



**THE REPUBLIC OF TURKEY
SOCIAL SCIENCES UNIVERSITY OF ANKARA
INSTITUTE FOR GRADUATE STUDIES IN SOCIAL SCIENCES**

**THE MODERATING ROLE OF SOCIAL AXIOMS ON
THE RELATIONSHIP BETWEEN INCENTIVES AND JOB
PERFORMANCE**

Master's Thesis

GABER ALI GABER AL-SHAMI

Master of Science in Business Administration (English)

AUGUST 2022



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Ankara, August 31st 2022

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ÖZET

Teşvikler ve İş Performansı Arasındaki İlişkide Sosyal Aksiyomların Düzenleyici Rolü

Gaber Al-shami

İşletme Yüksek Lisansı

Danışman: Dr. Öğretim Üyesi Selin Erdil

Bu çalışma, teşvikler ve iş performansı arasındaki ilişkide sosyal aksiyomların düzenleyici rolünü araştırmaktadır. Finansal ve moral teşviklerin iş performansı üzerindeki etkisini incelerken katılımcıların dünyanın nasıl çalıştığına (sosyal aksiyomlarla temsil edildiği gibi) ilişkin genelleştirilmiş inançları, bu ilişkide bağlamsal bir faktör olarak tanımlanmıştır. Veriler, Yemen'deki tek bir şirketten çevrimiçi anket yoluyla toplanmıştır (N=150). Regresyon analizlerinin sonuçları, Sosyal Sinizmin ve Dindarlığın anlamlı bir düzenleyici role sahip olmadığını ancak uygulama ödülünün anlamlı bir düzenleyici rolü olduğunu ortaya koymuştur. Sosyal Karmaşıklığın rolü ve Kader Kontrolü sosyal aksiyomların boyutları, ölçeklerin düşük güvenilirliği nedeniyle sınanamıştır. Bulgular, teşviklerin iş performansı üzerindeki etkisinin, kültürel inançlar gibi bireysel farklılıklar da değerlendirildiğinde daha iyi anlaşılabilirliğini göstermektedir. Araştırmacı, çalışanların iş performansını iyileştirmek için çeşitli teşvik sistemlerinin uygulanmasını, çalışanların teşvikleri nasıl algıladıklarına ilişkin geri düzenli bildirim alınmasını önermektedir. Çalışanlarının davranışlarını düzenleyebilecek anlamlı sosyal aksiyom boyutlarının belirlenerek teşvik yönetimi sırasında dikkate alınması teşvik sistemlerinin etkinliği için önem taşımaktadır.

Anahtar Kelimeler: Teşvikler, mali teşvikler, ahlaki teşvikler, sosyal aksiyomlar, sosyal sinizm, dindarlık, başvuru ödülü, iş performansı.

ABSTRACT

The Moderating Role of Social Axioms on the Relationship between Incentives and Job Performance

Gaber Al-shami

MA in Business Administration

Supervisor: Asst. Prof. Dr. Selin Erdil

This study investigates the moderating role of social axioms on the relationship between incentives and job performance. In particular generalized beliefs of participants about how the world works (as represented by social axioms) was introduced as a contextual factor in this relationship. Data was collected via online survey from a single company in Yemen. Out of 500 employees contacted 150 responded back. The results of regression analyses revealed that while Social cynicism and Religiosity did not have a significant moderating role, Reward for application did. The role of Social complexity and Fate control dimensions of social axioms could not be tested because of the low reliability of the scales. The findings suggest that the impact of incentives on job performance can be understood better when individual differences such cultural beliefs are also assessed. To improve employee job performance, the researcher recommended implementing various incentive systems, obtaining feedback on how employees perceive the incentives, and developing sound mechanisms for employee retention and recruitment. This study will help management to implement a system of incentive schemes. Also, the researcher recommend the company to adapt the strategy of identifying its employees' behavior according to social axioms dimensions in order to make them interact positively toward receiving incentives.

Keywords: Incentives, financial incentives, moral incentives, social axioms, social cynicism, religiosity, reward for application, job performance.

LIST OF ABBREVIATIONS

- OCB** : Organizational Citizenship Behavior
CWBs : Counterproductive Work Behaviors
IV : Independent Variable
DV : Dependent Variable
SPSS : Statistical Package for Social Sciences
CFA : Confirmatory Factor Analysis
EFA : Exploratory Factor Analysis

DECLARATION

I'm Gaber Ali Gaber Al-shami hereby declare that this thesis entitled "The moderating role of social axioms on the relationship between incentives and job performance" is the result of my own work and under supervision and guidance of my supervisor Dr. Selin Erdil. Also, I declare that this thesis was conducted based on academic ethics and rules. I have undertaken that all materials which were taken from previous studies to support this research were referenced and quoted. Finally, as for the rules of writing, it was done in accordance with the rules and regulations of the Social Sciences University of Ankara.

Gaber Al-shami

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CHAPTER ONE

INTRODUCTION

1.1. BACKGROUND

Among the most substantial issues we are faced with today, one is that competitive advantage and creativity are not only dependent on the employment of new and advanced technologies and devices (as an attempt to decrease costs) but also on an inimitable source which is the workforce (Bailey et al., 2018). Thus, the success of any organization is contingent on the abilities and competencies of its employees; their good performance and the organizational knowledge of how to invest in human capital. Most of the organizations pay immense attention to the human factor by searching for and adapting strategies that can improve the performance and efficiency of their workers. For organizations to reach this desired goal of high performance, attracting competent employees is a prerequisite. However, competence alone is incomplete for a person to perform his/her job effectively if he/she lacks motivation, because any individual's competency is dependent on two essential elements: the capacity to work and the will to do it. The capacity represents what an employee is capable to perform as a task or work based on his/her skills, knowledge, capabilities, and experience, while the will (desire) to work represents the motivation that drives an employee's behavior in the direction which helps to achieve main objectives of the organization (Colquitt et al., 2010). There is no pre-made recipe that tells how to create a workforce consisting of capable and motivated employees; however, organizational reward literature provides various paths that lead to increased performance and higher job satisfaction (Rhoades & Eisenberger, 2002). Beyond the pure economic view provided by economists this literature offers a complementary view on the subject. Therefore, acknowledging the different nuances of rewards and incentives with respect to their timing; and consistent with DeMatteo et al. (1998) the term incentives will be used interchangeably with rewards throughout this study. According to Almahdi (2017), the more employees feel valued and praised for their effective work, the more satisfied they are with their work and with

themselves, which motivates them to go further and beyond. Incentives also help to achieve contact between the company and its employees which drive employees to work towards the goals of the organization. Incentives help employees remain motivated and efficient in their work, by establishing an environment that drives individuals to keep working hard; this is the major reason why incentives are seen as a crucial tool for any organized effort aimed at obtaining a high level of performance. However at the same time, incentives aren't always able to prevent frustration and this is due to the lack of knowledge about what kind of incentives employees prefer. In this respect, Jenkins et al. (1998) stated that incentives need to be chosen appropriately. The topic of incentives has been and still has the focus of many managerial behavioral scholars, and perhaps the reason for this is that incentives are considered as one of the most significant elements in work motivation (Drago & Garvey, 1998). And according to Tolchinsky and King (1980), incentives can be treated in two forms which are financial incentives and moral incentives. However, in the course of creating incentives systems, traditionally there has been a bigger emphasis on financial incentives. This is followed by the phase that also adopted moral incentives beside financial incentives, then came the modern phase which combined financial and moral incentives. Therefore, it is important to distinguish between financial and moral incentives, and according to Almahdi (2017), salary, access to technology and equipment provided by the employer, bonuses and employee stock ownership plans are all examples of financial incentives. On the other hand moral incentives are broadly defined as a set of motives intended to meet workers' emotional and humanitarian needs by actions such as treating them well, successfully handling their complaints, rewarding good behavior verbally and they have a function such as raising spiritual enhancement (Al-Jahni, 1998). Dixit (2002) says that the elementary theory of incentives involves the relationships in which one party (the management, the principle) tries to influence the behaviors of another party (the employee) by providing them incentives as main tactic. Therefore, the lack of financial and moral rewards for the diligent worker may have a negative impact on his performance in the future, leading to low productivity, and decreasing the likelihood that the organization will achieve the objectives set forth in advance. However, we must also recognize that the preference and effectiveness of incentives may vary not only from person to person (e.g., gender, age, occupation, standard of living, level of education) but may also be influenced by various

contextual factors ranging from the nature of the task to the culture treated at different levels (Chiang & Birtch, 2011).

Practically, incentives can help any business achieve its goals by providing a mechanism to that end. It has been known that economic and social development in the third world countries will not achieve their desired goals unless there are well-established strategies for a comprehensive administrative development. This is why in recent years the discussion has been extensive on the issue of administrative reform, and job performance in particular. Therefore, in many countries providing seminars, workshops and training courses are encouraged to achieve higher job performance of employees, considering that these tools will enhance the experiences that the employee has during his work (Mathauer & Imhoff, 2006). Job performance directly reflects the efforts of workers to achieve the goals of his organization, and level of performance depends on the capabilities, skills, and experiences of workers that originate from a set of requirements that include qualifications, preferences, interests and other factors (Garbers & Konradt, 2014). Outstanding performance is the result of obtaining a scientific background and practical qualification that clarifies the requirements of a work and simplifies its procedures and steps, also the capabilities and previous experiences of workers contribute to supporting innovation and creativity in the performance process, but all these factors are not sufficient to increase the level of performance. Therefore, most organizations resort to adopting the performance appraisal process, which is one of the important administrative policies because it forces managers and supervisors to follow up the performance of their subordinates continuously to recognize the extent of employee's ability in performing his duties and responsibilities and verifying his behavior during work (Tumwet, 2013). And this can help in determining the efficiency, effectiveness and his contribution to productivity. It can be obvious that most successful organizations take into account achieving the optimal use of human resources by adopting a strategy that includes a set of multiple policies and practices such as the use of incentives strategy, which is the main focus in this study.

Acknowledging the imbalance of research that focus on financial incentives versus moral incentives in relation to job performance my review of the literature also suggested an underrepresentation of studies investigating the impact of incentives on two dimensions of job performance (Garbers & Konradt, 2014). Considering job performance

more holistically by incorporating organizational citizenship behaviors and counterproductive work behaviors in addition to task performance might be fruitful in that respect (Phipps et al., 2015). This could provide a comprehensive understanding of the effectiveness of various incentives types. Moreover, incentives may not be as effective if contextual considerations are not taken in account. To this end this study explores the moderating role of cultural beliefs which are defined as social axioms on the relationship between incentives and job performance.

Social axioms, are defined as people's beliefs regarding how the world works and were used as complementary to the cultural values approach. In the cross-cultural management literature they are proposed to offer a distinct kind of general direction that could improve the accuracy of cultural dimensions as a predictor of behavior (Bond et al., 2004). According to Leung et al.'s framework (2002), social axioms include five main dimensions which are; Cynicism, Social Complexity, Reward for Application, Religiosity and Fate Control. Previous research has investigated the main effect of various axioms on job performance. For example, Osman- Gani et al. (2013) stated that religiosity was positively related to job performance and therefore can play a big role in increasing employees' performance. However, to my knowledge there is no previous research which questioned whether social axioms provide any boundaries in the relationship between incentives and performance. Therefore, this study will explore-the extent to which social axioms affect the relationship between incentives and job performance, and to depict which of these dimensions play a significant role.

1.2. STATEMENT OF THE PROBLEM

Financial and moral incentives play a big role in affecting job performance, either in a negative or positive way, which means the absence of providing incentives to employees inside the organization or not distributing them in a fair way could influence the performance of the hardworking employees negatively and thus disrupt the opportunity to achieve the desired goals of the organization (Alfandi & Alkawsaneh, 2014). Most research investigates this relationship in Western contexts. In fact, many parts of the world such as Africa or Middle East are underrepresented in the literature (Gelfand, Leslie & Fehr, 2008). Many-sectors in general face a great shortage in the distribution of incentives, especially in the private sector; hence, the paths that lead to the

motivation of the employees under such harsh conditions becomes a major issue to be understood. For this reason a single company was chosen as a case for this study. The Prodigy Company in Yemen supported this study by participating with a desire to better understand the implications of incentives for its employees at different administrative levels. Considering that when a policy is adopted, it is done without taking into account the preferences of employees of these organizations, its potential to motivate and raise the performance of its employees is also not clear. The researcher noticed through his personal experience within our targeted sample context and via his direct contact with some of the employees of private organizations, that incentives offered by many organizations are largely limited to fixed percentage increases per month or quarterly from the value of the lump sum salary. These financial incentives were not sufficient by the employees' point of view when compared to the high cost of living due to the current economic situation in their country. On the other hand, moral incentives were also described as limited to training courses that were not provided based on a detailed needs assessment; hence, employees felt that rather than an incentive, those trainings were a waste of their time. Admittedly, the significance of incentives may vary from one employee to another due to the personal motives, values, beliefs and personality characteristics. Therefore, social axioms as a representation of individual cultural beliefs were chosen by the researcher to explore whether such individual characteristics of employees will reinforce or restrict the role of incentives on job performance.

1.3. RESEARCH QUESTIONS

Based on what have been mentioned related to research problem, this study attempts to address the following main questions:

- i. Do financial incentives affect job performance?
- ii. Do moral incentives affect job performance?
- iii. Do social axioms moderate the relationship between financial incentives and job performance?
- iv. Do social axioms moderate the relationship between moral incentives and job performance?

1.4. PURPOSE OF THE STUDY

The main objective of this study is to investigate the moderation role of social axioms on the relationship between employee incentives (financial and moral incentives) and job performance in Prodigy Company. In other words, the study aims to investigate how employees will respond to financial incentives versus moral incentives based on their generalized beliefs about how the world works (as represented by social axioms).

1.5. LIMITATIONS OF THE STUDY

The targeted sample in this study include only the employees of one company which is Prodigy Company. Therefore, the external generalizability of this study is limited. Moreover, survey methodology was used in this single company case study. Complementing this method with qualitative methods such as interviews with a group of employees at different levels in Prodigy Company could have provided a deeper understanding and better interpretation of the results.

1.6. SIGNIFICANCE OF THE STUDY

In practice the findings from this study are hoped to benefit Prodigy Company management in leading their company and designing their incentive systems. With their unique characteristics Prodigy Company differs in context from public-organizations. Hence, understanding which type of incentives would be more effective in this context, and deciphering the role of individual differences in cultural beliefs will help the company to offer the right set of incentives. It is also hoped that the study will serve to shed light on a somewhat ignored context, i.e., Yemen and contribute to the global management literature. This study also has the importance of evaluating employees' performance and identifying the impact of financial and moral incentive systems on job performance. By doing this this study may shed light in the underperformance of employees in the company studied, indicating whether it is a result of the incentive-based work system or other issues that the study may not be able to identify.

1.7. JUSTIFICATIONS OF THE STUDY

The topic of incentives in Prodigy Company was specifically chosen for the following justifications;

- i. Prodigy Company's size is 500 unlike other counterpart companies in Yemen.
- ii. The researcher chose this topic in accordance to the major importance incentive systems in developing contexts.
- iii. The reason behind targeting a private company and excluding governmental sectors was because it is difficult to test the topic of incentives in the public sector considering that government is not even possible to provide regular salaries since the beginning of the war in 2015.

1.8. RESEARCH ORGANIZING

This chapter introduces the study topic and discusses its relevance for the workplace. While providing justifications for the chosen topic, the problem statement of the research is formulated, research questions are introduced and the purpose of this research is discussed. In the next chapter, the literature review is presented. While the topics and previous findings in relation are discussed the significance of the study will become more clear. This chapter will conclude with model development and presentation of the hypotheses. Chapter three details the research methodology explaining research design, sample characteristics, the measurement of all the variables in the study, the data collection and analysis procedures. Chapter four reports the finding from data analysis including descriptive statistics, findings from correlation and regression analyses, and the results of hypotheses testing. Chapter five is the last chapter of this study and it is devoted to the discussion and conclusion; which start with the restatement of the problems, the hypotheses or the relationships of the variables. Furthermore, it covers the recommendations and suggestions for the future research.

CHAPTER TWO

LITERATURE REVIEW

2.1. OVERVIEW

This chapter provides an introduction of all variables of the study based on previous studies. The chapter begins with definition, characteristics, importance and the benefits of incentives, job performance and social axioms. A brief literature review depicting previous studies which address the relationship between incentives (financial and moral) and job performance will be followed by a review of social axioms. The section will be concluded by the conceptual framework and hypotheses of the research.

2.2. INCENTIVES

The topic of incentives is considered one of the most frequently investigated topics that have taken the interest of administrative behavior scholars from economics and management fields revealing their positive relationship to productive efficiency, and their positive impact on the level of job performance in various organizations (McNichols, 2000). Incentives can be defined as a set of factors that a company offers to encourage its employees to do their job in the best possible way and to make the best effort available through satisfying their needs and desires (Almomani et al., 2017). Flodgren et al. (2011) stated that incentive is any element (monetary or non-monetary) that increases motivation for a specific course of action. The importance of incentives rises from the fact that they represent the most important pillars of productive human activity which helps to achieve performance professionally. Through this way the employees feel satisfied and loyal to their organization, and driven towards responsibility and innovation. In the organizational behavior literature, incentives are treated as application of motivation theories being defined as special pay programs designed to motivate high performance (Griffin, 1993). There is no behavior without a motive, so it is necessary to trigger those motives through stimulation and excitement by adapting certain methods and means that individuals need, love and want, and rewards or incentives are very useful tools in this regard. Therefore, we must differentiate and

distinguish between motives and incentives, as each of them includes economic or social action. Incentives are a set of external factors that encourage or motivate a person to perform better (Puffer & Meindl, 1992). On the other hand motives are a set of internal factors stemming from the individual himself that raise the desire to work (Frey & Osterloh, 2001). There is previous findings which suggest that different types of rewards may have complementary impact on job performance. In other words, intrinsic rewards such as challenging job and opportunities for creativity may be the prerequisite for the effectiveness of extrinsic rewards which can include financial or nonfinancial elements. For this reason, some may argue that incentives should not be offered when intrinsic motivation is low because they are not desired (Shaw & Gupta, 2015). Yet There is a lot of proof that incentive programs are frequently utilized in sales to entice and keep clients as well as in corporate management to inspire personnel (Gordon, 1998, Ogutu, 2014). No matter how different organizations and companies are, whether in the style of their management or the services they provide, at the end they agree on the goal of using incentives policy, which is to motivate their employees to engage in certain behavior.

2.3. INCENTIVES AND JOB PERFORMANCE

The management of any company works diligently to boost its employees' output and motivate them towards the goals drawn by all possible and legitimate means. Incentives can help current and prospective employees to enhance their knowledge, skills, and abilities (Tumwet, 2013). Therefore, there is no question that motivation and performance have a positive relationship. The incentive drives employees to increase their efforts, which positively affects the performance levels in the organization, and the acceptance of specified and difficult performance goals, as well as understanding of performance-pay contingencies, provide clues that assist the worker define the task (Terborg & Miller, 1978). Also, an employee's need in obtaining rewards constitutes a motivator behind his positive behavior to improve his performance. Hence, the relationship between these two variables is very strong, and the absence of incentives leads to the emergence of many problems that hinder performance in most organizations. Moreover, behavioral trends in management consider these motives as an organizational and administrative issues in the first place, so the problem of inspiring people to work for the organization becomes complicated whenever it diverges from their desires and

motives within the company. In order to achieve the goal of providing incentives, both types of incentives, financial and moral, must be included. Financial incentives are significant, and the issue of low wages must be addressed, particularly when income is insufficient to support even the most basic demands of employees and their families (Shaw & Gupta, 2015). However, data shows that increasing pay is insufficient to remedy the problem of poor motivation. More money does not always mean more motivation. As a result, I argue that any complete plan for increasing employee performance in developing countries must include a combination of financial and moral incentives (Mathauer & Imhoff, 2006).

3.4. CULTURE VALUES AND MOTIVATION

The world has witnessed developments and transformations in various fields that included all human society, most notably the scientific development in the field of management and organization through attention to human behavior. The view of work has shifted from the classic mechanical one to the modern human view (Skinner, 1965). As for the organizations, they are now treated as organizational systems that contain the human being within groups that work together to achieve economic and social goals, indeed, this view developed until it recently included the cultural aspect of organizations, and all this in light of the development of behavioral sciences in the field of organization. The literature on strategic HRM clearly assumes that workplace behaviors such as labor productivity, creativity, motivation, and profitability are influenced by HR policies (Prince et al., 2020). Motivation is driven to a considerable extent by emotions in accessing and directing energy in moment-to-moment events, which are socialized through culture (Munro et al., 2014). These values directly reflect the way of dealing between management and its employees in a way that leads them to work more efficiently, and this is known as moral motivation. Not only can cultural influences directly affect individuals, but they also have an impact on the organizations that surround those individuals (Valliere, 2014). Numerous intersecting cultures, such as those of national origin, sex, race, religion, and so forth, have an impact on motivation (Markus, 2016). Thus, Understanding the motivating efficacy of incentives requires determining the features of these incentives in respect to these intersecting cultures (Jeffrey & Shaffer,

2007). From all that, we can ensure that it can be argued that culture figures in every factor that has been linked with achievement motivation.

2.5. THE TYPES OF INCENTIVES

The types of incentives differ in general from one organization to another, as they vary and overlap with each other, so many have sought to classify incentives to specific types and classifications, thus some of them classify incentives according to their influence on employee and company alike, and others classified incentives according to the method of distribution or according to its objectives, but most classifications show that incentives have two main types: financial and moral (non-financial) incentives (Peterson & Luthans, 2006).

2.6. FINANCIAL INCENTIVES

There are many forms of incentives and their contents differ from one sector to another, and one of these incentives is the financial incentives which can be considered as one of the most important incentive methods that are usually used in these days, because unlike other ways, money is a reality with a physical consequence and practically all human demands are satisfied by it. According to Novianty and Evita (2018), employees who exceed predetermined output criteria are offered financial incentives as rewards or responses in the form of money. Meanwhile, financial incentives are described as monies provided to employees in the form of a lump sum, monthly payments, or any other form that acts as additional revenue to an employee (Lucas et al., 2016). Many previous studies showed that financial incentives have a vital role in motivating employees to increase their performance while they working (Shaw & Gupta, 2015). In practice, a pay-for-performance strategy aimed towards professional organizations should be adapted to take into consideration the values and objectives of the professionals inside the company in order to optimize the influence of financial incentives on performance (Young et al., 2012). Also, financial incentive has an effect in other job attitudes such as; job satisfaction, employees' loyalty, and turnover intentions (Jenkins et al., 1998). However, there is a negative effect of financial incentives that might make the employees work more hard, frequently having an impact on their future physical or mental health as

well as their social and humanitarian struggles, which do not take the person's age or circumstances into consideration (Al-Nsour, 2011).

If we ask ourselves this question; why do financial incentives affect job performance? Bonner et al. (2000) answered this question by stating that incentives inspire or arouse people, resulting in higher effort and improved results. According to Jenkins et al. (1998), job performance can be impacted both positively and negatively by financial incentives. Many organizations use different types of financial incentives and the following are the most financial incentive types that are used in most organizations;

Pay and Allowances: according to the terms of the employment contract, The payment provided to a worker or employee at the end of each month for the work that was accomplished during that month is known as the salary, but it is preferable that the salary includes some advantages such as dearness allowance, house rent allowance, and similar other allowances (Chaix-Couturier et al., 2000). Also, in order to motivate employees for better and effective performance within the organization, they should receive allowances and increments, which may be quarterly or annually, and sometimes these increments should be distributed according to the performance of each employee.

Bonus: it is a sum of money given to a single employee or group of employees in recognition of exceptional work or unusual performance (Freeman & Weitzman, 1987). According to Anik et al. (2013), monetary bonuses have been shown to have beneficial outcomes, including increased output, effort, performance, and employee commitment.

Retirement Benefits: the suffering faced by any one does not stop when searching for admission to the university, nor a seat in the specialty he desires or a job after graduation, but also during his/her entire life. His anger at appointing someone to a position he was more qualified to have. At the end of a long tiring trip of working, the employee finds that his/her life has become out of control. A group of managers and evaluation committees made a decision to refer him/her to retirement without his knowledge, prior knowledge, or preparation for this stage. Therefore, to help employees to avoid this kind of fear while they still working, organizations should adapt the strategy of providing benefits to employees after their retirement such as; gratuity, provident funds, pension, etc. when employees knowing that, they will not only be worry about

post-retirement while they still working, but also their level of performance will be improved.

Suggestion System: It is an amount of money provided to one employee, or a group of employees, as a reward for a valuable suggestion, so that this suggestion aims to improve the field of work, which leads to cost savings and the improvement of organizational procedures and working conditions. According to Neagoe and Klein (2009), most organizations and companies, from all fields, put in practice different employee's suggestion systems, adapted to their needs.

Also, there are many other different types of financial incentives such as; share ownership, fringe benefits, dearness allowance, golden handcuffs, gain-sharing, profit sharing, etc (Igalens & Roussel, 1999).

2.7. MORAL INCENTIVES

According to Al-Nsour (2012), Moral incentives are any actions that raise an individual's spirits as a result of including job enrichment, vacations, the right position, promotion, involvement in decision-making, sense of belonging, stability, and security. In other words, moral incentives are those incentives that are not based on monetary means to provoke employees to put more effort. Instead moral incentives are based on non-monetary elements underscoring the respect for the employee as a human-being who has feelings and social needs that he/she seeks to nurture and satisfy through his/her work within the organization. Carens (1981) stated that Reliance on moral incentives has been an important factor for many different organizations, and the impact of moral incentives on workers' job performance has empirically been proven and it had been discovered to be a useful instrument for inspiring workers, who then performed better (Abdullah, 2013). An individual has many non-financial needs that differ from one another which can be listed as a need of security and belonging, social status, and good relations with supervisors and colleagues, and so on. Many organizations take into account these needs when they endorse moral incentives systems to develop employees' performance. For example, when management lets its employees to participate in goal setting, makes them feel acknowledged and that they are important part of the organization, recognizes their well-performed tasks verbally or by giving out "best employee" incentives, hosting

celebrations or ceremonies for the employees, delivers certificates of recognition, the organization is delivering non-financial incentives which are labeled as moral incentives in this paper (Almahdi, 2017). According to Al-Nsour (2012) the traditional school only focused on financial incentives to push employees towards more effort, while modern schools emphasized moral incentives, and proved that in some contexts they are more effective than financial incentives without underestimating the importance of financial incentives at work (Mathauer & Imhoff, 2006). The significance of moral incentives on job performance and attitudes relies on the circumstances of the organization; as a result, it might need to find the right balance between both. According to Almahdi (2017) the following are the major and most preferred elements of moral incentives that can drive employees to work better and feel better.

Firstly, he mentions the general atmosphere at work and the relationship with co-workers and the respect of other employees. According to Almahdi (2017) respect will prevail over all potential sources of conflict and disagreement between coworkers, such as ideological and political differences, when it serves as the foundation for how they interact with one another. This will lead to direct attention toward concentrating on work affairs without involving any external issues. Therefore, when employees are free from constraints and pressures and are treated with respect by their supervisors and co-workers, it leads to a state of effective productivity and achievement, which transforms their individual creative ideas into accomplishments that serve the interests of the company as a whole.

Secondly, participation in the organization goals setting process can be listed. This element involves employees in defining the goals of organization. By increasing their role and interaction within the organization leads to raising their level of self-confidence and feeling loyalty toward the organization in which they work as well as increasing their level of job performance, which helps to increase the overall performance of the organization.

Recognition of the employee competence is another element, which refers to offering moral incentives to employees, such as designating the ideal worker or displaying other moral symbols, are examples of possible applications of this motivational technique. Many workers place a high value on being recognized for their

efforts and competences, and this is thought to be an important incentive to put forth additional effort at work.

Another element is precision of the role and the responsibilities of each employee. According to Almahdi (2017) any administration in any organization should take into account the importance of choosing the most appropriate role and the task for each employee, so it must be known what each employee is good at and to assign the appropriate role for him. Adapting this could help an employee to be more motivated to increase his performance while he does what he is good at.

The last aspect of moral incentives was suggested as career development opportunities and transparent promotion systems that consists of fair and transparent distribution of promotions. Such a work environment perceived as fair will help the employee feel valued and give him a strong motivation in order to discover his talents and employ them towards effective work that serves the general interest of the organization and improve its job performance.

Also, there are many other ways of moral incentives that can be used inside the organization such as participation in decision-making, appreciation letters, warm welcomes, instruction for exceptional workers, job enrichment, holidays, promotion, supportive supervision, creating sense of belonging, offering stability and security (Obeidat & Al_Dwairi, 2015).

2.8. JOB PERFORMANCE

Abdullah (2013) defines job performance as an output that is attained by means of the efforts of employees. Viswesvaran and Ones (2000) described the concept of job performance as being at the heart of most work psychology between a trustor (management) and trustee (employees). Consequently, understanding what that construct entails is required. Performance is defined as “The accomplishment of determined tasks compared to predetermined or specific standards of accuracy, cost and completeness (Sultana et al., 2012). We can draw the conclusion that performance is the level of accomplishment and fulfillment of duties that make up a person's job description and that it illustrates how the person achieves or satisfies the demands of the position. Performance and effort frequently overlap and are confused with one another. While performance is

determined by the outcomes attained by the person, effort refers to the energy expended. Rich et al. (2010) stated that performance is the essential factor of any organization and one of the most significant elements that leads an organization to the success, and according to this, organization should adapt and choose proper factors that can play a big role in driving job performance positively. Thus, in order to achieve desired performance efficiently and effectively, the employee must feel that achieving the specified aim or goal will benefit both the company and himself (Aktar et al., 2012), and a good example of this gain that employee can get from the organization for effective performance is the incentives. In the organizational behavior and human resource management fields, job performance has gained considerable attention and investigation. The importance of job performance occurs in two aspects as following;

For employees: any individual's performance reflects the performance of the company to which he or she belongs, employee efficiency and effectiveness are just expressions of the degree of efficiency of the company in which they work (Platis et al., 2015) And individual's interest in the level of his performance is positively reflected as follows: Individual performance is one of the main factors on which many administrative decisions are based and that relate to matters affecting the employee's career path such as promotion, transfer, and training (Sonnentag, 2003). Due to the link between incentives and performance, an individual must take into account his performance of his work, as well as the link between his salaries and wages with performance. From the individual's point of view, performance is linked to one of his basic needs, which is the need to be stable in his work and prove himself (Petty et al., 1984). Also, the individual's interest in his performance and work to improve and develop it, will make him capable to attain a number of economic, social and psychological goals.

For organization: an improvement in the level of performance reflects positively on the organization, as it represents one of the factors or determinants in the evaluation of the organization, and most managers place a high value on employee performance within the company, because performance reflects not only the skills of each employee, but also the general performance of any organization (Rotundo & Sackett, 2002).

Therefore, organizations should measure the performance of their employees in order to know the exact level of performance, so if it is decreasing, they will start to set

specific strategies to overcome this, and Alfandi and Alkawsawneh (2014) proposed particular methods for monitoring and measuring employee performance as the following;

The amount of effort: it expresses the amount of physical or mental energy that an employee expends during a given time.

The quality of effort: it means the level of accuracy and quality of performance and effort and the extent to which this effort conforms to pre-defined specifications.

Manner of performance: it is the method by which effort is made at work and is used to measure skill at work

Rates of performance: It describes the procedure by which the assessor raises the employee's output in order to assess the effectiveness, productivity, and volume of the employee's work over a certain period of time, he then compares the employee's completed job with the required (Al-Rabayah, 2003).

We can conclude the importance of performance appraisal that it helps in identifying the weaknesses of some employees, which makes the organization's management providing appropriate training for these employees. As a result, we may conclude that performance evaluation can offer standardized and scientific foundation for promoting staff, such as through the provision of bonuses and incentives to boost productivity and enhance its quality. (Alfandi & Alkawsawneh, 2014).

In this study, I will focus on the three major dimensions of job performance which they are; task performance, organizational citizenship behavior (OCB) and counterproductive work behaviors (CWBs) (Colquitt et al., 2007).

Task performance

Borman and Motowidlo (1993) described task performance as the efficacy with which job holders conduct tasks that directly or indirectly contribute to the technological core of the organization, either by performing a component of its technological process or by providing it with essential materials or services. According to previous research, task performance can be affected by many factors such as incentives (Rydval, 2007). Also, Incentives can encourage individuals to work hard to develop the necessary abilities for a task so that their future performance would be greater than they otherwise would be

(Bonner & Sprinkle, 2002). However the negative point of these previous studies is that the majority of them examined incentive integration in terms of preference decisions rather than the effects of incentives on motivating goal-directed behavior. Yee et al. (2016) claimed that previous studies have demonstrated that people may encode several incentives' values with conflicting valence, and this motivational conflict is not just limited to incentives of the same kind. Therefore, organizations must be more careful when it comes to motivating employees, so instead of using traditional or common type of incentives it is necessary to know what interests each employee in terms of the content of incentives, and tailor the incentive systems accordingly.

Organizational citizenship behavior (OCB)

Adapting the strategy of providing incentives could also impact the prevalence of OCBs among employees inside the organization. Organizational citizenship behavior in companies is defined as the voluntary behavior of employees in order to assist in the performance of activities and tasks that are not within the requirements of the job, but it is considered beneficial to all team members and encourages reaching high levels of performance and efficiency (Organ, 1988, p. 95). Also, Tsai and Wu (2010) defined OCB as (discretionary individual behavior that is not explicitly or openly recognized by the formal incentive structure and taken as a whole, improves the successful running of the organization. Therefore we find that OCB is an additional behavior by an employee that is not related to official duties, so it is considered as voluntary behavior carried out by an individual as a result of his feeling of belonging to his organization, and if we return to the reasons for this behavior, we will find that providing incentives to employees may be one of the main reasons (Robinson & Morrison, 1995). Organ (1988) explained that the management system which ensures that every employee does only his own work or task is not an ideal management and it will be difficult to reach the desired organizational goals, and according to this reason Tsai and Wu (2010) clarified that an ideal management system should encourage extra behavior which helps to enhance organizational effectiveness and this extra behavior is called OCB.

Counterproductive work behaviors (CWBs)

CWBs are a group of separate acts that have the traits of being volitional rather than accidental or required, and harming or intending to hurt organizations and/or

organization stakeholders such as clients, coworkers, consumers, and supervisors (Fox et al., 2001). Fida et al. (2014) have revealed that there are many factors which can increase the existence of counterproductive work behaviors (CWBs) such as stress, lack of training, employee personality, life changes, or other external factors which can lead to such behaviors that can be considered against the interest of any organizations. In order to avoid that, organizations should adapt such strategies that can play a big role in reducing the level of CWBs among employees, and related to this we can see that incentives have a negative impact on CWBs.

2.9. SOCIAL AXIOMS

There have been several basic efforts to describe and classify the world's cultures in the past years. Opler et al. (1961) provided a systematic account over four decades ago in terms of how value dimensions may be utilized to categorize cultures, but it is Hofstede and Hofstede (1984) who popularized the values approach to dimensionalizing cultures. Subsequently, Schwartz (1994) presented seven different types of culture-level values, while the globe study team came up with nine different culture dimensions based on values and leadership behaviors (House et al., 2004). These diverse initiatives all have the common thread that the defined cultural characteristics are based on values. Another kind of general orientation that may improve the predictive power of values is provided by social axioms, or people's beliefs about how the world functions (Bond et al., 2004). To expand our realization of culture, Leung and Bond (2004) have turned to general, context-free beliefs or social axioms that can be conceived as "generalized expectancies," a concept previously introduced by Rotter (1966) to characterize the locus of control. According to Leung and Bond (2004) social axioms play an important part in defining our performance, and this structuring entails prioritizing our objectives for many sorts of scenarios we encounter and then using our acquired and gained information to fulfill our goals. Therefore social axioms can be defined according to Bond et al. (2004) are general beliefs about an individual perception about himself/herself, surrounding environment and people with the existence of relationships between two concepts, persons, entities and so on. And these beliefs are very general and may be viewed (Leung et al., 2002), and because people accept the truth of these basic ideas without carefully evaluating and verifying them, the term "axiom" is used to highlight their axiomatic character (Leung et

al., 2007). Using a scale created from examination of the literature, in-depth interviews, and a content analysis of important ideas about religion, politics, marriage, and family, Leung et al. (2002) pointed out five general factors of social axioms at the individual level as the following:

Social cynicism: Social cynicism is defined as a negative perception of human nature, a belief that certain lifestyles lead to unhappiness, that people take advantage of others, and a mistrust of social institutions (Bond et al., 2004). Also, Cynicism, according to James (2005) is a mindset marked by pessimism, dissatisfaction, and disillusionment. Dean (1995) argued that many organizations characterize their employees as cynics because they were not up to their managers' expectations. Thus, it is important to characterize employees fairly and in case you still notice the existence of cynicism inside the organization, then you can depend on such strategies such as fair distributing of incentives.

Social Complexity: Social systems differ in complexity because they vary in structure and behavior, and / or when institutional constraints on behavior are increased or decreased (Tainter, 2006). And according to Leung and Bond (2004) social complexity represents the endorsement of the belief that there are several methods to accomplish a goal but no clear-cut rules, and acknowledging that obvious contradictions in human behavior are common. Bond et al. (2004) stated that social complexity also relates to the belief that there are various solutions to social problems therefore the result of events is not predictable and uncertain at best. We can conclude that social complexity naturally exists among employees, so Bond et al. (2004) suggested that it is important to understand the physical mechanism of work performance, their interaction with other physiological processes, and their environmental regulation.

Religiosity: religious beliefs are predominant in all cultures, and beliefs in spirituality and their consequences are expected to affect a wide range of behaviors, including options for a career and leisure time and peer activity choices (Leung et al., 2002). Performance of most employees is significantly depending on their religious background (Onyemah, 2018). And Ntalianis and Darr (2005) stated that religious preferences are also likely to affect employees' work behavior to some extent. Also, Vasconcelos (2009) indicated that Religion is a widespread theme and to some extent,

influences employees' attitudes, behaviors, perceptions and decisions through its principles. These attitudes and behaviors inform the philosophy of life of individuals and therefore the way they interpret phenomena and interact with others (Onyemah et al., 2018). Osman- Gani et al. (2013) explained that religion affects positively performance, because the majority of people with religious beliefs have prior knowledge that they must perform perfectly and in harmony with colleagues at work in order to receive God's approval. They consider this a kind of religious obligation.

Reward for application: employees with a high level of confidence in rewards for application ensure that efforts and hard work provide long-term rewards (Leung et al., 2002). Of the five axiom aspects, rewards for application appear to play a clear role in the phenomena associated with achievement (Zhou et al., 2009). In the context of organizational management, it is founded that reward for application is known to be a reliable indicator of workers' dedication to their company (Remo & Kwantes, 2009). Therefore, it is clear that most of the employees are likely to respond as positively to the activities of their organizations when they rank high in reward for application.

Fate control: Leung and Bond (2004) stated that fate control refers to the degree to which major life outcomes can be perceived as fated, but they can be predicted and changed. The main obstacle related to control of fate is that individuals think and sometimes believe that external factors determined their events of life in advance. However, humans can discover ways to reverse fate's decree (Zhou et al., 2009). Some employees might not attempt to increase their performance even with the existence of incentives because they have an excuse that they cannot change their fate which can be considered as a big problem for managements when they attempt to increase their employees' performance.

2.10. EMPIRICAL REVIEW RELATED TO THE STUDY

Several studies have been conducted to improve understanding of incentive systems and to what extent they are related to job performance. However to my knowledge there is no any previous study examining the moderating role of social axioms on the relationship between incentives and job performance. In this part a focused review of empirical studies that lead to the conceptual model will be presented.

Almahdi (2017) concluded that financial incentives have a direct positive effect on moral incentives, and a person who receives a good salary and compensation is more morally and mentally eager to do the job well. And he will be inspired to increase his performance at work if he is financially pleased. Also, they found that that moral incentives have positive influence on the job performance and Moral incentives have a significant impact on how well individuals perform at work.

According to Al-Qudah (2016), When it's related to demographic factors such as age, income, educational background and so on, there will not be any distinction between financial and moral incentives for workers to develop their performance. Therefore, both financial and moral incentives have equal significant role in increasing job performance.

Landry et al. (2017) indicated that there is a positive effect of financial incentives on performance and employee motivation when there is a fairly distributed of financial incentives among employees.

Riedel et al. (1988) stated that monetary or financial incentives have a strong relationship with task performance. Also, they suggested that individuals will do better than those who are unable to do so if they can receive monetary rewards. And the result of this study came to support that monetary incentives influence task performance.

Bonner et al. (2000) suggested that in order to improve task performance, financial incentives should be provided to employees which help in motivating them to put more effort therefore, may affect the design of management control, and the result of this study indicates that financial performance positively affect performance.

According to Al-Nsour (2012), it is found that both financial and moral incentives have a significant impact on organizational performance of employees in Jordanian universities, in order to know their social needs, five universities were selected as a sample for the study, and findings of this study indicates that financial incentives ranked first and moral incentives ranked second in terms of their effect on organizational performance. The results also indicated that there is a relationship between financial and moral incentives and organizational performance.

Through the study that Alfandi and Alkawsawneh (2014) carried out, which came to investigate whether there is an important role for incentives in enhancing performance of employees in Jordanian Travel and Tourism Institutions. The most prominent results

of this study were that there is a high adoption of incentives in institutions. Also, Alfandi and Alkawsaneh (2014) added that rewards had the most influence on the employee performance while promotion had the least.

Al Otaibi (2017) ensured that there is no doubt all types of financial and moral incentives have a significant impact on employees' productivity and performance. And according to the findings of this study, financial incentives do not influence the administrators' performance. But in the same time, both incentives types financial or moral have an impact on the administrative employees' performance working in the institutes of the General Authority in Kuwait.

According to Kuanyshev (2020) In Kazakhstan, financial incentives are statistically relevant in affecting employee productivity. Furthermore, it has been shown that Kazakh workers are typically unsatisfied with the moral incentives offered by businesses, highlighting the necessity for Kazakhstani management to make sure that employees' efforts are acknowledged not just monetarily but also via a more encouraging attitude.

As we mentioned earlier, there are no previous studies that directly addressed the moderating role of social axioms on the relationship between incentives and job performance. But there are studies that address the extent to which social axioms affect the employee's behavior within his organization, and that could lead to an impact on the employee's performance. According to the study conducted by Kurman (2011), social axioms regularly outperformed personal qualities in predicting behaviors that are influenced by how others are expected to behave, but Relevant personal features explained the majority of self-directed behaviors.

There are also some studies which investigate the direct impact of social axioms' dimensions on performance. According to Arslan (2018), organizational cynicism has a significant negative relationship with employee performance. Also, Arslan (2018) added that statistics show that most of respondents are dissatisfied with their managers and supervisors. They have the impression that their organizations are not keeping their promises and are, in reality, betraying them in various ways.

According to the result of the study done by Osman- Gani et al. (2013), The level of employees' performance is significantly positively correlated with their level of

religiosity and spirituality. Based on the empirical results of this study, organizations may create new policies and tactics to boost worker performance by enabling and supporting spiritual activities at work, regardless of one's religious or spiritual views, and fostering understanding and respect among coworkers.

Also, there are some studies that address the moderating role of social axioms. According to West et al. (2014) where they investigated the moderating role of social axioms which two dimensions were adapted (social cynicism and reward for application) in the context of employee–organization relationships. And the results of the study concluded that corporate social responsibility affects more positively employees low on social cynicism and reduces distrust more so than with cynical employees. Also, employees exhibiting strong reward for application are less positively affected by corporate social responsibility, whereas their experiences of other work-related factors are more likely to reduce distrust.

Hopkins et al. (2014) indicated that religiosity has a moderating role of antecedents to intent to donate to the nonprofit sponsor of pro-social ads and finds that religiosity acts as a moderator in the relationship between liking of the ad, perceived corporate social responsibility of the nonprofit, and intent to donate to the nonprofit.

2.11. HYPOTHESES AND CONCEPTUAL MODEL

The present study proceeds to examine the following hypotheses:

The significance of incentives stems from the fact that the employee, regardless of his field of work, must be excited and eager to complete the task, and this can only be accomplished via the use of incentives that aid in arousing passion, motivation, and a desire to work, which has a favorable impact on overall performance and its improvement. Therefore, the wisdom of designing incentive systems carefully helps any organization to increase its job performance (Jenkins et al., 1998). Also, as mentioned above, most of the previous studies concluded that there is a positive relationship between job performance and incentives, whether financial or moral. And according to that we can formulate the first and second hypotheses as follows:

H1. Financial incentives have an impact on job performance.

H2. Moral incentives have an impact on job performance.

Most employees may or may not respond to the distribution of incentives. The reason for this is that the cultural values of each employee determine the extent of his response to management strategies. For example, you may find an employee who believes that incentives are a legitimate right for him, so he does not have to make more effort to raise his performance in exchange for the incentives he receives. Thus, we can describe the behavior of this employee as sarcastic, who does not care about everything that the management does for his benefit. There is also another type of employees who do not wait for incentives to develop their performance, because they consider this an important principle in their lives that they must adhere to, and the reason for this commitment is their adherence to and compliance with their religion that directs them to do these actions. There is also another tendency for employees who adopt a policy of increasing performance in exchange for incentives, as they see that they are not obliged to develop their performance unless there is an incentive that encourages them to do so. All these influences in the employee's practical life made us interested in studying and knowing the extent to which these cultural values affect the relationship between incentives and job performance.

Organizations use many leadership styles and techniques to promote employee performance and overall organizational effectiveness. Various previous studies have explored the effects of incentives, and these affects vary depending on employees' personalities, culture, beliefs, and even their religion. And these beliefs can be positives or negatives, for instance employees who have more unfavorable beliefs about taking help from peers are seen negatively by their managers (Thompson & Bolino, 2018). On the other hand, positive beliefs of employees may attain higher levels of job performance due to greater availability of personal resources (Alessandri et al., 2015). And according to that, this study investigates the incentives and job performance linkage from a different angle, by incorporating the role of social axioms. In this attempt instead of cultural values, cultural dimensions which are not as frequently examined are targeted. I chose to investigate the moderating effect of social axioms because social axioms system accurately predicted a wide range of behaviors and preferences (Kurman, 2011) and they

might offer a complementary understanding. It is predicted that social axioms may impact the effectiveness of incentives. For example while for individuals high in reward for application financial incentives might be more strongly related to task performance, it might not have any particular impact on organizational citizenship behaviors. It is possible that for those high in religiosity having moral incentives could be more effective in terms of job performance. For any company or organization to recognize employees' beliefs about the world in relation to incentives could be valuable, and this can be achieved by investigating the moderating role of social axioms' dimensions. Based on this and what have been mentioned above in regarding to previous studies we can predict the hypotheses 3 and 4:

H3. Social axioms moderate the relationship between financial incentives and job performance.

And this hypothesis divided into the following hypotheses;

H3a: Social cynicism moderates the relationship between financial incentives and job performance so that they will be stronger for employees with low social cynicism.

H3b: Religiosity moderates the relationship between financial incentives and job performance so that they will be stronger for employees with high religiosity.

H3c: Reward for application moderates relationship between financial incentives and job performance so that they will be stronger for employees with high reward for application.

H3d: Sosial complexity moderates the relationship between financial incentives and job performance so that they will be stronger for employees with high social complexity.

H3e: Fate controle moderates the relationship between financial incentives and job performance so that they will be stronger for employees with high fate controle.

H4. Social axioms moderate the relationship between moral incentives and job performance.

And this hypothesis divided into the following hypotheses;

H4a: Social cynicism moderates the relationship between moral incentives and job performance so that they will be stronger for employees with low social cynicism.

H4b: Religiosity moderates the relationship between moral incentives and job performance so that they will be stronger for employees with high religiosity.

H4c: Reward for application moderates the relationship between moral incentives and job performance so that they will be stronger for employees with high reward for application.

H4d: Social complexity moderates the relationship between moral incentives and job performance so that they will be stronger for employees with high social complexity.

H4e: Fate control moderates the relationship between moral incentives and job performance so that they will be stronger for employees with high fate control.

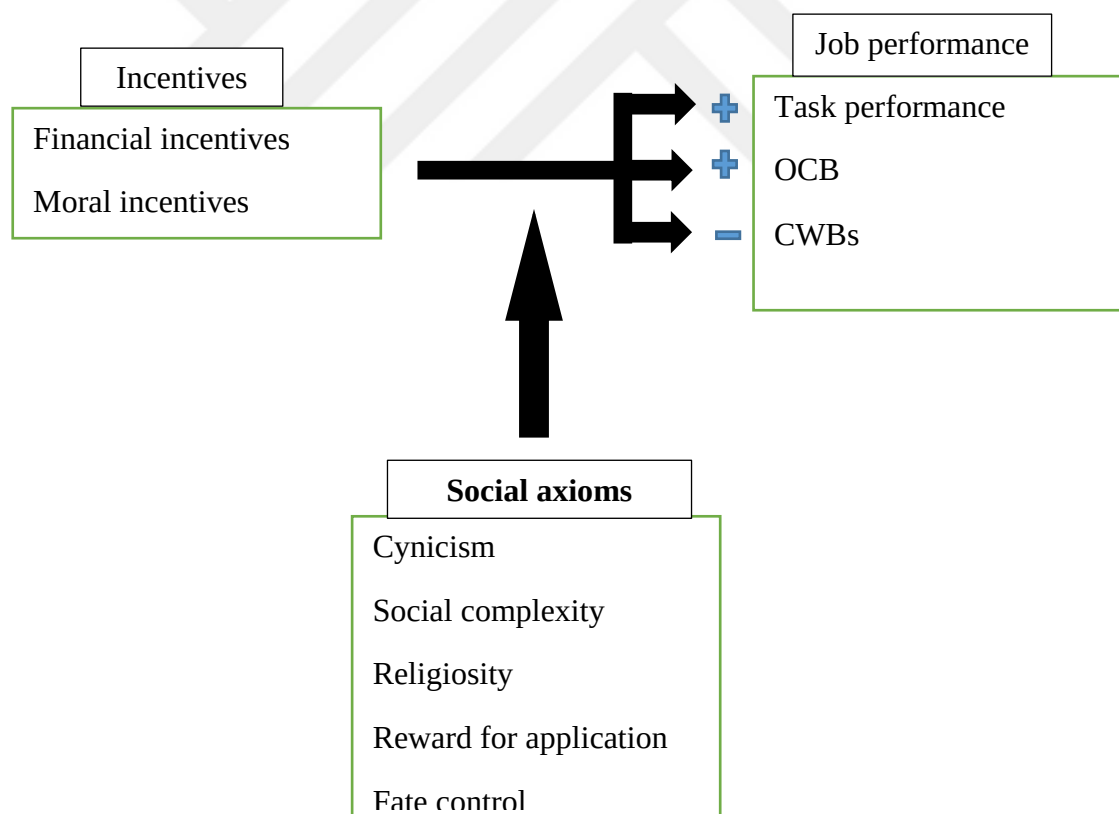


Figure 2.1. Research Model

CHAPTER THREE

METHOD

3.1. INTRODUCTION

The steps taken by the researcher during the study are described in depth in this chapter. The study method, study design, study sample, preparation of the research tool (the questionnaire), and identification of the scale utilized in this study are all discussed in the following sections.

3.2. SAMPLING

The method for selecting the sample is very important in determining the extent of its representation of the studied population. Focusing on a single company in this study the population consists of all employees working at Prodigy Company in Yemen. With a size of 500 employees Prodigy Company offered a suitable setting to test the research model. Prodigy has extensive activities and developmental role in eight Yemeni governorates offering a variety of services (e.g., development of Geographic Information Systems (GIS), software / mobile applications, digital mapping, program information management outsourcing, implementation of impact studies, conducting field surveys, rapid assessments, monitoring & evaluation systems design and implementation, vulnerability assessments, social protection systems assessments, food security and nutrition assessments, third party monitoring project designs and implementation, market research & monitoring, and health systems surveys). The company is among the largest foundations and organizations in Yemen whether according to the number of employees or the conducted activities. Because the researcher does not live in Yemen and it is difficult to travel to the country back and forth to distribute the questionnaire, an online survey was designed by using Google forms. Under the supervision of the director of human resources at Prodigy, online survey links were distributed to the workforce. In order to minimize missing data the researcher made all research questions mandatory.

The questionnaire was sent to all employees within the company to ensure that the researcher will get the highest number of responses possible to meet the requirements of data analyses necessary to test the research hypotheses. In order to avoid biased answers, the researcher ensured that each employee within the company was contacted and this is done by a direct connection with HR managers. Out of 500 employees 150 usable surveys were received back. The following descriptive characteristics of the study sample was collected gender, age, marital status, number of years served, and education qualification in order to serve for control variables.

3.3. MEASUREMENT

3.3.1. Translation

Because the formal language of the samples was Arabic, the measures chosen from the literature to be used in this study has undergone translation. Following the procedures of Brislin (1980) initially the items were translated from English to Arabic by the researcher and then back-translation from Arabic to English was carried by a peer who is proficient in both languages. Then the discrepancies between the back translation and original items were evaluated by the team of translators until mutual agreement was reached. Beyond ensuring semantic similarity content of the items were also evaluated for clarity in the local language and some wordings were adapted to fit the research context (e.g. in the incentives scales used “library” was replaced by “company”).

3.3.2. Financial Incentives (IV1)

In this study financial incentives was measured by using a 5-item scale which was developed by Obeidat and Al_Dwairi (2015). In this scale, participants would indicate their agreement with the statements. The researcher chose this scale on account of its psychometric properties previously reported (e.g., Cronbach Alpha=0.75 reported by Obeidat & Al_Dwairi (2015). Two of sample these items are “my company provides us bonuses according to our post and consistent with our level of performance” and “my company provides me financial incentives when I work professionally”. All items are included in the Appendix.

3.3.3. Moral Incentives (IV2)

In order to measure this variable, the researcher used the scale developed by (Al-Qudah, 2016). Based on its reported psychometric properties such as Cronbach value=0,86 (Al-Qudah, 2016), this scale was preferred. Some of the items included are; “I receive appreciation letter for my efforts at work” and “the workplace is suitable for performing work.” The scale items are available in the Appendix.

3.3.4. Social axioms (Moderating variable)

For social axioms the 40 item-scale developed by (Leung et al., 2002) was used. All items were scored from 1 to 5 on a five-point scale starting with strongly believe and ending with strongly disbelieve. In the study questionnaire, five social axioms dimensions were included. Religiosity was measured with 9 items, e.g. (Belief in a religion helps one understand the meaning of life); Social Cynicism, 13 items, e.g. (It is hard to make friends with people who have different opinions from yourself); Social Flexibility, 7 items, e.g. (A pleasant interpersonal environment and a sense of well-being lead to better performance); Reward for Application, 6 items, e.g. (Hard working people will achieve more in the end); Control by Fate, 5 items, e.g. (Individual characteristics, such as appearance and date of birth, affect one’s fate). The scale items are available in the appendix.

3.3.5. Job performance (DV)

Three job performance dimensions were assessed to this purpose. Task performance was measured with the three items that were taken from the study conducted by (Koopmans, 2013). Also, (OCB and CWB) were measured with three-items for each taken from the study conducted by (Fox S. S., 2012). Each item was scored on a five-point scale from 1, strongly agree, to 5, strongly disagree. The researcher preferred these scales on account of their high reliability and validity with Cronbach alpha that exceeds (0.70), and for their content validity. All items are reported in the Appendix.

3.4. DESIGN

As mentioned before, this research had limited resources and was not able to employ expensive methods to collect data. Because longitudinal studies often need more resources such as money and time, a cross-sectional design was preferred. Acknowledging that a longitudinal design would have more to say about causality, the researcher had to adapt cross-sectional design, because data was collected all at once and participants were less likely to drop out before the study was completed.

3.5. DATA COLLECTION

Taking into account the nature of the research, how to deal with it, the approach that we will use, the objectives of the study that determine the type and data collection tools, the time allocated to this study, and the available material resources, the researcher relied on the questionnaire as an appropriate tool because this tool helps to save time and effort, reduces cost, and analyzing its data is less complicated. Thus, Google form questionnaire was the main source of data collection in this study, but before questionnaires was distributed to the subjects, the researcher took into account informing the respondents in the questionnaire that their privacy and their answers will be protected, and no one other than the surveyors will be informed of whatever their answers are in order to encourage participants to answer questions and to feel reassured. The researcher chose the questionnaire as a method for collecting data in this study because it is possible to collect the largest number of responses from employees working within Prody Company, and the use of another method, such as personal interview, requires a lot of resources and time to obtain data necessary for the study. As we mentioned above that the questionnaire is a Google form, so the questionnaire was distributed through a link by sending it through email addresses of the employees with the help of HR managers.

3.5. ANALYSIS

To answer the questions of this study and test its hypotheses, the collected data was entered into the computer using the SPSS statistical program. Before testing the research model an open source statistical program Jamovi was used to conduct confirmatory factor analyses (CFA). After evaluating the construct structure, the variables

were formed in SPSS then following analyses were conducted. First descriptive statistics including frequencies, and percentages were calculated to describe the demographic variables of the study sample members. Then Cronbach's alpha coefficients were assessed to check the reliability of the scales used. Inferential statistics including correlation and regression analyses were calculated and to draw conclusions about the relationships of financial and moral incentives (independent variables) with job performance (dependent variable) and the moderating role of social axioms. And because collinearity is often blamed for the lack of statistical support for these moderating effects, a remedy commonly offered to reduce this collinearity is to transform the variables usually using centering before creating the interaction term.



CHAPTER FOUR

RESULTS

4.1. SCALE RELIABILITY

With the use of the test reliability approach known as Cronbach's alpha, one test administration is all that is necessary to get an accurate approximation of a test's reliability (Gliem & Gliem, 2003). The reliability is weak if alpha coefficients are below 0.6. The alpha coefficients between 0.6 and 0.8 are considered to be moderately strong. They are considered to be very strong if the alpha coefficients are above 0.8. In Table 4.1 the reliability statistics for the measures used in the study is reported.

Table 4.1: Reliability Statistics

	Dimension	Cronbach's Alpha	Number of items
1	Financial incentives	.852	5
2	Moral incentives	.838	4
3	Social cynicism	.745	13
4	Religiosity	.806	9
5	Reward for application	.670	6
6	Social complexity	.573	7
7	Fate control	.287	5
8	Task performance	.560	3
9	OCB	.333	3
10	CWB	.354	3
11	Job performance (Task performance + OCB)	.707	5

Table 4.1 reports the measures in the study which demonstrate acceptable degrees of internal consistency, where the reliability values ranged between 0.670 and 0.852. As it can be seen Cronbach's Alpha coefficients for financial incentives was found to be 0.852, for moral incentives to be 0.838. Also, scale reliability Cronbach's Alpha coefficients for social axioms' dimensions were as follows; for Social cynicism it was 0.745, for Religiosity it was 0.806 and for Reward for application it was 0.670. Finally, scale reliability Cronbach's Alpha coefficients for job performance composed of task performance and OCB items was 0.707. Social complexity, fate control and counterproductive work behaviors (CWBs) were excluded from the study due to their

poor scale reliabilities, their Cronbach's Alpha coefficients were all below 0.6 threshold. Although the initial plan was to test for Task performance and OCB as separate performance dimensions, reliability analyses revealed problematic items in the measures. After their removal, CFAs reported in the following section displayed better fit with data when performance is treated as a single dimension composed of three task performance and two OCB items. Therefore the reliability of 5-item measure was reported in Table 4.1.

4.2. SAMPLE CHARACTERISTICS

Table 4.2 displays the descriptive of study participants (N=150) according to the following demographic variables: sex, marital status, age, years of service, and education qualification.

Table: 4.2: Sample Characteristics

Number	Variables	Frequency	Percentage
1	Sex		
	Male	104	69.3
	Female	46	30.7
	Total	150	100.0
2	Marital status		
	Single	45	30.0
	Married	99	66.0
	Others	6	4.0
	Total	150	100.0
3	Age		
	18 – 29	57	38.0
	30-39	72	48.0
	40-55	20	13.3
	Above 55	1	0.7
	Total	150	100.0
4	Years of service		
	Less than a year	21	14.0
	1-3 years	55	36.7
	4-6 years	31	20.6
	More than six years	43	28.7
	Total	150	100.0
5	Education qualification		
	High school degree	6	4.0
	Associated degree	13	8.7
	Bachelor degree	92	61.3
	Master degree	34	22.7
	PHD and above	5	3.3
	Total	150	100.0

Table 4.2 above shows that that 69.3% of the study sample are male, and 30.7% are female. For Marital status, it was found that the majority of the study sample is composed of married employees, as their percentage reached 66%, and for singles it was 30%. While other employees who are not married or single and whose status is engaged or else got the lowest percentage, which is 4%.

According to age, the majority of respondents (48%) were between the ages of 30 and 39, while respondents aged 18-29 got 38%. Also, with regard to the ages between 40 and 55, the percentage was not large, as it reached 13.3%. And as can be seen in Table 4.2 the company doesn't have a lot of old-age employees with only one participant above 55 out of 150 participants.

The results of Table 4.2, according to the years of experience variable, showed that those with 1-3 years of work experience got the highest percentage, which is 36.7%, followed by those with more than six years of experience with percentage 28.7%. For those who have work experience from 4 to 6 years, their percentage reached 20.7%, followed by the lowest percentage of 14% for those who have less than one year of experience.

Academic qualifications of respondents show that 61.3% represents employees who have a bachelor degree, 22.7% represents employees who have a master degree, followed by 8.7 percent which represents those employees with associated degree. While employees with high school degree obtained a small percentage, which is 4%, those with a PHD degree and above obtained the lowest percentage of 3.3%.

4.3. FACTOR ANALYSES

With significant progress in specialized programs for statistical analysis, and as a result of the development of factor analysis and the breadth of its use in the social sciences, factor analysis became a statistical method for analyzing multiple data that are related to each other with different degrees of correlation. I ran confirmatory factor analysis (CFA) instead of exploratory factor analysis (EFA) by using the statistical program jamovi and CFA was preferred because the measures were already validated in previous studies (Kyriazos, 2018).

Table 4.3: Confirmatory factor analysis (CFA)

	χ^2	Df	$\Delta\chi^2$	Δdf	RMSEA	CFI	TLI
Incentives							
Model I (1 factor solution)	60.8	27	-	-	0.0914	0.958	0.944
Model II (2 factor solution)	56.6	26	4.2	1	0.0886	0.962	0.948
Social axioms							
Model I (1 factor solution)	240	20	-	-	0.271	0.379	0.130
Model II (3 factor solution)	64.2	24	175.8	4	0.106	0.905	0.858
Job performance							
Model I (1 factor solution)	12.6	5	-	-	0.1	0.938	0.877
Model II (2 factor solution)	6.7	4	5.9	1	0.067	0.978	0.945

Confirmatory factor analyses were conducted as shown in table 4.3, thus χ^2 difference test was conducted and results revealed that two factor solution (Model II) where financial incentives and moral incentives are independent factors perform slightly better than the one factor solution (Model I), ($\Delta\chi^2=4.2$, $\Delta df = 1$, $p=0.05$). Also, related to social axioms three factor solution (Model II) where social cynicism, religiosity and reward for application are independent factors perform statistically better than the one factor solution (Model I), ($\Delta\chi^2=175.8$, $\Delta df = 4$, $p=0.05$). Although two factor solution where task performance and OCB (Model II) are independent factors performed statistically better than the one factor solution (Model I), ($\Delta\chi^2=5.9$, $\Delta df = 1$, $p=0.05$), in the following hypotheses testing process they were treated as single factor, because OCBs when composed of 2 items showed poor reliability.

4.4. CORRELATION COEFFICIENT ANALYSIS

Table 4.4: Descriptive Statistics and Pearson's correlations.

Variable Name		Mean	SD	1	2	3	4	5	6	7	8	9	10
1	Sex	1.31	0.46	-									
2	Marital status	1.74	0.52	-0.223**	-								
3	Age	1.77	0.69	-0.151	0.420***	-							
4	Tenure	2.64	1.04	-0.284***	0.269**	0.390***	-						
5	Education	3.13	0.77	-0.110	-0.034	0.130	0.049	-					
6	Financial incentives	2.75	0.96	-0.011	0.057	0.125	0.248**	-0.004	-				
7	Moral incentives	2.56	0.91	-0.085	0.104	0.196*	0.301***	0.008	0.869***	-			
8	Social cynicism	2.96	0.54	0.156	-0.021	0.082	-0.039	0.109	0.019	-0.035	-		
9	Religiosity	1.9	0.59	-0.097	0.104	0.055	0.110	-0.111	0.270**	0.201*	0.057	-	
10	Reward for application	1.41	0.41	-0.072	-0.088	0.017	0.052	-0.030	0.195*	0.231**	-0.109	0.517***	-
11	Job performance	1.61	0.44	-0.070	0.025	0.093	-0.036	-0.003	0.227**	0.222**	-0.087	0.339***	0.346***

*p < .05. **p < .01. ***p < .001

Note. Sex was coded as 1=male, 2=female; marital status was coded as 1=single, 2=married, 3= other; age was coded as 1=18-29, 2=30-39, 3=40-55, 4= above 55; tenure was coded as 1= Less than a year, 2= 1-3 years, 3= 4-6 years, 4= more than six years; education was coded as 1= High school degree, 2= Associated degree, 3= Bachelor degree, 4= Master degree, 5= PHD and above.

Table 4.3 shows the means, standard deviations, and correlations coefficients of all the variables. Financial incentives significantly correlated with tenure ($r = 0.248^{**}, p < .01$), with moral incentive ($r = 0.869^{***}, p < .001$), with religiosity ($r = 0.270^{**}, p < .01$), with reward for application ($r = 0.195, *p < .05$), and with job performance ($r = 0.227^{**}, p < .01$), but financial incentives had no significant correlation with sex, marital status, age, education and social cynicism. Also, moral incentives significantly correlated with financial incentives as we mentioned above, with religiosity ($r = 0.201^*, p < .05$), with reward for application ($r = 0.231^{**}, p < .01$), with job performance ($r = 0.222^{**}, p < .01$), with age ($r = 0.196^*, p < .05$), and with tenure ($r = 0.301^{***}, p < .001$). Whereas moral incentives had no significant correlation with social cynicism, sex, marital status and education. Social cynicism had no significant correlation with any of all other variables. Religiosity was significantly correlated with reward for application ($r = 0.517^{***}, p < .001$), with job performance ($r = 0.339^{***}, p < .001$), and had no significant correlation with sex, marital status, age, tenure, education and social cynicism. Reward for application significantly correlated with job performance ($r = 0.346^{***}, p < .001$).

4.5. MULTIPLE REGRESSION ANALYSIS

To approach research questions, a multiple linear regression analysis was conducted to evaluate the prediction of job performance from financial incentives and moral incentives. I also tested the moderating role of social cynicism, religiosity and reward for application. Although the CFA findings revealed that a 2-factor solution of task performance and organizational citizenship behaviors performed slightly better than a single factor solution of job performance the organizational citizenship behaviors variable was composed of 2 items only. Hence to increase the reliability of the job performance measure I chose to treat them as a single factor. Also, in all of the regression analyses and confirmatory factor analyses (CFA), I could enter financial incentives and moral incentives independently, because the previous confirmatory factor analyses revealed that a 2-factor solution was statistically better than a single factor one.

As can be seen from table 4.5 that results of multiple linear regression analysis revealed that financial incentives have no significant impact on job performance in the

model. Also, the results shows that R^2 of including social cynicism as moderator did not increase or decrease comparing to R^2 without including the moderator. Therefore, social cynicism has no moderating role on the relationship between financial incentives and job performance. Also, table 4.5 shows that moral incentives have no significant impact on job performance in the model. And, the results shows that R^2 of including social cynicism as moderator did not increase or decrease comparing to R^2 without including the moderator. Therefore, social cynicism has no moderating role on the relationship between moral incentives and job performance. When I conducted multiple linear regression analysis with religiosity, results revealed that independently religiosity is statistically significant predictor in the model—but the interaction effect is not significant. Although R^2 increased slightly when religiosity was included as a moderator, as seen in Tables 4.5, we cannot conclude that religiosity has a moderating role. Also, religiosity is tested as moderator between moral incentives and job performance, similar results indicate that religiosity has no significant moderating impact on the relationship between moral incentives and job performance. Interestingly, the results of the multiple linear regression analysis revealed that in the presence of an interaction effect of reward for application and financial incentives the impact of financial incentives on job performance was stronger, and table 4.5 shows that reward for application moderates the relationship between moral incentives and job performance as well.

Table 4.5: Multiple regression analysis of the moderating role of social axioms (social cynicism, religiosity and reward for application) on the relationship between financial-moral incentives and job performance

	β	R^2	ΔR^2
Model 1: financial incentives	.081	.18	.18
Moral incentives	.061		
Social cynicism	-.076		
Religiosity	.205*		
Reward for application	.202*		
Model 2: Financial incentives	.083	.18	.00
Moral incentives	.060		
Social cynicism	-.079		
Religiosity	.205*		
Reward for application	.199*		
Cynicism X Financial incentives	.017		
Model 1: financial incentives	.081	.18	.18
Moral incentives	.061		
Social cynicism	-.076		
Religiosity	.205*		
Reward for application	.202*		
Model 2: Financial incentives	.077	.18	.00
Moral incentives	.065		
Social cynicism	-.066		
Religiosity	.202*		
Reward for application	.211*		
Cynicism X Moral incentives	-.052		
Model 1: financial incentives	.081	.18	.18
Moral incentives	.061		
Social cynicism	-.076		
Religiosity	.205*		
Reward for application	.202*		
Model 2: Financial incentives	.052	.19	.01
Moral incentives	.053		
Social cynicism	-.069		
Religiosity	.219*		
Reward for application	.190*		
Religiosity X Financial incentives	-.091		
Model 1: financial incentives	.081	.18	.18
Moral incentives	.061		
Social cynicism	-.076		

Religiosity	.205*		
Reward for application	.202*		
Model 2: Financial incentives	.058	.19	.01
Moral incentives	.040		
Social cynicism	-.072		
Religiosity	.217*		
Reward for application	.204*		
Religiosity X Moral incentives	-.107		
Model 1: financial incentives	.081	.18	.18
Moral incentives	.061		
Social cynicism	-.076		
Religiosity	.205*		
Reward for application	.202*		
Model 2: Financial incentives	.043	.22	.04
Moral incentives	.056		
Social cynicism	-.034		
Religiosity	.150		
Reward for application	.267**		
Reward for application X	-.220**		
Financial incentives			
Model 1: financial incentives	.081	.18	.18
Moral incentives	.061		
Social cynicism	-.076		
Religiosity	.205*		
Reward for application	.202*		
Model 2: Financial incentives	.051	.22	.04
Moral incentives	.052		
Social cynicism	-.036		
Religiosity	.167		
Reward for application	.286**		
Reward for application X Moral incentives	-.220**		

The simple slope graphs of the moderation analyses suggests an unexpected relationship. As can be seen from figure 4.1 the very small effect of financial incentives on job performance ($\beta=0.08$) was moderated by reward for application in such a way that only when reward for application was high financial incentives had a significant impact on job performance. Unexpectedly this influence was negative. Financial incentives appear to have limited role on job performance when reward of application for application is low but when reward for application is high, financial incentives negatively influence job performance.

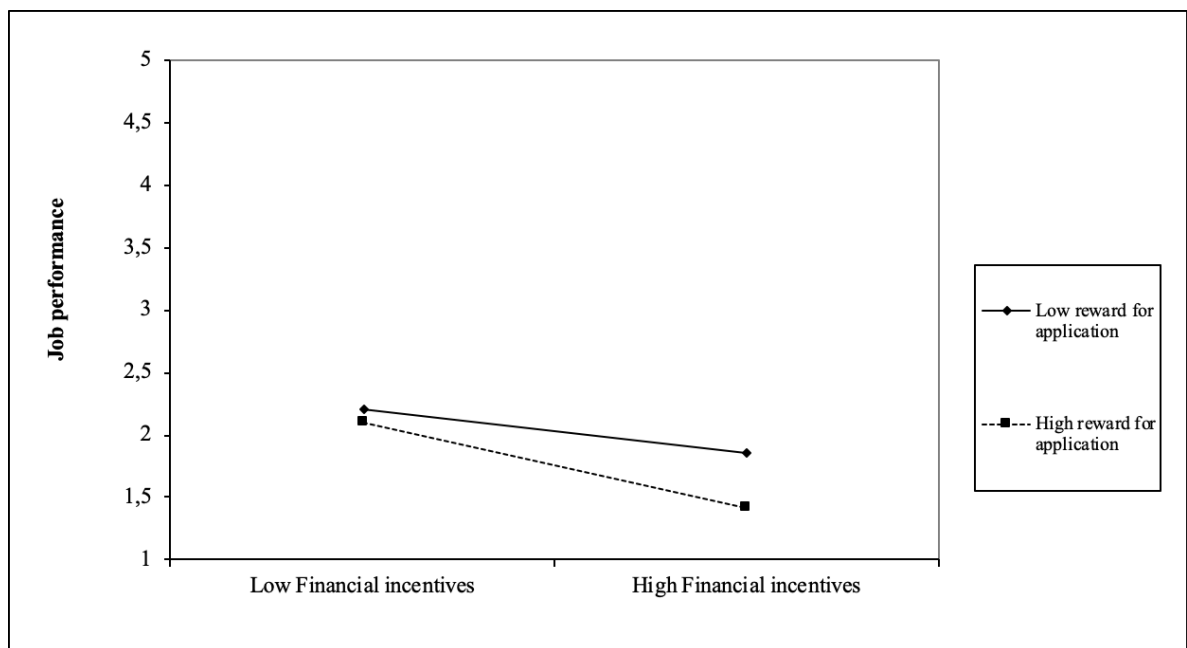


Figure 4.1: Reward for Application X Financial Incentive

The moderation graph of moral incentives and reward for application revealed a similar impact on job performance. As can be seen in Figure 4.2 job performance was only affected when Reward for Application levels of employees were high. Unexpectedly this relationship was also negative.

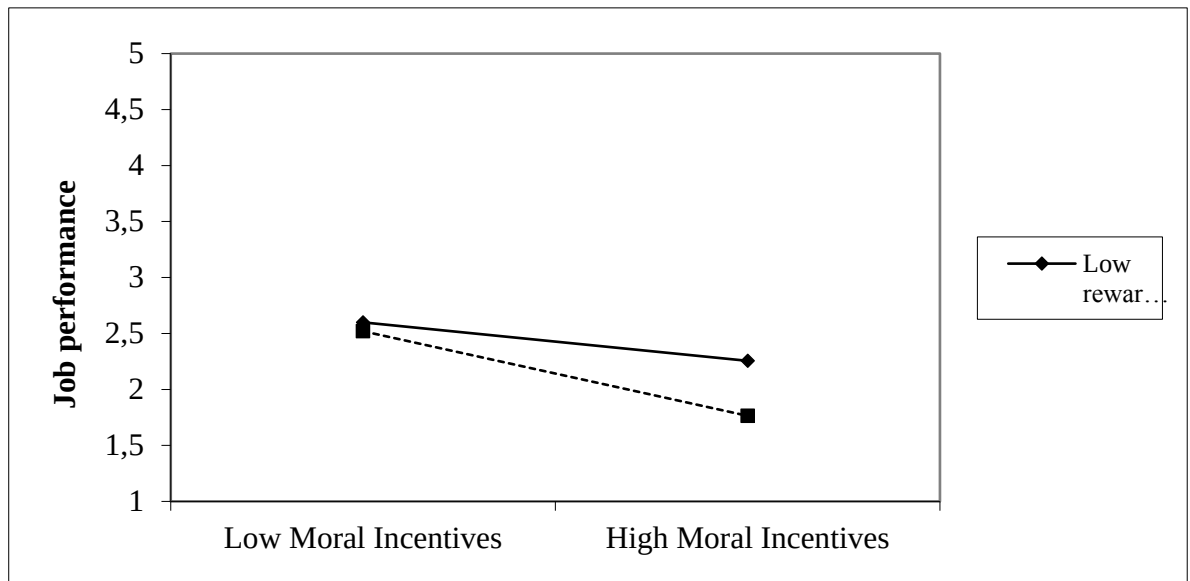


Figure 4.2: Reward for Application X Moral Incentives

Table 4.6: Summary of Tested Hypothesis

No.	Tested Hypothesis	Test Result
H1.	Financial incentives have an impact on job performance.	Rejected
H2.	Moral incentives have an impact on job performance.	Rejected
H3.	Social axioms moderate the relationship between financial incentives and job performance.	
H3a	Social cynicism moderates the relationship between financial incentives and job performance so that they will be stronger for employees with low social	Rejected
H3b	cynicism.	Rejected
H3c	Religiosity moderates the relationship between financial incentives and job performance so that they will be stronger for employees with high religiosity.	Supported
	Reward for application moderates the relationship between financial incentives and job performance so that they will be stronger for employees with high reward for application.	
H4.	Social axioms moderate the relationship between moral incentives and job performance.	
H4a	Social cynicism moderates the relationship between moral incentives and job performance so that they will be stronger for employees with low social	Rejected
H4b	cynicism.	Rejected
H4c	Religiosity moderates the relationship between moral incentives and job performance so that they will be stronger for employees with high religiosity.	Supported
	Reward for application moderates the relationship between moral incentives and job performance so that they will be stronger for employees with high reward for application.	

CHAPTER FIVE

CONCLUSIONS, DISCUSSION AND RECOMMENDATIONS

This chapter aims to discuss the results of the study that examined the relationship between incentives and job performance at Prodigy Company, and identifying the moderating role of social axioms on the relationship between incentives and job performance. The study worked on a set of questions, and we will discuss the results related to them through the statistical analysis of the study questions, in addition suggesting some recommendations based on the results of this study.

5.1. RESULTS SUMMARY

The most important findings of the study through data analysis, and proving hypotheses, as well as the most important recommendations that express the researcher's point of view, hoping that they will contribute to addressing weaknesses and achieving the desired goals of the study:

According to Table 4.2 the findings showed that 69.3% of the study sample are male, and 30.7% are female. And For Marital status, it was found that the majority of the study sample is for married employees, as their percentage reached 66%, and for singles 30%. While employees who are not married or single and whose status is engaged or others, they got the lowest percentage, which is 4%. Also, with regards to age the majority of respondents (48%) were between the ages of 30 and 39, while respondents aged 18-29 got 38% and the company doesn't have a lot of old-age employees because only one participant his age was above 55 out of 150 participants. According to the years of experience variable, showed that those with 1-3 years of work experience got the highest percentage, which is 36.7%, followed by those with more than six years of experience with percentage 28.7%. Academic qualifications of respondents show that 61.3% represents employees who have a bachelor degree, 22.7% represents employees who have a master degree, followed by 8.7 percent which represents those employees with

associated degree. While employees with high school degree obtained a small percentage, which is 4%, those with a PHD degree and above obtained the lowest percentage of 3.3%.

As regards to descriptive statistics mean result, the average mean value of financial incentives is 2.75, moral incentives is 2.56 and job performance is 1.61 this indicates that employees in prodigy company are moderately motivated towards job performance. The results of the study suggests that the financial incentives system is not effective and does not help in improving job performance as required. Although the company offers the highest income compared to its counterparts from other companies, current results imply incentives have not a functional role. The findings of the study indicated that financial and moral incentives have no impact on job performance at this specific company.

Also, neither Social cynicism nor Religiosity played a moderating role on the relationship between financial-moral incentives on job performance. Although not hypothesized Religiosity had a direct impact on job performance. Among the social axioms only Reward for application was found to moderate the proposed relationship between financial-moral incentives and job performance so that the relationship was stronger for employees scoring high in reward for application.

5.2. DISCUSSION

Through the results of this study, it is clear to us that financial and moral incentives do not affect job performance within Prodigy Company. Interestingly, the results of the study show the opposite of the findings of previous studies, most of which found that there is a positive effect of incentives on job performance. The reason for this maybe that Prodigy management has not adopted a consistent incentives policy among its employees. Even with this unexpected result of this study, we must take into account the findings of previous studies, which indicated that the more employees feel appreciated and praised, the more they feel loyalty to their company, which is positively reflected on their performance. The results of the study also indicated that there is only one dimension of social axioms that is reward for application which has a moderating role on the relationship between incentives and job performance. Individuals with high degrees of belief in reward for application believe that effort and hard work will result in long-term

gains (Leung et al., 2002). This could be related to satisfaction with the incentives they receive. Therefore, it would be better if the company was careful in distributing incentives to its employees because employees with high reward for application may not be satisfied unless incentives distributed by company can meet their expectations. This can be supported by the study done by Hopkins et al. (2014) when he indicated that reward for application moderates some of the relationships in the research model and suggests employees who believe that they will be rewarded for their efforts are less likely to distrust the organization when they are working in a positive environment. The discussion's main point is that this study offers managers and employers useful information for understanding how workers behave regarding their job performance.

However the results of this study should be evaluated in the presence of some limitations. The first limitation of this research is that it is cross-sectional. The results might be different in the case of a longitudinal study. Therefore, it is recommended that further researchers undertake a longitudinal study on the same variables. Another limitation is that it is quantitative and only describes the relationship between different variables. Future researchers should undertake an in-depth study examining the reasons for the variables affecting each other in this manner. Apart from this, the study was conducted in a single private sector company in Yemen which impede the generalizability of the findings. Thus, future research could target more companies.

5.3. CONCLUSION

This study showed the reality of financial and moral incentives and their ineffectiveness at Prodigy Company. The importance of the study was also to find out if there are boundary conditions which affect the relationship between financial - moral incentives and job performance. Therefore, this study investigated if there is a moderating role of social axioms on the relationship between financial-moral incentives and job performance. In this attempt the study focused on three social axioms dimensions which are social cynicism, religiosity and reward for application. The result of the study found that only reward for application had a moderating role on the relationship between financial-moral incentives and job performance. Although the effect sizes were very small, the result suggests that the company may assess the Reward for application beliefs of its employees and offer incentives accordingly. Moving forward the company may

offer more meaningful and valuable financial or moral incentives in exchange for distinguished work.

5.4. RECOMMENDATIONS

Following recommendations are made for the practitioners.

- Taking into account the adoption of financial incentives and working to distribute them based on fair and clear criteria.
- Working to support and enhance positive working relationships between employees and direct them in a manner that is aligned with the company's goals.
- Establishing a culture of teamwork as a moral incentive to achieve the planned levels of performance.
- Establishing the system and criteria of promotions and to be based on the employee's competence for the new job.
- Rewarding employees who work hard and who have achieved tangible achievements so that they feel the company appreciates their work and recognizes their contribution.
- Despite the emphasis of the management of Prodigy Company on the importance of incentives, it must work more on transforming this assertion into practice by paying more attention to moral incentives, by increasing the employees' participation in making decisions and securing an appropriate work environment for them.
- The company could also take into account the stance of its employees with respect to social axioms such as Reward for application and Religiosity as they seem to be related to job performance.

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APPENDIX

Financial incentives items:

1. My company provides enough payment to meet the requirements of life.
2. My company provides rewards for skilled staffs commensurate with their performance.
3. My company provides bonuses for workers according to their post and consistent with their level of performance.
4. My company provides overtime payment to staffs after working hours.
5. My company provides me financial incentives when I work professionally.

Moral incentives items:

1. I receive appreciation letter for the efforts at work.
2. My company promoted my remuneration for the work done.
3. My company provides me new opportunities for developing my career.
4. The workplace is suitable for performing work.

Social axioms items (social cynicism):

1. Young people are impulsive and unreliable.
2. People deeply in love are usually blind.
3. Too much money ruins one's character.
4. If one belongs to a marginal group, it is difficult to gain acceptance from the majority group.
5. It is rare to see a happy ending in real life.
6. Caring about societal affairs only brings trouble for yourself.
7. Old people are usually stubborn and biased.
8. Power and status make people arrogant.
9. It is hard to make friends with people who have different opinions from yourself.
10. Powerful people tend to exploit others.
11. People will stop working hard after they secure a comfortable life.

12. Kind-hearted people usually suffer loss.
13. Kind-hearted people are easily bullied.

Social axioms items (Religiosity):

1. Religious faith contributes to good mental health.
2. Religion makes people escape from reality.
3. Religious people are more likely to maintain moral standards.
4. There is a supreme being controlling the universe.
5. One feels safer in the world through a belief in a supreme being.
6. All things in the universe have been determined.
7. Belief in a religion helps one understand the meaning of life.
8. After life on earth, one carries on an existence in another form.
9. Belief in a religion makes people good citizens.

Social axioms items (Reward for application):

1. Every problem has a solution.
2. Honesty is a pre-requisite for a happy life.
3. One will succeed if he/she really tries.
4. A harmonious family life leads to career success.
5. Hard working people will achieve more in the end.
6. Knowledge is necessary for success.
7. Social axioms items (Reward for application):

Social axioms items (Control by Fate):

1. Fate determines one's successes and failures.
2. There are many ways for people to predict what will happen in the future.
3. There are certain ways to help us improve our luck and avoid unlucky things.
4. Good luck follows if one survives a disaster.
5. Individual characteristics, such as appearance and date of birth, affect one's fate.

Social axioms items (Social Flexibility):

1. A modest person can make a good impression on people.
2. Human behavior changes with the social context.

3. People may have opposite behaviors on different occasions.
4. True partnership can only exist when there is mutual respect.
5. One has to deal with matters according to the specific circumstances.
6. One's behaviors may be contrary to his or her true feelings.
7. A pleasant interpersonal environment and a sense of well-being lead to better performance.

Job performance items (Task performance):

1. I work towards the end result of my work.
2. I kept in mind the results that I had to achieve in my work.
3. I am able to perform my work well with minimal time and effort.

Job performance items (OCB):

1. I took time to advice, coach, or mentor a co-worker.
2. I help a co-worker who has too much to do.
3. I help new employees get oriented to the job.

Job performance items (CWBs):

1. I complained about insignificant things at work.
2. I started an argument with someone at work.
3. I purposely worked slowly when things needed to get done.

Survey on Work Life

Dear Participant:

This survey has items that assess your general beliefs about the way world works and your work life. The data collected will be used for the researcher's Master thesis conducted at Ankara Sosyal Bilimler University's Management program in Turkey under the supervision of Dr. Selin Erdil. Please note that your participation is completely voluntary and if you have further questions about the study you may contact the researcher Gaber Al-Shami.

To ensure your anonymity no ID information will be collected. Your responses will be kept confidential. The information you provide will be aggregated with the responses of other participants and examined for hypothesized pattern.

We sincerely request your support and contribution towards the successful completion of this survey by objectively responding to each of the statements included in this questionnaire. Before participating in this study please read the document carefully.

Many thanks for your contribution and support of this research.

Sincerely,

Gaber Al-Shami

Part I: Personal Data

I voluntarily participate in filling out this research questionnaire ☐

Gender: 1. Male 2. Female

Marital Status: 1. Single 2. Married 3. Others

Age: 1. 18-29 2. 30-39 3. 40-55 4. Above 55

Years of Service in your current company:

1. Less than a year 2. 1-3 years 3. 4-6 years 4. More than 6 years

Educational Qualification:

1. High school degree 2. Associated degree 3. Bachelor degree 4. Master degree
5. 5. PHD and above

Part 2: Close Ended Research Instruments for Data Collection

Section1:

Sr. No.	Question Items	Strongly agree	agree	Neutral	Disagree	Strongly disagree
1	My company provides enough payment to meet the requirements of life.					
2	I receive appreciation letter for the efforts at work.					
3	My company provides rewards for skilled staffs commensurate with their performance.					
4	My company promoted my remuneration for the work done.					
5	My company provides bonuses for workers according to their post and consistent with their level of performance.					
6	My company provides me new opportunities for developing my career.					
7	My company provides overtime payment to staffs after working hours.					
8	The workplace is suitable for performing work.					
9	My company provides me financial incentives when I work professionally.					

Section 2:

Sr. No.	Question Items	Strongly believe	believe	No opinion	Disbelieve	Strongly disbelieve
1	Young people are impulsive and unreliable.					
2	People deeply in love are usually blind.					
3	Religious faith contributes to good mental health.					
4	Every problem has a solution.					
5	Fate determines one's successes and failures.					
6	Too much money ruins one's character.					

7	If one belongs to a marginal group, it is difficult to gain acceptance from the majority group.					
8	Religion makes people escape from reality.					
9	Honesty is a pre-requisite for a happy life.					
10	There are many ways for people to predict what will happen in the future.					
11	It is rare to see a happy ending in real life.					
12	Caring about societal affairs only brings trouble for yourself.					
13	Religious people are more likely to maintain moral standards.					
14	One will succeed if he/she really tries.					
15	There are certain ways to help us improve our luck and avoid unlucky things.					
16	Old people are usually stubborn and biased.					
17	A modest person can make a good impression on people.					
18	There is a supreme being controlling the universe.					
19	A harmonious family life leads to career success.					
20	Power and status make people arrogant.					
21	Human behavior changes with the social context.					
22	One feels safer in the world through a belief in a supreme being.					
23	Hard working people will achieve more in the end.					
24	It is hard to make friends with people who have different opinions from yourself.					
25	People may have opposite behaviors on different occasions.					
26	All things in the universe have been determined.					
27	Good luck follows if one survives a disaster.					

28	Powerful people tend to exploit others.					
29	True partnership can only exist when there is mutual respect.					
30	Belief in a religion helps one understand the meaning of life					
31	Individual characteristics, such as appearance and date of birth, affect one's fate.					
32	People will stop working hard after they secure a comfortable life.					
33	One has to deal with matters according to the specific circumstances.					
34	After life on earth, one carries on an existence in another form.					
35	Kind-hearted people usually suffer loss.					
36	One's behaviors may be contrary to his or her true feelings.					
37	Belief in a religion makes people good citizens.					
38	Kind-hearted people are easily bullied.					
39	A pleasant interpersonal environment and a sense of well-being lead to better performance.					
40	Knowledge is necessary for success.					

Section3

Sr. No.	Question Items	Strongly agree	agree	Neutral	Disagree	Strongly disagree
1	I work towards the end result of my work.					
2	I took time to advice, coach, or mentor a co-worker.					
3	I complain about insignificant things at work.					
4	I kept in mind the results that I had to achieve in my work.					
5	I help a co-worker who has too much to do.					
6	I started an argument with someone at work.					

7	I am able to perform my work well with minimal time and effort.					
8	I help new employees get oriented to the job.					
9	I purposely worked slowly when things needed to get done.					

