

**The Impact of Ideal Employee Award on the Retention of Distinctive Competencies in Public Sector Organizations in the Hashemite Kingdom of Jordan:
A Field Study of Public Sector Employees Who Obtained the Ideal Employee Award Civil Service Bureau**

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Abstract

The purpose of this study was to measure the impact of Ideal Employee Award on the retention of distinctive competencies in public sector organizations and institutions in Jordan. Data were obtained from employees of first and second rank of Civil Service Bureau who have won the award from organizations and departments which won more than once. A questionnaire was designed for this purpose and distributed on a sample consist of 58.8%. The study revealed that there was statistically significant effect of motivating excellent employee performance, accelerating succession planning, creating a competitiveness status qua, encouraging employees creativity and initiatives, and encouraging employees to develop their skill on retain outstanding competencies in the civil service, and they respectively explain 11.8%, 6.4%, 2%, 3.2%, and 2.9% of variance in the independent variable (retaining outstanding competencies) in the civil service. The most important recommendation is to expand the award to forcibly include all employees which in turn affects positively on government administration as well as performance. Finally, it recommends conducting more studies on such recognition awards which have a great impact on administrative reforms that is needed nowadays in governmental body.

Keywords: Human Resource, Distinctive Competencies, Motivation Scheme, Ideal Employee Awards.

1. Introduction

In today's turbulent environment, workforce stability becomes necessary in order to compete and gain competitive advantage. Work stress is escalated due to certain factors and this could lead to increasing employee stress levels which in turn demolishing their moralities and creativity. Highly skilled, talented, and intellectual capitals are border transmitted. Productivity is becoming more retracted because of real shortages in qualified and high employee performers. Losing unmotivated, unsatisfied, and unpaid talented and outstanding employees maybe hamper the firms' success. Moreover, attracting and retaining outstanding and/or talented employees is considered one of the most eminent issues faces business organizations nowadays because they considered a valuable and vital source in response to competitive pressures.

Therefore, human resource departments must systematically review its current reward programs and strategies in order to make sure that it addresses employees' desires and preferences for performance improvements and thus, employee satisfaction and commitment (Al-Jarradi, 2011; Okioga, 2012; Obwogi & Msengeti, 2015).

The most proper technique used to increase job satisfaction is through intrinsic and extrinsic motivation as well as incentives; this would help in creating a retention strategy for skillful, experienced, capable, and knowledgeable workers. Several factors play pivotal role in retention strategy such as career opportunities, work environment, work-life-balance, and organizational justice (Armstrong, 2012). By and large, organizations make hard efforts to attract talented and intellectuals but the most essential is how to sustain them.

Noteworthy, only high salaries and incentives are not significant for employees to retain them but there are other factors considered as important as monetary remunerations (Irshad, 2011). In light of the above, this paper comes to examine the role of such recognition programs on sustaining the outstanding and distinctive competencies in public sector of Jordan.

1.1.Statement of the Problem

Human resources are the engine for organizations and needs from time to time a motive to stimulate their power in order to achieve higher performance standards. Despite of many impediments facing organizations such as economic recession, lay-off, and turnover, top management are striving to balance their workforce for growth and development by sustaining distinctive competencies through motivating higher performers (distinguished employee performer). After reviewing the goal of ideal employee award, terms, nomination, criteria and mechanism included in the civil service bureau in Jordan and announced on its website, the following questions listed the problem of this study:

- 1- Does obtaining Ideal Employee Award contribute to motivate higher and outstanding employee performance?
- 2- Dose obtaining this award accelerate the opportunities of succession planning, creating a state of competitive, encourage employees to develop their skills and knowledge, encourage employee creativity and initiative?
- 3- Does this award encourage awarded employees to utilize this as motive to increase their work efficiency and productivity?
- 4- Do achieving award goals affect the ability of public sector organizations to retaining their competencies they have?

1.2.The Study Importance and Objectives

The importance of the study stems from the launching of ideal employee award by Civil Service Bureau of Jordan as one of the human resources development tools. The aim of this award was to achieve the comprehensive administrative reforms of the state institutions as well as their employees in order to identify the extent of the award's contribution in retaining the distinctive competencies. This study will contribute to the academic achievements with findings that clarifying the extent of ideal employee award achievements/ Civil Service Bureau of Jordan, which directly reflects on retaining distinctive competencies and indirectly the level of impact made on enhancing, modifying, and changing individual behavior as well as public sector institutions. The main objective of this study is to examine the effect of employees who obtained award of ideal employee as a recognition motive on sustaining the distinctive competencies of civil service bureau at public organizations of Jordan and its reflections on increasing work efficiency and productivity. Moreover, it aims at identifying the direct impact of receiving the award in motivating outstanding employee performance, accelerating the opportunities for succession planning, creating a state of competitiveness, encouraging employees to be initiative and creative, encouraging employees to develop their skills, knowledge and attitudes, and the capability of organization's to retain its valuable and distinctive competencies.

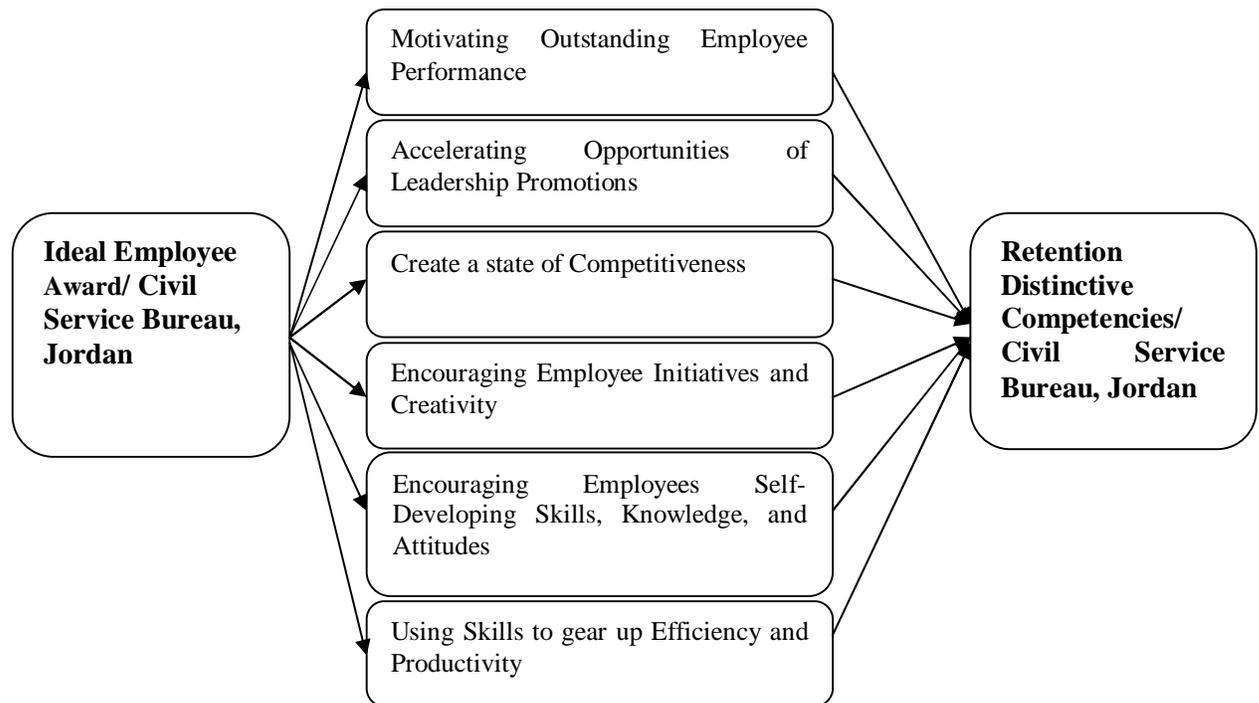
1.3.Study model

The study conceptual framework is depicted in figure 1 below included the following variables:

- 1- **Independent Variables:** Ideal Employee Award by Civil Service Bureau of Jordan and it encompasses the following sub-independent variables:
 - Motivating Outstanding Employee Performance
 - Accelerate Opportunities for Succession Planning
 - Creating a state of Competitiveness
 - Encouraging Employee Initiatives and Creativity
 - Encouraging Employees to develop Own Skills
 - Utilizing Skills for Increasing Work Efficiency and Productivity

2- **Dependent Variable:** Retention Distinctive Competencies at Civil Service Bureau of Jordan.

Figure 1: A Conceptual Framework of the Effects of Motivation on retaining distinctive competencies



Source: Developed by Researchers

1.4.Study Hypotheses

Generally, based on the theoretical background, the study made the following hypotheses:

H₁: There is no statistically significant effect of motivating outstanding employee performance on retaining distinctive competencies in Civil Service Bureau of Jordan at $P \leq 0.05$.

H₂: There is no statistically significant effect of creating a state of competitiveness on retaining distinctive competencies in Civil Service Bureau of Jordan at $P \leq 0.05$.

H₃: There is no statistically significant effect of accelerating opportunities of leadership promotion on retaining distinctive competencies in Civil Service Bureau of Jordan at $P \leq 0.05$.

H₄: There is no statistically significant effect of encouraging employee initiatives and creativity on retaining distinctive competencies in Civil Service Bureau of Jordan at $P \leq 0.05$.

H₅: There is no statistically significant effect of encouraging employees’ self-developing skills, knowledge, and attitudes on retaining distinctive competencies in Civil Service Bureau of Jordan at $P \leq 0.05$.

H₆: There is no statistically significant effect of using skills to gear up efficiency and productivity on retaining distinctive competencies in Civil Service Bureau of Jordan at $P \leq 0.05$.

2. Literature Review

2.1.Motivation and Productivity

The world is not quite stable as too many environmental factors affect all geographical areas in which organizations are operating. Nonetheless, it has become imperative for organizations today to recognize the importance of human resources and workers. Motivation is considered the most important and influential factor that affect individual behavior and productivity as well as organizational efficiency, and the role of management at every step is how to create enthusiasms amongst employees to exploit their potentials and abilities (Chaudhary & Sharma, 2012). Nevertheless, individuals with a high achievement expected always to be motivated and are interested to get feedback of how well they did their work. Oppositely, those who are low achievement tends to interested with others opinions rather tank work efficiency (Dobre, 2013).

Employees have their own needs and desires need to be satisfied and organizations use financial rewards to maintain and motivate employees toward generating higher performance and stimulating individual potentials. Numerous researches pointed out that pay is the most influential motivator and has direct impact on employees' satisfaction, loyalty, and commitment. Generally, motivations could be both financial and non-financial, and they have great implications on individuals and organizations efficiency and productivity, apart from that, non-financial recognition schemes can reinforce relationships as well as stability of workforce (Afful-Broni, 2012, Silverman, 2004: P10). Additionally, motivation could be either extrinsic motivation which is related to outside of the job such as pay, work condition, work environment and condition...etc or intrinsic motivation tends to be psychological motivation that within the individual him/herself such as sense of challenge and achievement, recognition, appreciation...etc. while the main issue depends on how an appropriate reward program can positively affect individuals attitudes toward their job and thus increase their productivity (Muogbo, 2013).

Recognition Award Programs and Employee Engagement & Retention

Motivation and incentives play a critical role in retaining high performer employees if the organizations tend to grow and enlarge (Cran, 2012). Usually organizations use motivations especially intrinsic one to increase employees' moralities, loyalty, commitment, and retention. Employee Retention (ER) is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project (Sandhya & Kumar, 2011). Retention is more important than other human resource functions because talented and intellectual capitals never fall in shortage and if not satisfied of current situations they are easily switch over to another of many choices. Different reasons why peoples are either staying or leaving organizations; one of these reasons is employee satisfaction, other theoreticians call it Job Satisfaction, if an employee is satisfied with his/her job then they tend to perform well while opposite is correct, and individuals are eager to leave the organization due to opportunities in other places. In other words, high performing employees will leave the organizations if they don't feel valued, while employees who feel valued and trusted tends to be more productive than their counterparts. The role of good leader is to know how to attract and retain those intellectuals for the sake of organization because hiring new intellectuals and talented employees is more expensive than sustaining old one.

Successful business organizations realized the importance of developing recognition award and effective reward programs in order to recognize employees' achievements. However, researches suggested that recognition, ranging from verbal praise to non-monetary awards, could be cost-effective technique that had reflections on decreasing employee absenteeism and turnover and increasing their morality. Daniel & Metcalf (2005) addressed that while employees benefited from recognition award programs, organizations tend to elevate workers efficiency, productivity, engagement and performance, and improve organization profitability, higher retention rates, and decreased costs resulted from turnover. Employee recognition, in turn, has been found to positively relate to employee engagement (Tetrick & Haimann, 2014). Furthermore, recognition award programs can help instill and reinforce corporate values and positively impact financial results. Obviously, recognition programs and employee engagement are mutually interrelated. Recognition programs and awards strive to achieve high level of employee engagement which in turn leads to raise loyalty, commitment, and satisfaction, while engagement programs use recognition schemes, service awards, incentives, and learning opportunities to intensify employee engagement that which will lead to retain them as long as possible to the end of service.

2.2. Civil Service Bureau and Excellence Awards of Jordan

Jordan government has been recognized the importance of motivation to stimulate not only its governmental employees but also private sector, business associations, educational service providers, and not-for-profit organizations as well as non-governmental institutions employees in order to create and promote a culture of excellence through promoting awareness about distinguish performance, creativity, innovation, and sustain international competitiveness. Concurrently, King Abdullah II for Excellence Centre is the well-known overall the Jordan.

Moreover, decision makers decide to activate and develop recognition scheme in 2005, and later civil service bureau of Jordan sought to contribute to the efforts of administrative reforms in the body of government. Notably, CSB was developed a strategic plan 2004-2010 that focused on human resource management. Even though it was outdated, but the concept is still operating and many researchers have been conducted to evaluate the recognition schemes on both organization and employee.

The award is divided into three levels; King Abdullah II Award for Excellence in government performance and transparency, and this categorizes into three awards; the distinguished government employee award, excellence in public service award, and innovation in public sector award. While the second level of program directed toward private sector under King Abdullah II for Excellence in private sector. This categorized into Jordanian Exporter Award, and Environmental Sustainability Award. Finally, the last level is King Abdullah II for Excellence in toward business associations and not-for-profit organizations.

Generally, Civil Service Ideal Employee Award comes to enhance employee efficiency and performance, boost productivity, and create atmosphere of competitiveness within government offices. Civil Service Bureau law No. 30, 2007 and its amendments under article 35 states that (Civil Service Bureau website, 19/2/2016, 7:10pm):

“Five annual increases shall be granted to ten excellent employees at maximum of each category in all civil service authorities, including contract employees (except for comprehensive contracts), provided that employees are nominated if they meet the required standards and conditions and they compete according to the category and salary specified under the contract thereof”.

Thereafter, the nomination of the ideal employee for excellence is made according to the following standards:

1. Performance and Achievement.

Under this standard, nominated employee should accomplish certain criteria that qualify him/her to compete to obtain this award such as employee's productivity, accuracy, and speed of accomplishments counter to deadlines, achievements that exceed what expected from him/her, the ability of employee to overwhelmed the obstacles and difficulties confronting him/her, using skills and modern techniques and tools to achieve the goals and objectives, and the positive implications of employees' efforts in terms of cost, service, time, and quality.

2. Initiative and Creativity

This standard focuses on initiatives and creativity of employees in terms of presenting new ideas, suggestions, studies, and work methods that contribute to performance development, productivity improvement, services upgrading or procedures simplification.

3. Cooperation and Job Commitment

The main focus is on the employee's degree of cooperation with internal and external customers and the positive attitude in dealing with them. It also emphasizes the degree of professional and behavioral commitment by the employee in complying with the institutional regulations, supported by a record free of any violations.

4. Participation and Responsibility

This standard can be related to the self participation in official and unofficial activities organized or took part in by the department, and the level of contribution in discretionary efforts as well as being tolerant and patient of work pressures.

5. Knowledge, Abilities and Skills

Numerous skills acquired, developed, used, and practiced to as a mean to promote work efficiency and productivity is the main aim of this standard.

6. Leadership and Supervisory Skills

Supervisory skills and abilities that related to planning, organization, direction, delegation, motivation, training, and leadership and other skills and abilities utilized to gear up organization as well as employees efficiency, effectiveness, productivity, and performance.

2.3.Previous Studies

Waqas & Saleem (2014) conducted a study aimed at exploring the concept of employee engagement and how it could be strengthened with monetary and non-monetary rewards. Also it explores the relationship between employee engagement and high performance required by organizations. Eventually, it explored the effect of monetary and non-monetary on both employee engagement and firm performance. Monetary and non-monetary rewards increase the level of employee engagement which in turn tends to improve and gear up high performance. Eberendu & Kenneth-Okere (2015) states that high retention levels depends on having a great workforce.

They contend that public sector organizations considered attractive to employees where the government place motivational factors such as availability of career opportunities and skills and training needed to achieve the goals. Therefore, they investigated the relationship between motivation and retention besides the effect of motivation on retention at different organization levels. The motivation was the core factor that determines the level of employee retention among managers and non-managers at federal medical center of Owerri, Nigeria. Furthermore, Bernard & Appolonius (2014) concluded that there was a strong positive relationship between motivation retention of academic staff of Dar-es-Salam. They prove that monetary incentives, work conditions, job security, Recognition, Career Development, and Promotion Opportunities were all affect the academic staff retention, and the most influential factor was job security that strongly enhances retention of employee. Kwenin, Muathe, and Nzulwa (2013) also investigated the influence of employee rewards, job satisfaction and human resource policies on employee retention in Vodafone Ghana. Their study revealed that when organization uses an adequate reward scheme, consequently it will lead to spread equity and increase retention. Meanwhile, the job satisfaction and human resource polices positively linked with retention.

Ajmal *et al.* (2015), in their study, investigated the effect of intrinsic and extrinsic rewards on employee attitudes, job satisfaction, and organizational commitment and mediating the role of perceived organizational support. They concluded that employees were positively felt of having intrinsic as well as extrinsic rewards. Dobre (2013) conducted a study to examine the drivers toward employee motivation to high level of organizational performance. She contends that literature shows that empowerment and recognition increase employee motivation. Meaning that, in case of the empowerment and recognition of employee is increased, then their motivation will enhance and their achievements and organizational performance will also be improved. Above all, she added that work pressures and dissatisfaction might weaken organizational performance, and consequently absenteeism rates tend to increase as well as leaves. She concluded that not all employees are the same, and organizations should use different reward strategies to cover its employees.

Kassa (2015) showed a strong link between reward motivation factors and employee retention as well as the positive effect of motivation on employee retention. In the result of his study, Arieqat (2009) explained that Civil Service Bureau of Jordan has responded to King Abdullah II Reward for Excellence in Government Performance and Transparency in order to improve employees' performance and increase their efficiency and productivity as a step of administrative reforms and create culture of excellence that government seeks to achieve. Study revealed that the award increased competitiveness among public organizations to win this award. Moreover, all public organizations show a high response to the award standards, also the award itself increased performance improvement in government body by 8-10%. The government through CBS succeeded in creating a culture of excellence where most of employees are talking about the award and how to compete with other organizations and departments, and between themselves.

2.4. Discussion and Current Study Justifications

The studies conducted earlier examine and investigate the impact of motivational rewards on organizational and employees efficiency, productivity and performance. As a rule, some of these studies sought to analyze the reflection of motivation schemes on employee satisfaction and loyalty while focusing on employee retention to achieve the ongoing development. Neither one of these studies nor others, especially in Arab World, seriously investigated the non-monetary rewards mainly the ideal employee award scheme on employee retention through gearing up the efficiency, effectiveness, productivity, and performance in government organizations. Therefore, this study came to deeply look into the Ideal Employee Award conducted by Civil Service Bureau of Jordan relying on King Abdullah II for Excellence Award to enhance the public and private as well as not-for-profit organizations efficiency, productivity, and performance. This award concentrating on the above mentioned and creating an initiative, creative, and innovative culture which it's actually succeeded and it becomes well-known for all organizations.

3. Research Methodology

3.1. Study Population and Sample

As the study is about studying the Ideal Employee Award of Civil Service Bureau, therefore, the population consists of public employees who won an Ideal Employee Award at Civil Service Bureau of Jordan. In other words, the population includes 32 government organizations and departments that its employees won award more than once between 2008 and 2014, those were distributed according to gender as the following:

- First Group : Total number employees were 37 Male and 24 Female.
- Second Group : Total number employees were 17 Male and 19 Female.

The sample was drawn randomly of 97 employees forming 58.8% of the population.

3.2.Data Collection and Study Instrument

The study collects primary through a designed and developed survey questionnaire where participants asked to respond to the items given. A questionnaire was split into two separate sections: demographic variables which enlisted the participants' responses to aspects such as gender, age, educational background, experience. Ideal Employee Award section which enlisted the participants' responses to the award standards as regards employee retention (retaining distinctive competencies) such as motivating outstanding employees performance, accelerating opportunities of leadership promotion, creating a state of competitiveness, encouraging employee initiatives and creativity, encouraging employees' self-developing skills, knowledge, and attitudes, using skills to gear up efficiency and productivity, and retaining distinctive competencies . A 79 survey questionnaires were distributed on the sample drawn, where only 57 were returned at 72.2%. The five-point Likert Scale (1=Strongly Disagree to 5= Strongly Agree) has been used for the main study questions. After data were collected, a SPSS software used to analyze these data by using frequencies and descriptive. Multiple regression analysis has been conducted to test study hypothesizes.

3.3.Validity and Reliability

The questionnaire demonstrated a high face validity as it has been sent to specialists and professionals in term of Human Resource Management and Business Administration to check its items consistency. They advised us to amend items and replace them with new that are more adequate. Validity is not sufficient but necessary, and another technique used is reliability to measure internal consistency by Cronbach's alpha test. In general, Cronbach's alpha values for the study variables have been more than 60% and it is considered acceptable percentage. The instrument overall reliability value was (0.730).

4. Research Results and Discussions

4.1.Demographic Characteristics

Table 1: Demographic Variables Characteristics

<i>Demographic Characteristics</i>	<i>Frequency</i>	<i>Percent</i>
Gender	Male	31 54%
	Female	26 46%
Age	30 – 40	9 16%
	41 – 50	37 65%
	More than 51 Year	11 19 %
Education level	Less than Diploma	18 31.5%
	Baccalaureate	20 35%
	Postgraduates	19 33.5%
Experience	5 – 10	6 10.5%
	11 - 15	23 40%
	More than 15 Year	28 49%

As shown in table 1, the percentage of male (54%) and female (46%) is approximately close together which reflects the higher competition between both genders to obtain this award. More obviously, the age range 41-50 is the most predominant of award obtaining with a ration of 65% of those who won the award and those who are more than 51 years compromise 19% of awarded employees. These results indicated that all employees regardless their age are competing to get the award which it is healthy and a culture of excellence is existed at public organizations. Additionally, the educational background of those obtained the award is high as their working experience also high. Simply it can be inferred that employees who won the ideal employee award are more skillful, knowledgeable, and experience with the award standards that surely not only affect their efficiency, effectiveness, performance, and productivity, but also their initiatives, creativity, and innovation.

4.2. Study Variables Descriptive

Table 2: Descriptive of Study Variables

Items No.	Variable	Means	St. Dev.	Order of Importance	Level of Importance
1-4	Motivating Outstanding Employees Performance	4.241	0.971	1	High
5-7	Accelerating Opportunities of Leadership Promotion	3.871	1.027	5	High
8-12	Creating a State of Competitiveness	3.947	0.661	3	High
13-17	Encouraging Employee Initiatives and Creativity	3.730	0.745	7	High
18-22	Encouraging Employees' Self-Developing Skills, Knowledge, and Attitudes	4.046	0.923	2	High
23-26	Using Skills to Gear Up Efficiency and Productivity	3.921	0.919	4	High
27-30	Retaining distinctive competencies	3.842	0.904	6	High

Table 2 illustrates that the level of importance of study variables was high and the most important variable was Motivating Outstanding Employees' Performance with a mean of 4.241 and standard deviation 0.971, followed by Encouraging Employees' Self-Developing Skills, Knowledge, and Attitudes, then Creating a State of Competitiveness, Using Skills to Gear Up Efficiency and Productivity, Accelerating Opportunities of Leadership Promotion, Retaining distinctive competencies, and finally Encouraging Employee Initiatives and Creativity.

These results would be inclination on how much is valuable and important the award in terms of stimulating employees' moralities and attitudes toward excellence and distinguish performance. Nevertheless, if the culture of excellence is well-known and cover all governmental body, it will be great strategy of enhancing the efficiency and productivity of both organization and employees.

4.3. Hypothesis Testing

Table 3 provides a summary of the regression analysis of variables that is portrayed and supplemented with details for the given hypotheses.

Hypothesis 1:

It is evident from Table 3 that motivating outstanding employees' performance has direct effect on retaining employees at Civil Service Bureau of Jordan. The regression coefficient value was found to be 0.118, which can be termed to be significant at $P \leq 0.05$. The t-calculation was 2.194 which is greater than tabular 1.960 whereby significant at 0.029. The R^2 explained only 1.4% of variance in dependent variable retaining distinctive competencies. As a significant positive correlation exists, therefore, this result doesn't support the hypothesis, and consequently reject the null and accept alternative hypothesis saying that there is a statistically significant effect of motivating outstanding employee performance on retaining distinctive competencies in Civil Service Bureau of Jordan at $P \leq 0.05$. In theoretical literatures and studies conducted, in term of motivation schemes, employees are eager to perform better than usual. It becomes possible to involve and engage employees through motivational strategies, thus enabling them to give their best. This could lead to improvement of productivity and development of people oriented culture. Additionally, organizations adopting such types of motivation mostly approach of employees' satisfaction thereby might increase their staying. Furthermore, the findings of this study are consistent with previous studies that linked this style to higher organizational performance.

Table 3: Regression Results

Model	R	R ²	t-Calculated	t-Tabular	* Sing	Statistical Decision
1	0.118	0.014	2.194	1.960	0.029	Rejected
2	0.253	0.064	4.827	1.960	0.000	Rejected
3	0.143	0.020	2.661	1.960	0.008	Rejected
4	0.137	0.019	2.556	1.960	0.011	Rejected
5	0.179	0.032	3.347	1.960	0.001	Rejected
6	0.237	0.029	3.886	1.960	0.001	Rejected

Dependant Variable: *Retaining distinctive competencies* * the effect is statistically significant at the level ($P \leq 0.05$)

Model 1: Motivating High Performer Employees

Model 2: Accelerating Opportunities of Leadership Promotion

Model 3: Creating a State of Competitiveness

Model 4: Encouraging Employee Initiative and Creativity

Model 5: Encouraging Employees' Self-Developing Skills, Knowledge, and Attitudes

Model 6: Skills to gear up Efficiency and Productivity

Hypothesis 2:

Table 3 above shows that a direct effect of accelerating opportunities of leadership promotion on retaining employees at Civil Service Bureau of Jordan. The R coefficient value was found to be 0.253, which can be termed to be significant at $P \leq 0.05$. The R^2 explained only 1.9 % of variance in dependent variable retaining distinctive competencies and the rest of 98.1% related to other factors not included in this study. T-value 4.827 is supported the notion of significant positive effect of this correlation at 0.00. Therefore, this result doesn't support the hypothesis, and consequently reject the null and accept alternative hypothesis saying that there is a statistically significant effect of accelerating opportunities of leadership promotion on retaining distinctive competencies in Civil Service Bureau of Jordan at $P \leq 0.05$. Naturally, employees seek to achieve promote to upper positions that makes them more capable of using their skills, experiences, knowledge, and competencies in decision making. If top management is affordable to accelerate this goal through motivating employees, then it can boot organizational efficiency, productivity and individual performance.

Hypothesis 3:

Depending on table 3, it can be noticed that creating a state of competitiveness is affecting the notion of retaining employees at Civil Service Bureau of Jordan. The regression coefficient value was found to be 0.143, which can be termed to be significant at $P \leq 0.05$. The t-calculation was 2.664 which is greater than tabular 1.960 whereby significant at 0.008. The R^2 explained only 2% of variance in retaining distinctive competencies while other 98% refer to other factors not studies here. Therefore, this result is not supporting the hypothesis, and consequently we reject the null and accept alternative hypothesis saying that there is a statistically significant effect of creating a state of competitiveness on retaining distinctive competencies in Civil Service Bureau of Jordan at $P \leq 0.05$. Leadership play critical role in building a climate of retention and a culture of competitiveness. A good leader who intimately shows interests and concerns on their employees, even believe in their capabilities and abilities, and can give a positive feedback and recognition for employees (Ng'ethe, Namusonge, & Iravo, 2012; Nair & Malewar, 2013). All this will increase self-confidence, moralities, satisfaction and trust the management and thereby increasing productivity and performance.

Hypothesis 4:

As shown in table 3, a statistical significant of effect of encouraging employee initiatives and creativity on employees retention at Civil Service Bureau of Jordan whereby t coefficient value was found to be 2.556 and significant value 0.011, which can be termed to be significant at $P \leq 0.05$. Encouraging employee initiatives and creativity standard explained only 1.9% of variance in dependent variable retaining distinctive competencies as $R^2=0.019$. Based on the above results, which doesn't support the null hypothesis, the researcher consequently rejects the null and accept alternative hypothesis saying that there is a statistically significant effect of encouraging employee initiatives and creativity on retaining distinctive competencies in Civil Service Bureau of Jordan at $P \leq 0.05$. Managing human capitals inside organizations considered the main issue should top management set it as focally as priority. In other words, leaders must place more attention on creative assets or creative thinkers who can turn ideas into a valuable products and services (Florida & Goodnight, 2005). In fact that management should establish a series of values as infrastructure for the culture such as honesty, trust, excellence, attitudes, respect, and teamwork. Building the right culture aims to attracting and sustaining good employees (core and distinctive competencies) (Raj & Brindha, 2013). Typically, this culture requires engaging and empowering employees in order to open door for them to present initiatives and be more creative.

Hypothesis 5:

It is noted that Table 3 shows the effect of Encouraging Employees' Self-Developing Skills, Knowledge, and Attitudes on the retention of distinctive competencies at Civil Service Bureau of Jordan. As shown, the t-calculation was 3.347 which is greater than tabular 1.960 whereby significant at 0.001. The regression coefficient R was positively significant at $P \leq 0.05$ and R^2 explained only 3.2% of variance in dependent variable retention of distinctive competencies. Above all, the null hypothesis was rejected and alternative hypothesis was accepted which saying there is a statistically significant effect of Encouraging Employees' Self-Developing Skills, Knowledge, and Attitudes on the retention of distinctive competencies in Civil Service Bureau of Jordan at $P \leq 0.05$.

Generally speaking, as employees have a large skills, knowledge, experience, and attitudes along with empowerment and engagement as well as high self-confidence, trust, satisfaction, commitment, and loyalty, they will, of course, utilize them to increase organizational efficiency, effectiveness, productivity, and performance. Moreover, investing on building excellence culture that characterized with creativity and innovation will be a stimulus for retention employees as long as possible.

Hypothesis 6:

According to table 3, there was an effect of using skills to gear up efficiency and productivity on retaining distinctive competencies at Civil Service Bureau of Jordan. The regression R coefficient value was found to be 0.237, which can be termed to be significant at $P \leq 0.05$. The t-calculation was 3.886 which is greater than tabular 1.960 whereby significant at 0.001. The R^2 explained only 2.9% of variance in dependent variable retaining distinctive competencies. As a significant positive correlation exists, therefore, this result doesn't support the hypothesis, and consequently reject the null and accept alternative hypothesis saying that there is a statistically significant effect of using skills to gear up efficiency and productivity on retaining distinctive competencies in Civil Service Bureau of Jordan at $P \leq 0.05$. Top management should identify skills, knowledge, abilities and capabilities that required at all organization life-cycle but to make these as strategic objective if it actually looking for growth and development. In doing so, organizations will be able to take a competitive advantage over other competitors.

5. Conclusion and Recommendations

It can be concluded that the level of importance of each variable was high and it reflects a high culture aspects dominant in organizations of Civil Service Bureau of Jordan that encourage employees to be always distinguished in term of performance and productivity which in turn back as financial and non-financial rewards. Moreover, it was also observed that there are statistically significant effects of motivating outstanding employees performance, accelerating opportunities of leadership promotion, creating a state of competitiveness, encouraging employee initiatives and creativity, encouraging employees' self-developing skills, knowledge, and attitudes, using skills to gear up efficiency and productivity to retain distinctive competencies at $P \leq 0.05$. Additionally, it can be concluded that financial and non-financial rewards are important not only for employee engagement but for stimulating skills and knowledge utilization to enhance their efficiency, productivity, and performance. The necessity of highly engaged employee relies on benefiting from their efforts for organization prosperity as long as they can stay and thereby retention is achieved.

Above all results and conclusions, it is recommended that Civil Service Bureau should as much as possible expand the scope of the award by making it mandatory for all government organizations and institutions due to its impact on administrative reforms in term of human resource performance and productivity. Moreover, the study recommends that Civil Service Bureau should address another award different than Ideal Employee Award, which concentrates on individualism, and launch Excellent Department Award to stimulate teamwork technique in all organizational departments. Furthermore, decision makers must adherently instruct CSB to develop and provide an attractive and equitable reward packages that not only attract employees but to retain them in the organization as well. Finally, the study also recommends conducting further studies that address influence of work-life balance, organizational commitment, and financial rewards on employee retention in CSB of Jordan.

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