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The impact of achievement motivation and Innovative synergy in Job performance : An analytical study of the opinions of a sample of department employees, Sector planning- Ministry Planning, Iraqi

Dr. Hasan Ghafil Jawad Al Issawi

Research & Development Directorate, Ministry of Higher Education and Scientific Research

hasan.ghafil@mohesr.edu.iq

https://orcid.org/0000-0001-9775-5722

Abstract:

This study aims to enhance the levels of performance and improve effective collective performance in an environment characterized by analytical planning by diagnosing and analyzing the impact of motivation for achievement and Innovative synergy on job performance in the Sector Planning Department, one of the government departments in the Iraqi Ministry of Planning as one of the bodies responsible for setting development policies in the state sectors, and also knowing the extent of the availability of these variables, relying on the descriptive analytical approach by selecting a random sample of (107) employees (technical and administrative) of the Sectors Planning Department, which has (148) employees, Data were collected via questionnaires and analyzed for the purpose of obtaining information using the program (SPSS.v.27) To test the relationships and influences between the variables, the results showed the existence of a relationship of influence between the motivation to achieve and Innovative synergy in job performance. The results demonstrated that both variables significantly enhance performance and improve work by predicting the level of job performance and enhancing it by developing the organizational and psychological aspects of employees. The results indicated that the level of job performance among employees was average, suggesting that employees generally perform their work without consistently achieving high levels of excellence. This may be

due to weak motivation to achieve and limited Innovative synergy that affects the work environment and quality of achievement. Among the most important recommendations is to enhance the motivation to achieve among employees and develop Innovative synergy between the formed working groups integrated in terms of specializations**.** In a team spirit, the study proposes to overcome fears by relying on experience and knowledge and using techniques to generate ideas and develop strategies to achieve high-quality results in the field of sector planning work.

Keywords: Motivation to achieve, Innovative Synergy, Job performance, department employees, Sector planning.

Introduction:

Organizations are witnessing many transformations, whether like work or its requirements, as a result of changes in the external environment, which requires them to be in harmony, adapt, and reconsider all their behavioral, psychological, and administrative practices, as they seek to enhance job performance, as it represents an important indicator of their success and the achievement of goals and effectively achieve them. They rely on a group of employees, tools, and technology used in all their departments and administrative levels, especially plans, tasks, and projects, which are mostly large and complex, requiring effort and time. It is difficult for an individual to implement them alone at a high level, especially tasks that require other skills that may not be available to them. Therefore, multiple skills, experiences, and capabilities lead us to high performance, which is called Innovative synergy among employees. We also need to understand the motivations for achievement of employees within the organization for the purpose of setting goals and striving to achieve them, as they affect their psychological state and cognitive processes. They are necessary to enhance attitudes and performance, as they represent the internal motivation of employees to achieve success and excellence, as indicated by the famous Hawthorne studies that addressed the potential relationship between employee attitudes and performance, and were very important in the emergence of human relations (Judge et al., 2001), and that the outstanding achievements are due to highly motivated employees, while the lack of such motivation is due to their low education. Ah Gang et al. (2018), and that the motivation for achievement and Innovative synergy represent the most important contemporary variables and determinants of performance. The current research is important for its application in the Sector Planning Department in the Iraqi Ministry of Planning, which is responsible for half

of the investment projects and whose mission is to include projects for the state's sectors. The discovery of these variables within this department contributes to the development of the organization, improving its quality and activating the latent energies of employees.

First - the research problem:

Government organizations, especially the Sector Planning Department, like many departments in the state sectors, face many challenges in their investment projects that require high job performance, which in turn depends on analytical thinking and teamwork. Despite the importance of human resources as the cornerstone of the department's success, any decline is attributed to a lack of motivation to achieve among employees and the absence of teamwork between employees and work teams. Therefore, motivation to achieve and Innovative synergy are necessary variables for performance and growth, and contribute to success and achieving high levels in the department if they are available. That is, they achieve Innovative synergy among their employees, and their collective efforts become greater than their efforts. Note that some employees prefer to find problems, some solve problems, while others implement solutions. In light of what has been presented, the need arises to diagnose the factors (organizational and psychological) that affect job performance, specifically motivation to achieve and Innovative synergy, to understand the nature of their impact on improving efficiency and achieving goals. The problem is represented by the main question: What is the nature of the impact of motivation to achieve and Innovative synergy on the job performance of employees in the Sector Planning Department in the Iraqi Ministry of Planning? From this, it emerges Questions Sub-branch The following:

- What is the level of motivation to achieve? Are these employees in the Sector Planning Department?
- How much Innovative synergy is there among employees in the Sector Planning Department?
- What is the level of job performance in the Sector Planning Department?
- Is there an effect for each of them? Motivation to achieve and Innovative Synergy in Job performance? And to what extent do they contribute to predicting performance?

Second: The importance of the research:

The importance of the research stems from scientific and practical considerations, which are:

- The importance of the two variables (motivation for achievement, Innovative synergy) and the extent of their impact on performance, especially in organizations with a planning nature in their work that requires high mental effort.
- Improving performance in the sector planning department, which is reflected in the organization's performance as a whole, by developing administrative policies that support motivation and foster a culture of Innovative synergy among employees.
- It helps decision-makers in the Iraqi Ministry of Planning, through practical indicators, activate human resources and increase the efficiency of employees in sectoral planning units.

Third: Research objectives:

Our research seeks to achieve a set of objectives, which are:

- Diagnosing the level of motivation to achieve among employees in the Sector Planning Department.
- Analyzing the availability of Innovative synergy within the work teams in the Sector Planning Department.
- Measuring the level of employee performance and indicators of its development in the Sector Planning Department.
- Analyzing the relationship between achievement motivation and Innovative synergy on the one hand and job performance on the other.

Fourth - Research hypotheses:

The research hypotheses are represented by three hypotheses on which the research is based to determine the influential relationship between the variables:

H1 = There is a significant relationship between motivation for achievement and job performance And his deportation to the employees of the department Sector planning.

H2 There is a significant relationship between Innovative synergy, job performance, and its dimensions, Staff Sector Planning Department.

H3 = There is a significant relationship between motivation for achievement and Innovative synergy in job performance Department employees have sector planning.

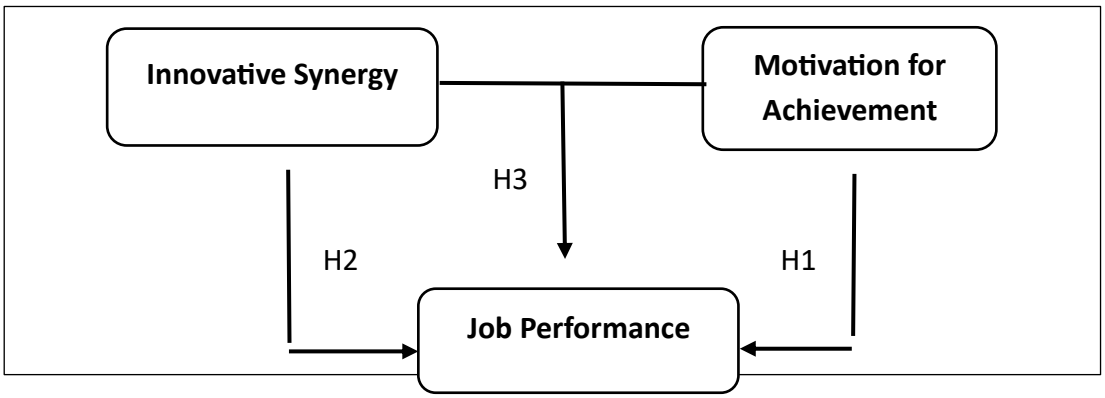

Figure (1) The hypothetical model prepared by the researcher

Fifth: Description of the study community and research sample

(1) We note from Table (1) that the number of employees in the Sector Planning Department in the Iraqi Ministry of Planning was (148) employees, the number of employees in the technical capacity was (104) at a rate of 70% while the administrative was (44) at a rate of 30%. A random sample was selected from the study community above, amounting to 107. We show in Table 2 that the number of females was 62 at a rate of 58%, which exceeds the number of males, which is 45, at a rate of 42%. This is what is observed in most government departments: the number of females exceeds the number of males, while the age of employees is mostly between the ages of 30-45 at a rate of 71%. When compared to the service, we note that those who have service ranging from (5-10) were at a rate of 84%. It can be said that (5) years is not sufficient to gain experience, especially when compared to the academic qualification. We note that most of them hold a bachelor's degree and a higher diploma. According to the opinions of the sample, we find that everyone has training courses, but are they related to their work or not? Which ranged from (6-10) training courses over (5) years, therefore it is required to take into account the individual characteristics of employees to build motivational policies that help improve their performance by relying on the most experienced employees to head the work teams, provided that there are training courses in the work specialty and discussions of the ideas presented after they are encouraged by managers to reach high levels of performance.

Table 1: Description of the study population

study community	Total	Study sample		Percentage
Research & Development Directorate	148	Technician	104	70%
		Administrator	44	30%
				100%

Table 2: Description of the study sample

Identification Information	Classification	Total Number		Percentage	
Gender	Male	62	107	58%	100%
	Female	45		42%	
Age	Under 30	15	107	14%	100%
	30-45	76		71%	
	Over 45	16		15%	
Academic Qualifications	Bachelor's	46	107	43%	100%
	Higher Diploma	38		36%	
	Master's	7		6%	
	Doctorate	16		15%	
Years of Service	Less than 5 years	0	107	0	100%
	5-10 years	90		84%	
	Over 10	17		16%	

	years				
Number of Courses	1-5 courses	10		9%	100%
	6-10 courses	62		58%	
	Over 10 courses	35		33%	
	I have not participated in any courses	0		0	

Sixth: The theoretical aspect of research variables

1- Motivation to achieve

Motivation is described by employees' engagement in activities to determine whether they are capable of performing or not, by focusing on the criterion of distinction as an evaluative and behavioral criterion in situations. Lang, J. W., & Fries, S. (2006:217).)It is one of the important and positive factors for employees through its direct impact on the level of achievement, design, cognitive processes, psychological states, and awareness of the environment surrounding them. Daquio, Q.D., & Acledan, M.Y. (2024:2)), and is considered a form of motivation through having high-level performance standards and extra effort in activities, as it creates in employees a strong desire to achieve success and fear of failure in the task, as well as their desire to obtain the result due to their sense of responsibility and their ability to take risks or ventures.) Smith et al. (2019), as organizations that have achievement motivation from their employees, are considered more capable of processing information effectively than others. Clark et al., 2005)), and we see that the motivation of employees represents a driving force in the organization towards the goal and the creation of knowledge within it, and The researcher relied on In measuring the motivation to achieve on a one-dimensional scale represented by a set of paragraphs Lang, J.W., & Fries, S. (2006)).

2-Innovative Synergy

Most organizations strive to achieve performance, as the interaction or collective work between individuals or organizations to form a joint work exceeds individual work, and it is the combination of different viewpoints, as well as resources and skills, to creates something of value. Lasker, Weiss, and Miller, 2001). Through this, it is possible to achieve integration between individuals in using knowledge and technology to demonstrate experimental results (Nevo and Wade, 2010). Thus, the greater focus is on controlling the organization's outputs and improving performance., Resources can positively influence competitive advantage through strategic capabilities (2009Ramaswami, Srivastava, and Bhargava). This does not happen suddenly within the organization, but rather requires continuous work to improve it., Where is the farQ? Work and specific variables through which the group interacts create a kind of communication, mutual trust, climate, and sense of security. It results in the positive interactions of work teamsInnovative outcomes are greater than individual efforts, represented by positive team dynamics and Innovative processes, which in turn help achieve high performance. It represents an important factor for the creativity of the collaborative team.) Hülsheger et al., 2009). Thus, it becomes a kind of moderation that represents the basic factor in feeling satisfied with oneself (Badke-Schuab, Goldschmidt, & Meijer, 2010). This needs to be understood. The process of creativity helps us organize ideas, communicate, understand theories in the field, and learn from the tried methods (Sawyer, 2012). The researcher addressed the three dimensions of Innovative synergy, relying on Climer. 2016They are as follows:

- Team Dynamics: she Interactions, behaviors, and relationships between team members And the influence on creativity includes communication, a sense of high confidence and security within the team, as well as a suitable work climate, which are important and decisive factors in achieving effective results. Climer, 2016:53), where a recent study (Xie et al., 2014) indicates that lack of conflict leads to satisfaction. It is forbidden Team to solve the problem. Through this, we point out that conflicts within the organization or between team members reduce innovation, while task conflict leads to increased innovation when Enjoy team skills Required in Problem solving Conversely, when it conflict level.
- Team innovation process: Team processes provide the structure and methodology for how team members handle assigned tasks in situations that are subject to rules. They generate brainstorming, and the results are more stimulating for creativity within the Innovative process.(Medeiros, Partlow, & Mumford, 2014)Team cooperation through a set of tools,

techniques, and strategies leads to thinking outside the box, helps in solving problems and generating ideas, and enhances interactions and relationships among the team members' pursuit of common goals and achieving them, as it represents the power to define the individual and participate with them. Costa & Anderson, 2011:127).

- Team Purpose: Organizations seek to set their long-term goals to achieve the organization's mission and vision, and the existence of a synergistic team represented by joint teamwork to achieve this, and team harmony represents the spirit of cooperation. And creativity(West, 2003), whereShaping a vision together enhances creativity and generates higher levels of the job (Pearce & Ensley, 2004, p. 272 (and This means it enhances positive team dynamics, behavior, and effectiveness, unifies common goals, and facilitates and increases work commitment. Collective Motivating the team is not only about appreciation and reward, but the main task is to move towards the goal.

3- Job performance

Organizations seek to improve performance as it represents the behaviors they practice during work. An important result of the basics of Through it, you can reach goals. It represents the quality of work and the ability of employees to perform tasks. Peng, y, p., 2014: 75), and Related Its concept Expectancy theory (1964), Vroom's and Daniel Kahneman's and Amos Tversky's (1979) expected value theory. Employee performance varies according to the two theories of desire, which are the degree of desire for reward and outcome, which represents employees' belief that their behavior will lead to a certain result. (Çalışkan, A., & Köroğlu, E. Ö, 2022:182), It is considered Quantitative and qualitative expression About the possibility of achieving it by employees and showing it in work or job-related purposes (Şahin & Kanbur, 2022), He also referred to it (Rich et al., 2010) It is a set of behaviors that employees perform to contribute to the organization's goals, and performance is very important to the organization's success or failure because the performance of employees in the tasks assigned to them is what contributes to achieving its goals. Therefore, it should be given attention, understood, measured, and evaluated accurately by organizations, as words have increased in identifying, selecting, developing, and retaining the most performing employees. Words have increased their chances of achieving goals. Aguinis, H., & O'Boyle Jr, E., 2014). Through this, its importance is highlighted as it is one of the most important topics of research and the most important in work for every organization, and it is linked to positive employee results at the individual or

organizational level, whether that is through satisfaction, well-being, or commitment. The researcher addressed two dimensions of job performance, which are task performance and contextual performance, relying on(Çalışkan, A., & Köroğlu, E. Ö., 2022). It is as follows:

- Performance tasks: They represent employee behaviors represented by the effective contribution of employees in achieving the organization's goals by meeting the work requirements of the position they are assigned to. (Dagosta, JW, 2020:5), and expresses it for employees to perform the essential duties of the job described. To them, Task performance refers to the behaviors that are directed by employees towards the goal, are subject to its control, and support the organization's goal. Bothma, R., 2015: 19) Note that the performance of tasks is linked to activities, services, goods, and the efficiency of employees in performing their job duties.
- Performance Contextual: Contextual performance is the behavior specific to the context in which the assigned work task occurs. (Cascio & Aguinis, 2011), andExpressed byalsoThe spontaneous behaviors in which employees support their work environment include a positive attitude towards work and indicate their knowledge of self-management skills and support for their work environment (Peng, y, p., 2014: 75)Although it is not directly related to the primary function of the task, it is considered an important factor in the organizational, social, or psychological context, as it provides incentives for the activities and processes that occur within the organization.

Seventh: The practical aspect of describing and diagnosing research variables and analyzing the results.

1- Description and diagnosis of the variable Motivation to achieve

We note from Table (3), which shows the paragraphs of the achievement motivation variable, that the first paragraph The third came at a good level and had the highest arithmetic mean (4.02,403) and a standard deviation (0.5400,0.5651), while the first paragraph ranked first in terms of importance, as the coefficient of variation reached (13,432), and this indicates that employees like situations that enable them to know their capabilities and make them feel enjoyment in work and benefit from it in other aspects according to the opinions of the research sample, while the second, fourth and fifth came at an average level and had the lowest arithmetic mean (2.81,2.69,2.96(with a standard deviation)1.3745,1.2620,1.2806The second paragraph came in last place in terms of

importance, as the coefficient of variation reached (48.914), while the fourth paragraph came in eighth place in terms of importance, as the coefficient of variation reached (46.914), while the fifth paragraph came in seventh place in terms of importance, as the coefficient of variation reached (43.263). This indicates that employees have capabilities, but they did not experience facing problems for fear of failure, according to the sample's opinions. Therefore, they need to be encouraged and given self-confidence to face problems and work to solve them, while providing them with material and moral support from managers to experience and learn from mistakes to become more experienced in their field of work. The variable of motivation to achieve came in at an average level, as its arithmetic mean reached 3.40, standard deviation (0.6418), and coefficient of variation (18.876). Therefore, motivation needs to be enhanced to be an incentive for employees to raise performance and improve work.

Table 3: Descriptive measures of the Motivation for Achievement variable

	Vertebrae	M	St	CV	Prio
Motivation For	1- I like situations that allow me to discover my capabilities.	4.02	0.5400	13.432	1
	2- When I'm faced with a problem that I might be able to solve, I'm encouraged to start working on it immediately.	2.81	1.3745	48.914	9
	3- I enjoy situations where I can leverage my abilities.	4.03	0.5651	14.022	2
	4- I like situations that allow me to test my abilities.	2.69	1.2620	46.914	8
	5- I'm afraid of failing in somewhat difficult situations, where a lot depends on me.	2.96	1.2806	43.263	7
	6- I feel uncomfortable doing something if I'm not sure I'll succeed.	3.70	0.6618	17.886	4
	7- Even if no one notices my failure, I'm afraid of tasks I'm	3.5	0.92	26.35	5

	unable to solve.	1	51	6	
	8- Even if no one is watching, I feel very anxious in new situations.	3.20	1.3084	40.885	6
	9- If I don't understand the problem right away, I start to feel anxious.	3.67	0.5952	16.217	3
Total		3.40	0.6418	18.876	

2- Description and diagnosis of the variable Innovative Synergy

We note from Table (4) the dimensions of Innovative synergy, where the team dynamics dimension came at an average level and obtained an arithmetic mean of (3.27) and a standard deviation of (0.6153), and it came in first place in terms of importance, as the coefficient of variation reached (18.816), while the team Innovative processes dimension came at an average level and obtained an arithmetic mean of (3.22) and a standard deviation of (0.7105), and it came in second place in terms of importance, as the coefficient of variation reached (22.065), while the team goal came at an average level and obtained the highest arithmetic mean of (3.37) compared to the rest of the dimensions and with a standard deviation of (1.1148), and it came in last place in terms of importance, as the coefficient of variation reached (33.080), but the Innovative synergy variable came at an average level of (3.28), a standard deviation of (0.6637), and a coefficient of variation of (20.234), and this indicates that work teams The problem is not integrated in terms of specializations and does not work in a team spirit to overcome concerns by relying on experience and knowledge and using technologies to generate ideas and develop strategies to achieve high-quality results in the field of work planning sectors according to the opinions of the research sample, and there should be collective efforts to achieve innovation and build an organizational culture within the department and the organization as a whole to support Innovative synergy and teamwork.

Table 4: Descriptive measures of the Innovative Synergy variable

Innova	Dimensions	M	St	CV	Prio

	Dynamics Team	3.27	0.6153	18.816	1
	Team innovation process	3.22	0.7105	22.065	2
	Team Purpose	3.37	1.1148	33.080	3
Total		3.28	0.6637	20.234	

3- Description and diagnosis of the variable Job performance

It is noted from Table 5 that the task performance dimension came at a good level, as its arithmetic mean was 3.49 and standard deviation was 0.5390, and it came in first place in terms of importance, as the coefficient of variation was 15.444. This indicates that employees have a greater understanding of the procedures and tasks assigned to them and are keen to acquire skills, according to the opinions of the research sample, but not at the required level; rather, it needs to be strengthened to be better in the future. While contextual performance came at an average level, with an arithmetic mean of 2.28 and a standard deviation of 0.8056, it came in second and last place in terms of importance, as the coefficient of variation was 28.366. This indicates that employees, in most cases, do not bear additional responsibilities, according to the opinions of the research sample, and they need to be encouraged and given confidence to contribute to creating a positive environment that helps them cooperate and work as a team to complete work and defend the organization, as they are part of it. However, the job performance variable came at an average level, with an arithmetic mean of 3.17 and a deviation of 0.8056. The standard (0.6086) and the coefficient of variation (19.198) indicate that the level of performance in the sector planning department is not as required, but rather needs to be strengthened and advanced to reach the goals required to be achieved at the level of the organization as a whole.

Table 5: Descriptive measures of the job performance variable

	Dimensions	M	St	CV	Prio
Job Performance	Tasks Performance	3.49	0.5390	15.444	1
	Contextual Performance	2.84	0.8056	28.366	2
Total		3.17	0.6086	19.198	

4- Testing and interpreting research hypotheses

It is noted from Table (6) below that the value of (F) calculated for the effect of a variable Motivation to achieve variable Job performance Which reached (52.354)The dimensions of job performance were, respectively: 73,113,25,612) It is greater than the table value of (3.084), This indicates the presence of Influence relationship between Motivation for achievement and job performance and its dimensions Thus, we accept the alternative hypothesis which states: "There is a significant relationship between…"Motivation for achievement in job performance and its dimensions among employees of the Sector Planning Department), and the value of (Adj(R2)) reached (0.132) It shows that the variable Motivation to achieve It is explained by the percentage (13% of the variables that affect a variable Job performance and its dimensions The rest is due to other variables, while the value of (t) The calculated value was (7.236), And the dimensions of job performance It reached respectively (8,551,5.061) which is greater than the table value of (1.659) It also refers to the value of the slope. (β) for the effect of a variable Motivation to achieve, on the variable Job performance, its dimensions (0.577). That is, an increase of one unit leads to an increase in the variable. Job performance by the amount of (58%).

Table 6: The effect of the Motivation for Achievement variable on the Job Performance variable and its dimensions

Mot ivat	Dimensions of Job Performance	(R)	(R2)	Adj	(F)	(t)	Sig

						(R2)			
	Tasks Performance	(a)	1.664	0.641	0.410	0.405	73,113	8,551	0.000
		(β)	0.641						
	Contextual Performance	(a)	0.957	0.443	0.196	0.188	25,612	5,061	0.000
		(β)	0.443						
	Job Performance	(a)	1.311	0.577	0.333	0.132625	52,354	7,236	0.000
		(β)	0.577						
N=107 t=1.659 F=3.084									

It is noted from the table (7Below is the value of (F) Calculated for the effect of a variable Innovative Synergy Which reached (112.77)And its dimensions respectively (70,404,46,679,53,812) on a variable Job performance, It is greater than the table value of (3.084), This indicates the presence of Influential relationship between Innovative synergy, job performance and its dimensions Thus, we accept the alternative hypothesis which states: "There is a significant relationship between…"Innovative synergy in job performance and its dimensions among employees of the Sector Planning Department), and the value of (Adj (R2)) reached (0.513) which shows that the variable Innovative Synergy Explain by

percentage (51% of the variables that affect a variable Job performance The rest is due to other variables, while the value of (t) calculated For Innovative synergy I reached (10.62), And its dimensions respectively I reached(8,391,8,832,7.336) which is greater than the table value of (1.659) It also refers to the value of the slope. (β) for the effect of a variable Innovative Synergy in variable Job performance, its dimensions (0.720). That is, an increase of one unit leads to an increase in the variable. Job performance by the amount of (72%). As for the dimensions of job performance, it was found that value (F) Calculated for the effect of a variable Innovative Synergy Which reached (81,973)And its dimensions respectively (85,463,52,456,25,937) After performing tasks ,It is greater than the table value of (3.084),This indicates the presence of Influential relationship between Innovative synergy and task performance Also, the value of (Adj (R2)) reached (0.433) which shows that the variable Innovative Synergy Explain by percentage (43% of the variables that occur in After performing the tasks The rest is due to other variables, while the value of (t) calculated For Innovative synergy I reached (9.054),And its dimension respectively I reached(9.245,7,243,5.093) which is greater than the table value of (1.659) It also refers to the value of the slope.(β) for the effect of a variable Innovative Synergy in After performing the tasks(0.662) That is, an increase of one unit leads to an increase After performing the tasks By the amount of (66%). While value (F) Calculated for the effect of a variable Innovative Synergy Which reached (74,501)And its dimensions respectively (36,720,26,956,53,698) on the contextual performance dimension, It is greater than the table value of (3.084), This indicates the presence of Influential relationship between Innovative synergy and contextual performance Also, the value of (Adj (R2)) reached (0.409) which shows that the variable Innovative Synergy Explain by percentage (40% of the variables that occur in after contextual performance The rest is due to other variables, while the value of (t) calculated For Innovative synergy I reached (8.631), And its dimensionsrespectivelyI reached(6,060,5,192,7.328) which is greater than the table value of (1.659) It also refers to the value of the slope. (β) for the effect of a variable Innovative Synergy in after contextual performance (0.644). That is, an increase of one unit leads to an increase after contextual performance By the amount of (64%).

Table 7: The effect of the Innovative Synergy variable on the Job Performance variable and its dimensions

	Dimensions of Innovative Synergy			(R)	(R2)	Adj (R2)	(F)	(t)	Sig
Job Performance	Dynamics Team	(a)	1,120	0.634	0.401	0.396	70,404	8,391	0.000
		(β)	0.634						
	Team innovation process	(a)	1.640	0.555	0.308	0.301	46,679	8,832	0.000
		(β)	0.555						
	Team Purpose	(a)	2.101	0.582	0.339	0.333	53,812	7,336	0.000
		(β)	0.582						
	Innovative Synergy	(a)	1.001	0.720	0.518	0.513	112.77	10.62	0.000
		(	0.7						

		β)	20						
Tasks Performance	Dynamics Team	(a)	1.574	0.670	0.449	0.443	85,463	9.245	0.000
		(β)	0.670						
	Team innovation process	(a)	2,083	0.577	0.333	0.327	52,456	7,243	0.000
		(β)	0.577						
	Team Purpose	(a)	2,770	0.445	0.198	0.190	25,937	5,093	0.000
		(β)	0.445						
	Synergy Innovative	(a)	1.726	0.662	0.438	0.433	81,973	9,054	0.000
		(β)	0.662						
Contextual	Dynamics Team	(a	0.667	0.509	0.259	0.252	36,720	6,060	0.000

		)							
		(β)	0.509						
	Team innovation process	(a)	1.196	0.452	0.204	0.197	26,956	5,192	0.000
		(β)	0.452						
	Team Purpose	(a)	1.432	0.582	0.338	0.332	53,698	7,328	0.000
		(β)	0.582						
	Innovative Synergy	(a)	0.276	0.644	0.415	0.409	74,501	8.631	0.000
		(β)	0.644						
N=107 t=1.659 F=3.084									

It is noted from the table (8) Below is the calculated value of (F) for the effect of the variable :Motivation to achieve and Innovative synergy Which reached (63,148) On variable Job performance ,It is greater than the table value of (3.084),This indicates the presence of Influential relationship between Motivation to achieve And creativity on job performance and its dimensions Thus, we accept the alternative hypothesis which states: “There is a

significant relationship between the Motivation for achievement and Innovative synergy in job performance Department employees have Sector planning), and the value of (Adj (R2)) reached (0.540) It shows that Motivation to achieve and Innovative synergy They explain By (54% of the variables that affect a variable Job performance The rest is due to other variables, while the value of (t) calculated For Innovative synergy I reached (7.048), It is greater than the table value of (1.659) It also refers to the value of the slope.(β) for the effect Motivation to achieve and Innovative synergy In variable Job performance And its dimensions (0.585) That is, an increase of one unit leads to an increase in the variable. Job performance by the amount of (58%).

Table 8: The effect of the variables Motivation for Achievement and Innovative Synergy on

	Independent Variable's			(R)	(R2)	Adj (R2)	(F)	(t)	Sig
Job Performance	**Motivation For Achievement &Innovative Synergy**	(a)	0.695	0.741	0.548	0.540	63,148	7,048	0.000
		(β)	0.585						
N=107 t=1.659 F=3.084									

the Job Performance variable and its dimensions

Eighth: Conclusions and recommendations:

The researcher reached a set of conclusions, in light of which a set of recommendations was made, as follows:

- **Conclusions:**

1- The results showed that there is a significant relationship between the motivation to achieve and Innovative synergy in job performance. The results confirmed that the two variables contribute effectively to raising performance and improving work, as they can predict the level of job performance and enhance it by developing the organizational and psychological aspects of employees..

2- The results indicated that the variable Motivation to achieve was at an average level, indicating there is motivation, but in a moderate way. Requires reinforcement Ha They have To be An incentive to raise performance and improve the job, For employees They can do so, but they have not experienced problems for fear of…failure, Therefore, they need to be encouraged and given the confidence to face problems and work to solve them, while providing them with material and moral support from managers to delve into them. Experiences and learning from mistakes to be more experienced in the fieldTheir work.
3- The results showed that Innovative Synergy among employees came at a levelAverage indicates that cooperation exists but is not sufficient and required. It is not being invested in by the department under study to enhance innovation and productivity and raise performance levels.
4- The results showed that the performance of the tasks was at an average level. This indicates that employees have a better understanding of the procedures and tasks assigned to them and perform them efficiently, and are keen to acquire skills, but not at the required level. Rather, they need to be enhanced to be better in the future.
5- While contextual performance was average, this indicates that employees often don't take on additional responsibilities. They need to be encouraged and trusted to contribute to creating a positive environment that helps them collaborate and work as a team to complete tasks and defend the organization as part of it.
6- The results indicated that the level of job performance among employees was average, indicating that employees perform their work in an acceptable manner without achieving high levels of performance excellence. This may be due to weak motivation to achieve and limited Innovative synergy, which affects the work environment and the quality of achievement.

- **Recommendations:**

1- Boost motivation. Employees can use their capabilities to enjoy. From delving into experiments and facing problems to avoid failure, and encouraging them and giving them the confidence to face problems and work to solve them, while providing them with material and moral support. Before managers delve into experiences and learning from mistakes to become more experienced in the field, they are, and this is done through:
   - Adopting employee incentive programs based on achievement and merit.
   - Conducting development workshops to enhance employees' ambition and determination to excel at work.

2- Developing Innovative synergy between formed working groups to be Integrated in terms of specializations and work in a team spirit to overcome fears by relying on experience and knowledge and using techniques to generate ideas and develop strategies to achieve high-quality results in the field of sector planning work to Collective efforts are made to achieve innovation and build an organizational culture within the department and the organization as a whole that supports Innovative synergy and teamwork. Building an organizational culture through:

- Form multidisciplinary working teams to undertake tasks and projects to plan sectors innovatively and collectively.
- Hold regular employee meetings to generate and exchange ideas to address work challenges.

3- The necessity of the department under study is to adopt comprehensive development programmers to improve performance and address its causes.

- A comprehensive analysis through questionnaires and periodic interviews to identify challenges that hinder performance, such as work pressure, motivation, or weak management.
- Designing development programs for employees in their work specialization to enhance their efficiency and motivation within the annual training plan.
- Link employee performance to motivation and reward them based on actual performance.
- Promote a supportive work environment for employees, based on respect and cooperation, and encourage them to participate in decision-making.
- Involve employees in setting more transparent and realistic performance indicators and reviewing them periodically.

4- Establishing a dedicated unit within the Sector Planning Department to provide psychological and administrative support and empower middle management to be a key driver of employee motivation and Innovative synergy. This will be achieved by training employees in motivational leadership techniques and empowering work teams to devise more flexible work mechanisms that help them improve performance.

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