THE RELATIONSHIP BETWEEN INCENTIVES SATISFACTION WITH JOB SATISFACTION, LOYALTY, JOB CAREER LIFE, PERFORMANCE APPRAISAL AND ETHIC OF INCUMBENTS AMONG EMPLOYEES IN THE MINISTRY OF EDUCATION AT SULTANATE OF OMAN

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Thesis submitted in partial fulfilment for the degree of DOCTOR OF PHILOSOPHY IN HUMAN RESOURCE MANAGEMENT

UNIVERSITI SAINS ISLAM MALAYSIA

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AUTHOR DECLARATION

I hereby declare that the work in this is is my own except for quotations and summaries which have been duly acknowledged.

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My heartfelt thanks to my family for their endless support and love which gave me strength to complete my study. I would also like to express special thanks to the Ministry of Education for their support. Finally, many thanks to all those academics and individuals who have helped me in many ways with my research. To all friends who assisted me to administer the questionnaires for this work and all others whose names cannot be readily mentioned, I am equally grateful to you all.

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ABSTRACT

The study investigates incentives role and impacts as a key factor in addressing the issues of the employees' productivity improvement in the working environment in the Ministry of Education in the Sultanate of Oman. It is an attempt to examine the theme of the study with a view to prescribe a set of new proposal of incentives for the employees in the Ministry to ensure high productivity and job stratification. The study answers a set of questions in the given scenario, enquires into its philosophical and theoretical framework and examines its hypotheses with statistical evidences and recommends corrective measures. Also, the study employs descriptive analytical method. The sample space of this enquiry is confined to the employees in the cadre of supervisors and administrators of the Ministry of Education for the year 2015/2016. The population is drawn from Muscat, North Al Batinah, South Al Batinah and Al Dhahira regions and 69.5% are males and 31.5% are females. The data is analyzed using the statistical package for social sciences. The analysis deployed in the discussion tries to relate the data and its findings to the hypothesis of the thesis. Apart from the normal statistical methods, Tukey Multiple Comparison, and one way Anova Test are also used in the thesis wherever necessary. The first part of the study deals with the degree of stratification of the employees over different indicators through financial incentive, moral incentives, training incentives and job caring incentives. The study portrays that degree of the satisfaction over these indicators are law. The second part of the study deals with the importance of these indicators in the job environment matrix based on the data which suggest high numerical value. Similarly, the justifications and impact factors are also found to be of high significance. Obviously, the reality brought out in the first part and the desirability discerned in the second part requires the study to address the gap through a set of new proposal of incentives to ensure better performance. It constitutes the recommendations of the study which are discussed in the third part. Therefore, the study addresses issues of high importance in the human resources enhancement strategies to be deployed in the ministry.
الملخص

هدفت الدراسة إلى التعرف على الحوافز المقدمة للموظفين وأهميتها وأثرها في تحقيق الرضا الوظيفي والمدى تأثيرها على الموظفين كعامل رئيسي في معالجة تحسين الانتاجية في وزارة التربية والتعليم في سلطنة عمان. وتحقيق أهداف الدراسة تم استخدام طريقة البحث النوعي لتوثيد الخلفية النظرية لهذا البحث استنادا إلى مراجعة الأدبيات، بالإضافة إلى الدراسات والكتب والمقابلات المتعلقة بموضوع الدراسة الحالية، في حين أن المنهج الكمي المستخدم كان الاستبيان المصمم مسبقاً. استخدم الباحث في هذه الدراسة على المنهج الوصفي التحليلي الذي تم من خلاله الإجابة على مجموعة من الأسئلة في شكل سيدايو، وتقمح فرضيات الدراسة في إطار فلسفي ونظري مع وجود أدلة إحصائية، وقد ظلعت الدراسة عينة من الموظفين الإداريين والمشرفين العامليين في وزارة التربية والتعليم والمديريات العامة للتربية والتعليم في محافظة مسقط ومحافظة جنوب الباطنة ومحافظة شمال الباطنة ومحافظة ظفار، وشارك في الإحصائية 69.5% من الذكور و31.5% من الإناث. وقد تم تحليل البيانات باستخدام برنامج الرسم الإحصائي للعلوم الاجتماعية، وقام الباحث أثناء تحليله للإجابة محاولة ربط البيانات ونتائجها بفرضية الرسالة وذلك باستخدام طريقة توالي المقارنات المتعددة وتحليل التباين أحادي الاتجاه عند الضرورة. بينت نتائج الاستبانات أن مستوى رضا الموظفين عن الحوافز المالية والحوافز المالية وأهمية الحوافز كانت منخفضاً. ووجدت الدراسة أيضا أن درجة أهمية الحوافز لدى العاملين في وزارة التربية والتعليم كانت عالية بالنسبة لجميع أنواع الحوافز. فيما يتعلق بتأثير الحوافز على الموظفين في وزارة التربية والتعليم في عمان؛ أثبشت النتائج أن الحوافز لها تأثير إيجابي كبير على أداء الموظفين. و.Optional

١.١.٤. تأثير الحوافز المالية на الأداء الوظيفي

ووصلت الدراسة إلى أن توفير الحوافز المطلوبة للموظفين سيضمن نجاح وزارة التربية والتعليم في سلطنة عمان. كما وصلت الدراسة إلى وجود علاقة إيجابية بين الحوافز والمغزات المرتبطة على الرضا الوظيفي والولاء الوظيفي والحياة المهنية الوظيفية، وقد وصلت الدراسة إلى أن توفير الحوافز المطلوبة للموظفين سيضمن نجاح وزارة التربية والتعليم في سلطنة عمان. كما وصلت الدراسة إلى وجود علاقة إيجابية بين الحوافز والمغزات المرتبطة على الرضا الوظيفي والولاء الوظيفي والحياة المهنية الوظيفية، وقد وصلت الدراسة إلى أن توفير الحوافز المطلوبة للموظفين سيضمن نجاح وزارة التربية والتعليم في سلطنة عمان. كما وصلت الدراسة إلى وجود علاقة إيجابية بين الحوافز والمغزات المرتبطة على الرضا الوظيفي والولاء الوظيفي والحياة المهنية الوظيفية، وقد وصلت الدراسة إلى أن توفير الحوافز المطلوبة للموظفين سيضمن نجاح وزارة التربية والتعليم في سلطنة عمان. كما وصلت الدراسة إلى وجود علاقة إيجابية بين الحوافز والمغزات المرتبطة على الرضا الوظيفي والولاء الوظيفي والحياة المهنية الوظيفية. ووصلت الدراسة إلى نتائج هامة، فقد أظهر الجزء الأول من الدراسة درجة رضا متقدمة عن المؤشرات المختلفة للحوافز المادية والفنانية والحوافز التدريبية والحوافز المتعلقة بالرعاية الوظيفية وأوضحت النتائج في الجزء الثاني من الدراسة أهمية وجود هذه المؤشرات في بيئة العمل وذلك لتحسين انتاجية الموظفين. ثم اختتمت الدراسة بمجموعة من الاستبانات والمقالات التي من شأنها تعقيد أهمية الحوافز المادية والفنانية وبناء أنظمة حوافز فعالة لموظفين وزارة التربية والتعليم بسلطنة عمان وذلك لضمان أداء وظيفي أفضل ونتائج أعلى.

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**APPENDICES**

**Appendix 1**: Study reconnaissance questionnaire which is applied to some of ministry of education’s employees to know their ideas about the need for an incentive system for employees of ministry of education in sultanate of Oman.

M/s Employees of Ministry of Education,