

The Impact of Financial and Moral Incentives on the Performance of Paramedics in the Red Crescent Society of the Makkah Region

Ahmed Hamad Hamid Alqurash ⁽¹⁾, **Saud Saad Ali AlHarthi** ⁽²⁾, **Majed Fayhan Nahs Alotibi** ⁽³⁾, **Abdulrahman Abdullah Qasim Yankasar** ⁽⁴⁾, **Mohammed Hamed Hmaed Alharbi** ⁽⁵⁾, **Abdullah Marshad Muraishaid Alharbi** ⁽⁶⁾, **Hamed Ehssanalhaq M Mohammed** ⁽⁷⁾, **Abdallah Khudran Almontashri** ⁽⁸⁾, **Fahad Abdulwahed Zaid Alghuraybi** ⁽⁹⁾, **Abdulelah Masha Al Muteri** ⁽¹⁰⁾, **Ghurmallah Mohammed Saeed Alghamdi** ⁽¹¹⁾, **Mhanna Ali Mhanna Alsobhi** ⁽¹²⁾, **Mousa Mohammed H Alharbi** ⁽¹³⁾.

¹Ahmed Hamad Hamid Alqurash, Emt, Saudi Red Crescent Authority. ahmad997h@gmail.com

²Saud Saad AAli AlHarthi, Health administration, Saudi Red Crescent Authority. ssharhi@SRCA.ORG.SA

³Majed Fayhan Nahs Alotibi, Health administration, Saudi Red Crescent Authority. majed.alotibi@srca.org.sa

⁴Abdulrahman Abdullah Qasim Yankasar, Health administration, Saudi Red Crescent Authority. Yankasar@srca.org.sa

⁵Mohammed Hamed Hmaed Alharbi, Health administration, Saudi Red Crescent Authority. max-310@hotmail.com

⁶Abdullah Marshad Muraishaid Alharbi, Emt, Saudi Red Crescent Authority. abdullah551@hotmail.com

⁷Hamed Ehssanalhaq M Mohammed, EMT, Saudi Red Crescent Authority. hamjoodi2015@gmail.com

⁸Abdallah Khudran Almontashri, EMT, Saudi Red Crescent Authority. Lost_-man@hotmail.com

⁹Fahad Abdulwahed Zaid Alghuraybi, Health administration, Saudi Red Crescent Authority. alguribi@gmail.com

¹⁰Abdulelah Masha Al Muteri, EMT, Saudi Red Crescent Authority. Alw3aadd@hotmail.com

¹¹Ghurmallah Mohammed Saeed Alghamdi, EMT, Saudi Red Crescent Authority. volvof12-400@hotmail.com

¹²Mhanna Ali Mhanna Alsobhi, EMT, Saudi Red Crescent Authority. m-5-10@hotmail.com

¹³Mousa Mohammed H Alharbi, Emergency Medical Technician and Paramedic, Saudi Red Crescent Authority. vipmemo2008@hotmail.com

ABSTRACT

The study aimed to identify the impact of financial and non-financial incentives on the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region. A descriptive-analytical approach was employed to achieve the study objectives. The study population consisted of all paramedics, emergency technicians, and administrative staff at the Saudi Red Crescent Authority in the Makkah region. A

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sample of 234 individuals was selected from the study population. A questionnaire was used as a data collection tool. The study arrived at several key findings, the most important of which are There is positive moderate significant relationship between financial incentives and the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region. There is positive moderate significant relationship between non-financial incentives and the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region. There is no significant difference in the responses of financial incentives in the Red Crescent Authority from the perspective of employees in the Makkah region according to educational level. In light of these findings, the study recommends the following:

The SRCA should consider revising and enhancing its financial incentive structures to align with paramedics' expectations. Given the positive correlation found between financial incentives and paramedic performance, further development in this area could lead to improved overall effectiveness. Regular salary increments, bonuses based on performance, and additional allowances should be considered to maintain high motivation levels.

A periodic review mechanism should be implemented to ensure that financial incentives remain competitive within the industry, taking into account inflation, the cost of living, and the demands of the paramedic profession.

It is recommended that the SRCA expands the availability of opportunities for paramedics to engage in continuous professional development (CPD) activities, such as workshops, certifications, and specialized training programs. Increased access to educational resources and leadership development opportunities will foster a greater sense of career growth and satisfaction.

Keywords: Financial incentives - Non-financial incentives - Paramedic performance - Saudi Red Crescent Authority (SRCA) Makkah region.

Introduction

Motivation is a crucial and fundamental factor in enhancing and developing work. When an individual is provided with opportunities for benefit and stability, it positively reflects on their productivity, leading to high levels of performance and commitment. Focusing on providing appropriate incentives stimulates employees and enhances the quality of work, ultimately resulting in elevated performance levels and excellence in the services delivered.

Motivation is a key factor that enables organizations to maintain an efficient team capable of achieving their objectives. It reflects the organization's policies in shaping motivational strategies and philosophy, ensuring that the level of incentive aligns with financial resources and upholds the principles of justice and equality among employees. This approach also strengthens the organization's ability to attract top talent (Al Zoubi & Al-Omoosh, 2024).

The importance of incentives is evident in the critical need to motivate employees and ignite their desire and enthusiasm for work. Incentives contribute to enhancing motivation, enthusiasm, and readiness to work effectively, which positively

impacts performance and increases productivity. They also strengthen the interaction between employees and the organization, motivating workers to achieve the organization's goals with competence and efficiency. Additionally, incentives help prevent employee frustration and create a conducive environment, encouraging perseverance and high efficiency in work. Incentives are a fundamental element that should be present in any organized effort aiming for exceptional performance, and they significantly enhance overall employee productivity (Marni & Al-Maskari, 2019).

For that cause, many organizations implement robust incentive systems as a strategic priority to enhance employee performance. By offering substantial incentives, organizations aim to significantly elevate job performance, which in turn can improve overall organizational effectiveness. This approach is intended to deliver high-quality, efficient, and safe services, aligning with the needs and expectations of clients and consumers. (Al-Qudah, 2016).

Good employee performance is crucial for the organization, as human resources are among the most vital elements of production that contribute to the success of organizations. Consequently, there is a significant focus on addressing the needs of individuals, seeking methods to enhance their job performance, and improving their work environment. These efforts can contribute to organizational economic stability by improving living standards and increasing salaries. Therefore, aligning incentives with the motivations of individuals within the organization is essential. Work incentives must correspond with individual motivations, as a lack of harmony between the two can lead to the ineffectiveness of the incentives (Twam & Kalakhi, 2021).

Performance in administrative organizations is a direct reflection of employees' skills and communication abilities. When performance aligns with the requirements of the tasks to be accomplished, organizational objectives can be successfully achieved. However, if performance falls short of the necessary standards, it indicates a need for substantial improvements. Employees must undergo significant development to enhance their performance to the required level of efficiency and effectiveness. (Al-Qudah, 2016).

The distinguishing feature of organizations is their operational efficiency, which is crucial for their survival and continuity. Therefore, it is essential for any organization to acquire competent human resources. It is necessary to provide employees who are capable of achieving organizational goals through dedicated and earnest work, which directly impacts overall organizational performance and the achievement of its objectives (Duma, 2016).

Financial and non-financial incentives are fundamental factors that contribute to enhancing and developing work. When individuals experience stability and benefit, it positively affects their productivity and performance levels, leading to higher efficiency in their work (Al-Rashedi et al., 2022).

There may be no greater responsibility than having another person's life in your hands. Many healthcare professionals face this challenge frequently, but it is especially prevalent among emergency medical service specialists, particularly paramedics and emergency medical technicians. The pressure inherent in this life-

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saving role can lead to challenges that affect the performance of emergency medical service professionals. They work in high-pressure environments and often have to sacrifice their personal comfort to serve others, which drives them to continue in this line of work (Stefurak & et al, 2020).

Therefore, providing both financial and non-financial incentives is a crucial factor in influencing the performance of paramedics at the Saudi Red Crescent Authority. Incentives serve as a significant motivating tool, and compensation for incentives represents a form of material rewards provided by organizations to dedicated employees. As a result, many employees are inclined to work harder if they receive incentives and rewards that meet expectations (Elqadri et al., 2015). This study aims to examine the impact of financial and non-financial incentives on the performance of paramedics at the Saudi Red Crescent Authority in the Makkah region.

Study Problem

Every organization strives to fulfill its objectives and achieve its goals through the strategic utilization of its available resources. Among these, the human element is deemed the most critical, possessing the capacity to innovate and drive the organization's objectives forward, irrespective of whether the institution is public or private.

Improving service quality has become a significant challenge for employees in organizations that aim to remain competitive in the market and meet the expectations and satisfaction of service recipients. Healthcare holds particular importance among both clinical and non-clinical services due to its nature and essence. Healthcare employees, in general, need to develop and implement quality improvement plans to achieve success, as quality provides a sustainable competitive advantage and is a critical factor in patient satisfaction. This, in turn, leads to increased referrals, demand for services, and an enhanced reputation for the hospital (Izadi et al., 2017).

Therefore, it is crucial to implement financial reforms in the healthcare sector, including transitioning to various types of budgeting and performance-based incentives. These measures help ensure that financing mechanisms establish the necessary incentive policies to enhance employee performance, thereby improving productivity and the quality of healthcare services (Piatti-Fünfkirchen & Schneider, 2018).

Due to the importance of incentives as one of the factors influencing individual behavior and driving them toward achieving organizational goals, there has been increasing attention on this area. Several theories of incentives have emerged, among which the Scientific Management Theory by Frederick Taylor is particularly notable. This theory, a result of the natural evolution of management principles, is primarily based on the idea that money is the best motivator in organizations, as workers are inherently economic beings who strive to increase their earnings. In contrast, Maslow's Hierarchy of Needs Theory considers the organization as the

starting point for studying incentives. This theory serves as a crucial tool for researchers and managers to identify the basic human needs of individuals and the importance of each, which should be taken into account when establishing an incentive system within organizations (Abbas, 2021, p.3).

Both financial and non-financial incentives play a significant role in influencing employee performance, either positively or negatively. The absence of incentives or their unfair distribution can adversely affect the performance of healthcare staff in medical institutions. A study by Al-Qudah (2017) indicated a positive relationship between financial and non-financial incentives and employee performance in private hospitals in Jordan. The study also recommended the need to develop policies and strategies that enhance the effectiveness of incentives and to implement an incentive system that meets the needs of employees (Al-Rashedi & et al., 2022).

Paramedics of the Saudi Red Crescent Authority face challenges and difficulties due to the increasing number of emergency calls, particularly during the Hajj season. According to the official website of the Saudi Press Agency (2022), the Operations Room of the Saudi Red Crescent Authority received 73,027 calls from various regions of the Kingdom during the period from May 19 to May 25, 2022. Of these, a total of 20,290 medical cases were attended to, with 9,916 cases being transported to medical facilities. The Makkah region reported the highest number of cases, with 7,551 incidents, including 746 medical cases, the highest among them (Aqeeli, et al., 2022).

Consequently, it is imperative that the Red Crescent Authority implements a robust system for both material and moral incentives. This recommendation stems from the significant influence that such incentives exert on the performance of paramedics and emergency technicians. Incentives are crucial because they foster enthusiasm, leadership, and a willingness to engage in work among employees, regardless of their field. This engagement not only enhances individual performance but also substantially boosts overall productivity (Al-Zahrani & Al-Harbi, 2023).

Therefore, it is essential to develop and implement an incentive system that aligns with the needs of paramedics to enhance their performance to its highest level and achieve alignment with their needs and requirements. Generally, it can be agreed that both financial and non-financial incentives at all administrative levels can improve performance efficiency, as they can positively impact the development of working conditions that enhance productivity. Thus, the core problem of the study can be summarized in the following main research question:

What is the impact of financial and non-financial incentives on the performance of paramedics at the Saudi Red Crescent Authority in the Makkah region?

Research Questions:

- What is the current state of financial incentives in the Saudi Red Crescent Authority as perceived by paramedics in the Makkah region?

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- What is the current state of non-financial incentives in the Saudi Red Crescent Authority as perceived by paramedics in the Makkah region?
- What is the level of performance among paramedics in the Saudi Red Crescent Authority in the Makkah region?
- What is the impact of financial and non-financial incentives on the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region?

Research Objectives:

- To determine the current state of financial incentives in the Saudi Red Crescent Authority as perceived by paramedics in the Makkah region.
- To determine the current state of non-financial incentives in the Saudi Red Crescent Authority as perceived by paramedics in the Makkah region.
- To determine the level of performance among paramedics in the Saudi Red Crescent Authority in the Makkah region.
- To determine the impact of financial and non-financial incentives on the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region.

Research Hypotheses:

- There is a statistically significant relationship between financial incentives and the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region.
- There is a statistically significant relationship between non-financial incentives and the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region.
- There are no statistically significant differences in the responses of the study sample regarding the impact of financial and non-financial incentives on the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region, attributed to the variables (educational level, job title, years of experience).

Literature Review

The study by Al-Qudah (2016) aimed to assess the impact of moral and material incentives on employee performance, with a focus on private hospitals in Amman, Jordan. The research employed an empirical analysis, utilizing a questionnaire distributed to 291 participants, of which 20 were excluded due to incomplete responses. Consequently, 271 completed questionnaires were selected for statistical analysis. The study adopted a descriptive analytical method and found that there is no significant difference in the application of moral and material incentives based on demographic variables such as gender, age, and educational qualifications.

The study concluded by recommending that private hospitals develop policies and strategies to enhance the effectiveness of incentives. Additionally, it suggested that hospitals in Amman implement incentive systems that address the diverse needs of all employees.

The study by Al-Zahrani & Al-Harbi (2023) aimed to examine the incentive system utilized by public hospitals in Saudi Arabia, focusing specifically on its impact on employee performance and satisfaction at Medina General Hospital. Additionally, the research sought to assess the extent of material and moral incentives provided to employees at this hospital, as well as their actual implementation and effectiveness in enhancing employee performance and satisfaction. The research encompassed all employees of Medina General Hospital, employing simple random sampling to select a sample size of 100 individuals. The findings revealed a statistically significant negative correlation between the level of incentives and job performance, indicating that job performance increased by 0.479% for every 1% rise in applied incentives. Similarly, a significant negative correlation was observed between the level of incentives and job satisfaction, with an increase of 0.411% in job satisfaction for every 1% increment in incentives.

The study by Ali & Alhamad (2022) aimed to investigate the impact of financial and moral incentives on employee performance at the General Company for Battery Industry in Baghdad. A simple random sample of 404 employees was selected, and 274 completed questionnaires. The study found a positive correlation between incentives and employee performance. Both financial and moral incentives were shown to significantly influence performance levels. Moreover, the research highlighted the mediating role of management in this relationship, suggesting that effective management practices can enhance the impact of incentives on performance. The study's findings are supported by established theories of motivation, such as Abraham Maslow's Needs Theory and McClelland's Theory of Motivation. These theories emphasize the importance of meeting employees' needs and providing opportunities for personal and professional growth to enhance performance.

The study by Ogunmakin & Sunday (2023) aimed to examine the impact of financial incentives, specifically merit pay and bonuses, on employee morale and motivation within small and medium-sized enterprises (SMEs) in Ekiti State, Nigeria. A survey research method was employed to collect data from 240 respondents, including SME owners, managers, and employees in Ado-Ekiti. The data was analyzed using descriptive statistics and ANOVA regression. The results indicated a significant positive correlation between financial incentives and employee morale and motivation. Both merit pay and bonuses were found to have a substantial impact on employee morale and motivation within the SMEs studied. Key Findings Merit pay significantly affects employee morale and motivation ($t = 7.288$; $p < 0.05$). Bonuses significantly impact employee morale and motivation ($t = 3.147$; $p < 0.05$). The study concluded that financial incentives play a crucial role in enhancing employee morale and motivation within Nigerian SMEs. These findings suggest that organizations can improve employee satisfaction and productivity by implementing effective financial incentive programs.

Methodology:

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Given the nature of the current study topic (The impact of financial and moral incentives on the performance of paramedics in the Red Crescent Authority in the Makkah region). To achieve the study objectives, the researcher used the descriptive method, which is: the type of research by which all members of the research community or a large sample of it are questioned; with the aim of describing the phenomenon being studied in terms of its nature and degree of existence. (Al-Assaf, 2016, p. 211).

Study Community:

The current study community consists of all the paramedics, emergency technicians and administrators working for the Red Crescent Authority in the Makkah Al-Mukarramah region in the Kingdom of Saudi Arabia.

Study Sample:

The origin of scientific research is to be conducted on all members of the research community; because this is more likely to confirm the results, but the researcher resorts to choosing a sample of them if this is not possible due to their large number, for example" (Al-Assaf, 2003, p. 96); therefore, the researcher chose a random sample, where the sample amounted to (234) paramedics, emergency technicians and administrators working for the Red Crescent Authority in the Makkah Al-Mukarramah region in the Kingdom of Saudi Arabia.

Study tool:

Based on the nature of the data and the methodology followed in the study, the researcher found that the most appropriate tool to achieve the objectives of this study is (the questionnaire). The study tool was built by referring to the literature and previous studies related to the subject of the study, The impact of financial and moral incentives on the performance of paramedics in the Red Crescent Authority in the Makkah region. The researcher designed the initial questionnaire and distributed it to the study sample to find out the data that this tool seeks to collect. The validity and reliability procedures for this tool were verified. The following is a detailed explanation of how to prepare the tool and the procedures taken by the researcher to verify the validity and reliability of the tool.

Validation of questionnaire

The validity of the study tool means ensuring that it measures what it was prepared to measure. It also means that the questionnaire includes all the elements that enter into the analysis on the one hand, and the clarity of its expressions on the other hand, so that it is understandable to everyone who uses it. The researcher verified the validity of the study tool through:

Honesty of arbitrators:

The face validity method was used, with the aim of ensuring the validity of the questionnaire and its suitability for research purposes, by presenting it to a group of academic and specialist arbitrators, and asking them to express an opinion regarding the extent of the validity and validity of each paragraph of the questionnaire and its suitability for measuring what it was designed to measure, and introducing Necessary amendments, whether by deletion, addition or reformulation. The arbitrators presented suggested amendments to the study tool, and the researcher took those observations into account, made the necessary amendments that were agreed upon by the majority of arbitrators, and then relied on the questionnaire in its final form.

Internal consistency validity

Through internal consistency, we know the extent to which each paragraph of the questionnaire is consistent with the axis/dimension to which this paragraph belongs. To calculate the validity of the internal consistency of the study tool, the Pearson correlation coefficient was calculated (Pearson Correlation Coefficient), through which the correlation coefficients were calculated between the score of each item and the total score of the dimension (the average score of the items of the dimension) to which the item belongs. The following tables show the validity of the internal consistency.

Table (1): Internal Consistency Results

| n = 234 | | Pearson | |
|--|--|------------------------------------|----------|
| Financial incentives in the Red Crescent Authority from the perspective of employees in the Makkah region | | Correlati on Coefficie nt | sig |
| 1- | The Red Crescent Authority provides accommodation and transportation allowances for healthcare staff. | .883** | .00 0 |
| 2- | The Red Crescent Authority offers financial rewards for overtime work by healthcare staff. | .885** | .00 0 |
| 3- | The Red Crescent Authority promotes outstanding healthcare staff who excel in their work and duties. | .878** | .00 0 |
| 4- | The Red Crescent Authority pays monthly financial incentives and allowances based on work performance. | .902** | .00 0 |
| 5- | The salary value is commensurate with the nature of the tasks assigned to me. | .884** | .00 0 |
| 6- | Financial incentives contribute to motivating me to develop my skills and improve my performance. | .452** | .00 0 |
| 7- | The Red Crescent Authority regularly updates its financial systems to keep pace with current developments and needs. | .914** | .00 0 |
| Moral incentives in the Red Crescent Authority from the perspective of employees in the Makkah region | | | |
| 1- | My efforts at the Red Crescent Authority are appreciated by my supervisors. | .911** | .00 0 |
| 2- | I feel a sense of job security, satisfaction, and safety thanks to working at the Red Crescent Authority. | .880** | .00 0 |

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| | | | |
|---|---|--------|----------|
| 3- | I receive gifts and appreciation awards from the Red Crescent Authority in recognition of my efforts. | .912** | .00 0 |
| 4- | Outstanding healthcare staff at the Red Crescent Authority receive certificates of appreciation in recognition of their efforts. | .938** | .00 0 |
| 5- | My supervisors at the Red Crescent Authority grant me authority and delegation to accomplish tasks and work. | .897** | .00 0 |
| 6- | My supervisors at the Red Crescent Authority allow me the opportunity to participate in decision-making. | .936** | .00 0 |
| 7- | The Red Crescent Authority provides opportunities to participate in training courses and workshops. | .845** | .00 0 |
| 8- | My supervisors at the Red Crescent Authority offer words of thanks and praise when tasks are completed and goals are achieved. | .948** | .00 0 |
| 9- | My work at the Red Crescent Authority contributes to improving my social status and gives me a distinguished position in society. | .925** | .00 0 |
| 10- | The moral incentives provided by the Red Crescent Authority significantly improve my performance. | .785** | .00 0 |
| Quality performance of paramedics in the Red Crescent Authority in the Makkah region | | | |
| 1- | I am committed to providing healthcare services with the highest levels of efficiency, productivity, and quality. | .854** | .00 0 |
| 2- | I perform my duties at the Saudi Red Crescent in accordance with the highest local and international quality standards. | .893** | .00 0 |
| 3- | I am ready and willing to work outside of regular working hours when necessary. | .802** | .00 0 |
| 4- | I possess sufficient experience to handle the challenges that may arise while working at the Saudi Red Crescent. | .925** | .00 0 |
| 5- | I have the ability and willingness to take on necessary responsibilities. | .655** | .00 0 |
| 6- | I can communicate effectively and efficiently with patients, colleagues, and medical teams at the Saudi Red Crescent. | .870** | .00 0 |
| 7- | I strictly follow the rules, procedures, and policies adopted by the Saudi Red Crescent. | .889** | .00 0 |
| 8- | I complete the tasks assigned to me on time with the highest levels of efficiency and productivity. | .892** | .00 0 |
| 9- | I have sufficient knowledge of the nature of the work and how to perform my duties. | .867** | .00 0 |
| 10- | I have the ability to solve problems and overcome obstacles that I encounter during my work at the organization. | .915** | .00 0 |

| | | |
|--|--------|----------|
| 11- I strive for self-development and acquiring new experiences to improve my professional performance and increase my efficiency in completing tasks. | .798** | .00 0 |
| 12- An effective incentive system enhances my desire to accomplish more tasks with high efficiency and outstanding performance. | .468** | .00 0 |

It is clear from the previous table that the Pearson correlation coefficient values for each item for each dimensions with the total score of the dimensions; Positive and statistically significant at the significance level (0.01), where the values of the correlation coefficients ranged from (0.452) as a minimum to (0.948) as a maximum. This indicates the presence of internal consistency in the items of each dimensions, and their suitability for measuring what they were designed to measure.

Reliability of the questionnaire

Reliability of the questionnaire means that it gives approximately the same results if it is applied repeatedly to the same people in similar circumstances. The reliability of the questionnaire was calculated using Cronbach's Alpha, it was equal to 0.964. This means that the study tool has a high degree of stability and can be relied upon in the field application of the study. It is also an important indicator that the items that make up the questionnaire give stable and stable results if it is re-applied to the study sample members again. Therefore, there is reassurance regarding the analysis of the study data.

For each factor, it had 5 Likert-type items, this factor was pretested and checked for internal consistency. Accordingly, all the items were found to qualify internal consistencies table 2 shows the values of Cronbach's Alpha coefficient (α) of each factors. Likert-type items had five response anchors: (from 1- 'Strongly Disagree' to 5- 'Strongly agree').

Table (2): Reliability of the questionnaire

| Factors | Number of items | Cronbach's alpha |
|---|-----------------|------------------|
| Financial incentives in the Red Crescent Authority from the perspective of employees in the Makkah region | 7 | 0.930 |
| Moral incentives in the Red Crescent Authority from the perspective of employees in the Makkah region | 10 | .973 |
| Quality performance of paramedics in the Red Crescent Authority in the Makkah region | 12 | .951 |

It is clear from above table in Cronbach's Alpha coefficient (α) of each factors is very high where it ranged from 0.930 to 0.950

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Study implementation procedures:

The questionnaire was sent to paramedics, emergency technicians and administrators working for the Red Crescent Authority in the Makkah Al-Mukarramah region in the Kingdom of Saudi Arabia, where the researcher converted the questionnaire to electronic in order to collect the largest possible amount of the study sample, where the researcher distributed the questionnaire and after examining it, the researcher obtained (234) questionnaires valid for statistical analysis, after which the data was entered and processed statistically by computer using the (SPSS) program, and then the researcher analyzed the data and extracted the results.

Analysis and Interpretation of Study Results

- **results**

Table (3): Characteristics of the study participants

| Characteristics | N = 234 | Frequency | Percentage |
|---------------------------|-------------------|-----------|------------|
| Educational degree | diploma | 120 | 51.3 |
| | Bachelor's | 111 | 47.4 |
| | Master's/PHD | 3 | 1.3 |
| Profession | Technician | 165 | 70.5 |
| | Specialist | 27 | 11.5 |
| | Administrative | 42 | 17.9 |
| Seniority at work | Less than 3 years | 15 | 6.4 |
| | 4 - 10 | 42 | 17.9 |
| | 11-15 | 60 | 25.6 |
| | 15+ | 117 | 50.0 |

The study studied 234 individuals, 51.3% had diploma degree, 47.4% had Bachelor's degree and 1.3% had master/ phd degree, 70.5% were Technician, 17.9% were Administrative and 11.7% were Specialist. 50.0% had more 15 years work and 25.6% had 11- 15 years work. 17.9% had 4-10 years work, and 6.4% had less than 3 years work (Table 3).

For factor 1: **financial incentives in the Red Crescent Authority from the perspective of employees in the Makkah region**, The researcher calculated the mean, standard deviation, relative weight, level of agreement, and ranking for each item. Hypotheses tests of items’s responses is neutral on average The value (3) using the One Sample T-Test. Table(4) shows the results.

Table (4): financial incentives in the Red Crescent Authority from the perspective of employees in the Makkah region and its items

| N = 234 | Mean | Standard deviation | Relative weight | T-value | Sig | Agreement degree | Rank |
|---|-------|--------------------|-----------------|---------|------|------------------|------|
| 1- The Red Crescent Authority provides accommodation and transportation allowances for healthcare staff. | 3.68 | 1.45 | 73.59 | 4.15 | .000 | agree | 4 |
| 2- The Red Crescent Authority offers financial rewards for overtime work by healthcare staff. | 3.74 | 1.45 | 74.87 | 4.54 | .000 | agree | 2 |
| 3- The Red Crescent Authority promotes outstanding healthcare staff who excel in their work and duties. | 3.74 | 1.36 | 74.87 | 4.82 | .000 | agree | 3 |
| 4- The Red Crescent Authority pays monthly financial incentives and allowances based on work performance. | 3.17 | 1.64 | 63.33 | 0.90 | .372 | neutral | 7 |
| 5- The salary value is commensurate with the nature of the tasks assigned to me. | 3.38 | 1.52 | 67.69 | 2.23 | .029 | neutral | 6 |
| 6- Financial incentives contribute to motivating me to develop my skills and improve my performance. | 4.46 | 0.99 | 89.23 | 13.05 | .000 | Strongly agree | 1 |
| 7- The Red Crescent Authority regularly updates its financial systems to keep pace with current developments and needs. | 3.40 | 1.48 | 67.95 | 2.37 | .020 | agree | 5 |
| Mean of factor1 | 3.653 | 1.20 | 73.08 | 4.83 | .000 | agree | |

Ahmed Hamad Hamid Alqurash, Saud Saad Ali AlHarthi, Majed Fayhan Nahs Alotibi, Abdulrahman Abdullah Qasim Yankasar, Mohammed Hamed Hmaed Alharbi, Abdullah Marshad Muraishaid Alharbi, Hamed Ehssanalhaq M Mohammed, Abdallah Khudran Almontashri, Fahad Abdulwahed Zaid Alghuraybi, Abdulelah Masha Al Muteri, Ghurmallah Mohammed Saeed Alghamdi, Mhanna Ali Mhanna Alsobhi, Mousa Mohammed H Alharbi.

The average of the sample members’ answers to the “**financial incentives in the Red Crescent Authority from the perspective of employees in the Makkah region**” dimension was (3.65 out of 5) with a relative weight of 73.077%, which indicates a high level of approval by the sample members on this dimension. The highest item received the highest degree of approval from the sample members was

The paragraph that states, “Financial incentives contribute to motivating me to develop my skills and improve my performance..” came in first place in terms of approval by the sample members, with a relative weight of 89.23%.

While the item that received the lowest degree of support from the sample members was:

The paragraph that states, “The Red Crescent Authority pays monthly financial incentives and allowances based on work performance.” ranked next to last in terms of approval by the sample members, with a relative weight of 63.333%.

For factor 2: **moral incentives in the Red Crescent Authority from the perspective of employees in the Makkah region**, The researcher calculated the mean, standard deviation, relative weight, level of agreement, and ranking for each item. Hypotheses tests of items’s responses is neutral on average The value (3) using the One Sample T-Test. Table (5) shows the results.

Table (5): moral incentives in the Red Crescent Authority from the perspective of employees in the Makkah region

| N = 234 | Mean | Standard deviation | Relative weight | T-value | Sig | Agreement degree | Rank |
|---|------|--------------------|-----------------|---------|------|------------------|------|
| 1- My efforts at the Red Crescent Authority are appreciated by my supervisors. | 3.46 | 1.45 | 69.23 | 2.82 | .006 | agree | 7 |
| 2- I feel a sense of job security, satisfaction, and safety thanks to working at the Red Crescent Authority. | 3.73 | 1.38 | 74.62 | 4.67 | .000 | agree | 4 |
| 3- I receive gifts and appreciation awards from the Red Crescent Authority in recognition of my efforts. | 3.06 | 1.58 | 61.28 | 0.36 | .721 | neutral | 10 |
| 4- Outstanding healthcare staff at the Red Crescent Authority receive certificates of appreciation in recognition of their efforts. | 3.32 | 1.42 | 66.41 | 2.00 | .050 | neutral | 9 |

The Impact of Financial and Moral Incentives on the Performance of Paramedics in the Red Crescent Society of the Makkah Region

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|--|------|------|-------|------|------|-------|---|
| 5- My supervisors at the Red Crescent Authority grant me authority and delegation to accomplish tasks and work. | 3.60 | 1.44 | 72.05 | 3.71 | .000 | agree | 5 |
| 6- My supervisors at the Red Crescent Authority allow me the opportunity to participate in decision-making. | 3.36 | 1.53 | 67.18 | 2.07 | .041 | agree | 8 |
| 7- The Red Crescent Authority provides opportunities to participate in training courses and workshops. | 3.79 | 1.20 | 75.90 | 5.85 | .000 | agree | 1 |
| 8- My supervisors at the Red Crescent Authority offer words of thanks and praise when tasks are completed and goals are achieved. | 3.55 | 1.39 | 71.03 | 3.50 | .001 | agree | 6 |
| 9- My work at the Red Crescent Authority contributes to improving my social status and gives me a distinguished position in society. | 3.78 | 1.35 | 75.64 | 5.14 | .000 | agree | 2 |
| 10- The moral incentives provided by the Red Crescent Authority significantly improve my performance. | 3.78 | 1.25 | 75.64 | 5.55 | .000 | agree | 3 |
| Mean of factor 2 | 3.54 | 1.26 | 70.90 | 3.83 | .000 | agree | |

The average of the sample members' answers to the moral incentives in the Red Crescent Authority from the perspective of employees in the Makkah region was (3.544 out of 5) with a relative weight of 70.90%, which indicates high level of approval by the sample members on this dimension. The highest item received the highest degree of approval from the sample members was the paragraph that states, "The Red Crescent Authority provides opportunities to participate in training courses and workshops.," came in first place in terms of approval by the sample members, with a relative weight of 75.90%.

While the item that received the lowest degree of support from the sample members was the paragraph that states, "I receive gifts and appreciation awards from the Red Crescent Authority in recognition of my efforts." ranked next to last in terms of approval by the sample members, with a relative weight of 61.28%.

Ahmed Hamad Hamid Alqurash, Saud Saad Ali AlHarthi, Majed Fayhan Nahs Alotibi, Abdulrahman Abdullah Qasim Yankasar, Mohammed Hamed Hmaed Alharbi, Abdullah Marshad Muraishaid Alharbi, Hamed Ehssanahaq M Mohammed, Abdallah Khudran Almontashri, Fahad Abdulwahed Zaid Alghuraybi, Abdulelah Masha Al Muteri, Ghurmallah Mohammed Saeed Alghamdi, Mhanna Ali Mhanna Alsobhi, Mousa Mohammed H Alharbi.

For factor3: quality performance of paramedics in the Red Crescent Authority in the Makkah region, the researcher calculated the mean, standard deviation, relative weight, level of agreement, and ranking for each item. Hypothese tests of items's responses is neutral on average The value (3) using the One Sample T-Test. Table (6) shows the results.

Table (6): quality performance of paramedics in the Red Crescent Authority in the Makkah region

| N = 234 | Mean | Standard deviation | Relative weight | T-value | Sig | Agreement degree | Rank |
|--|------|--------------------|-----------------|---------|------|------------------|------|
| 1- I am committed to providing healthcare services with the highest levels of efficiency, productivity, and quality. | 4.60 | 0.81 | 92.05 | 17.45 | .000 | Strongly agree | 6 |
| 2- I perform my duties at the Saudi Red Crescent in accordance with the highest local and international quality standards. | 4.56 | 0.85 | 91.28 | 16.32 | .000 | Strongly agree | 8 |
| 3- I am ready and willing to work outside of regular working hours when necessary. | 4.26 | 1.18 | 85.13 | 9.42 | .000 | Strongly agree | 12 |
| 4- I possess sufficient experience to handle the challenges that may arise while working at the Saudi Red Crescent. | 4.53 | 0.75 | 90.51 | 17.94 | .000 | Strongly agree | 10 |
| 5- I have the ability and willingness to take on necessary responsibilities. | 4.64 | 0.70 | 92.82 | 20.65 | .000 | Strongly agree | 2 |
| 6- I can communicate effectively and efficiently with patients, colleagues, and medical teams at the Saudi Red Crescent. | 4.62 | 0.71 | 92.31 | 20.19 | .000 | Strongly agree | 4 |
| 7- I strictly follow the rules, procedures, and policies adopted by the Saudi Red Crescent. | 4.62 | 0.71 | 92.31 | 20.19 | .000 | Strongly agree | 5 |
| 8- I complete the tasks assigned to me on time with | 4.63 | 0.69 | 92.56 | 20.97 | .000 | Strongly agree | 3 |

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| | | | | | | | |
|--|------|------|-------|-------|------|----------------|----|
| the highest levels of efficiency and productivity. | | | | | | | |
| 9- I have sufficient knowledge of the nature of the work and how to perform my duties. | 4.69 | 0.67 | 93.85 | 22.29 | .000 | Strongly agree | 1 |
| 10- I have the ability to solve problems and overcome obstacles that I encounter during my work at the organization. | 4.54 | 0.86 | 90.77 | 15.74 | .000 | Strongly agree | 9 |
| 11- I strive for self-development and acquiring new experiences to improve my professional performance and increase my efficiency in completing tasks. | 4.60 | 0.81 | 92.05 | 17.45 | .000 | Strongly agree | 7 |
| 12- An effective incentive system enhances my desire to accomplish more tasks with high efficiency and outstanding performance. | 4.46 | 0.85 | 89.23 | 15.22 | .000 | Strongly agree | 11 |
| Mean of Dimension | 4.56 | 0.65 | 91.24 | 21.17 | .000 | Strongly agree | |

The average of the sample members' answers to the "quality performance of paramedics in the Red Crescent Authority in the Makkah region" was (4.56 out of 5) with a relative weight of 91.23%, which indicates high level of agreement by the sample members on this dimension. The highest item received the highest degree of approval from the sample members was the paragraph that states, "I have sufficient knowledge of the nature of the work and how to perform my duties." came in first place in terms of approval by the sample members, with a relative weight of 93.85%.

While the item that received the lowest degree of support from the sample members was the paragraph that states, "I am ready and willing to work outside of regular working hours when necessary." in terms of approval by the sample members, with a relative weight 85.13%.

Diagnose study's hepothses

There is a statistically significant relationship between financial incentives and the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region.

To asses this relationship, person correlation coeffiecnt is calculated, and the result showed that there is positive moderate significant relationship between financial incentives and the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region ($r = 0.350$, $sig = 0.002$)

Ahmed Hamad Hamid Alqurash, Saud Saad Ali AlHarthi, Majed Fayhan Nahs Alotibi, Abdulrahman Abdullah Qasim Yankasar, Mohammed Hamed Hmaed Alharbi, Abdullah Marshad Muraishaid Alharbi, Hamed EhssanAlhaq M Mohammed, Abdallah Khudran Almontashri, Fahad Abdulwahed Zaid Alghuraybi, Abdulelah Masha Al Muteri, Ghurmallah Mohammed Saeed Alghamdi, Mhanna Ali Mhanna Alsobhi, Mousa Mohammed H Alharbi.

There is a statistically significant relationship between non-financial incentives and the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region.

To asses this relationship, person correlation coefficient is calculated, and the result showed that there is positive moderate significant relationship between non-financial incentives and the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region.($r = 0.494$, $sig = 0.000$)

There are statistically significant differences in the responses of the study sample regarding factors in the Saudi Red Crescent Authority in the Makkah region, attributed to the variables (educational level, job title, years of experience).

To asses these relationships, ANOVA test is calculated for each factor at each level of variables(educational level, job title, years of experience). The following table show the result of ANOVA significant value

Table (7) Sig Value of Anova Test

| | Educational level | Job title | Years of experience |
|---|--------------------------|------------------|----------------------------|
| Financial incentives in the Red Crescent Authority from the perspective of employees in the Makkah region | .471 | .036 | .001 |
| Moral incentives in the Red Crescent Authority from the perspective of employees in the Makkah region | .234 | .018 | .026 |
| Quality performance of paramedics in the Red Crescent Authority in the Makkah region | .340 | .933 | .669 |

The results showed that, for **financial incentives in the Red Crescent Authority from the perspective of employees in the Makkah region** there is no significant difference in the responses according to educational level where $sig > 0.05$, where there is significant difference in the responses according to job title, years of experience where $sig < 0.05$.

for **moral incentives in the Red Crescent Authority from the perspective of employees in the Makkah region** there is no significant difference in the responses according to educational level where $sig > 0.05$, where there is significant difference in the responses according to job title, years of experience where $sig < 0.05$.

for **quality performance of paramedics in the Red Crescent Authority in the Makkah region** there is no significant difference in the responses according to educational level, job title, years of experience where sig >0.05

Conclusion

The study aimed to determine the impact of financial and moral incentives on the performance of paramedics in the Red Crescent Authority in the Makkah region.

(234) paramedics, emergency technicians and administrators working for the Red Crescent Authority in the Makkah Al-Mukarramah region in the Kingdom of Saudi Arabia are investigated. The results showed that:

- There is positive moderate significant relationship between financial incentives and the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region.
- There is positive moderate significant relationship between non-financial incentives and the performance of paramedics in the Saudi Red Crescent Authority in the Makkah region.
- There is no significant difference in the responses of financial incentives in the Red Crescent Authority from the perspective of employees in the Makkah region according to educational level.
- There is significant difference in the responses of financial incentives in the Red Crescent Authority from the perspective of employees in the Makkah region according to job title, years of experience.
- There is no significant difference in the responses of moral incentives in the Red Crescent Authority from the perspective of employees in the Makkah region according to educational level.
- There is significant difference in the responses of moral incentives in the Red Crescent Authority from the perspective of employees in the Makkah region according to job title, years of experience.
- There is no significant difference in the responses of quality performance of paramedics in the Red Crescent Authority in the Makkah region according to educational level, job title, years of experience.

Study Recommendations

Based on the results of this study, several recommendations are proposed to enhance the performance of paramedics at the Saudi Red Crescent Authority (SRCA) in the Makkah region through financial and non-financial incentives:

- The SRCA should consider revising and enhancing its financial incentive structures to align with paramedics' expectations. Given the positive correlation found between financial incentives and paramedic performance, further development in this area could lead to improved overall effectiveness. Regular salary increments, bonuses based on performance, and additional allowances should be considered to maintain high motivation levels.

Ahmed Hamad Hamid Alqurash, Saud Saad Ali AlHarthi, Majed Fayhan Nahs Alotibi, Abdulrahman Abdullah Qasim Yankasar, Mohammed Hamed Hmaed Alharbi, Abdullah Marshad Muraishaid Alharbi, Hamed Ehssanalhaq M Mohammed, Abdallah Khudran Almontashri, Fahad Abdulwahed Zaid Alghuraybi, Abdulelah Masha Al Muteri, Ghurmallah Mohammed Saeed Alghamdi, Mhanna Ali Mhanna Alsobhi, Mousa Mohammed H Alharbi.

- A periodic review mechanism should be implemented to ensure that financial incentives remain competitive within the industry, taking into account inflation, the cost of living, and the demands of the paramedic profession.
- It is recommended that the SRCA expands the availability of opportunities for paramedics to engage in continuous professional development (CPD) activities, such as workshops, certifications, and specialized training programs. Increased access to educational resources and leadership development opportunities will foster a greater sense of career growth and satisfaction.
- Recognizing the importance of employee morale, SRCA should continue to focus on non-monetary rewards such as recognition programs, enhanced job security, and a clear career advancement path to reinforce employee engagement.
- The SRCA should implement an evidence-based performance evaluation system that links both financial and non-financial incentives to measurable performance outcomes. Paramedics should receive regular feedback and performance reviews that highlight areas for improvement and reward high performance. This can be supported by clear, transparent criteria that paramedics can strive to meet.
- The SRCA should tailor its incentive programs to reflect the needs and expectations of paramedics at different stages of their careers. Senior paramedics may prioritize different incentives than junior paramedics, and as such, a flexible approach to incentive management is advised.
- Introducing mentorship programs where experienced paramedics support newer staff members can enhance job satisfaction and improve overall team cohesion.
- The SRCA should establish continuous monitoring mechanisms for the impact of both financial and non-financial incentives on paramedic performance. Periodic surveys and performance analytics will enable the organization to adapt its policies in response to emerging trends and the evolving needs of its workforce.

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