the incentive system is one of the components of institutional work in governmental and private institutions alike, as through it the individual worker is appreciated and distinguished. His work and excellent performance, especially if the working individual enjoys the level of organizational loyalty at the university and tends toward the positive.

Second: Recommendations

1. Change and the necessity of working to pay attention and develop the applied incentive system in a way that creates new opportunities and challenges for university employees that works on creativity and excellence away from the usual pattern of doing work.
2. Creating confidence and self-creativity for working individuals, granting them the necessary powers, and encouraging them to work as motivating collective teams that work to exploit the energies and skills and perform their work and accomplish it to perfection.
3. Dealing transparently with performance evaluation and informing employees of the results of their evaluation in order to know the strengths and weaknesses and areas of continuous improvement and work on them.
4. The university administration links the incentive system to the goals of employees and management to create a close connection and enable the university to achieve its goals.
5. Based on the principle of excellence and creativity of some workers in completing their work, it is necessary to take into account their individual differences and distinguish this by giving them the incentive that will motivate them to achieve.

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