

The Need of Incentives Program for Employees of the Ministry of Education in Sultanate of Oman

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Abstract

This paper is an attempt to examine incentives' system with a view to prescribe a set of new proposal of incentives for the employees in the ministry of education to ensure high productivity and job stratification. The paper raises 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. The study employs descriptive analytical method. Therefore, the paper addresses issues of high importance in the human resources enhancement strategies to be deployed in the ministry.

1. Introduction

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 within the ministry of education in Oman. Furthermore, the study examines the importance of incentives system in the working environment. It targets to establish new incentives system in the ministry of education in Oman to cope with the development of educational institutions in Oman which has been developed rapidly since renaissance of Oman in 1970. The development includes increasing number of employees and educational institutions. Therefore, the implementation of incentive programs system will contribute to maintain senior employees with excellent educational experience and achieve job satisfaction in the ministry. Many researchers have pointed out the issue of incentives and the consequent results, either job satisfaction or an increase in productivity.

The current situation indicates some negative outcomes and dissatisfaction amongst workers in the Arab world in general due to the lack of incentive programs when considering quality, speed, or accuracy of performance. This was confirmed by some Arab studies and researches, such as Al Jereed (2007), Al Akash (2007), Abu Sharikh (2010), Aweidah (2012). Also, many of the Omani researchers discussed in their studies about the importance of financial and moral incentives to improve staff performance, and stressed also about the importance of having a clear active fair incentive system for employees in ministry of education in Oman which considers an urgent necessity (Mahrouqi, 2005; Al Anqoodi, 2006; Al Wa'ili, 2006; Al Aumairi, 2008; Al Badi, 2008).

2. Literature Review

2.1 Concept of Incentives

Researchers and administrative scientists give a great attention to the concept of incentives for it considers external stimuli that guide employees in business organizations at government and private sector. Researchers have introduced their definitions according to the applied studies on different organizations and fields of administrative works, so each one identified the definition according to the study's target, as sequences, there are many definitions related to different physiological, economical, administrative and organizational aspects such as, Al Anqoodi (2006) study that indicated different definitions of incentives by scientists and researchers. Some identified incentives as the reward paid to the workers against the accomplished works and other considered incentives as group of factors prepared by the organization to its employees to satiate their needs and desires (Angari, 1999:11). On the economical side, they are described by Maher (2009:248) as the "materialistic or morally rewards given to the individuals as compensation of their excel works".

The researcher identifies incentives as all the means provided by the organization to its employees to achieve their desires and meet its goals. Procedurally, the researcher refers incentives as all what ministry of education provides of means and materialistic and moral programs in hope to raise its employees' performance and satiate their needs and guarantee their job satisfaction.

2.2 Theories of Incentives

The issue of individual's incentives and its impacts on performance draws the attention of many researchers since the beginning of work organization in business life. It has taken a great deal of administration scientists' attention as well the researchers of science and human's administrative aspects. So, incentives take most of the efforts in the last decades based on the theories of physiologies in the fields of incentives and motivations. However, some of those theories are incomplete and the reason of their repetition is to fill the gap and complete them. Many theories are attempting to explain the reasons of stimuli and incentive individuals which have been developed in the middle of the nineteenth century. Many thoughts emerge to encourage human to work and to improve their performance. This image is identified clearly and more obvious in incentives theories. Eggert (1998:6) thinks that incentive is an industrial structure where there is no comprehensive method to examine it. Since people have different needs, their incentives vary too.

One of the most common and capable theory to interrupt and explain humanitarian behaviors and pursuit to satiate their different needs is humanitarian needs theory which was discovered by Abraham Maslow. It focuses on the importance to deal with individual inner needs and motives since identify such needs and motives enable the management and decision makers to establish and implement incentive systems in the organization. This theory is based on two principles, individual' needs are ascending in the form of a ladder according to their priority to individual, and non-saturated needs are the one that affect individual' behaviors and thus its role vanishes in the motivation process (Al Akhzami, 2013:24-25).

There is also ERG Theory which is similar to Maslow' theory; however, it classifies needs into three types, existence needs, relatedness needs, growth needs. Erg theory differs from Maslow' theory for it believes that needs do not follow any Hierarchy as Maslow believed and human being may try to meet more than one type of needs at the same time with no order. Therefore, human being could be motivated with assertiveness' aspects despite the weak achievement of basic needs (Psychological). At the same time, and in many cases human being accepts some works where appreciation aspects are low since the work where appreciation aspects and assertiveness exist is not meeting the basic needs. Thus, interference of needs is complex since they may conflict and agree and any one may exceed.

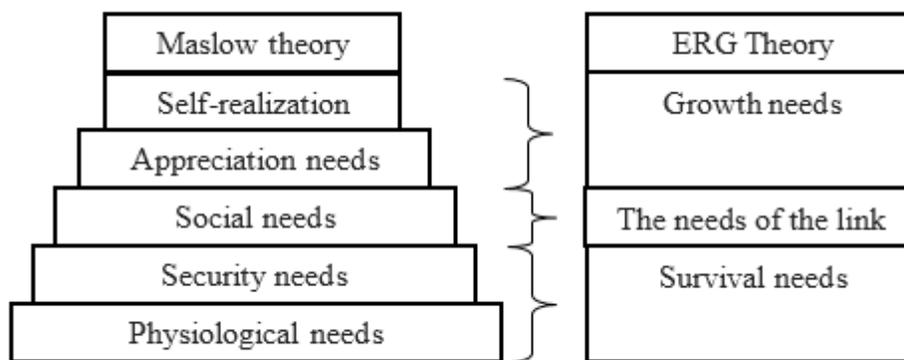


Figure 1: Maslow Theory & ERG Theory

3. Data and Methodology

The researcher used the questionnaire as a tool for the study. 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 relates to the following variables: gender, qualifications, work experience, and job designation.

The data was analyzed using statistical package for the social sciences (SPSS) for analysis and conclusions, including Cronbach's Alpha to test reliability, percentage and Frequency, Arithmetic Mean and Standard Deviation, person correlation to measure the relationship between the incentives and employees' job satisfaction, improving job performance, loyalty and employees' ethics of in the ministry of education, independent samples T test for the personal information., ne-Way Anova test, Tukey Multiple Comparisons test. The study sample analysis shows that the males consider the majority of the sample with a percentage of 69.5%, and the majority of the sample also was the Bachelor holders with a percentage of 47.7%, and the majority of the sample was having more than 15 years of experience with a percentage of 41.0%. Also, the questionnaire was made using the three-dimensional Likert scale, (High, Medium, and Low) and the reliability level of the questionnaire was high based on the Cronbach's Alpha value of .923, as well as the Cronbach's Alpha value of the questionnaire Axis which fall in the range between (.860 - .948).

4. Results

The results reveal that the level of importance of the financial incentives, moral incentives, job care incentives were high while the employees' satisfaction degree of financial incentives was low. The study also finds that all the impacts and outcomes related to developing the career ability, improvement of employee's financial status, loyalty, development of the social status of the employees, productivity, and job satisfaction were high.

5. Conclusion

The study reveals that a new system must be developed for incentives in ministry of education concentrating on financial incentives much more than the moral incentives due to the responses of the sample showed little presence of proportion of satisfaction on incentives compared to its importance. The study indicates the need to find health insurance for the staff in the ministry through the adoption of the development of the insurance system for all staff. In addition, there is a need to focus on the functional incentives in general for all staff by categories. Finally, more studies and evaluation should be conducted for the salary system in the civil service law and the extent of its acceptance by employees in education's sector.

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