



(RESEARCH ARTICLE)



The reality of applying the system of financial incentives in the development of administrative creativity among employees of Kumaran Company for Industry and Investment in Yemen

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Abstract

This study examines the impact of incentives on the development of administrative creativity among the employees of Kumaran Company for Industry and Investment in Yemen. The study sample consists of 186 public administration employees. The data was collected through a questionnaire, and 168 responses were analyzed using analytical descriptive methods. The study found that the company provides workers with financial incentives, with an average score of 4.16 and a high degree of agreement from the sample. The study also found a high level of agreement with the availability of administrative creative dimensions in the company, with an average score of 4.59. The study did not find any significant differences in responses based on demographic variables such as age, scientific qualification, job title, or years of service.

Keywords: Incentives; Financial Incentives; Types of Incentives; Administrative Creativity; Workers; Kumaran

1 Introduction

In today's rapidly changing world, institutions must ensure their survival and sustainability by operating efficiently and effectively. This requires maximizing the potential of their human resources, who play a critical role in achieving organizational goals. While institutions may provide employees with the necessary skills and qualifications, these alone are not sufficient to ensure optimal performance. The willingness of employees to work towards the organization's objectives is equally important. To encourage such behavior, institutions require a system of incentives and stimulus methods that motivate employees towards achieving the organization's goals. This has prompted many researchers and managerial behavioral scientists to investigate the impact of incentives and motivation on employee creativity and innovation, which are essential for attracting and retaining customers. Therefore, this research paper seeks to explore how incentives and stimulus methods can influence employee creativity and innovation in institutions.

1.1 Study Problem

1.1.1 The problem with this study was shaped by the President's question

What is the reality of applying financial incentives in the development of administrative creativity among employees of Kumaran Industrial and Investment Company?

The following sub-questions differ from the Chairman's question:

- RQ1: What is the reality of applying the incentive system: (financial), at Kumaran Industry & Investment?
- RQ2: What is the level of management creativity: (authenticity), at Kumaran Industry & Investment?

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- RQ3: Are there differences between the responses of the study sample individuals on the subjects of the study attributable to their demographic variables: (type, age, scientific qualification, job title, number of years of service)?

Objectives of the study

This study aims to

- Knowledge of the financial incentives system in Kumaran Company for Industry and Investment.
- Identifying the level of administrative creativity in Kumaran Company for Industry and Investment.
- Identifying the differences between the answers of the sample members about the paragraphs and axes of the study due to their variables: (gender, age, educational qualification, job title, number of years of service).

2 Theoretical literature of study

- Incentive: It is the return that the worker obtains as a result of his excellence in performing or developing his work (Munir, 2017).
- Financial incentives: they are a set of measures represented in: (salary increase, that is, annual or exceptional increase, bonuses, transportation allowance, housing allowance, employee participation in profits, and others). (Lucas,2016)
- Administrative creativity: it is the development of new ideas, which is the opposite of imitation and simulation of the familiar, provided that they are useful ideas such as: (a way to reduce costs, increase production). (Abu Sarar,2022)
- Originality: new, unrefined production
- Incentives are: stimuli that drive human behavior and help direct performance when obtaining incentives becomes important to the individual. (Al-Ariki, 2016)
- Incentives are: the set of external factors and influences that motivate the individual and push him to perform the tasks entrusted to him in the best way by satisfying his material and moral needs and desires (Sari,2016).
- Creativity is: optimal use of mental and intellectual abilities that are characterized by the greatest degree of fluency, flexibility, originality, sensitivity to problems and the ability to analyze them, leading to the formation of interdependence and the discovery of new relationships, ideas or methods of work within organizations.
- Administrative creativity is: the ideas and practices presented by the workers, which lead to finding administrative processes and methods and methods that are more efficient and effective in achieving the goals of the organizations and more serving the community. (Al-Ariki, 2016)
- The researcher defines creativity: it is creating something new that does not exist previously, or it is the ability to achieve the desired goals and results that stakeholders seek to achieve, which is the intelligent use of available resources and overcoming problems and obstacles in advanced methods that are not included in the organization. There is a consensus that creativity expresses a state Unique and distinct, whether at the level of ideas or production.

2.1 The importance of incentives

- Meeting staff members' needs and desires
- Staff's sense of fairness and equality within the Organization.
- Attracting the organization's outstanding skills and competencies
- Increased level of staff satisfaction as a result of meeting their needs.
- Increased staff loyalty to and affiliation with the Organization and increased quantity and quality of workers' production.
- Reduce employment loss rates and develop the spirit of cooperation among workers within the organization (Farwana,2016).

2.2 Incentive objectives

- Improving the productivity and visibility of the Organization's activities.
- Raise workers' morale and retain outstanding workers.
- Reward outstanding performance and encourage creativity and innovation (Achie, & Kurah 2016).

2.3 Types of incentives

2.3.1 *Incentives by their nature are divided into*

- Financial Incentives: Financial incentives have several forms: (rewards, salary, compensation, benefits in kind and profit sharing), which move the efforts of individuals towards certain goals that the organization seeks to achieve, which is to make good use of the creative potential and energies of individuals because the individual sees a tangible material result related to his behavior (Baqir,2020)
- Moral incentives: These are those that relate to the psychological and intellectual aspects of workers and depend on the motivation and motivation of workers based on the means of respecting the human element who has the feelings, hopes and social aspirations he seeks to realize through his work in the organization, and on various forms (promotion, participation in decision-making, certificates of thanks and appreciation, training, honoring). (Chepkemoi 2018).
- Social Incentives: Social incentives are of great importance in meeting the needs and desires of workers, and social incentives include: health insurance, unemployment insurance, disability and work injury insurance, recreational and social clubs, and life insurance.(Chien et al. 2020)

2.3.2 *Incentives in terms of who gets them*

- Individual incentives: Such incentives are intended to encourage or motivate specific workers, including the allocation of an award to the best worker.
- Collective incentives: Collective incentives are aimed at promoting the spirit of cooperation and harmony among the organization's employees.

2.3.3 *Incentives in terms of their impact*

- Positive incentives: incentives that meet workers' needs and motivations, and the interests of the Organization. Workers increase the quantity and quality of production, submit proposals, constructive opinions, innovations and inventions, and take responsibility and sincerity at work are considered positive results, offset by positive incentives given by the Organization to these workers.
- Negative incentives: These are the means used by the organization for the purpose of preventing and evaluating negative behavior and limiting workers' unfavorable behavior, such as lazing and failing to listen to instructions and orders. These include urging and developing workers to perform their mandated duties, withholding certain privileges such as suspending remuneration or deferring the granting of allowances or promotion.(Kitsios and Kamariotou 2021)

2.4 Difficulties of incentives

- Ambiguity of functional instructions and lack of clarity of precise objectives.
- Unsuccessful selection of human resources and weak training programs.
- Failure to delegate authority
- Linking incentives to the amount of production in the organization.
- Lax use of negative or punitive incentives.
- Using unethical methods or methods to achieve production rates linked to incentives.
- Not following a fair system in granting incentives to employees(Lect Omar Subhi Abdullah n.d.)

2.5 The importance of administrative creativity

- Ability to respond to surrounding environmental variables, making the organization stable because it is prepared to respond to these variables in a way that does not affect the conduct of organizational processes.
- Contribute to the development of the intellectual and mental capacities of the Organization's staff by providing them with an opportunity to choose those capabilities.
- Optimal use of financial resources through the use of scientific methods to keep pace with recent developments and the ability to balance various development programmers with available material and human potential. (Al-Hadhaa, 2018)
- Improving the use of human resources and the use of their capacities by providing them with an opportunity to search for new work, continuous modernization and the Organization's need for managerial creativity (Heida,2018)
- Management creativity is an essential component of all the Organization's activities in order to enhance its efficiency and productivity, thereby improving its production, whether products or services.

- Increasing administrative and organizational problems within modern organizations, imposing change and development that require organizational creativity.
- The Arab States continued need for administrative creativity as developing countries and to enable them to keep abreast of the development of developed countries. (Bahadli,2018)

2.6 Elements of administrative creativity

Fluency: the ability to produce as many creative ideas as possible, measured by calculating the number of ideas an individual offers on a particular topic in a fixed unit of time compared to the performance of his work, and there are many types of fluency (conceptual fluency, fluency of symbols or words, fluency of meanings and ideas, expressive fluency). (Abayneh 2020)

Automatic flexibility: the ability to change the state of mind is reflected by changing attitude and this is called differentiated thinking of inertia, rigidity, adherence to attitudes, opinion or intolerance.

Authenticity: extraordinary production, through which no one has been named before, the idea is original if it is not subject to similar ideas and is characterized by excellence.

Sensitivity to problems: the ability to perceive weaknesses or shortcomings in exciting situations, a creative person can see a lot of problems, and is more sensitive to the problem (AL.Masaeid,2019)

2.7 Stages of the creative process

The stage of preparation: This stage is considered the basic seed of creativity, in which the creator opens up on the first beginnings of his work. These starts often come abruptly and vaguely. At this stage, the creator tends to develop that first seed by reading, taking notes, managing dialogue, discussions, asking questions, collecting and recording evidence, so that the thought can be the necessary raw materials that help him successfully move to the second stage.

Stage of selection: It is a phase that follows several desperate attempts to find a superhuman solution to the problem after considering all possible possibilities, so the period of embracing or opting out of the idea may be prolonged for years and may be shortened for a few minutes (Taq,2016)

Brightening phase: Some call it detection or inspiration, and brightening means: That moment when suddenly thinking about a solution, or signs of a solution to the problem that has long occupied a large area of mental activity during the phases of preparation and testing, and during the transition from a level of full awareness of all the merits of the problem to a level of non-feeling or pre-feeling in which data and information are processed in the aftermath of the stage of preparation and testing

Investigation phase: At the end of the radiation phase, the creative process enters its final development, which is the investigation phase, which includes the raw material generated from the previous phase. At this stage, the creator transforms that raw material into integrated and final forms by subjecting it to investigation, examination, development and presentation of evidence as unique, authentic and unprecedented (Nahed,2020)

2.8 Difficulties affecting creativity in organizations

- Lack of internal motivations for creativity among individuals
- Resistance to change
- Loss of teamwork
- Lack of information for individuals (Muhammad,2021)

3 Material and method

3.1 Study methodology

In the light of the nature of this research and the objectives it seeks to achieve, and based on its questions, the researcher used the analytical descriptive approach, defined as a study of the phenomenon as actually accurate, quantitative and qualitative, describing the phenomenon's qualitative expression and clarifying its characteristics, while quantitative expression gives a digital description of the extent or magnitude of the phenomenon. (Al-Araki, 2016)

3.2 Community and study sample

The study population consisted of all employees of the Kamran Company for Industry and Investment in the capital Sana'a, whose number is: (332), workers, who occupy the category of job title: (General Manager / Deputy, Director of Administration / Deputy, Head of Department, Administrators), and due to the difficulty of accessing To all workers (study community), an appropriate stratified random sample was selected according to the statistical equations for the entrance of the American Education Association, from the study population, which amounted to (186) workers, at a rate of (56%).

3.3 Study Tool

Due to the nature of the study, (questionnaire) has been relied upon as a tool for data collection, being one of the most appropriate scientific research tools to achieve the survey's objectives.

4 Result and discussion

4.1 First: Findings on the description of the characteristics of the study sample.

In order to achieve the objectives of the present study, data collected from the responses of the study sample members have been processed, using appropriate statistical methods to determine the description of the characteristics and trends of the study sample individuals around the paragraphs in the study tool (identification), by the statistical programme (Spss), and using repetitions and percentages to identify the characteristics of the study sample members as defined in the demographic data: (Type, age, scientific qualification, job title, number of years of service), as follows:

4.1.1 Distribution of study sample staff by variable (type)

The data for the description of the characteristics of the study sample members were processed according to the type variant. The results are shown as shown in the table below:

Table 1 The distribution of the study sample individuals according to the variable (type)

Type	Frequency	percent%
Male	126	77.3%
Female	37	22.7%
total	163	100%

The previous table shows that the male category was 126, 77.3%, followed by the female category of 37 and 22.7%, owing to the customs, traditions and customs of some Yemeni tribes, which continue to strongly oppose the work of females as well as the nature of the company's business that requires permanent movements.

4.1.2 Distribution of study sample members according to variable (age)

Data on the description of the characteristics of the study sample were processed according to the age variable. The results are as shown in the table below:

Table 2 Distribution of the study sample according to the variable (age).

Age	Frequency	percent%
From 20 to 30 years	12	7.4%
From 31-40 years	90	55.2%
From 41-50 years	51	31.3%
From 51 years and over	10	6.1%
total	163	100%

It is clear from the previous table: that the age group (31-40 years) came in the first place, reaching (90) at a rate of (2.55%), followed by the age group (41-50 years) in the second. place. It reached (51), at a rate of (31.3%), followed by the age group (20-30 years), which reached (12), at a rate of (7.4 4%), and finally came the age group. From (51 years and over) it reached (10), with a rate of (6.1%). These ratios are realistic and appropriate to work in Kamran Company for Industry and Investment.

4.1.3 *Distribution of the study sample according to the variable (educational qualification):*

The data related to describing the characteristics of the study sample were processed according to the educational qualification variable, and the results were as shown in the following table:

Table 3 Distribution of the study sample according to the variable (educational qualification).

Qualification	Frequency	percent%
High school	72	44.2%
Bachelor's degree	60	36.8%
Diploma degree	9	5.5%
Graduate Studies	22	3.5%
total	163	100%

It is clear from the previous table: The category of those with an academic qualification (high school) came in the first place, amounting to (72), with a rate of (44.2%), followed by the category of those with an academic qualification (Bachelor's), which amounted to (60), With a rate of (36.8%), followed by the category of those with an academic qualification (postgraduate studies), which amounted to (22), with a rate of (13.5%), and finally the category of those with an academic qualification (high diploma), which amounted to (9), with a rate of (5. 5%), and it can be said that the majority of the study sample are holders of higher academic qualifications, and their opinions can be relied upon to reach correct results for this study, and it is expected that it will deal responsibly and positively with the paragraphs and axes of the study tool.

4.1.4 *Distribution of study sample members according to variable (job title):*

The data related to describing the characteristics of the study sample members were processed according to the job title variable, and the results were as shown in the following table:

Table 4 Distribution of the study sample members according to the variable (job title).

Job title	Frequency	percent%
General Manager / Deputy	4	2.4%
Administration Manager/Deputy	20	12.3%
Head of the Department	36	22.1%
Administrators	103	63.2%
total	163	100%

It is clear from the previous table: The category of job title (administrators) came in the first place with a rate of (103), with a rate of (63.2%), followed by the category of job title (head of department), with a rate of (36), with a rate of (22.1%).), followed by the job title category (Department Manager / Deputy), which amounted to (20), with a rate of (12.3%), and finally the category of job title (General Manager / Deputy), which amounted to (4), with a rate of (2.4%).

4.1.5 *Distribution of the study sample according to the variable (number of years of service):*

The data related to describing the characteristics of the study sample were processed according to the number of years of service variable, and the results were as shown in the following table:

Table 5 Distribution of the study sample members according to the variable (number of years of service)

Number of years of service	Frequency	percent%
Less than 5 years	38	23.2%
From 5-10 years	65	39.9%
From 11 - 15 years	37	22.7%
More than 15 years	23	14.1%
total	163	100%

It is clear from the previous table: that the category of years of service (from 5-10 years) came in the first place with (65), with a rate of (39.9%), followed by the category of years of service (less than 5 years), It reached (38), with a rate of (23.2%), followed by the category of the number of years of service (from 11-15 years), which amounted to (37), with a rate of (22.7%), and finally the category of the number of years of service (more than 15 years), which amounted to (23), with a rate of (14.1%), and this indicates that the majority of the study sample are from the category of large years of service and have sufficient experience to accomplish their tasks efficiently.

4.2 Second: Answers to the study questions and discussion of the results

4.2.1 The answer to the first sub-question

What is the reality of applying the system of financial incentives (salary, allowances, bonuses, rewards, participation of employees in the profits), in Kamran Company for Industry and Investment?

Kamran Company for Industry and Investment adopts the application of the material incentives system for employees, and therefore the arithmetic means and standard deviations were calculated for the answers of the study sample to the paragraphs related to this question, and the results were as follows:

Financial incentives: (salary, allowances, bonuses, rewards, employee participation in profits).

4.2.2 Salary

Table 6 Arithmetic means and standard deviations of the estimates of the study sample about: (salary)

N	paragraphs	Arithmetic mean	standard deviation	Verbal appreciation	arrangement
1	Salary commensurate with effort.	4.78	0.662	high	the fourth
2	Salary commensurate with qualification and experience.	4.79	0.440	high	Third
3	The company has an automated payroll system.	4.92	0.271	high	the first
4	The salary corresponds to the prevailing living situation.	4.89	0.326	high	Second
	The general arithmetic mean	4.84	0.357	high	

It is clear from the previous table:

- Paragraph No. (3) got the first rank, with an arithmetic mean (4.92), a standard deviation (0.271) and a verbal grade (high). This indicates that the study sample agrees with a high degree that the company has an automated system for disbursing salaries.
- Paragraph No. (4) ranked second, with an arithmetic mean (4.89) and a standard deviation (0.326). And with a verbal estimate (high), and this indicates that the study sample members agree with a high degree that the salary is in line with the prevailing living situation.

- Paragraph No. (2) ranked third, with an arithmetic mean (4.79) and a standard deviation (0.440). And with a verbal grade (high), and this indicates that the study sample members agree with a high degree that the salary is commensurate with the qualification and experience.
- Paragraph No. (1) ranked fourth, with an arithmetic mean (4.78) and a standard deviation (0.662). And with a verbal grade (high), and this indicates that the study sample members agree with a high degree that the salary is commensurate with the effort exerted.

The general arithmetic mean for (salary) items was (4.84), and the standard deviation (0.357), with a verbal grade (high). salaries. The study sample can also compare their salaries to what is available in other companies with low wages, salary cuts in the public sector, or some companies reducing salaries or laying off workers in whole or in part due to the economic conditions that the country is going through at the present time.

4.2.3 Allowances

Table 7 Arithmetic means and standard deviations of the study sample's estimates of: (allowances)

N	paragraphs	Arithmetic mean	standard deviation	Verbal appreciation	arrangement
5	The company grants housing allowance to workers.	3.72	1.263	high	the first
6	The company provides an allowance for attending training courses to develop the skills of workers outside the country.	3.55	1.222	high	Second
7	The company grants a transportation allowance to all employees.	3.48	1.248	Average	Third
	The general arithmetic mean	3.58	1.244	high	

It is clear from the previous table:

- Paragraph No. (5) ranked first, with an arithmetic mean (3.72), a standard deviation (1.263) and a verbal grade (high). This indicates that the study sample agrees with a high degree that the company grants a housing allowance to workers.
- Paragraph No. (6) ranked second, with an arithmetic mean (3.55) and a standard deviation (1.222). With a verbal grade (high), this indicates that the study sample agree with a high degree that the company provides an allowance for attending training courses to develop the skills of workers outside the country.
- Paragraph No. (7) ranked third, with an arithmetic mean (3.48), a standard deviation (1.248) and a verbal grade (average).

The general arithmetic mean of the (allowances) items was (3.58), and the standard deviation was (1.244), with a verbal grade (high). Which contains many different allowances, including: (cost of living, nature allowance, and others).

4.2.4 Bonuses

Table 8 Arithmetic means and standard deviations of the study sample's estimates about: (bonuses)

N	paragraphs	Arithmetic mean	standard deviation	Verbal appreciation	arrangement
8	The company grants annual bonuses to employees.	4.92	0.361	high	the first
9	The company has an automatic system for exceptional bonuses.	4.69	0.501	high	the fourth
10	The company grants annual bonuses to employees based on efficiency.	4.75	0.472	high	Second
11	The company grants bonuses based on fair criteria among employees.	4.72	0.512	high	Third
	The general arithmetic mean	4.78	0.461	high	

It is clear from the previous table:

- Paragraph No. (8) got the first rank, with an arithmetic mean (4.92), and a standard deviation (0.361), and with a verbal grade (high). This indicates that the study sample agrees with a high degree that the company grants annual bonuses to workers.
- Paragraph No. (10) ranked second, with an arithmetic mean (4.75) and a standard deviation (0.472). And with a verbal grade (high), and this indicates that the study sample members agree with a high degree that the company grants annual bonuses to workers based on efficiency.
- Paragraph No. (11) ranked third, with an arithmetic mean (4.72) and a standard deviation (0.512). And with a verbal grade (high), and this indicates that the study sample members agree with a high degree that the company grants bonuses based on fair standards among workers.
- Paragraph No. (9) ranked fourth, with an arithmetic mean (4.69) and a standard deviation (0.501). And with a verbal grade (high), and this indicates that the study sample members agree with a high degree that the company has an automatic system for exceptional bonuses.

The general arithmetic mean of the (bonuses) items was (4.78), and the standard deviation was (0.461), with a verbal grade (high), and this indicates that the study sample members agree with a high degree that the company grants bonuses, and this is due to the company's regulations, which It provided for granting the employees of the company an annual bonus approved by the Board of Directors and granted annually to the employees according to the performance reports.

4.2.5 Rewards

Table 9 The arithmetic means and standard deviations of the study sample's estimates about: (rewards)

No	paragraphs	Arithmetic mean	standard deviation	Verbal appreciation	arrangement
12	The company grants rewards to employees for their efforts.	4.78	0.440	high	the fourth
13	The company determines the rewards according to the criterion of competitiveness among the workers for the completion of the work.	4.79	0.432	high	Third
14	The company gives rewards for overtime hours.	4.93	0.240	high	the first
15	The company gives rewards for the efficiency and production of workers.	4.85	0.404	high	Second
	The general arithmetic mean	4.84	0.379	high	

It is clear from the previous table:

- Paragraph No. (14) ranked first, with an arithmetic mean (4.93), a standard deviation (0.240), and a verbal grade (high). This indicates that the study sample agrees with a high degree that the company gives rewards for Overtime hours.
- Paragraph No. (15) ranked second, with an arithmetic mean (4.85) and a standard deviation (0.404). And with a verbal grade (high), this indicates that the study sample agree with a high degree that the company grants rewards for the efficiency and production of workers.
- Paragraph No. (13) ranked third, with an arithmetic mean (4.79) and a standard deviation (0.432). And with a verbal grade (high), and this indicates that the study sample members agree with a high degree that the company determines rewards according to the criterion of competitiveness among workers for the completion of the work.
- Paragraph No. (12) ranked fourth, with an arithmetic mean (4.78) and a standard deviation (0.440). And with a verbal grade (high), and this indicates that the study sample agree with a high degree that the company grants incentive rewards to employees for their efforts.

The general arithmetic mean for the (rewards) items was (4.84), and the standard deviation was (0.379), with a verbal grade (high), and this indicates that the study sample members agree with a high degree that the company gives rewards (monthly, annual, individual, and collective)

4.2.6 Employee participation in profits

Table 10 Arithmetic means and standard deviations of the estimates of the study sample on the items: (Employee participation in profits)

N	Paragraphs	Arithmetic mean	standard deviation	Verbal appreciation	arrangement
16	The company adopts a profit-sharing system according to clear standards for employees.	2.76	1.225	Average	Third
17	The company adopts a profit-sharing system within the employee incentive plan.	2.66	1.161	Average	the fourth
18	Employees obtaining a percentage of the company's profit return increases their loyalty.	4.60	0.857	high	the first
19	Employees' participation in the company's profit return contributes to enhancing job stability.	4.59	0.900	high	Second
	The general arithmetic mean	3.65	0.286	high	

It is clear from the previous table:

- Paragraph No. (18) got the first rank, with an arithmetic mean (4.60), and a standard deviation (0.857), and with a verbal grade (high), and this indicates that the study sample members agree with a high degree that workers if they get a A percentage of the company's profit return increases their loyalty.
- Paragraph No. (19) ranked second, with an arithmetic mean (4.59) and a standard deviation (0.900). And with a verbal grade (high), this indicates that the study sample agree with a high degree that the participation of employees in the company's profit return contributes to enhancing job stability.
- Paragraph No. (16) ranked third, with an arithmetic mean (2.76) and a standard deviation (1.225). With a verbal grade (average), this indicates that the study sample agree to a moderate degree that the company adopts a system of participation in the profit return according to clear criteria for employees.
- Paragraph No. (17) ranked fourth, with an arithmetic mean (2.66) and a standard deviation (0.857). With a verbal grade (average), this indicates that the study sample agree to a moderate degree that the company adopts the system of participation in the profit return within the employee incentive plan.

The general arithmetic mean of the items (employees' profit sharing) was (3.65), and the standard deviation was (0.286), with a verbal grade (high). The company increases their loyalty, and that the employees' participation in the company's profit return contributes to enhancing job stability, and that the study sample agree to a moderate degree that the company adopts the system of sharing in the profit return according to clear criteria for employees, and adopts the system of participation in the profit return within the incentive plan for employees.

The general arithmetic mean for the items of the incentive axis was (4.16), and the standard deviation was (0.561), with a verbal grade (high), and this indicates that the study sample members agree with a high degree that the company offers workers incentives (material, represented by Salary, Allowances, Bonuses, Rewards, Employee participation in profits), and this is due to the existence of an effective system of incentives.

4.3 The answer to the second sub-question

What is the level of administrative creativity (originality) in Kamran Company for Industry and Investment?

The level of administrative creativity in the company (originality) is high, as the company has made it a priority to pay great attention to creativity, and even made it a goal it seeks and provided a system of incentives for creative workers and all the requirements and elements of creativity.

Where the arithmetic means and standard deviations were calculated for the answers of the study sample on the paragraphs related to this axis, and the results were as follows:

4.3.1 originality

Table 11 Arithmetic means and standard deviations of the estimates of the study sample on the paragraphs after Administrative Creativity: (Originality)

N	paragraphs	Arithmetic mean	standard deviation	Verbal appreciation	arrangement
1	The employees of the company have new methods of solving problems.	4.60	0.491	high	Second
2	The company has a system that rewards ideas for creative workers.	4.59	0.492	high	Third
3	The company's products are developed based on the experience and skill of the company's employees.	4.59	0.492	high	Third
4	The company holds training courses for workers in the field of research, development and creativity.	4.61	0.511	high	the first
5	The company's employees are skilled in discussion, dialogue and the ability to persuade.	4.57	0.507	high	the fourth
6	Employees are keen to provide new ideas to the company.	4.60	0.489	high	Second
7	The company's employees have the ability to present more than one idea within a short period of time.	4.59	0.504	high	Third
	The general arithmetic mean	4.59	0.498	high	

It is clear from the previous table:

- Paragraph No. (4) ranked first, with an arithmetic mean (4.61), a standard deviation (0.511) and a verbal grade (high). This indicates that the study sample agrees with a high degree that the company holds training courses for workers in The field of research, development and creativity.
- Paragraphs No. (6-1) ranked second, with an arithmetic mean (4.60), and a standard deviation (0.491-0.489). With a verbal grade (high), this indicates that the study sample agree with a high degree that the employees of the company have new methods for solving problems, and that the employees are keen to present new ideas to the company.
- Paragraphs No. (7-3-2) ranked third, with an arithmetic mean (4.59), and a standard deviation (0.504-0.492). And with a verbal grade (high), and this indicates that the study sample individuals agree with a high degree that the company has a system that rewards the ideas of creative workers, and the company's products are developed based on the experience and skill of the company's employees, and the company's employees have the ability to present more than one idea during a period short time.
- Paragraph No. (5) ranked fourth, with an arithmetic mean (4.57) and a standard deviation (0.507). And with a verbal grade (high), and this indicates that the study sample members agree with a high degree that the employees of the company have the skill in discussion and dialogue and the ability to persuade.

The general arithmetic mean of the items after administrative creativity (originality) was (4.59), and the standard deviation was (0.498), with a verbal grade (high). This indicates that the study sample members agree with a high degree that the administrative dimension (originality) is available in the company.

After Administrative Creativity (Originality), it ranked second, with an arithmetic mean (4.59) and a standard deviation (0.498). With a verbal grade (high), this indicates that the study sample agree with a high degree that originality is available.

The general arithmetic mean of the paragraphs of the second axis of administrative creativity was (4.59), and the standard deviation was (0.498), with a verbal grade (high), and this indicates that the study sample members agree with a high degree that the dimensions of administrative creativity in the company (originality) are available. This is due to the fact that the company made it a priority to pay great attention to creativity, and even made it a goal that it seeks and provided a system of incentives for creative workers and all the requirements and elements of creativity.

4.4 The answer to the fourth sub-question

Are there any differences between the responses of the sample of the study about the paragraphs of the axes of the study tool due to their demographic variables: (gender, age, work qualification, job title, number of years of service)?

There are no statistically significant differences between the responses of the study sample on the items of the study tool axes due to their demographic variables: (gender, age, educational qualification, job title, number of years of service).

The results and recommendations of the study

Recommendations

This study reached a set of results related to the answers of the study sample to the paragraphs of the study tool (questionnaire), as follows:

- The results showed that Kumaran Company for Industry and Investment provides employees with financial incentives represented in: (salary, allowances, allowances, bonuses, employees' participation in profits) explained as follows:
 - The Kumaran Company for Industry and Investment provides workers with material incentives, according to the salary system in the company, and this is due to the fact that the company has increased salaries.
 - The Kumaran Company for Industry and Investment provides workers with financial incentives and allowances. This is due to the salary system, which contains many different allowances, including: (cost of living, nature allowance, and others).
 - The Kumaran Company for Industry and Investment grants workers bonuses, and this is due to the company's regulation that provides for granting workers an annual bonus approved by the Board of Directors and granted annually to workers according to performance reports
 - The Kumaran Company for Industry and Investment gives workers monthly, annual, individual and collective bonuses
 - The Kumaran Company for Industry and Investment adopts, to a medium degree, the employees' profit-sharing system, and the company adopts the profit-sharing system as part of the employees' incentive plan.
- The results showed that the dimensions of administrative creativity in the company (originality) are available in the Kumaran Company for Industry and Investment. This is due to the fact that the company has made it a priority to pay great attention to creativity, and even made it a goal that it seeks and provided a system of incentives for creative workers and all the requirements and elements of creativity.

Recommendations and suggestions

- The researcher recommends conducting studies on moral incentives in improving job performance
- The researcher suggests conducting studies on social incentives and their role in job stability
- The researcher suggests conducting studies on the element of flexibility in administrative creativity
- The researcher suggests conducting studies on the element of fluency in administrative creativity

5 Conclusion

That the Kamaran Company for Industry and Investment offers its employees a variety of financial incentives such as salary increases, allowances, bonuses, and profit-sharing. The company has a system in place for granting annual bonuses based on performance reports, and it also provides monthly, annual, individual, and collective bonuses. Moreover, the company shows a medium level of commitment to the employees' profit-sharing system. Additionally, the company places great importance on creativity, making it a priority and even establishing a system of incentives for

creative employees. Overall, Kamaran Company for Industry and Investment appears to have a robust system of financial incentives and a focus on creativity to motivate and retain its employees.

Compliance with ethical standards

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Disclosure of conflict of interest

No conflict of interest.

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