

The role of incentive legislation in job creativity An applied study of a sample of Babylon Technical Institute employees		
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**Abstract:**

The Incentives legislation aims to raise the efficiency of job performance of all kinds through optimal investment of human resources and their capabilities to raise or increase and production influence and provide distinguished and creative services such as The Incentives Law of Productive Ministries Employees No. 20 of 1993 and instructions issued by ministries and relevant Facilities regarding incentives for their affiliates based on provisions Public Companies Law and the instructions of the Higher Education Fund issued by the Ministry of Higher Education and Scientific Research. The human element is the most unstable and complex element of production as it is characterized by a set of feelings and emotions that is expresses in different ways, and is reflected in the performance of work in institutions. As the difference in the motives and needs of workers the interest and obligations of people differ from one person to another, and from time to time. The research aimed to identify the role of incentive legislation in Iraq, by studying and evaluating its effectiveness and impact on performance and job creativity. For the purpose of expertise with the aspects of the subject, the research was divided into four sections, the first section dealt with the research methodology, the second section touched on the general framework of the incentive legislation impact on job creativity, the third section represented the practical side, presentation and analysis of the results, and the fourth section included a the conclusions and recommendations.

**Keywords:** legislation, incentives, job creativity, higher education fund

**Introduction:**

The issue of incentive legislation has attracted the attention of many scholars, and perhaps the reason is that the incentives of all kinds are among the most important positive independent variables in pushing workers to work. As the organizations that are characterized by functional creativity are the reason for the survival and continuity of the organization, it has become for any institution to obtain human resources and provide workers capable of achieving the goals of the institution with loyalty to work and sincerity. This affects the raising of the institution's performance in general and achieving its goals. The organization must continue to motivate employees to be creative in order to achieve its goals, and it must return the favor to them. This research has been divided into four sections, the first section is about the methodology, the second section deals with the theoretical framework of incentive legislation in career creativity, the third section deals with the practical side, while the fourth section includes conclusions and recommendations

**Research Methodology**

This section includes the methodology based on the framework of the scientific research, which includes the research problem, its importance, its goal and its hypothesis, as follows:

Research problem:

The problem of the study is based on the fact that the departments' administrator must use incentives sufficiently in order to create job creativity for the workers, and this would increase the employees' awareness of the importance of incentive legislation and its different dimensions. Here, several questions arise, including:

- 1) Does incentive legislation have an impact on job creativity?
- 2) There is a clear impact of the strength of administrators experience on the employees' job creativity.

**Research importance:**

This research is very important as it deals with the role of incentive legislation in job creativity, and it can be a guide for organizations in how incentive legislation can develop employees' creativity, besides creativity is one of the important topics in management.

**Research Hypothesis:**

The use of incentive legislation within the institutions affects the employees' performance and their productive efficiency. The development of a good incentive system within the institution helps to achieve the organization goals, the employees' goals and increases their ability to job creativity.

**Research aims:**

The research seeks to:

- 1- Identifying incentives legislation, its advantages and its impact on enhancing job creativity.
- 2- Determining the most important things to be followed to develop job creativity inside and outside the organization.

**Theoretical framework for incentive legislation****First requirement: The subject of salary legislation and financial benefits for employees**

Incentives and financial privileges occupies a prominent position in legal, administrative and behavioral studies of psychology. As the purpose of the work of governmental or public organizations is to achieve the highest level of performance, quality of production and provision of services, as job satisfaction is often related to internal employee's satisfaction with the material income and its suitability to the efforts made by him. As long as the employee receives sufficient appreciation, the extent to which he is satisfied with the financial return and financial incentives compared to the other employees who are in a similar legal position and the extent of fairness financial legislation in achieving equality between employees this motivates him to improve performance and pride in belonging to the organization in which he works. As one of the requirements of the principle of equality before the law the failure to issue legislation that discriminates between categories of public service employees who are in similar legal positions in terms of certification, job title, nature of work performed and the amount of job service, as differentiation would create bodies that attract appointment and expel others, and this contradicts the reform efforts in the public office and will push dissatisfied employees on their employment conditions, either to leave the job or take bribes and financial corruption to fill the gap in the salary and financial incentives system. Legislation of salaries and financial privileges also promotes the activation of a fair and balanced system of financial allocations, rewards, incentives, privileges and discounts provided by the ministry to its employees in cooperation with public or private companies instead of financial allowances. The greater the size and variety of the privileges and discounts offered, the greater the satisfaction and harmony of the employees and enhances their

affiliation with the government agency in which they work. In addition to what can be provided of job welfare programs such as flexible working hours, medical care, nursery and occupational safety. The observer of the legislative situation regarding the salaries and allowances of civil servants in Iraq can indicate the ineffectiveness and unrealism of these legislations because they are issued in an unthoughtful and unplanned manner, in addition to their lack of studies to assess the legislative impact and what could result in the future. The researcher has previously shown that the preparation for legislation one of the important processes that requires the study of all political, economic and social factors and previous and comparative legislation. Thus, the process of reforming the salary, wages and allowances system is a process that requires the preparation of economic, financial, social and psychological studies that are included in the reform strategies and policies for implementation. Therefore, we find that the salary and allowances legislation in Iraq has not been stabilized after 2003 because it was improvisational, as the (dissolved) Coalition Provisional Authority Order No. (30) that issued on 8/9/2003 regarding reforming the salaries and working conditions of employees. The purpose and objectives of this order is to reform the current salary system for it is based on complex incentives and lacks transparency and leads to disparities salary levels in which people obtain in the same legal positions and perform the same work in all areas of the public sector and encourage qualified holders to work in the public sector and get rid of the losers who repeatedly fail to achieve the lowest levels of performance expected from their counterparts working in the same positions, degrees and grades they occupy. All existing laws, regulations, instructions and orders according to which salaries, special wages or financial incentives in the public sector are determined, and a salary scale that includes job grades according to job classification was attached to the order, and the employee's grade is determined according to the length of his service and the quality of his performance during service, then the salary scale referred to in the appendix was cancelled. (A) of ordinance (30) for the year 2003, and a new salary scale was replaced under Article (1) of Law No. (31) on August 31, 2007 amending the aforementioned order. As it was stated that the reasons for amending the salary schedule is to help the category of employees of the lower and middle grades and raise their standard of living. This is an acknowledgment by the legislator of the unfairness and inequality of determining these salaries, and the failure of the schedule attached to order (30) of 2003 to achieve reform of the civil servants' salaries and allowances system. Then the aforementioned order was canceled by the issuance of the State and Public Sector Employees Salaries Law No. (22) of 2008, as the aim of issuing this law was to amend the salaries of employees covered by its provisions to secure a better standard of living for them, and taking into account educational qualifications, job position, geographical location, danger, years of service and marital status, and according to the schedule of employees' grades and annual bonuses and their promotion periods that attached to this law. Also the law included granting certificates allowances according to scientific qualification, position allowances for occupants of administrative formations, geographic location allowances, occupational hazard allowances, family support allowances, and child allowances. However, the aforementioned law did not achieve the principle of justice in the distribution of salaries. Among the categories of employees, which prompted the Council of Ministers to issue Resolution No. (352) for the year 2013 to raise the salaries of employees of the (tenth) degree to the (fourth) degree and at a rate of (114%) for the tenth degree and up to (4%) for the fourth degree due to the high rate of inflation and its impact on the standard of living of the employee according to the attached schedule that includes the amendment with the exception of ministries and agencies that aren't associated with a ministry that have special laws. Accordingly, The adjustments in the salary scale from 2003 to 2013 reflect the unrealism of these laws in estimating salaries and entitlements for employees, in addition to not taking into account the political, economic and security situation and the variables that could affect the employee's income due to economic inflation and the limited employee's income with large numbers of employees outside the real need. The inflation

of the administrative apparatus and the lowest of productivity of the workforce, which is one of the biggest challenges of administrative reform at the institutional level. Legislation plays a major role in setting frameworks, standards, and transparent mechanisms in determining salary and allocation ratios, achieving justice in distribution, and reducing the job salary gap.

### Second requirement: Higher Education Fund

A fund called (Higher Education Fund) will be established in all of the Ministry of Higher Education and Scientific Research centers, the universities, the foundations, the colleges and the institutes, This fund has legal personality and administrative and financial independence.

**Article (6)** stipulated The Fund's instructions that:

- a- Half of the allocated percentage to the university, college, authority, and institute from the revenues generated in accordance with the provisions of Clause (1) of Article 13 of the University Service Law.
- b- A percentage of (85%) of the tuition fees of evening studies stipulated in item (Fourth-1) of Resolution (148) of 1996
- c- A services and activities incomes
- d- The incomes of the scientific advisory offices in accordance with the legislation.
- e- (85%) of the profits realized from investing movable and immovable funds belonging to the college or institute.

The article stipulated the following:

Permission controls are defined as follows: curriculum, gifts, donations, endowment and subscription in accordance with the approved legislation and regulations.

### Article - 9

A. The revenues stipulated in item (b) of Article (6) of these instructions, amounting to (85%) of the evening tuition fees, spent as follows:

First, a percentage of (10%) is exclusively for the purposes of maintaining buildings and other fixed assets.

Second, (60%) for the workers' salaries, wages of lectures and service requirements.

Third, a percentage of (15%) for the purposes of employee incentives.

B The revenues generated in items (b), (c), (d), (e), and (f) of Article (-6) of these instructions will be spent at a rate of (80%) for the purposes of motivating employees, and a percentage of (20%) will be spent for maintenance purposes and to address difficulties in the educational process.

### Article - 10

a) (50%) of the incentives allocated to employees per month on the fifth day following the month of entitlement distributed in accordance with the following controls:

First, the employee who continues to serve and who is devoted to study for a doctorate, who is fully affiliated and contracted according to the laws, will be entitled all incentives prescribed for him in these instructions.

Second, an employee who is academically licensed and an employee who has maternity licensed is entitled (50%) of the incentives.

Third, the partly appointed person shall be entitled to the incentives in proportion to the number of placement days in the week.

Fourth: The incentives points are calculated as follows:

- 1- according to educational attainment:
  - Below intermediate (3 points)
  - Intermediate (4 points)
  - Secondary (5 points)
  - Technical Diploma (6 points)
  - Bachelor's degree (7 points)

- Higher Diploma (8 points)  
Masters (9 points)  
Doctor (10 points)
- 2- One point is calculated for each actual year of service in the Ministry of Higher Education and Scientific Research.
- 3- according to job level:  
Division authorized or scientific department reporter (3points)  
Department administrator or head of scientific department (6 points)  
Assistant General Administrator or dean assistant (9 points)  
General administrator or dean (12 points)  
University rector or Special Degree (15 points), deputy Minister (18 points)
- 4- Thanks and appreciation points that issued during the distribution period are calculated as follows: -  
Thanks and appreciation from the general administrator or the dean (1 point)  
Special Class Thanks and appreciation (2 points)  
Thanks and appreciation from the Minister (3 points)
- 5- Points are reduced in ratio of non-working days for any reason to the number of days for distribution period, except for ordinary or sick license, which does not exceed three days per month, and maternity license.
- 6- One point is deducted for each of absence day
- 7- The following points will be added on the basis of the job grade as follows:  
Eleventh and tenth degree (1 point)  
Ninth and eighth degree (2 points)  
Seventh and sixth degree (3 points)  
Fifth degree (4 points)  
Fourth degree (5 points)  
Third degree (6 points)  
Second degree (7 points)  
First degree (8 points)
- b- (50%) of the remaining percent of the incentives allocated to employees distributed according to their outstanding works by a decision of the Minister, the University rector, the Foundation president, the Dean of the College, or the Dean of the Institute, during the financial year.

### **Third requirement: Incentives concept and characteristics**

It is to increase profits and production through this stage, given that the incentives take a material form represented by wages. (Zoelf, 2019: 177).

- The stage of emergence of the School of Human Relations that was concerned of the institution that is a large and complex formation system and its parts are different in performance, thus the most important parts are the human side.

### **First: The linguistically and idiomatically incentives concept:**

In psychology, the word "motivation" means the motivator or stimulus to behavior, as the individual expresses his feeling about a specific stimulus, and in terminology, the definitions that were mentioned about incentives have been numerous and varied in the published theoretical literature, according to the different points of view of scientists and researchers. Incentives were defined as "a set of factors that management prepares to the workers to move their human capabilities in a way that increases the efficiency of their performance in a greater and better way, as well as fulfills their needs, goals, and desires in a manner that achieves the objectives of the public institution" (Ruslan, 1978: 22).

**Factors affecting the incentive system:**

There are factors that affect the incentives system and the decision-making of the incentive policy, some of which fall within the framework of the organization, and others that relate to the state and its general policy:

- At the level of the institution: the incentive system is affected by three factors the type, capabilities and organization of the administrative apparatus.

- 1- The type of administrative apparatus, its capabilities, and its organization.
- 2- The employees type in the institution, the extent of their qualifications, skills, and their social and cultural composition.
- 3- The economics of the organization, the effectiveness of its activity and its returns to the national economy.

**Conditions for the success of the incentive system:**

For the success of the incentive system, there are basic conditions for the success of the production process, which are:

- 1- The incentive system should be simple and clear in its paragraphs.
- 2- A relationship between the goal and the motivation should be there that motivates the people to get incentives.
- 3- The organization should be able to implement its commitments that set for incentives.
- 4- There must be justice and equality in the application of the incentive system.

**Difficulties in the success of the incentive system:**

There are difficulties when implementing the incentive system, which are:

- 1- Lack of clarity about the incentive system for bosses and employees.
- 2- Lack of research and studies related to legislation and material factors related to the organization and the surrounding circumstances.
- 3- The difficulty of the legal texts related to incentives, as well as the multiplicity of their interpretation by the concerned authorities.
- 4- Lack of follow-up and supervision to incentives, in terms of those that require modification or adjustment.
- 5- The lack of administrator's experience in applying the incentive system (Abdul-Wahhab, 1982: 362-364).

**Second: Basis for granting incentives:**

There are bases when granting incentives in order to achieve the goals of motivating the employees, which are:

- 1- Performance: Outstanding performance is one of the basic criteria, whether it is quality in work, in time or in saving costs, and performance is one of the important criteria to pay incentive.
- 2- Behavior: This means that incentives are given to a person by a specific behavior, and here is the need to develop policies for incentives that show to employees how to obtain incentives, whether these incentives are negative or positive (Testa, 2001: 228).
- 3- Effort: In many cases, it is difficult to measure the effort resulting from the doing work, because it is an intangible thing, as in government jobs such as winning a competition, in many cases the lesson is the attempt and not the result. It often takes rewarding style and effort.
- 4- Skill: There are some organizations that reward the employee for what obtains from a certificate or course, so the skill may have a very small share and does not contribute to calculating the incentives (Maher, 1999: 238).
- 5- The duration: the period a person spent at work, and in most cases it comes in the form of bonuses.

**Third: Motivation Strategies:**

Strategies that organizations use in motivation are:

- 1- Evaluation strategy: It is the basis to teach the employees how to discover the need and it is for improvement, which helps in reducing the gap in the psychological contract.
- 2- Self-development strategy: it is by means of educational attainment to increase professional qualifications and training, and to provide the opportunity to manage or lead work teams.
- 3- Managing job satisfaction: it is through dialogue and equitable distribution of resources, as this contributes to reducing the number of dissatisfied individuals.
- 4- Financial strategy: motivation is by linking it to financial return and promotions
- 5- Satisfaction of social needs: it is through the growth of individuals' sense of the value of work, (Rowley, 1996: 34-35).

**Fourth requirement: Job creativity**

The marvelous expansion of information and communication technologies has led to the need to invent new ideas that encourage creativity in organizations to catch up with scientific progress and maintain the competitive advantage of the organization and the ability to progress, survive and continue. Where innovation is the basis of job creativity, it contributes to improving the abilities of workers to generate ideas, in addition keeping abreast of modern technical developments, solving problems, and participating in rational decision-making.

**First: the concept of job creativity:**

Tan has defined creativity as “an individual and cultural phenomenon that allows individuals to transform possibilities into reality” (Ghosh, 2015: 1130), while Drucker defined job creativity as “a change in the output of resources or a change in the value and the satisfaction resulting from the resources used and available by the consumer”. (Drucker, 2014: 52). Thus, Amabile and Pratt defined creativity as “the production of new appropriate ideas in a field of human activity. (Amabile and Pratt, 2016: 160)

**Second: Types of job creativity:**

Many researchers have discussed how to classify the types of job creativity according to different levels, and in general, the most important types of job creativity in the organization can be distinguished according to the following levels (Harjan and others, 2015: 622)

- Individual innovation
- community innovation
- organization innovation

The functional innovation at the level of the organization is one of the most important types because it is the basis for the survival of organizations in the labor market by enhancing the quality of their performance and their competitive advantage that can be achieved through the following conditions: (Adwan, 2018: 44)

- The need to expand the awareness of the creative individual by the organization through learning, training and participation in seminars and conferences.
- The need to learn to solve problems creatively.
- The need to develop creative skills and abilities to find and enhance problems.
- The need to develop creative skills in creating potential problems.

Robey, 1999: 424 believes that job creativity can be classified into two types

- 1- Administrative creativity: includes changes in the organizational structure, business design, organization operations, new policies and strategies, new control systems and others.

- 2- Technological or technical creativity: includes the development of new products or services or changes in the technologies used by the organization, changes in production methods, the use of computers in work and others.

Organizations focused on technical creativity much more than administrative creativity, and this resulted in an organizational gap that negatively affected the performance of the organization. Studies found that the less the gap between administrative creativity and technical creativity is the better performance level in organizations. Moreover, the researches revealed that administrative creativity tends to encourage later technical innovations more than technical creativity. Furthermore, Marquis (1982) distinguishes between two types of creativity, as the organization is considered creative when it adopts new technology in its work, while the rest of the organizations imitate this same change, he considers it "creative by adoption" or "imitation". (Marquis, 1982: 47). As for (Harem, 2004: 346), functional creativity is classified into two types:

- 1- Internal creativity: innovations adopted by the organization itself.
- 2- External creativity: transfer and application of ideas from outside the organization.

The three types complement each other, and they are all essential to contemporary organizations, and the researcher will discuss the three types briefly

- Individual Innovation: It is achieved by individuals who possess creative abilities and traits. Much has been written about the meek personality, and many writers and researchers have dealt with this topic to identify the traits that distinguish the creative personality from others in terms of abilities, aptitudes and tendencies.
- Group innovation: It is achieved or reached by the group (department or committee). Depending on the characteristic of cooperation, the group's creativity far exceeds the total of individual creativity.
- Organizational Innovation: It must be emphasized once again that creativity in contemporary organizations, of all kinds, is no longer a matter of luxury, rather, it has become a necessary and urgent matter, besides it is indispensable if they want to endure and thrive. The organizational Innovation must be a method of daily work and practice.

### Third: Job Creativity Principles:

Drucke has set a group of principles that are a set of works and studies that institutions that search for creativity must carry out. These principles have been divided into two groups, the practices to be carried out, and the practices to be avoided, such as:

A - Organized purposeful creativity begins with an analysis of opportunities. As it begins with thinking about the sources of the aforementioned creative opportunities. Despite the importance of each of these sources that varies from one field to another and from time to time, all these sources must be systematically studied and analyzed.

B - It should not only be thinking about the problem but also meeting people, inquiring about them, and listening to them. Thus creativity has two sides: a conceptual aspect and a perceptual aspect, the creators find an analytical method for what creativity should be to take advantage of the opportunity, then they interview clients or users to know their expectations, values, and needs.

C -For creativity to be effective, it must be simple and focused on a specific need.

D - Effective creativity usually starts small so that it does not require a lot of money, people, and other resources.

As for the practices to be avoided, such as (Drucker, 1985: 133-

- Diversify and try to do several things at the same time.
- Trying to be creative for the distant future, not for the present.



**Fourth: Obstacles to job creativity:**

A set of factors prevent the development of creativity. The obstacles that hinder the creativity process can be identified as follows: (Thabit, et al., 2016a: 123) and (Thabit, et al., 2016b: 9)

- Cognitive Obstacles: It is the individual's adoption of a single way of thinking, as he does not perceive something except through dimensions determined by his restricted view, which hides from him the other things characteristics.
- Psychological obstacles: a state of fear of failure, which is due to the individual's lack of self-confidence and his ability to invent new ideas and convince others.
- Adherence to specific patterns of thinking: It is choosing a certain pattern to look at things and then adhere to this pattern for a long time and not abandon it.
- Haste in evaluating ideas: It is the most common social obstacle in the creative thinking process and is represented by unthoughtful criticism directed by a segment that is not expert in problems and potential solutions.

Also there are a number of other obstacles to the job creativity process:

- 1- Fear of change and organizations' resistance to it, preference for stability, and acceptance of the current status.
- 2- Managers are preoccupied with daily routine work, rejecting new ideas and considering them as a waste of time.
- 3- Commitment to the craftsmanship of laws and instructions and strict focus on formalities rather than substance.
- 4- The centralization of management, and the lack of belief in undermining the simple routines of the employees.
- 5- Lack of belief in the importance of participation by employees.
- 6- The lack of material and moral incentives, especially the material, which makes the workers preoccupied with managing their lives and their sources of livelihood and avoiding creative work.

**Practical Framework**

This section includes the practical aspect of the study in which the researchers tried to prove, in the light of practical application, the aspects related to the role of incentive legislation in job creativity, as follows:

The first requirement: an introduction to Babylon Technical Institute.

The second requirement: - Presentation and analysis of the results of data and statistics.

**An introduction to the Babylon Technical Institute**

It is one of technical education foundation, Al-Furat Al-Awsat Technical University. It was established in 1976 under the name of Babylon Administration Institute. It accepted 152 students with administrative specialization only. Thus in the academic year 1977-78, the technological department was opened, to change the name of the institute to Technical Institute of Hilla, then to Babylon Technical Institute.. It is located in the province of Babil - Abi Gharqa district, the highway Hilla - Karbala, 10 km from Hilla and 30 km from Karbala. As it aims to prepare technicians at the technical diploma level after two academic years, these technicians represents a middle link between specialists and workers in engineering, medical and administrative specializations. The institute annually receives more than 2,000 male and female students and graduates up to 1,000 students annually in various specializations. Also, The institute has many divisions and administrative and technical units, all of which work for excellence in performance and to achieve leadership in technical education to meet the requirements of society.

<https://vymaps.com/IQ/-Babylon-Technical-Institute1430817813812164/>

## Data and statistics Analysis

This requirement is devoted to the presentation and analysis of data and statistics by describing the sample questionnaire, presenting the results of the first axis (general information), presenting the results of the second axis (the role of incentive legislation in job creativity.)

### The questionnaire description

The questionnaire is one of the tools used in collecting data and information. This questionnaire was prepared based on previous studies and what the researchers concluded, as well as the suggestions of the reviewers with experience and proficiency. The modifications were made to reach its final form as in Appendix No. (1). The form included two axes, the axis of incentive legislation that dealing with the impact of incentive legislation, and the second is the job creativity axis , and both of them consist of (5) phrases.

Questionnaire forms were randomly distributed to affiliates at the Babylon Technical Institute, as shown in Appendix No. (2).

The number of distributed forms were (30), and (25) were retrieved, which fulfill the conditions of analysis and study, and it constitutes a large percentage, as shown in Table (1).

**Table (1) distributed forms subject to analysis**

Total forms	Distributed Forms		Analyzed forms	
	The number	The percentage	The number	The percentage
Babylon Technical Institute	30	100%	25	100%
Total	30	100%	25	100%

As for the procedures for processing the questionnaire, it was carried out according to the Likert five-way scale, as shown in Table (2) below.

**Table (2) Likert Five Scale.**

Scale	Strongly agree	Agree	Natural	disagree	Strongly disagree
Rate	5	4	3	2	1

### Statistical methods and tools used in data analysis:

- 1- Percentage:** It was extracted from the frequencies tables by (the ratio of the part to the whole multiplied by 100)
- 2- Arithmetic mean:** It is the average of the values of a variable. It is the resulting value from the value of the sum of those values over their number and is denoted by the symbol.

$$\bar{x} = \frac{\sum x_i}{n}$$

Since  $x_i$  = values, arithmetic mean =  $\bar{x}$  ,  $n$  = number of values

- 3- Hypothetical mean:** A hypothetical number set by the researcher through a specific equation. As the middle alternative = the third option of the answers (neutral).
- 4- Standard deviation:** It shows the deviations of the values from their arithmetic mean, and whenever its value is small, this is evidence of the presence of homogeneity in the answers of the research sample, and the best variable is the one that achieves the highest value of

the arithmetic mean and the least value for the standard deviation. As in the following equation

$$= \sqrt{\frac{\sum (x_i - \bar{x})^2}{n}} s = \sqrt{((\sum [(x_i - \bar{x})^2]) / n) s =$$

### Results presentation of the first axis

The first axis represents general questions to identify the nature of the working staff (the research sample), their precise specializations, the number of service years at the Babylon Technical Institute, and the nature of their work at the Institute to be used in knowing the role of incentive legislation in job creativity. It included a number of questions, which are as follows:-

- 1- **Sex** :the results of the questionnaire showed that (48%) of the study sample were female, and (52%) were male, as shown in the table below:

**Table (3) Distribution of the research sample**

No	General Information	Detail	Frequencies	Percentage	Total percentage
1	Sex	Female	12	48%	100%
		Male	13	52%	
2	Age	21-30	12	48%	100%
		31-40	10	40%	
		41-50	2	8%	
		51-60	1	4%	
		61 and more	0	0	
3	Qualification	Diploma	13	52%	100%
		Bachelor	2	8%	
		Master	7	28%	
		Doctorate	0	0	
		Other	3	12%	
4	Scientific specialization	materials management	11	44%	100%
		Measurement technologies	5	20%	
		Community health	3	12%	
		Others (law, secondary, intermediate, primary levels)	6	24%	
5	Number of years of service	Less than 5 years	13	52%	100%
		5 to less than 10 years	2	8%	

		From 10 to less than 15	8	32%	
		Less than 15 years	2	8%	
6	Job Title	Manger	2	4%	100%
		elder master craftsman	6	24%	
		Accountant	5	20%	
		elder technical trainer	8	32%	
		Secretary	2	4%	
		Technical trainer	2	4%	

- 2- **Age:** the results of the questionnaire showed that the answers of the sample within the age group (41-50), constituted the largest percentage, as it reached (34.3%), then followed by the age paragraph (31-40), which amounted to (29.4%), followed by the age group (21-30). ) and (51-60), where their percentage amounted to (16.7%), then followed by the age group (61 and over), which constituted the lowest percentage, amounting to (2.9%), as shown in the table and figure below
- 3- **Academic qualification:** the results of the questionnaire showed that the diploma holders constituted the largest percentage, which were (52%), followed by the master's degree holders were (28%), followed by the others that were(12%), and then followed by the bachelor's degree were (8%) as for holders of a doctorate degree (or its equivalent), did not constitute any percentage, as shown in the table below:
- 4- **Scientific specialization:** the results of the questionnaire showed that the materials management specialization constituted the largest percentage that were (44%), followed by the other specialization that contained (law, secondary, intermediate, primary levels) and its percentage was (24%), which is a variety of disciplines as mentioned, followed by measurement technologies specialization with a percentage of (20%), while the specialty of (community health that formed the lowest percentage (12%), and it was found that most of the people who specialized in materials management answered the questionnaire clearly as shown in the table below:
- 5- **Number of years of service:** the results of the questionnaire showed that (52%) is the largest percentage of the research sample who have less than 5 years, followed by (32%) of the research sample who have 10 to less than 15 years of service, and then (2%) of the research sample of those who have Service from 5 to less than 10 years, and those who have a service more than 15 years, as shown in the table below.
- 6- **Job title:** the results of the questionnaire showed that the sample members who were in a job titled (elder technical trainer) formed the largest percentage, which was (32%), followed by the sample members who were in a job titled (elder master craftsman) was (24%), followed by a job titled (accountant) which was (% 20) The rest of the jobs title were distributed among (Secretary, technical trainer and manger), and the least percentage of the sample members was (4%), as shown in the table above.

## Results presentation

### The effect of incentive legislation on job creativity

In this axis, the answers of the research sample will be analyzed according to each phrase and in each of the axes of the questionnaire, as follows:

The first phrase: (The necessity for employees to continuously develop their performance and skills)

The second phrase: (The necessity for employees to abide by the work procedures and rules)

The third phrase: (The incentive system must be clear and reflect the real performance of the employees)

The fourth phrase: (The incentives that the employees receive should be appropriate with their efforts)

Fifth phrase: (The incentive system that the organization obeys is fair, so that workers have a kind of the satisfaction)

The sixth phrase: (The necessity of participate in training programs that help in inventing methods of performance various works that raise the workers performance level and increase their job creativity)

The seventh phrase: (the necessity of assisting the superiors in work by defining the specific objectives of each unit in order to create job creativity)

The eighth phrase: (the necessity of urging employees to present suggestions and new ideas)

The ninth phrase: (The president honors the creative employees periodically and continuously)

The tenth phrase: (The head of the department should encourage employees to compete among themselves in order to activate job creativity. The answer of the research sample for these phrases was according to the following table:

**Table (4) Metadata and percentages of the phrases responses**

Phrase	Scale	Strongly agree 5	Agree 4	Natural 3	Disagree 2	Strongly disagree 1	tandar d mean	Standard deviation	Total
1	Frequencies	2	16	4	0	3	0	5.56	25
	Percentage	8%	64%	16%	0	12%			100%
2	Frequencies	10	13	1	1	0	.166	5.148	25
	Percentage	40%	52%	4%	4%	0			100%
3	Frequencies	8	15	2	0	0	3	3.464	25
	Percentage	32%	60%	8%	0	0			100%
4	Frequencies	13	8	3	1	0	.6	4.899	25
	Percentage	52%	32%	12%	4%				100%
5	Frequencies	7	11	5	1	1	.333	8.733	25
	Percentage	28%	44%	20%	4%	4%			100%
6	Frequencies	13	9	2	0	1	.166	5.7	25
	Percentage	52%	36%	8%	0%	4%			100%
7	Frequencies	5	18	1	0	1	.166	7.516	25
	Percentage	20%	72%	4%	0%	4%			100%
8	Frequencies	10	12	2	1	0	.166	5.56	25
	Percentage	40%	48%	8%	4%	0			100%

9	Frequencies	12	6	4	1	2	.333	4.358	25
	Percentage	48%	24%	16%	4%	8%			100%
10	Frequencies	9	8	5	3	0	.166	3.674	25
	Percentage	36%	32%	20%	12%	0%			100%

### The interpretation of the answers to the phrases was as follows:

- 1) By observing the previous results, it was found that most of the sample answers were within the paragraph (agree) and constituted (64%) of the sample answers. The value of the arithmetic mean reached (10), a value that exceeded the standard mean according to the Five-Point Likert Scale, which was (3) with a standard deviation of (5.5603)
- 2) By observing the previous results, it was found that most of the sample answers were within the paragraph (agree) and it constituted (52%) of the sample answers. The arithmetic mean value was (8.168), a value that exceeded the standard mean according to the Five-Point Likert Scale, which was (3) with a standard deviation of (5.148).
- 3) By observing the previous results, it was found that most of the sample answers were within the paragraph (agree) and constituted (60%) of the sample answers.
- 4) By observing the previous results, it was found that most of the sample's answers were within the paragraph (strongly agreed) was (52%) of the sample's answers. The value of the arithmetic mean was (9.6) that exceeded the standard mean according to the Five-Point Likert Scale, which was (3) with a standard deviation of (4.899).
- 5) By observing the previous results, it was found that most of the sample answers were within the paragraph (agree) and constituted (44%) of the sample answers. The arithmetic mean value was (8.3333), a value that exceeded the standard mean according to the Five-Point Likert Scale, which was (3) with a standard deviation of (8.7331)
- 6) By observing the previous results, it was found that most of the sample's answers were within the paragraph (strongly agreed) was (52%) of the sample's answers. The arithmetic mean value was (8.1667), a value that exceeded the standard mean according to the Five-Point Likert Scale, which was (3) with a standard deviation of (5.7009).
- 7) By observing the previous results, it was found that most of the sample answers were within the paragraph (agree) and constituted (72%) of the sample answers. The value of the arithmetic mean was (8.1667), a value that exceeded the standard mean according to the Five-Point Likert Scale, which amounted to (3) with a standard deviation of (7.5166).
- 8) By observing the previous results, it was found that most of the sample answers were within the paragraph (agree) and it constituted (48%) of the sample answers. The arithmetic mean value was (8.166), a value that exceeded the standard mean according to the Five-Point Likert Scale, which is (3) with a standard deviation of (5.560)
- 9) By observing the previous results, it was found that most of the sample's answers were within the paragraph (strongly agreed) and constituted (48%) of the sample's answers. The arithmetic mean value was (8.3333), a value that exceeded the standard mean according to the Five-Point Likert Scale, was (3) with a standard deviation of (4.3589).
- 10) By observing the previous results, it was found that most of the sample answers were within the paragraph (strongly agreed) and constituted (36%) of the sample answers. The value of the arithmetic mean was (8.1667), a value that exceeded the standard mean according to the Five-Point Likert Scale, which amounted to (3) with a standard deviation of (3.6742).

## Conclusions

- 1- The study showed that there is awareness of the importance of incentive legislation for employees.
- 2- Training is one of the basic components of the employees' efforts, and it is the one that guarantees the organization's efforts in terms of training courses.
- 3- Lack of interest leads to lack of job creativity.
- 4- It refers to thinking that searches for the problem and faces several suspending solutions.

## Recommendations

- 1- Establishing a clear incentive system for workers in order to develop their career path.
- 2- Training programs are of particular importance in career innovation, and the focus should be on internal as well as external training.
- 3- The necessity of paying great attention to showing thanks and respect that make the worker feels psychological comfort.
- 4- The necessity of giving the individual an opportunity to be creative by believing in what he sees appropriate.
- 5- The success of career innovation depends on the extent of the manager's conviction, integrity and support for incentive legislation.
- 6- The importance of the organization works on achieving justice when distributing incentives, in order to increase the employees' confidence in the organization.

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