



A SCIENTIFIC PAPER TITLED: THE ROLE OF MATERIAL AND MORAL INCENTIVES ON THE EFFICIENCY OF THE PERFORMANCE OF HEALTHCARE PERSONNEL IN GOVERNMENT HEALTHCARE INSTITUTIONS IN RIYADH CITY.

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Summary

The study aimed to identify the reality of material and moral incentives in the governmental healthcare sector in the Kingdom of Saudi Arabia, as well as to understand the relationship between material and moral incentives and the efficiency of the performance of healthcare personnel in hospitals in Riyadh city. The study used the descriptive-analytical method, with a sample size of (112) employees at Al-Iman General Hospital in Riyadh city. A questionnaire was used as a data collection tool. Based on the aforementioned, the study reached several results, the most important of which is the existence of a statistically significant positive relationship between material and moral incentives and the efficiency of healthcare personnel performance, with a Pearson correlation coefficient of (0.575), which is statistically significant at a significance level of (0.05). In light of the study's results, the researchers recommend raising awareness of the concept of material and moral incentives due to their benefits on the efficiency of performance for employees in healthcare institutions. There is a necessity to enhance the material and moral incentives provided to healthcare personnel in the governmental healthcare sector in Saudi Arabia through an integrated and effective system that awards incentives to those who deserve them according to their efficiency and performance rate. Promotions should be awarded based on outstanding performance, not solely based on seniority. Clear policies should be established for the disbursement of material and moral incentives according to performance efficiency.

Keywords: Material incentives – Moral incentives – Efficiency of healthcare personnel performance – Healthcare sector in the Kingdom of Saudi Arabia – Al-Iman General Hospital.

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Introduction

The human element in any organization in general, and healthcare personnel in particular, is considered one of the most important factors contributing to enhancing the efficiency of healthcare institutions. Therefore, it is essential to work on identifying the factors that contribute to increasing and improving the performance efficiency of this human element. To achieve this, the administrations responsible for healthcare institutions seek to employ competent and qualified healthcare professionals and provide them with the necessary skills to perform their duties.

However, there are several important factors that healthcare institution managers must consider in order to contribute to enhancing the efficiency of healthcare personnel working in these institutions. Among the most important of these factors are incentives, both material and moral, to enhance the performance efficiency of healthcare personnel and thus achieve the competitive advantage of healthcare institutions.

What distinguishes organizations is the efficiency of their functional performance, which is the reason for the organization's continuity and sustainability. Therefore, it has become necessary for any organization to acquire competent human resources, and it is essential to provide employees who are capable of achieving the organization's goals with dedication and sincerity in their work, which directly affects enhancing the organization's performance in general and achieving its objectives (Duma, 2016).

The organization must also reciprocate to these employees by motivating them to continue their effective performance. The issue of incentives has attracted the attention of many management behavior scholars, perhaps because incentives, in all their forms, whether material or moral, are one of the most important positive independent variables in work motivation (Abu Hameed, 2020, p.632).

Material and moral incentives are essential factors that contribute to the advancement and development of work, as if an individual has stability and benefit, it reflects positively on the individual's productivity level, thus achieving higher levels of performance efficiency.

The importance of incentives lies in the fact that employees need to be motivated to perform work and be willing to do so, and this can be achieved through the use of incentives, as they awaken enthusiasm, motivation, and desire to work in employees, which positively reflects on overall performance and increases productivity. Incentives also help to achieve interaction between the

individual and the organization, driving employees to work with all their strength to achieve the organization's goals. In addition, incentives help prevent feelings of frustration as they create conducive environments, whether material or moral, and encourage employees to persevere in their work with high efficiency. Incentives are therefore important factors that must be present for any organized effort aimed at achieving a high level of performance, and thus incentives are of great importance in influencing the level of performance efficiency (Marni and Al-Maskari, 2019, p.119).

Due to the importance of both material and moral incentives in positively affecting the performance of healthcare personnel in healthcare institutions and enhancing their performance efficiency in providing healthcare services, it is important to understand the role of both material and moral incentives in the efficiency of healthcare personnel.

Research Problem:

Successful healthcare institutions aim to develop, change, and improve performance by motivating their staff and exploring their talents to benefit from and optimally employ them in line with the requirements of the times. Based on this, these organizations set goals and strategies that contribute to the process of performance development and improving services provided to patients. This cannot be achieved solely through the establishment of an incentive system that aligns with the strategies and visions of healthcare institutions.

The effective performance of individuals and their ability to innovate and create are not solely determined by the simple portion of wages and salaries given to individuals in exchange for their efforts and work. This relies entirely on the strength of motivation and incentive directed towards highlighting and discovering performance and latent capabilities in individuals, which involves identifying deficiencies and needs, and then working to satisfy those needs. Therefore, healthcare management should work on stimulating those motivations and capabilities through external stimuli tasked with satisfying individuals' needs and desires. This may involve establishing policies for material and moral incentives in healthcare institutions that contribute to enhancing the efficiency of healthcare personnel performance (Banat and Al-Houri, 2015).

Given the importance of incentives as one of the influencing factors in individual behavior and driving them towards achieving organizational goals, interest in them has increased. Several theories related to incentives have emerged,

including Frederick Taylor's Scientific Management theory, which asserts that money is the best motivator for work in organizations and that the working human is inherently an economic being striving to increase their wealth. Maslow's Human Needs theory, on the other hand, considers the organization as the starting point for studying the subject of incentives, and this theory represents an important tool to help researchers and administrators identify the basic human needs of individuals and the importance of each one to be considered when attempting to establish an incentive system in organizations (Abbas, 2021). Material and moral incentives play a significant role in influencing the efficiency of workers' performance, whether positively or negatively. The absence or unfair distribution of incentives may affect the performance of healthcare personnel in healthcare institutions. A study by Al-Qudah (2017) indicated a positive relationship between material and moral incentives and the performance of employees in private hospitals in Jordan, recommending the need to develop policies and strategies to increase the effectiveness of incentives and the necessity of using an incentive system that contributes to meeting the needs of employees. Similarly, Marni and Al-Maskari (2019) emphasized the importance of linking the provision of incentives to actual performance levels, differentiating between employees according to their performance levels. Based on the above presentation, the research problem can be summarized in the following main question: What is the role of material and moral incentives in the efficiency of healthcare personnel performance?

Study Questions:

From the main research question, several sub-questions arise:

1. What is the reality of material incentives in hospitals in Riyadh?
2. What is the reality of moral incentives in hospitals in Riyadh?
3. What is the level of efficiency of healthcare personnel performance in hospitals in Riyadh?

Study Hypothesis:

- Is there a statistically significant relationship between material and moral incentives and the efficiency of healthcare personnel performance in hospitals in Riyadh?

Study Objectives:

1. The research paper aims to identify the following:

1. To identify the reality of material incentives in hospitals in Riyadh.
2. To identify the reality of moral incentives in hospitals in Riyadh.
3. To identify the level of efficiency of healthcare personnel performance in hospitals in Riyadh.
4. To identify the relationship between material and moral incentives and the efficiency of healthcare personnel performance in hospitals in Riyadh.

Study Importance:

The importance of the study lies in two aspects. The first aspect is theoretical, which is to understand the impact of material and moral incentives on healthcare personnel in the healthcare sector in the Kingdom of Saudi Arabia and to uncover the relationship between incentives and healthcare personnel performance in the sector. Additionally, the study will contribute to the scientific literature by addressing an important topic that enhances the efficiency of the healthcare system in the Kingdom, namely the impact of material and moral incentives on the efficiency of human resources. The second aspect is practical, as this study will provide relevant authorities in the healthcare system and the Ministry of Health with the actual situation of material and moral incentives in the sector in the Kingdom. It will also provide suggestions that contribute to enhancing the efficiency of healthcare personnel working in government hospitals in Saudi Arabia through the attention and formulation of policies regarding material and moral incentives in the healthcare system.

Study Limitations:

- Spatial boundaries: The study will be conducted in the Kingdom of Saudi Arabia, specifically in Riyadh city, at Al-Iman General Hospital.
- Temporal boundaries: The study will be conducted in the year 2022.
- Human boundaries: The study will be conducted on a sample of healthcare personnel at Al-Iman General Hospital in Riyadh.
- Subject boundaries: The study is limited to examining the "role of material and moral incentives in the efficiency of healthcare personnel performance."

Study Terms:

- Incentives: Material or moral motivators set by healthcare institutions as policies to stimulate best practices among healthcare personnel to improve performance in services provided to patients.

- Performance efficiency: Optimal performance of tasks entrusted to healthcare personnel contributing to the competitiveness of healthcare institutions and patient satisfaction.
- Healthcare personnel: Employees working in the healthcare sector in hospitals in Riyadh.

Study Methodology and Procedures:

The researchers in the current study relied on the descriptive-analytical methodology due to its suitability for the nature and objectives of the study. The descriptive approach focuses on studying the reality with precise description in terms of quality and quantity. It is defined as "a type of research through which individuals of the study can be queried to reach a description of the phenomenon being studied in terms of nature and degree of existence only, without exceeding to study the relationship or inference of causes" (Obaidat et al., 2002). This methodology was used because it

aligns with the study's nature, allowing the researchers to achieve the study's objectives.

Study Population and Sample:

The study population is defined as: "all individuals of the community that the researchers seek to study, meaning that each individual, unit, or element within that community is considered a component of that community" (Obaidat et al., 2002). The current study's population consists of all employees in governmental healthcare institutions in Riyadh city. The researchers opted to apply a simple random sampling method from the study population, with a sample size of (112) employees at Al-Iman General Hospital in Riyadh city, as one of the largest governmental healthcare institutions in Riyadh.

Characteristics of the Study Sample:

The following is a presentation of the personal and demographic characteristics of the study sample represented in:

Table (1) Distribution of Study Sample Individuals According to Primary Data.

	Age	Frequency	Percentage
Age	18-25 years	12	10.7
	26-35 years	35	31.3
	36-50 years	55	49.1
	Over 50 years	10	8.9
Gender	Male	75	67
	Female	37	33
Occupation	Physician	26	23.2
	Specialist	37	33
	Pharmacist	20	17.9
	Technician	26	23.2
	Health assistant	13	11.6
Educational Level	Intermediate qualification	23	20.5
	High qualification	74	66.1
	Postgraduate studies (Master's, Ph.D.)	15	13.4
Years of Experience	Less than 3 years	13	11.6
	4-10 years	66	58.9
	11-15 years	18	16.1
	More than 15 years	15	13.4

The study results revealed that (49.1%) of the total study sample were aged between (36-50 years), while (67%) of the total study sample were males. Furthermore, it became evident that (33%) constituted the largest category among job titles, being specialists. Also, the study found that the largest category in the study sample had a high educational level. Finally, it was revealed that the largest category in the study sample had 4-10 years of experience, accounting for (58.9%).

Development of the Study Instrument:

After reviewing the literature and previous relevant studies regarding the current study topic, and in light of the study's data and questions, the study instrument (survey) was developed. It presented some questions to be answered by the study sample members to achieve the desired results of the study topic. The final form of the survey consisted of three parts. Below is an overview of its construction and the procedures followed to ensure its validity and reliability.

Study Instrument:

The researchers used a questionnaire as a tool for data collection, considering its suitability for the study's objectives, methodology, and population to answer its questions. The questionnaire is considered one of the most important means of collecting standardized data and information, known for its reliability and consistency.

Validity of the Internal Consistency of the Study Instrument:

To verify the internal consistency validity of the questionnaire, the Pearson's correlation coefficient was calculated. This was done to understand the correlation degree of each statement in the questionnaire with the overall score of the axis to which the statement belongs. The following tables show the correlation coefficients for each axis, including their statements.

Table No. (2): Pearson's Correlation Coefficients for Statements of the First Axis with the Overall Score of the Axis

The Reality of Material Incentives in Riyadh Hospitals		The Reality of Moral Incentives in Riyadh Hospitals		The Level of Performance Efficiency of Healthcare Staff in Riyadh Hospitals	
Statement Number	Correlation Coefficient with Axis	Statement Number	Correlation Coefficient with Axis	Statement Number	Correlation Coefficient with Axis
1	0.491**	1	0.731**	1	0.613**
2	0.601**	2	0.838**	2	0.736**
3	0.612**	3	0.850**	3	0.808**
4	0.731**	4	0.811**	4	0.743**
5	0.803**	5	0.815**	5	0.746**
6	0.817**	6	0.791**	6	0.727**
7	0.740**	7	0.801**	7	0.812**
8	0.858**	8	0.774**	8	0.735**
9	0.796**	9	0.803**	9	0.863**
10	0.770**	10	0.734**	10	0.661**
				11	0.658**
				12	0.741**

** Significant at the 0.01 level or lower.

It is evident from Table (2) that the correlation coefficients for each statement are positive and statistically significant at the 0.01 level or lower, indicating the internal consistency reliability of the statements in the first axis and their suitability for measuring what they were intended to measure.

A) Reliability of the Study Instrument:

The reliability of the study instrument was ensured by using Cronbach's Alpha coefficient (α). Table (3) shows the values of Cronbach's Alpha coefficients for each axis of the questionnaire, indicating the reliability of the study instrument.

Table (3): Cronbach's Alpha Coefficients for Measuring the Reliability of the Study Instrument

Questionnaire Axes:	Number of Statements	Axis Stability
The reality of material incentives in Riyadh hospitals.	10	0.900
The reality of moral incentives in Riyadh hospitals.	10	0.935
The level of performance efficiency of healthcare staff in Riyadh hospitals.	12	0.910
Overall reliability	32	0.953

It is evident from Table (3) that the overall reliability coefficient is high, reaching (0.953). This indicates that the questionnaire enjoys a high level of stability that can be relied upon in the field application of the study.

To determine the reality of material incentives in Riyadh hospitals, frequencies, percentages, means, standard deviations, and ranks were calculated for the responses of the study sample regarding the statements about the reality of material incentives in Riyadh hospitals. The results are as follows:

Results of the Study, Discussion, and Recommendations:

1) **Answering the first question: What is the reality of material incentives in Riyadh hospitals?**

Table (4): Responses of the study sample regarding the statements of the first axis ranked in descending order according to the agreement means.

No.	Phrases	Mean	Standard Deviation	Rank
4	Hospital insurance provides housing and transportation allowances for healthcare personnel.	4.46	0.89	1
5	The hospital offers material bonuses for overtime work.	4.36	0.89	2
6	The hospital provides social allowances for marriage and children.	4.26	0.96	3
7	The hospital facilitates easy access to loans and favorable repayment terms.	4.26	1.06	4
8	The hospital promotes outstanding medical staff based on their performance and duties.	4.19	1.04	5
1	I receive suitable annual bonuses for my service at the hospital.	4.16	1.07	6
2	The hospital disburses material incentives monthly for excellence in work.	4.15	1.05	7
10	The salary value aligns with the assigned tasks' nature.	4.09	1.01	8
3	The hospital grants monthly infectious hazard allowances.	4.08	1.16	9
9	The hospital provides a system for periodic bonuses to ensure efficient task completion.	4.02	1.12	10
	Overall axis average	4.2	0.81	

In Table (4), it is evident that the response of the study sample individuals regarding the role of material incentives in enhancing the efficiency of healthcare personnel scored an average of (4.20 out of 5.00), which falls within the fourth category of the pentavalent scale (from 3.61 to 4.21), indicating agreement with the axis statements.

The results in Table (4) indicate variation in the agreement among the study sample individuals regarding the statements concerning the role of material and moral incentives in enhancing the efficiency of healthcare personnel from the perspective of workers in healthcare institutions in Riyadh, with arithmetic averages ranging from (4.46-4.02), indicating strong agreement.

- Phrase number (4), "Hospital insurance provides housing and transportation allowances for healthcare personnel," ranked first in terms of strong agreement among the study sample individuals, with an average score of (4.46 out of 5).
- Phrase number (5), "The hospital offers material bonuses for overtime work," ranked second in terms of strong agreement among the study sample individuals, with an average score of (4.46 out of 5).
- Phrase number (3), "The hospital provides monthly infectious hazard allowances," ranked second to last in terms of strong agreement among the study sample individuals, with an average score of (4.46 out of 5).

- Phrase number (9), "The hospital provides a system for periodic bonuses to ensure efficient task completion," ranked last in terms of agreement among the study sample individuals, with an average agreement score of (4.08 out of 5).

Based on the above results, it is evident that the most prominent phrases regarding the role of material incentives in enhancing the efficiency of healthcare personnel in hospitals include providing housing and transportation allowances, offering material bonuses for overtime work, providing social allowances for marriage and children, facilitating loans and favorable repayment terms, and promoting outstanding medical staff.

2) Secondly, addressing the second question: What is the reality of moral incentives in Riyadh hospitals from the perspective of workers in healthcare institutions in Riyadh?

To understand the reality of moral incentives in Riyadh hospitals from the perspective of healthcare institution workers in Riyadh, frequencies, percentages, arithmetic averages, standard deviations, and ranks were calculated for the responses of the study sample individuals regarding the statements about the reality of moral incentives in Riyadh hospitals, and the results are as follows:

Table number (5) displays the study sample individuals' responses regarding the statements of the second axis, ranked in descending order according to the averages of agreement.

No.	Phrases	Mean	Standard Deviation	Rank
1	I feel that my supervisors at the hospital appreciate my efforts at work.	4.61	0.66	1
5	My supervisors grant me authority and delegate tasks and responsibilities at the hospital.	4.47	0.73	2
5	My supervisors provide me with opportunities to participate in decision-making.	4.44	0.75	3
7	The hospital provides opportunities for participation in training courses and educational workshops.	4.44	0.77	4
6	My supervisor's express gratitude and praise when tasks are completed and goals are achieved.	4.39	0.89	5
1	Outstanding healthcare professionals receive certificates of appreciation for their efforts at the hospital.	4.38	0.94	6
7	I feel material stability and job security working at the hospital.	4.32	0.78	7
10	Various types of moral incentives work to improve performance.	4.32	0.98	8
8	I receive gifts and appreciation awards for my efforts at work at the hospital.	4.31	0.90	9
9	Working at the hospital enhances my social status and gives me prominence in society.	4.29	0.97	10
	Overall axis average	4.39	0.61	

In Table (5), it is evident that the study sample individuals' response regarding the reality of moral incentives in Riyadh hospitals from the perspective of workers in healthcare institutions in Riyadh came with a high degree of agreement, with an average score of (4.39 out of 5.00). This average falls within the fifth category of the pentavalent scale (from 4.21 to 5.00), indicating strong agreement with the axis statements.

The results in Table (5) demonstrate that the study sample individuals strongly agree with all the statements concerning the reality of moral incentives in Riyadh hospitals from the perspective of workers in healthcare institutions in Riyadh, which were arranged in descending order based on the agreement averages as follows:

- Phrase number (1), "I feel that my supervisors at the hospital appreciate my efforts at work," ranked first in terms of strong agreement among the study sample individuals, with an average score of (4.61 out of 5).
- Phrase number (5), "My supervisors grant me authority and delegate tasks and responsibilities at the hospital," ranked second in terms of strong agreement among the study sample individuals, with an average score of (4.47 out of 5).
- Phrase number (3), "I receive gifts and appreciation awards for my efforts at work at the hospital," ranked second to last in terms of strong agreement among the study sample

individuals, with an average agreement score of (4.31 out of 5).

- Phrase number (9), "Working at the hospital enhances my social status and gives me prominence in society," ranked last in terms of agreement among the study sample individuals, with an average agreement score of (4.29 out of 5).

Based on the above results, it is clear that the reality of moral incentives in Riyadh hospitals includes feeling appreciated by supervisors, receiving delegated authority, opportunities for participation in decision-making, participation in training courses and workshops, and receiving expressions of gratitude and praise from supervisors when tasks are accomplished and goals are achieved.

3) Thirdly: Answer to the third question: What is the level of efficiency of healthcare personnel in Riyadh hospitals from the perspective of workers in healthcare institutions in Riyadh?

To determine the level of efficiency of healthcare personnel in Riyadh hospitals from the perspective of workers in healthcare institutions in Riyadh, frequencies, percentages, arithmetic averages, standard deviations, and ranks were calculated for the responses of the study sample individuals regarding the statements about the level of

efficiency of healthcare personnel in Riyadh hospitals, and the results are as follows:

Table number (6) displays the study sample individuals' responses regarding the statements of the third axis, ranked in descending order according to the averages of agreement.

No.	Phrases	Mean	Standard Deviation	Rank
1	I possess the necessary abilities, skills, and professional experience to complete my work tasks with high quality and efficiency.	4.57	0.74	1
4	I am ready, prepared, and willing to work outside regular working hours if necessary.	4.52	0.72	2
5	I have sufficient experience to solve problems encountered during work at the hospital.	4.50	0.75	3
10	I engage in self-improvement, gain new experiences, and work on enhancing my performance to achieve the highest efficiency in completing my work tasks.	4.48	0.65	4
2	I perform my work tasks at the hospital according to the highest international quality standards.	4.48	0.71	5
7	I can communicate effectively and efficiently with patients, colleagues, and hospital staff.	4.43	0.82	6
6	I have the ability and readiness to bear responsibility.	4.41	0.84	7
3	I perform my work tasks at the hospital according to national quality standards.	4.40	0.83	8
12	The performance index evaluation system contributes to determining the material and moral incentives system.	4.39	0.85	9
11	A good incentives system contributes to my desire to accomplish more tasks with higher efficiency in performance.	4.37	0.79	10
9	I complete all assigned tasks within the specified time and with the highest efficiency in performance.	4.31	0.77	11
8	I adhere to the rules, procedures, and policies in place at the hospital.	4.29	0.89	12
	Overall axis average	4.43	0.78	

In Table (6), it is evident that the study sample individuals strongly agree on the level of efficiency of healthcare personnel in Riyadh hospitals from the perspective of employees in healthcare institutions in Riyadh, with an average of 4.43 out of 5.00. This average falls within the fifth category of the pentagonal scale (from 4.21 to 5.00), indicating a strong agreement with the study tool. The results in Table (6) also indicate that the study sample individuals strongly agree on all statements of the axis regarding the level of efficiency of healthcare personnel in Riyadh hospitals from the perspective of employees in healthcare institutions in Riyadh. These statements were arranged in descending order according to the strong agreement of the study sample individuals as follows:

- Phrase number (1), "I possess the necessary abilities, skills, and professional experience to complete my work tasks with high quality and efficiency," ranked first in terms of strong agreement by the study sample individuals, with an average of 4.57 out of 5.
- Phrase number (4), "I have the readiness, preparedness, and willingness to work outside official working hours if necessary," ranked second in terms of strong agreement by the study sample individuals, with an average of 4.52 out of 5.

- Phrase number (9), "I complete all assigned tasks within the specified time and with the highest efficiency in performance," ranked second to last in terms of strong agreement by the study sample individuals, with an average of 4.31 out of 5.
- Phrase number (8), "I adhere to the rules, procedures, and policies in place at the hospital," ranked last in terms of strong agreement by the study sample individuals, with an average of 4.29 out of 5.

It is evident from the above results that the most prominent level of efficiency of healthcare personnel in Riyadh hospitals from the perspective of employees in healthcare institutions in Riyadh lies in possessing the necessary abilities, skills, and professional experience to complete work tasks with high quality and efficiency, as well as having the readiness, preparedness, and willingness to work outside official working hours if necessary. Moreover, they have sufficient experience to solve problems encountered during work at the hospital, engage in self-improvement, gain new experiences, and work on enhancing their performance to achieve the highest efficiency in completing work tasks, and perform their work tasks at the hospital

according to the highest international quality standards.

4) Fourthly: Results of the fourth question: Is there a statistically significant relationship between material and morale incentives and the efficiency of healthcare personnel in Riyadh hospitals?

To determine whether there is a statistically significant inverse relationship at a significance

level of (0.05) between material and moral incentives and the efficiency of healthcare personnel in Riyadh hospitals, the researchers used the Pearson correlation coefficient to identify the relationship between the variables, and the results are as follows:

Table (8) constructs the Pearson correlation coefficient for the relationship between the variables.

Material and morale incentives	Healthcare staff performance efficiency	
	Correlation coefficient value	Level of significance
	0.575**	0.001

The table above indicates a statistically significant negative correlation between material and morale incentives and the efficiency of healthcare staff performance. The Pearson correlation coefficient value was (0.575), which is statistically significant at a significance level of (0.05). This result suggests the impact of material and morale incentives on the efficiency of healthcare staff performance in Riyadh hospitals.

Study Results Summary:

The study yielded several results, among the most notable are:

Results of Question 1: What is the reality of material incentives in Riyadh hospitals?

The response of the study sample showed a high degree of agreement regarding the role of material incentives in enhancing the efficiency of healthcare staff, with an average of (4.20 out of 5.00). This average falls within the fourth category of the five-point scale (ranging from 3.61 to 4.21), indicating strong agreement with the statements on the axis of material incentives.

Results of Question 2: What is the reality of morale incentives in Riyadh hospitals from the perspective of healthcare workers?

The study sample strongly agreed on the reality of morale incentives in Riyadh hospitals, with an average of (4.39 out of 5.00). This average falls within the fifth category of the five-point scale (ranging from 4.21 to 5.00), indicating strong agreement with the statements on the axis of morale incentives.

Results of Question 3: What is the level of efficiency of healthcare staff performance in Riyadh hospitals from the perspective of healthcare workers?

The study sample strongly agreed on the level of efficiency of healthcare staff performance in Riyadh hospitals, with an average of (4.43 out of 5.00). This average falls within the fifth category of the five-point scale (ranging from 4.21 to 5.00), indicating strong agreement with the study instrument.

Results of Question 4: Is there a statistically significant relationship between material and morale incentives and the efficiency of healthcare staff performance in Riyadh hospitals?

There is a statistically significant negative relationship between material and morale incentives and the efficiency of healthcare staff performance, with a Pearson correlation coefficient value of (0.575), significant at a significance level of (0.05).

Study Recommendations:

Based on the results obtained, the researchers recommend the following:

- Raise awareness about the concept of material and morale incentives and their benefits on the performance efficiency of employees in healthcare institutions.
- Enhance material and morale incentives provided to healthcare staff in the Saudi government health sector through an integrated and effective system that rewards based on performance.
- Develop policies for promotions and material and morale incentives based on outstanding performance, performance rate, and efficiency, rather than solely relying on seniority.
- Modify and activate morale incentive systems in healthcare institutions for their positive impact on employee performance.

- Involve healthcare staff in hospital management in developing future plans, work strategies, and decision-making.

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