

# Employees' Perceptions Of The Impact Of Monetary And Non-Monetary Incentives On Performance And Job Satisfaction: A Case Study From Oman College Of Health Sciences

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## Abstract

*This study highlighted a strong relationship between employees' perceptions of the impact of monetary and non-monetary incentives on performance and job satisfaction at work, specifically in relation to their age. Thus, the following literature demonstrates the impact of the study's variables, including job satisfaction and the employees' age factor, which moderates employee performance within the organisation through these incentives. The study's model is based on a theoretical framework; a structural equation model has been developed to examine how monetary and non-monetary incentives influence the relationship between employee job satisfaction and job performance. A total of 249 employees participated in this study, representing eight different branches of higher educational institutions. The results indicated that employees' job performance is affected by both their job satisfaction and incentives. This means that the more satisfied employees are, the more likely they are to exhibit a higher level of job performance. Conversely, a low level of motivation results in decreased overall performance. The responses gathered via Google Forms underscore the importance of employee job satisfaction in relation to age factors in achieving outstanding job performance. Data analysis was conducted using the powerful Statistical Software Platform (SPSS) version 28. This is due to the fact that organisational success strongly relies on the quality of its employees and their performance strategies.*

**Keywords:** Employees' Perceptions, Performance, Retention, Satisfaction, Burnout, Turnover, Incentives, Job Enrichment, Career Path, Compensation.

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## INTRODUCTION

This pilot study of the ongoing research constitutes the second phase in a pragmatic effort to comprehend critical performance determinants, especially concerning monetary and non-monetary incentives in Oman's higher education sector. The pilot study examines employee turnover, investigating the root causes of turnover, burnout, and disengagement, with the objective of formulating effective retention measures. This is the inaugural intervention research project concentrating on the essential factors affecting performance, with a particular focus on employee satisfaction. The researcher endorses the implementation of the findings from this pilot study. This study investigates the relationships between different performance factors and employee satisfaction intentions in the higher education industry (Mehra & Kaushik, 2021). This pilot study examines a critical issue in Oman's higher education health care sector: the correlation between work performance and staff turnover rates. It examines critical factors that affect these dynamics, emphasising the significance of employee performance and happiness as modern corporate issues. From a cost-efficiency standpoint, staff retention is more advantageous than new recruitment, particularly considering that in the United States, this results in an estimated yearly expenditure of around 4.3 billion US dollars. This pilot project is to investigate effective techniques for improving employee performance and happiness (Scott et al., 2021). This pilot test serves as a specific guide for the principal study or as a component of the overarching research endeavour. Consequently, the latter could be designated as either feasibility or targeted study. Additionally, it involves conducting preliminary testing in a certain domain of the primary study, utilising either questionnaires or many other instruments (Devi & Bharatwal, 2020). Furthermore, it provides a significant elucidation on the research topic, including its queries, aims, and methodologies employed to ascertain practical ways. If necessary, it could modify the research methodologies or approaches accordingly. The researcher collected performance factors and used them to a pilot study of personnel in Oman's health higher education

sector. The researcher evaluated the perceptions of performance and satisfaction among a pilot group of eight employees from Omani higher education institutions. The questionnaire is answered willingly. The researcher initially examined the significance of the pilot study as assessed through the designated group. Moreover, the researcher evaluated its relevance to the primary study after highlighting its improvement. Consequently, the researcher sought to differentiate the treatment of the piloted groups from that of the research study group. Furthermore, the researcher dedicated much time and effort to the success of the entire study. The piloted employees received equal treatment to all employees participating in the primary research. The researcher aimed to examine and validate the impact of employee happiness on performance under experimental conditions. The researcher's insight may facilitate growth or provide an opportunity to address one of the employees' habits. The awareness improved the researcher's experiment on organisational development significantly through the current pilot test (Hemakumara, et al., 2020). The pilot test contributes to the research objectives by offering insights from the researcher's viewpoint. This pilot study primarily conserved work and time for the major investigation as anticipated by the researcher. Consequently, it evaluates the research process in a limited capacity to mitigate any ambiguities. This may be a critical justification for the necessity of the pilot study, particularly when it elucidates unclear areas. Therefore, the pilot's significance is highly relevant to the primary research, and its procedures will be delineated thereafter. A notable advantage of the pilot test is its ability to highlight the primary weaknesses of the main research and to demonstrate the practical concerns involved, assessing their appropriateness. Furthermore, it is imperative to investigate staff turnover to address this modern issue (Noko & Nwuzor, 2021). The pilot test could not exceed the primary research by anticipating potential occurrences, despite its perceived significance. Ideally, it is stated by subsequent factors due to its execution in a different environment, mirroring the real research setting of the investigator. It facilitates the expeditious implementation of the primary research, encompassing the research methodologies, variables, and limits. The pilot test employed pre-test measuring instruments with the designated research group to organise replies and prevent any conflicting results within the allocated period. Furthermore, it encompasses employees' satisfaction experiences on the influences on their performance. This set of employees is distinct, since they depend on their demands in various manners due to the specificity of the pilot project. The primary research has a specific objective of application to manage performance impacts from an experimental standpoint. Consequently, the pilot study is linked to the primary study to validate the efficacy of the research approach and assess the feasibility of testing (Dereje, 2020).

## LITERATURE REVIEW

This study explores the theoretical theme of the value of pilot studies and their application in research papers. The researcher shared the pilot study's questionnaire with a group of employees comprising eight Omani (Health Care) higher education institutions. However, the pilot study's outcomes are noteworthy, as they have a direct relationship with the actual research (Kumar, 2022). Consequently, the current pilot study fulfils the third and enhances the fourth objective of the main research study, which is guided by the hypothesis. Human resource management practices, especially those that embrace green and sustainable principles, have increasingly been recognised as essential drivers of employee motivation and organisational performance. For instance, Alenzi et al. (2023) found that Green Human Resource Management (GHRM) practices significantly influence sustainable organisational performance in private companies in Qatar, highlighting the strategic role of HRM in enhancing employee outcomes and broader institutional sustainability. This aligns with the current study's interest in how structured incentive systems—both monetary and non-monetary—affect employee job satisfaction and performance, particularly within public education sectors such as the Oman College of Health Sciences.

Non-monetary incentives such as job enrichment, professional development opportunities, and supportive work environments have been shown to play a pivotal role in improving employee retention and satisfaction. Ahmed et al. (2023) explored this relationship in private colleges in Baghdad and found that enhancing the quality of work life through job enrichment practices significantly improved employee retention. This aligns with the current study's focus on how intrinsic motivators—beyond financial compensation—can shape employees' commitment and performance in higher education institutions in

Oman. The researcher got 249 responses to the shared questionnaire through Google Forms. In particular, the principle of anonymity protected the respondents' identities as the researcher introduced confidentiality. The current pilot study sheds light on the professional supervision that connects professional practices and applications in the context of Oman's healthcare higher education institutions. The higher education sector and its employees represent business practitioners who present their business problems through their experiences in the workplace (Mahon, 2021). Henceforth, the researcher will state the pilot test and its value to shed light on its cruciality and its role in the research progress.

## METHODOLOGY

The main research, along with the pilot study, employs a holistic process for assessing the impact of paying for performance, employee turnover, and interventions to track performance and satisfaction. The researcher used a dual linguistic questionnaire (English and Arabic) for the whole group in the current pilot test. They regularly used the English language in several professional communications. At most, they are fluent, and the language used in questionnaires is very simple. The language confusion in communication was not palpable. This pilot study found the results from standardised perception and feelings of valued measurement tools. The employers who assured the need to develop organisational performance launched their findings. The researcher found results from the pilot test as a selected tool, illustrated in the following. Further, its findings confirmed the need for improvements in paying for performance and satisfaction. The sample units were Omani institutions of higher education. Additionally, the total sample size consisted of 249 employees, including Associate Deans, Administrative and Finance managers, clerks, Academics, and Technicians. Still, a convenient sampling method was employed using Google Forms to gather the required data (Shabbir et al., 2021). The current pilot study's findings are associated with employees' satisfaction, well-being, and how this influences their performance. The purpose of the program is to reward productive performance, reinforce positive behaviour and stir interest in employees. Performance and its enhancement are central to the concerns of industries and organisations; therefore, many organisational scientists are very interested in various schemes and techniques related to performance. Growth incentives are one of those techniques used in workplaces to stimulate employees and achieve the desired performance. Money is considered the universal motivator, although other financial and non-financial incentives and benefits also create a special relationship between the organisation and its employees. Employees perform specific tasks and fulfil goals in exchange for money and other incentive packages. Some types of incentive plans are available in industries that include bonuses, conveyance allowance, medical allowance, increased salary, monthly leaves, promotions, and recognition. These incentives encourage employees, thereby enhancing productivity by improving performance, efficiency, satisfaction, responsibility, effectiveness, and commitment (Paais & Pattiruhu, 2020). The results of the study operated by the AMOS software had a positive impact on employee performance, as well as job satisfaction and its components (job stability and job enrichment). However, the mediator of job satisfaction eventually played a crucial role in employee engagement (Alsafadi & Altahat, 2021). Therefore, incentives can really work to accomplish the goals of an organization. Monetary incentives have a short-term effect on the motivation level of employees, although they are imperative for maintaining motivation. Non-monetary incentives also motivate employees to perform better. Some of these incentives include granting employees authority, ensuring their participation in management, job enrichment, and holidays, which have a long-term impact on employee motivation levels (Ali & Tugay, 2012; Govender et al., 2018).

The key to achieving the goals of an organization and staying competitive is job satisfaction. The critical component in any organization is the employee, and the improvement of the employees. In any organisation, rewards play a crucial role in building and sustaining employee commitment, which ensures a high standard of performance and workforce consistency (Wang et al., 2004). The subject of incentives has attracted the attention of many management practitioners, owing to the importance of incentives and their impact on workers' behaviour. Incentives of all kinds, both monetary and non-monetary, are one of the most important, positive, and independent variables of employment (Soehari et al. 2019).

The mediating role of job satisfaction in the positive impact on Oman College of Health Sciences, caused by organisational incentives. Based on the distributed questionnaires to 212 heterogeneous employees in

the Health Sciences College, along with its branches in Oman. That would reveal the relation between the employee's performance and the monetary and non-monetary incentives, which are slightly mediated by job satisfaction. Too, it implies the impact of monetary and non-monetary incentives through enabling access to opportunities, appropriate sources, and acquaintances. This descriptive study, one of the first to examine the impact of monetary and non-monetary incentives on employees' performance, highlights the mediating role of job satisfaction. Lastly, it may serve as a reference in describing, contributing, and discussing the organisational work performance in the light of the mediator (Monje Amor et al., 2020).

The current research intends to look at both monetary and non-monetary incentives as motivators, focusing on how the employment of monetary and non-monetary incentives can enhance job satisfaction and employee performance. It sheds light on the moderating role of demographic factors between the impact of monetary incentives and non-monetary incentives on employee performance. This research will also draw conclusions and recommendations that will be instrumental for education sector to motivate its employees to improve their performance in Oman College of Health Sciences, Oman.

Basically, a study of Alase & Akinbo (2021), used cross-sectional data by the survey from 206 senior cadre employees in descriptive research. That showed the relationship between employees' job performance and their motivational experiences at First Bank of Nigeria. Eventually, recommended that the management should be highly strategic in implementing its annual monetary incentives. To achieve this, it fosters employees' work engagement attitudes, which in turn boosts performance to a higher level. The study found that monetary incentives, such as competitive salaries, salary raises, percentage profit sharing, allowances, and bonuses, were effective. Furthermore, non-monetary incentives include career advancement opportunities, job security, retirement benefits, job training, and flexible working hours. Those motivational dimensions have a significant positive correlation with employees' work performance. Finally, it recommends that the organisation apply both monetary and non-monetary incentives to lead to higher performance. Therefore, the problem will be solved because motivating employees with both monetary and non-monetary incentives results in improved job performance quality, effective time management, efficient delivery, and ultimately, customer satisfaction. Ultimately, that leads to sustainable and gorgeous organisational performance. Purposefully, the organisation must set aside the necessary resources to enhance employees' performance (Bao et al., 2021). Employee motivation and job satisfaction are contingent upon various factors, including fair pay, promotions, job security, career opportunities, employee relationships, and working conditions (Zeb et al., 2015). Thus, several problems are associated with monetary and non-monetary incentives in terms of employee performance, particularly among top-level managers, across all sectors worldwide. These include a poor incentive package, which has been a major factor affecting employees' commitment and productivity. Employees lack the willingness to increase their performance because they feel that their contributions are not well recognised by their organisations and management. Furthermore, it lacks the necessary skills to help formulate a good monetary and non-monetary incentive policy. Rewarding employees can maintain good performance because the behaviours rewarded are the behaviours that are encouraged. However, many organisations place more emphasis on profit and ignore the rewards of their employees. The success and the survival of any organization are determined by the way the workers are remunerated and rewarded (Lawler, 2003). Leading the performance influences on the desired outcome of the aim, which is targeted to be achieved by a specific authority, is a challenging process. "The performance is a measure of the state of an organisation or the outcomes that result from management decisions and the execution of those decisions by employees of the organisation". Performance is a set of financial and non-financial indicators which offer information on the achievement of objectives and results (Gitaastuti & Putranto, 2021).

There is an increasing need for organizations to develop reward systems that motivate staff to work harder. To this effect, this study attempts to critically analyse the effect of monetary incentives and non-monetary incentives on employee performance by considering job satisfaction as a mediating factor and demographic factors as a moderator in the Oman College of Health Sciences in the Sultanate of Oman. A well, Kalogiannidis (2021) considered motivation as a worthy factor that influences the organisational outgrowth and expansion. Likewise, the employer constantly disciplines to implement the remarkably effective tactic in order to achieve sustainable organisational improvement. Furthermore, the tentative studies have affirmed that employees' motivation has a significant impact on both the organisation's

performance and the employees themselves. Based on this, the present study has been proposed by the researcher. The present study, entitled “Monetary and non-monetary incentives impact on employees’ performance with the mediating effect of job satisfaction and the moderating role of demographic factors”, has focused on finding the practices of incentives and their impact on employee performance in the Oman College of Health Sciences, Oman. Among the various factors that affect employees’ job performance, this study focuses on incentives as a motivational factor, including both monetary and non-monetary incentives, and is conducted at Oman College of Health Sciences, Oman. For example, managers in the goods and services sector are receiving a share benefit (Cavenaile, 2021).

Subsequently, the focus of this research is to study the effect of monetary incentives and non-monetary incentives existence at Oman College of Health sciences, Oman paying particular attention on job satisfaction and performance of employees as well as it analyses the moderating role of demographic factors like age, gender, educational qualification, and tenure (length of service) on the relationship between incentives, job satisfaction and employee performances. Based on the findings of this study, it will help establish a strong incentive policy in the education sector to enrich the performance among both academic and non-academic employees by retaining and motivating the skilful human resources (Parta & Mahayasa, 2021). Notably, this study will serve as a guiding model to enhance employees’ performance, particularly in the education sector. Organisations will have the advantage as a data source and an indicator of problem areas; as a result, the organisation can identify the influences, advantages, and weaknesses on employee performance to avoid weaknesses and cure them to find a solution to the problem. It also helps the top-level managers to understand the relationship between the incentives offered and their impact on an employee’s job performance within an organization. Besides, top management could have realised which types of incentives bring more attraction for employees and improve their productivity by reducing absenteeism, turnover, and burnout. Moreover, it serves as a ladder or initial point for further investigation (search again) and shows the real effect of both monetary and non-monetary incentives on job satisfaction and employee performance. Nowadays, organisations are driving their employees’ performance toward ensuring the organizations’ sustainability improvement and success (Jeni et al., 2020).

#### Study Sample by Type

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	100	40.2	40.2	40.2
Female	149	59.8	59.8	100.0
Total	249	100.0	100.0	

Table (1)

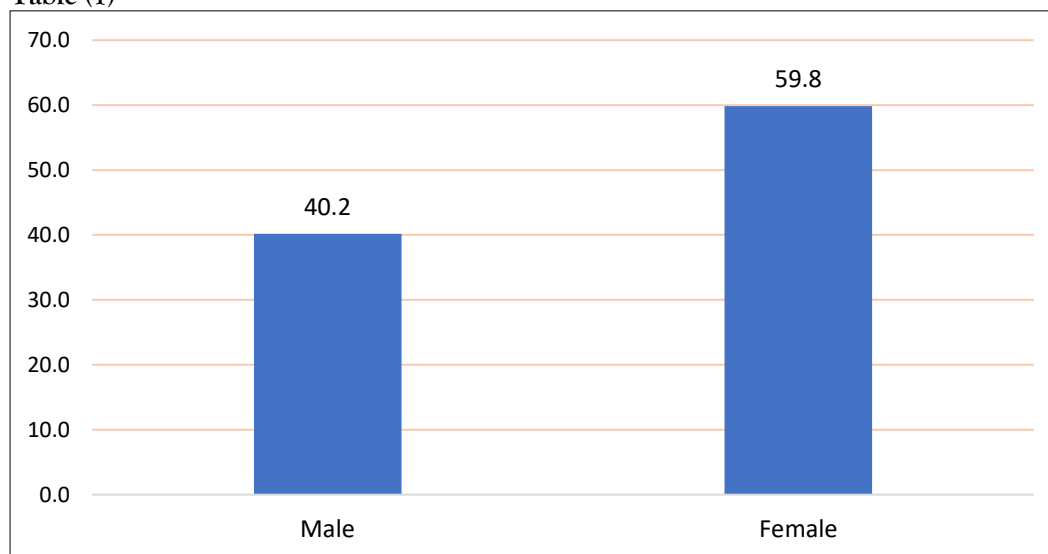
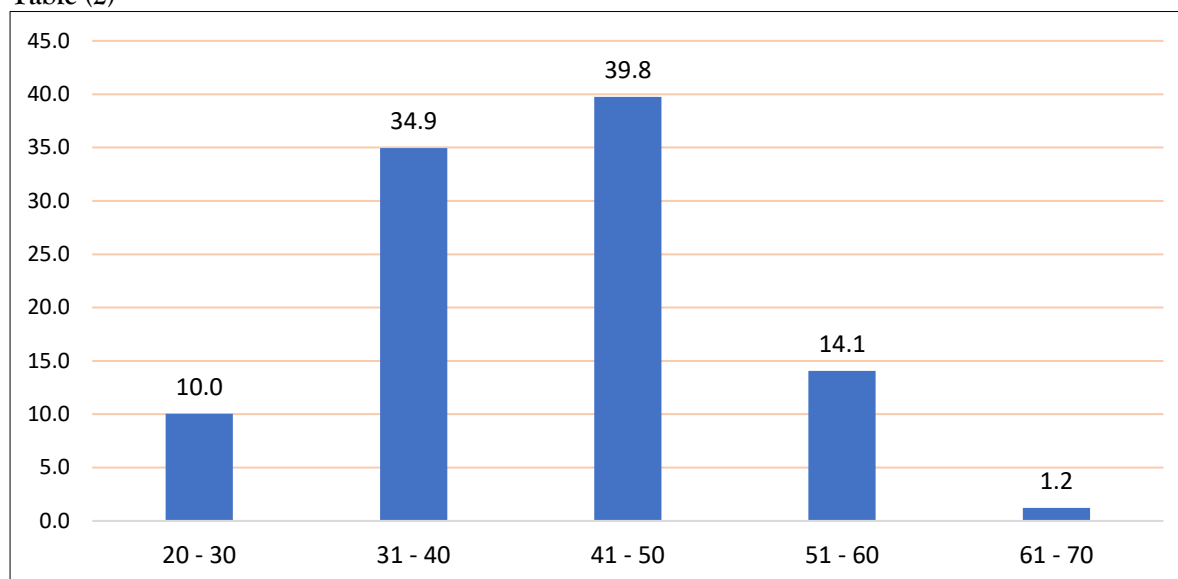


Figure (1)

**Study sample according to age**

	Frequency	Percent	Valid Percent	Cumulative Percent
20 - 30	25	10.0	10.0	10.0
31 - 40	87	34.9	34.9	45.0
41 - 50	99	39.8	39.8	84.7
51 - 60	35	14.1	14.1	98.8
61 - 70	3	1.2	1.2	100.0
Total	249	100.0	100.0	

**Table (2)**



**Figure (2)**

That would be a question: do employees' viewpoints differ in their evaluation of the impact of monetary and non-monetary incentives on performance and job satisfaction at work, according to their age?

## STUDY RESULTS

To answer this question, the researcher took the following procedures:

- 1- Calculating the mean value and standard deviation for each domain of non-monetary incentives (Job Enrichment , Career Path , Relationships between coworkers , Appreciation , Holidays, and Working Hours). And monetary incentives (Salary System , Reward and Incentives System , Retirement Compensation , job allowances). In addition to the total score of the questionnaire as a whole for each group, the scores are also analysed by age group for each employee.
- 2- Process a one-way analysis of variance ANOVA. This aims to reveal the significance of the differences between the study groups, categorised by age, on each of the sub-dimensions of monetary and non-monetary incentives, as well as the total score of the questionnaire as a whole.
- 3- If there are statistically significant differences on any of the sub-dimensions of monetary and non-monetary incentives between the study groups according to age, a Multiple Scheffe test for multiple comparisons will be performed. In order to determine the direction of the differences between the study groups, in which there are statistically significant differences in any of the sub-dimensions or the total degree of monetary incentives and non-monetary incentives.

The results of the statistical treatment using the SPSS software version 28 resulted in the results shown in the following tables:

Table (1) of The mean, standard deviation, and standard error of the sub-dimensions and the total score for monetary and non-monetary incentives and the questionnaire as a whole in the study groups according to age (n = 249)

	Dimensions	Age	N	Mean	Std. Deviation	Std. Error
NON-MONETARY INCENTIVES	NM_Job_Enrichment	20 - 30	25	14.440	2.917	0.583
		31 - 40	87	15.414	2.971	0.319
		41 - 50	99	15.424	3.054	0.307
		51 - 60	35	15.914	2.759	0.466
		61 - 70	3	16.667	1.155	0.667
		Total	249	15.406	2.962	0.188
	NM_Career_Path	20 - 30	25	13.000	1.803	0.361
		31 - 40	87	13.011	2.026	0.217
		41 - 50	99	13.081	1.899	0.191
		51 - 60	35	12.914	1.915	0.324
		61 - 70	3	13.333	1.528	0.882
		Total	249	13.028	1.921	0.122
	NM_Relationships_between_Workers	20 - 30	25	17.560	1.193	0.239
		31 - 40	87	17.506	2.101	0.225
		41 - 50	99	17.465	2.292	0.230
		51 - 60	35	17.486	2.133	0.361
		61 - 70	3	18.333	1.155	0.667
		Total	249	17.502	2.095	0.133
	NM_Appreciation	20 - 30	25	18.720	1.242	0.248
		31 - 40	87	18.678	1.490	0.160
		41 - 50	99	18.667	1.505	0.151
		51 - 60	35	18.143	2.198	0.372
		61 - 70	3	18.667	1.528	0.882
		Total	249	18.602	1.591	0.101
	NM_Holidays_Working_Hours	20 - 30	25	18.640	1.890	0.378
		31 - 40	87	18.563	1.847	0.198
		41 - 50	99	18.606	1.621	0.163
		51 - 60	35	17.543	2.904	0.491
		61 - 70	3	18.667	2.309	1.333
		Total	249	18.446	1.975	0.125
	Total_Non_Monetary	20 - 30	25	82.360	6.538	1.308
		31 - 40	87	83.172	8.063	0.864
		41 - 50	99	83.242	7.797	0.784
		51 - 60	35	82.000	9.331	1.577
		61 - 70	3	85.667	5.859	3.383
		Total	249	82.984	7.951	0.504

	Dimensions	Age	N	Mean	Std. Deviation	Std. Error
MONETARY INCENTIVES	M_Salary_System	20 - 30	25	13.560	1.917	0.383
		31 - 40	87	13.920	1.366	0.146
		41 - 50	99	13.960	1.324	0.133
		51 - 60	35	13.114	1.827	0.309
		61 - 70	3	13.667	1.155	0.667
		Total	249	13.783	1.500	0.095
	M_Reward_Incentives_System	20 - 30	25	13.800	1.633	0.327
		31 - 40	87	14.207	1.112	0.119
		41 - 50	99	13.990	1.529	0.154
		51 - 60	35	13.514	1.869	0.316
		61 - 70	3	13.000	1.732	1.000
		Total	249	13.968	1.475	0.093
	M_Retirement_Compensation	20 - 30	25	8.680	1.282	0.256
		31 - 40	87	9.023	1.285	0.138
		41 - 50	99	8.960	1.355	0.136
		51 - 60	35	8.800	1.491	0.252
		61 - 70	3	8.667	1.155	0.667
		Total	249	8.928	1.336	0.085
	M_Job_Allowances	20 - 30	25	19.200	1.780	0.356
		31 - 40	87	19.000	1.585	0.170
		41 - 50	99	18.919	1.794	0.180
		51 - 60	35	18.086	2.605	0.440
		61 - 70	3	17.333	2.309	1.333
		Total	249	18.839	1.885	0.119
	Total_Monetary	20 - 30	25	55.240	5.403	1.081
		31 - 40	87	56.149	3.823	0.410
		41 - 50	99	55.828	4.697	0.472
		51 - 60	35	53.514	6.233	1.054
		61 - 70	3	52.667	6.351	3.667
		Total	249	55.518	4.808	0.305
	Total_Questionnaire	20 - 30	25	137.600	10.468	2.094
		31 - 40	87	139.322	11.129	1.193
		41 - 50	99	139.071	11.217	1.127
		51 - 60	35	135.514	14.744	2.492
		61 - 70	3	138.333	11.060	6.386
		Total	249	138.502	11.652	0.738

Table 2: Results of One-Way ANOVA to reveal the significance of differences in sub-dimensions and degree. The totality of monetary and non-monetary incentives and the questionnaire as a whole among the study groups according to the employee's age variable (n = 249)

			Sum of Squares	df	Mean Square	F	Sig.
NON - MON	NM_Job_Enrichment	Between Groups	37.177	4	9.294	1.060	Not Sig.



			Sum of Squares	df	Mean Square	F	Sig.
		Within Groups	2138.855	244	8.766		
		Total	2176.032	248			
	NM_Career_Path	Between Groups	1.052	4	0.263	0.070	Not Sig.
		Within Groups	913.752	244	3.745		
		Total	914.803	248			
	NM_Relationships_between_Workers	Between Groups	2.306	4	0.577	0.130	Not Sig.
		Within Groups	1085.943	244	4.451		
		Total	1088.249	248			
	NM_Appreciation	Between Groups	8.658	4	2.164	0.853	Not Sig.
		Within Groups	618.981	244	2.537		
		Total	627.639	248			
	NM_Holidays_Working_Hours	Between Groups	33.367	4	8.342	2.179	Not Sig.
		Within Groups	934.151	244	3.828		
		Total	967.518	248			
	Total_Non_Monetary	Between Groups	74.913	4	18.728	0.293	Not Sig.
		Within Groups	15603.022	244	63.947		
		Total	15677.936	248			
MONETARY INCENTIVES	M_Salary_System	Between Groups	21.644	4	5.411	2.460	Not Sig.
		Within Groups	536.645	244	2.199		
		Total	558.289	248			
	M_Reward_Incentives_System	Between Groups	15.734	4	3.934	1.832	Not Sig.
		Within Groups	524.009	244	2.148		
		Total	539.743	248			
	M_Retirement_Compensation	Between Groups	3.200	4	0.800	0.444	Not Sig.
		Within Groups	439.499	244	1.801		
		Total	442.699	248			
	M_Job_Allowances	Between Groups	32.811	4	8.203	2.358	Not Sig.

			Sum of Squares	df	Mean Square	F	Sig.
		Within Groups	848.763	244	3.479		
		Total	881.574	248			
	Total_Monetary	Between Groups	211.061	4	52.765	2.332	Not Sig.
		Within Groups	5521.108	244	22.627		
		Total	5732.169	248			
Total	Total_Questionnaire	Between Groups	423.346	4	105.836	0.777	Not Sig.
		Within Groups	33246.903	244	136.258		
		Total	33670.249	248			

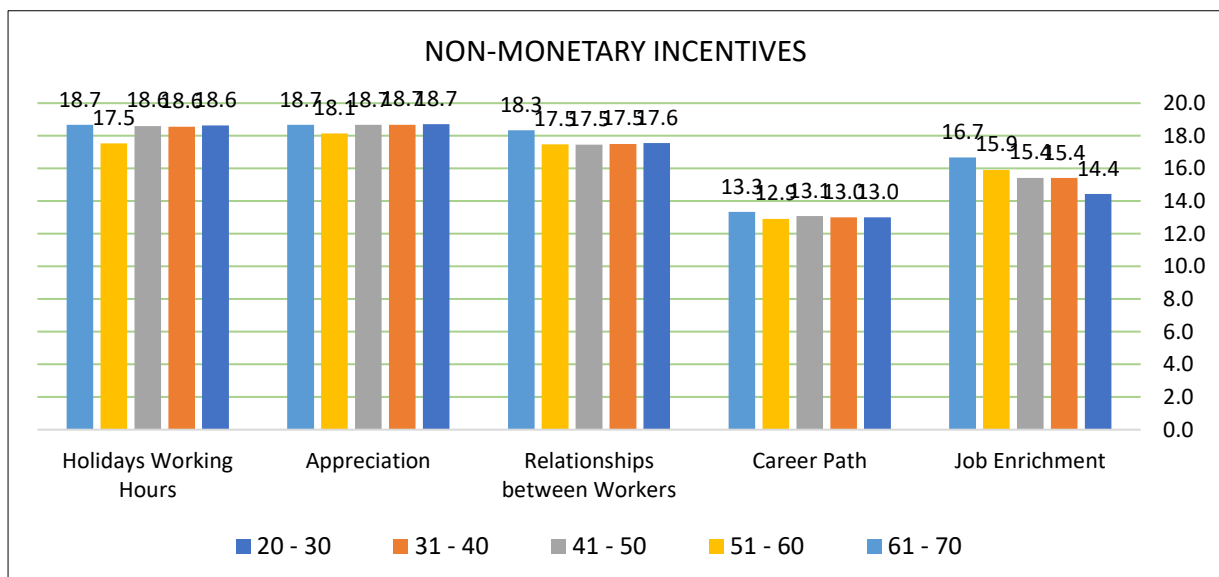


Figure (3)

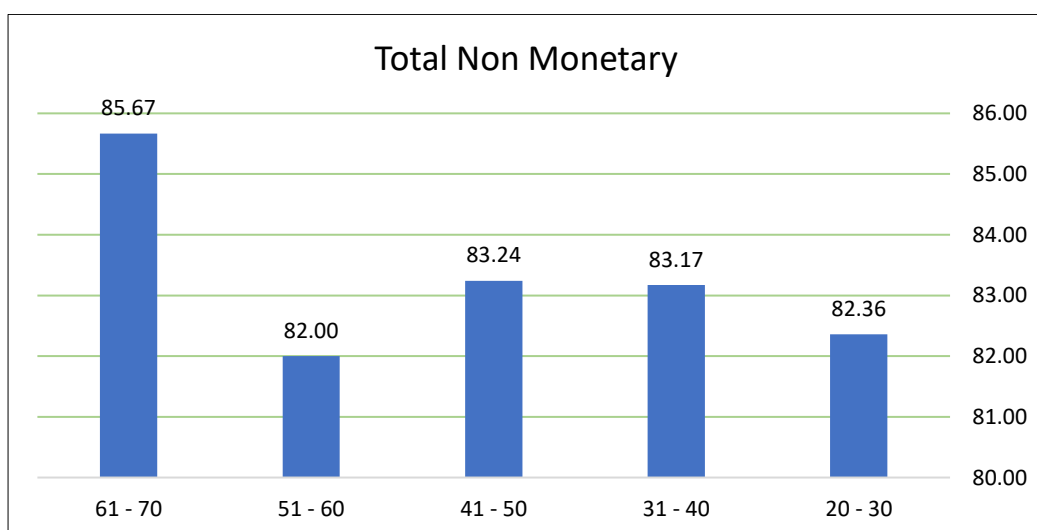


Figure (4)

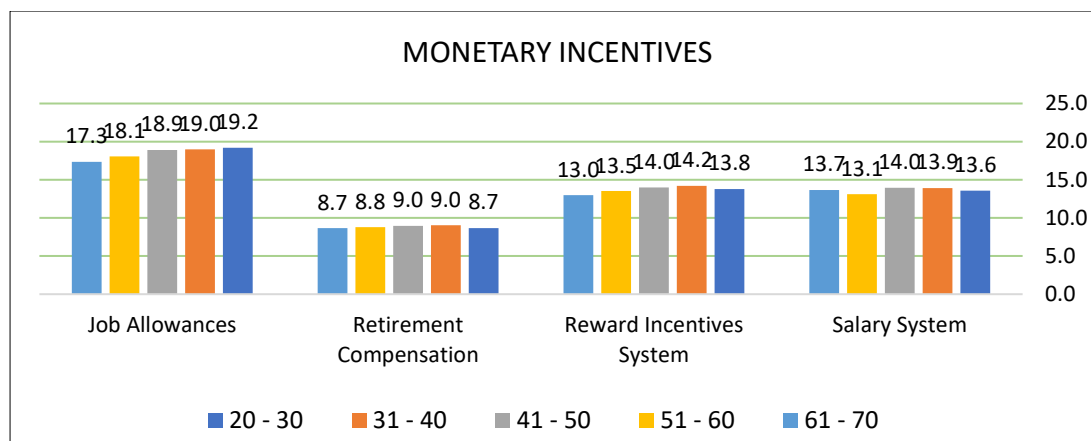


Figure (5)

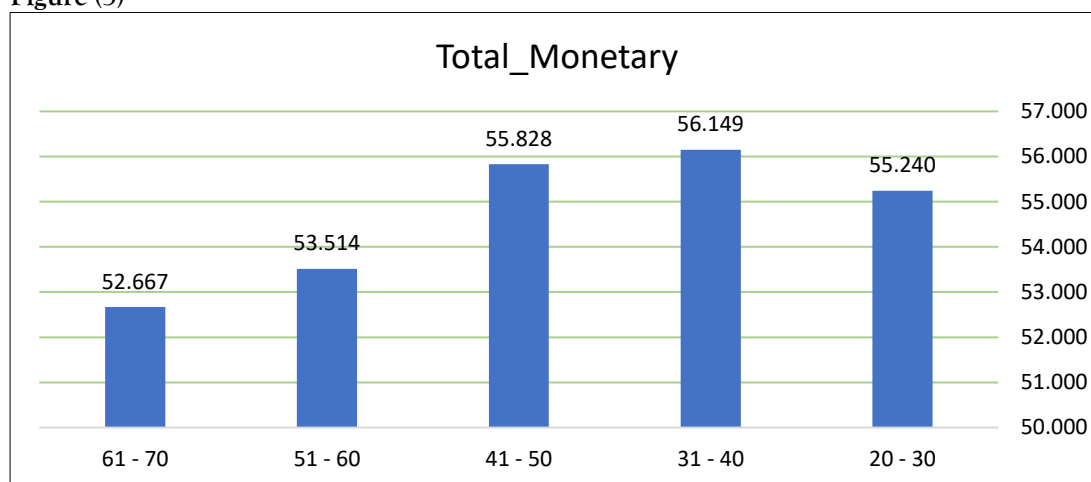


Figure (6)

The results from the aforementioned tables and figures (3-6) show the following summary:

- 1- The Axis of non-monetary incentives: It turns out that there are no statistically significant differences between any of the five study groups divided according to age (from 20 to 30 years, from 31 to 40 years, from 41 to 50 years, from 51 to 60 years, from 61 to 70 years). Across all five sub-dimensions and the overall score of non-monetary incentives (Job Enrichment , Career Path , Relationships between coworkers , Appreciation , Holidays and Working Hours). The value of q to indicate the differences between the study groups on these five sub-dimensions and the total score of the axis was (1.060, 0.070, 0.130, 0.853, 2.179, and 0.293), respectively, all of which are non-statistically significant values.
- 2- The Axis of cash incentives: It turns out that there are no statistically significant differences between any of the five study groups divided according to age (from 20 to 30 years, from 31 to 40 years, from 41 to 50 years, from 51 to 60 years, from 61 to 70 years). In all four sub-dimensions and the overall score of the Monetary Incentives domain (Salary System , Reward and Incentives System , Retirement Compensation , job allowances). Where the value of q indicates the differences between the study groups on these four sub-dimensions and the total score of the axis (2.460, 1.832, 0.444, 2.358, 2.332), respectively, all of which are non-statistically significant values.
- 3- The questionnaire as a whole: It turns out that there are no statistically significant differences between any of the five study groups divided according to age in the total score of the questionnaire. Where the value of q to signify the differences between the five study groups in terms of the impact of monetary and non-monetary incentives in general on performance and job satisfaction (0.777), which is a value that is not statistically significant. Where the value of q to signify the differences between the five study groups in terms of the impact of monetary and non-monetary incentives in general on performance and job satisfaction (0.777), which is a value that is not statistically significant.

Overall, these results mean that there is no effect of the age variable in the employee's evaluation of the impact of monetary and non-monetary incentives on performance and job satisfaction at work. Where all

employees of different age groups were equal in their views and evaluation of the impact of both monetary and non-monetary incentives on the performance and job satisfaction of workers in the Oman College of Health Sciences.

It is worth remembering that a variety of contextual factors moderate the effectiveness of PRP: organizational context, scheme design, performance indicators, the form of the incentive, etc. (Spano and Monfardini, 2018). A study by Mgaiwa (2021) measured by the Minnesota Satisfaction Questionnaire (MSQ) examined the relationship between Tanzanian academics' perceived work environment and their job satisfaction. That was critical for an outstanding employees' performance which resulted to decrees the employees' burnout and turnover rate along with motivating employee engagement.

Every employee has their tendencies, desires, and for that purpose, they work to fulfill them. It is not enough for an employee to be satisfied materially but non-monetary incentives are as essential as monetary incentives. An employee needs both to be fulfilled for instance: monetary include the salary, bonuses, allowances, and other facilities. While non-monetary includes for example: leaves, excellent working environment, good understanding among other fellow workers and top management, all these elements have much to do with job satisfaction and motivation of employee. Employees play a very crucial part in the daily operations of any organization, especially where the markets are very competitive and have an ever-changing environment which is supported by majority of the theorists. The fate of an organization is usually determined by its employees so it sounds logical to understand how employees can be motivated. As far as employee motivation is concerned, employee incentive programs are the most adopted technique among organizations (Mahmood et al., 2020).

## CONCLUSION

The current study aimed to identify the impact of monetary and non-monetary incentives on employee performance, with a mediating effect of job satisfaction and a moderating role of demographic factors at the Oman College of Health Sciences, Sultanate of Oman. In today's increasingly competitive environment, human resources are the pivot of organisational effectiveness and the most significant asset that an organisation can possess. Employees should be recognised and treated as organisations' most valued assets (Gabriel et al., 2015). The retention of a skilled and well-equipped workforce in an organisation is crucial to its growth and overall performance. In this competitive business world, a satisfied employee is the prime asset of any business organisation as an employee's satisfaction can ensure continuous growth. As Alromaihi et al. (2017) pointed out, the top-level managers are concentrating on employees' well-being, wants, needs, personal goals and desires to understand job satisfaction. On the other hand, managers make organisational decisions based on employees' performance (Rahman et al., 2020). Improving employee performance remains a critical area of study in the field of organizational behavior. Managers are finding that the success of their business hinges on hiring and developing knowledge workers. Increased choice and mobility in the modern workforce make establishing an attractive work culture essential in retaining top talent (Dutton, et al., 2015). Employee's motivation and job satisfaction is contingent upon various factors such as fair pay, promotions, job security, career opportunities, employees' relationship and working conditions (Zeb et al., 2015). Employee performance is related to many factors, but incentives, personal factors and job satisfaction are considered as most substantial (Shakoor, Fakhar, & Abbas, 2021).

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