

# Impact of Moral & Material Incentives on Employee's Performance; An Empirical Study in Private Hospitals at Capital Amman

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## Abstract

The aim of this study is to identify the impact of moral & material incentives on employee's performance as it will focus on some private hospitals operating at Amman capital of Jordan. The research use empirical analysis and distributed set of a questionnaire with a total of 291 out of which 20 were rejected due to various reasons including incompletely questionnaire, thus, 271 questionnaires was completed and shortlisted for statistical analysis, the study applied descriptive analytical method, and reached to following result, there is no difference application on moral and material incentives for employees to improve their performance when it comes to demographic variables like gender, age, educational qualifications. The study recommended a number of recommendations that private hospital has to develop policies and strategies to increase effectiveness incentives in addition to this, also the study recommend that the private hospitals in Amman should use incentives systems to meet with the needs of all employees.

**Keywords:** material incentives, moral incentives, performance, hospital

## 1. Introduction

Administrative organizations generally, and administrative leaders in particular try to achieve their best performance from their workers, but self-supportive is still the best incentives mechanism which underlay individuals strength and willingness to work in order to achieve their values, without regard to material or any other moral profit, but much more for ennobled values or ideals of the human needs as of higher values, while for those who do not wait any return of gratitude or messages of gratefulness and thanks, as it these has deep impact to praise motivation system and recognize which has can inflicted employees intuition of loyalty and integrity to work accomplishment and organization objectives.

For that cause, most organization accommodate and adopt high incentive system for employees in order to improve their level of performance as its first priorities and organizational concerns, the adding value would highly raise up level of extensive job performance which can leads in improving organizational performance by providing high quality of faster and safe service, with according to needs and expectation of clients and consumers.

Performance was defined as: Level of achieving things in quantitative and qualitative methods, which reflects to extent with individual's usage of available resources in responsibilities on its best possible way. (Awamleh, 1996)

Performance reflects employees skills and their communication capabilities at any administrative organizations, so if performance was appropriate for the work proposed to be accomplished, then objective can be achieved, while if performance wasn't up to any required level to perform with organizational tasks and responsibilities, then employees need to have massive transformation to improve their performance in efficient order, to reach certain required level of performance. (Haddad, 2007), it is also necessary to prepare and organize incentives program to commensurate with individuals needs to improve their highest performance to reach to point of compatibility accordance to employees requirements need. It can be general agreed that importance of incentives at all administrative levels can increase efficient performance as it can have an impact on developing

working condition which can lead to productivity incensement. Any organization has to have good working knowledge to the needs and motivation system governing with according to each individual differences conduct to ensure safety and success of any stimulus process. As for top administrators they shall realize positive impulses motivating process importance of incentives, in order to support necessarily individuals seeking to achieve a specific need and to remove negative motives or any obstacles, so they can chose the right time to execute and assure how to reap expected fruits in an efficient manner. (Abraham, 2002)

Incentives is one and major element of organization function to direction and the third in administrative operations principles after planning and organization. Direction aims to create a favorable climate to achieve organization objectives. Management thus is responsible for individuals directing to certain desires that can increase efficiency and effectiveness' of the any organization. Accordingly direction ingredients based including:

A- Input: This includes money, raw materials, machinery and equipment.

B- Processing: This consists to a set of work and motivation, leadership and communications.

C- Output: This last proper conduct members of any organization.

The motivation is evident as it routs the activity consisting communication and motivation of command and group work. Manager at any site can converts part of organizational resources to conduct adequate personnel management after exercise two functions:

1. Organization Operation: started by issuing unity of commands duty necessary for the work that takes in shape of instructions and directing of instructions for completion of the work.

2. Individual's stimulation to execute commands and instructions: through existence of an effective communications system and competent leadership.

The aims of motivation as (Hitti, 2005) highlighted the following:

A- Attraction force (human resources) like skills, abilities and knowledge earned the Organization competitive advantage.

B- Employees payment to improve their performance and increase productivity .

C- Maintain human resources high quality efforts existence in organization.

D- Enhancing organization's image among employees and also among other business community .

The deferent multiple methods of incentives (Aldwyalah, Fahad Yousef, 2007) on their article focuses on may tangible content or physical stimulation including salaries , allowances like, housing allowance, transport, telephone , and other bonuses both at (regular and exceptional concepts, the rewards as of amounts, upgrade, modification status, etc. Commissions and profit sharing was also analyzed on the study also was considered.

The other moral motivation like, expand of functional competencies and sites functional, with the letters of gratitude and, the honorable appreciation certificates, are also other methods that psychological generate satisfaction achievement.

In terms of positive stimulus, or sometimes called (stimulate reduction of anxiety) aims to raise productivity and improve performance through entrance of encouragement and gratification that encourages individual to a certain desired of behavior management, through the provision of opportunities for progress and gain moral and material reflected to good performance. Which offer something to individuals such as bonus material, promotion or praise and appreciation in which offer something to employees like over time bonus, promotion or praise and appreciation for his excessive work accomplished?

The negative stimulus is so-called (threatening motivation), which seeks to influence individual behavior through entrance of punishment, deterrence and intimidation, through disciplinary action which is material sanctions such as the withholding of pay or denial of bonus or promotion,

It may be noted her also that an intangible reward, like adding employer name if negligent or reckless in his private list posted on the Organization's staff. The stimulus refers to the types of threats or punishment if individual performance, contrary to what was required of him.

Motivation is one of the most important factors which enable organizations of polarization and maintaining efficient team capable of achieving their objectives reflects the policies of organizations in determining the motivation and philosophy, to make the level of stimulation is consistent with financial possibilities and the principles of Justice and equality among workers and compete to attract the best talent

This individual receives – along with wages in cash obtained from work-some other additional features that

increase their income, which in fact has become an essential part of that income. Thus, the total per capita income has not only pay cash for the job but includes certain amounts representing the value of the additional benefits that can be classified as follows (Mursie, 2003).

## **2. Research Design**

### *2.1 Problem of the Study*

Many organizations make great accomplishment and certain tools to fulfill desires of humanity in order to improve, develop and change its performance in times requirements, many organizations develop short-term strategies and long plane, and be with ultimate goal of performance to improve all types of service provided according with latest social demographic development, though organizations always set targets to develop internal incentive system aligned with the requirements and needs of employees; however, many organizations do not pay incentives at any strategic plans any diversions to focus more and more in improving employees moral nor material importance at any organization system ,to reach with aspirations and needs of its employees .

There for the study aims to development various incentive packages subsequently with impact of incentives afflicted with the employees performance .The study will further attempts to reach some recommendation to problems discovered in this research, which in turn would help to highlight the growing needs of employees inner strength to find how incentive packages would suit of the employees contemporary needs.

### *2.2 Research Questions*

The study will try to answering the following questions:

1. To what extend does the level of moral and material incentives application system applied at some private hospitals in capital of Amman?
2. Are there any differences in level of moral and material incentives application system applied at some private hospitals in capital of Amman, due to the variable gender (male, female?)
3. There are differences in the level moral and material incentives application system applied at some private hospitals in capital of Amman, due to variable age?
4. There are differences in the level moral and material incentives application system applied at some private hospitals in capital of Amman, due to variable level of education?

### *2.3 Study Objectives*

Incentives plays a major role in various administrative work, and plays vital role to more efficient and effective performance, so it depends to existence on the incentives system according to needs and concerns of employees physical and moral concerns.

Reflected the overarching objective of this study is to identify the "material and moral incentives and their impact on the performance of workers," an empirical study on private hospitals in the capital of Amman ", the objective of the study can be identified through some recommendations and suggestions that may assist private hospitals in the capital of Amman in adopting the principles and fundamentals of improving the level of incentives, making them play an important role in improving performance:

- Identify application level of material and moral and incentives system in private hospitals in capital of Amman ?
- Identify differences of application level of material moral and incentives in private hospitals in capital of Amman due to the variable gender (male, female)?
- Identify differences of system application level of material and moral incentives in private hospitals in capital of Amman due to the variable age?
- Identify differences of system application level of material and moral incentives in private hospitals in capital of Amman due to education variable?

### *2.4 Definitions Procedural*

Incentive can be defined as "Group of external factors that determine human behavior under specific social system, to satisfy their material or moral needs" or "it's a set of tools provided by top management to satisfy desires or needs of employees", so if motives are desires and needs that individual meet his satisfied of incentives then we can justify it as a means of satisfying those needs. (Siyam &Walid, 2007).

#### *2.4.1 Material Incentives*

Incentives, financial or monetary can include:

1-Remuneration: refers to remuneration system of what individual can obtain by meeting with individual duties, which allows them to achieve basic needs of food and drink (Melvin, 2001).

2-Financial rewards: relates to employee awarding in order to encourage them to increase their productivity and improve their performance.

3-Periodic incensement: It can't be considered as incentive only, if it is attached with employee's productivity "amount granted to him according to his inelegance".

4-Promotion: converting individual current career to a higher responsibility, and be accompanied by increasing in wages or salary.

#### 2.4.2 Moral Incentives

Is not based on money incentives motivate staff rather than on a moral basis means like "respecting of human element and his feelings, hopes and aspirations of the pursued, that include as indicated by following (Shidi, Mohammed Khamis, 2001):

A-Appreciation of employee's efforts (Certificates, medals, letter of thanks)

B-Improve good relationship with top management.

-Involvement of employees with organization efforts.

-Approval of the working group. (Haddad, 2007)

### 3. Theoretical Studies

Research work was conducted by (Ahmed Ennasri a, b, 1, MarcWillinger b, n, 2014) entitled "Incentives and managerial effort under competitive pressure: An experiment". They investigate how increased competition affects firm owners 'incentives and managers' efforts in a laboratory experiment .Each owner offers compensation scheme to his manager in two different conditions: under monopoly and under Curnow duopoly. Following acceptance of the compensation, the manager chooses an effort level to increase the probability of accost-reduction which affects the firm 'profits. According to standard theoretical predictions the entry of arrival firm in a monopolistic industry affects negatively both the incentive compensation and the effort level. Their experimental findings show that the entry of arrival firm has two effects on managerial effort :an internalization effect which affects positively the level of effort and an income effect which has negative impact on effort .The combined outcome of the two effect is neutral with respect to managerial effort: with respect to managerial effort: we observe that when competition reduces the firm's profit, the owner reacts by offering lower incentives but despite the lower incentives the manager still accepts the contract offer and exerts the same level of effort than under the monopoly condition.

Another research made by (Sarah Maslen & Andrew Hopkins, 2014). "Do incentives work? A qualitative study of managers' motivations in hazardous industries", their article addresses the present and potential role of incentives to manage major accident risk in hazardous industries. It focuses on the extent to which senior managers are motivated by incentives in their daily decisions. This analysis is based on qualitative interviews, observation, and document analysis in 11 case study companies across the oil and gas, petrochemical, pipeline, and mining sectors.

As the research argues that despite discomfort with the concept that safety decisions might be influenced by money, incentives influence priorities and behaviors because they do not rely for their effect on economic self-interest alone. Instead they tap a number of human motives, among them the need for approval, and the need to be recognized as making a valuable contribution. We conclude that if incentives continue to be used as a motivation strategy for financial and business performance, safety – particularly as it relates to major accident prevention – must also be incentivized in this way.

A study of (Ibrahim, 2003) entitled "Incentive systems and its impact on job satisfaction ,a case study of Faculty of Commerce Née lain University", aimed to clarify the impact of incentives on degree of job satisfaction for employees, the study came up vital recommendations contribute to the development of incentives system obtained by employee satisfaction in University. The main question for this research and the crossing of the problem: What is the effect of incentive system applied in College of job satisfaction among staff at Née lain University, The study found the following results: the staff in Faculty of Commerce Née lain University was not satisfied a majority of incentive system applied in the University. Also the consensus there many negatives point in incentive system (lack of incentives, lack of established criteria for employees performance evaluating, not just incentives, personal factors in applying incentives) and also that the majority of employees believe that incentives granted to them Inadequate.

The study of (Alhazimi, 2002) focused on "Measuring the impact of material incentives system in organizational performance: a case study of Ministry of Finance State of Kuwait". The study identify impact of individual material incentives system and reached to conclusion that there are presence of financial impact incentives system of corporate performance, the study recommended the need for a ladder and refreshing of material incentives methods instead of the previous system in order to improve performance . In the institutional performance of the Ministry of Finance of the State of Kuwait, as well as to identify the impact of material incentives in performance; the distribution request form to the Ministry of Finance of the State of Kuwait, almost (100), in 2007, the study concluded the impact of financial incentives in the system of institutional performance.

As for (Abu Sneineh, 2008) research work entitled " Impact of incentives on the job satisfaction of engineers working at public sector in the South West of Palestine", the study focused in identifying impact of positive and negative material, moral incentives to promote or minimize the level of job satisfaction among engineers working in the public sector in the southern West Bank of Palestine.

The study results that demonstrates of relationship between work incentives and job satisfaction among engineers, had more positive incentives impact on job satisfaction among engineers, than material, and morals effects. The study recommended the need to adopt criteria clear and fair evaluation of performance.

Another study was published by (Al-Qurashi, 2010) entitled "Effect of computerized management information systems on employees performance". The study aimed to identify the impact of computerized management information systems on the employee's performance working cellular telephone at Republic of Yemen.

In order to achieve the study objectives questionnaire design and develop for data collection and distribution to sample study of (124). The study concluded that the respondents ' perceptions towards supplies operation came to a high degree, and that respondents ' perceptions towards functional performance strongly.

Going to (Arianna Dal Forno & Ugo Merlone, 2010) article has also investigate on their research paper titled "Incentives and individual motivation in supervised work groups", as the paper introduces and analyzes a model of supervised work group where subordinates decide how to exert their effort in complementary tasks while the supervisors decide incentives. Incentives may be a combination of individual and group-based ones. The optimality of incentives is analyzed when considering two different cost functions for subordinates. The two cost functions describe different individual motivations; comparing the resulting effort allocations and production optimality, we can relate them to different organizational theories. The results provide a measure of how motivation among subordinates may affect production and incentives. Furthermore, the optimal incentives schemes are examined in terms of Adams' equity theory.

The research work of (Harald Schmidt a, David A. Asch a, b, Scott D. Halpern a, c. 2012)entitled "Fairness and wellness incentives: What is the relevance of the process-outcome distinction? The study objective determine whether the commonly drawn distinction between the fairness of incentives targeting behavioral processes (or effort) and those targeting outcomes (or achievement) provide suitable grounds for favoring either approach in healthcare research, policy and practice.

The paper results that a categorical distinction between process- and outcome-based incentives is less crisp than it seems. Both processes and outcomes involve targets, and both are subject to differences – across and within socio-economic groups in circumstance and perspective. Thus, a spectrum view is more appropriate, in which the fairness of incentive programs increases with the extent of control that people have. The effectiveness of incentives is a further relevant consideration, and some available evidence suggests that incentives closer to the outcome-end of the spectrum can be more effective.

The paper concluded that simple distinctions between processes and outcomes by themselves provide little assurance that programs are effective or fair. Effectiveness can and should be assessed empirically. Assessments of fairness should focus on the extent to which an activity or outcome might be feasible and under an individual's control, not on whether it targets a process or outcome. Rigid uniform targets for all are generally less desirable than those that reward person-specific improvement.

As for (Dongsoo Shin, 2015) scientific research paper has stated in his entitled paper "Incentives and management styles" the principal-agent framework, as he explain different managing styles. In our model, there are two vertical tasks — an upstream task for improving the project's potential environment, and a downstream task for implementing the project. The downstream task must be done by the worker, but the upstream task can be done by either the manager or the worker. It concluded and resulted as an effort for the upstream task is a hidden action of the party in charge of the task. The realized project environment is the manager's private information. We show that, when the upstream task is easy, the manager may assign the task to herself, even if

her opportunity cost is larger than the worker's (a bias in favor of micro-management). When the upstream task is hard, by contrast, the manager may assign the task to the worker, even if her opportunity cost is smaller than the worker's (a bias in favor of macro-management). We also discuss distortions in the project output schedules in each case to show that the central trade-off is efficiency in task allocation versus efficiency in project output.

A research work conducted by (Ola Kvaløya & Anja Schöttnerb, 2015) entitled, "Incentives to motivate" the study overview present a model in which a motivator can take costly actions – or what can call motivational effort – in order to reduce the effort costs of a worker, and analyze the optimal combination of motivational effort and monetary incentives. The researched distinguish two cases. First, the firm owner chooses the intensity of motivation and bears the motivational costs. Second, another agent of the firm chooses the motivational actions and incurs the associated costs. It concluded that the firm must not only incentivize the worker to work hard, but also the motivator to motivate the worker. It characterize and discuss the conditions under which monetary incentives and motivational effort are substitutes or complements, and show that motivational effort may exceed the efficient level.

Another research made by (Andrea Hammermann & Alwine Mohnen, 2015) entitled "The price(s) of hard work Different incentive effects of non-monetary and monetary prizes "it was discussing a principal-agent framework, as explain in different managing styles. The research indicated that in our model, there are two vertical tasks — an upstream task for improving the project's potential environment, and a downstream task for implementing the project. The downstream task must be done by the worker, but the upstream task can be done by either the manager or the worker. An effort for the upstream task is a hidden action of the party in charge of the task. The realized project environment is the manager's private information. They further note that to show, when the upstream task is easy, the manager may assign the task to herself, even if her opportunity cost is larger than the worker's (a bias in favor of micro-management). When the upstream task is hard, by contrast, the manager may assign the task to the worker, even if her opportunity cost is smaller than the worker's (a bias in favor of macro-management). Concluded that also discuss distortions in the project output schedules in each case to show that the central trade-off is efficiency in task allocation versus efficiency in project output.

Another Study was done by (Agne Kajackaite & Peter Werner, 2015) entitled "The incentive effects of performance requirements – A real effort experiment" stressed on how do non-monetary or monetary prizes induce the highest work performances in competitions? As the researcher further indicated and conducted a real-effort lab experiment to test for differences in the effect of both incentives on work productivity. Their main findings were that the performances of subjects in pursuit of a monetary prize exceed those of subjects in pursuit of non-monetary incentives. However, the work quality and the retrospective feeling of having had fun at work, which is associated with the received prizes, decrease in combination with greater effort. Furthermore they concluded that, a competition with monetary prizes appears to label winners and losers. If non-monetary prizes are used, losers are, to a certain extent, more able to adjust their feeling of satisfaction by changing the subjectively perceived prizes.

As with regards to research paper done by both (Nicola Lacetera & Lorenzo Ziruliab, 2012), entitled "Individual preferences, organization, and competition in a model of R&D incentive provision" has point out understanding the organization of R&D activities requires the simultaneous consideration of scientific workers' talent and tastes, companies' organizational choices, and the characteristics of the relevant industry. They further indicated importance to develop a model of the provision of incentives to corporate scientists, in an environment where (1) scientists engage in multiple activities when performing research; (2) knowledge is not perfectly appropriable; (3) scientists are responsive to both monetary and non-monetary incentives; and (4) firms compete on the product market. By showing that both knowledge spillovers and market competition affect the incentives given to scientists, and these effects interact. First, high knowledge spillovers lead firms to soften incentives when product market competition is high, and to strengthen incentives when competition is low. Second, the relationship between the intensity of competition and the power of incentives is U-shaped, with the exact shape depending on the degree of knowledge spillovers. It can also show that the performance-contingent pay for both applied and basic research increases with the non-pecuniary benefits that scientists obtain from research, while the fixed component decreases. We relate our findings to the existing empirical evidence, and also discuss their implications for management and public policy.

### *3.1 The Research Methodology*

This research used descriptive analysis concerned with collection, analysis and interpretation of data in addition to statistical treatment of variables and analysis pluse interpretation of results by relevance. As for the research society was combined of (1200) employer working at private hospitals in Amman (Ministry of Health, 2015)

The sample researcher tool of questionnaire sample personnel, number to optimized (291) questionnaire distributed to employees at private hospitals in Amman, But (20) excluded due to its inappropriate statistical analysis procedures, thus (271) remain valued for statistical analysis procedures, finally the data using statistical packages for the social science (SPSS).

### The Study Sample Characteristics:

#### First: Gender

Table 1. Frequencies and percentages for variable (Sex)

Gender	Repetition	percentage
Male	202	% 74.54
Female	69	% 25.46
<b>Total</b>	<b>271</b>	<b>100.0%</b>

Table 1 show that number of males was (202) formed a rate of (74.54%) of the study sample, and for females, reaches to (25.46%) percentage of the study sample.

#### Second: Age

Table 2. Duplicates and percentages for variable site (Age)

Age	Repetition	Percentage
Less than 25	60	% 22.14
25-34 years	154	% 56.83
years 44-34	40	% 14.76
Years and more 45	17	% 6.27
<b>Total</b>	<b>271</b>	<b>%100.0</b>

Table 2 show that the proportion of people with age (less than 25 years old) was (22.14%), while for those with age (25-34 years) ratio stood at 56.83%, and for those with age (34-44 years), reaching ratio (14.76 %), and (6.27%) for those with ages (45 years and more).

#### Third: Education Level

Table 3. Frequencies and percentages of the variable "Education level"

Educational Level	Repetition	Percentage
Diploma	42	%15.50
Bachelor	140	%51.66
Higher Diploma	30	%11.07
Masters	49	%18.07
Doctorate	10	%3.70
<b>Total</b>	<b>271</b>	<b>100.0%</b>

Table 3 data show that the proportion of people who obtained a diploma in community college was (15.50%), and (51.66%) to hold a first university degree (BA), and for those with higher diploma amounted percentage (11.07%), and (18.07%) for those holding master's degrees, as for doctoral degrees the ratio was (3.70%).

### 3.2 Study Tool

In order to achieve the study objectives a questionnaire was developed to measure the employee's trends at private hospitals in Amman.

The questionnaire consisted of two parts. The first part is Personal information data (demographic), (sex, age, educational qualification). The second part included questions on the subject of the study, " included areas of study, (first area: material incentives, second area: moral incentives, third area: the performance), this is shown in Table 4 of the three areas of study and distribute the paragraphs in the form.

Table 4. Paragraph Number measured in each area of study

Number	Domain	Number of paragraphs	Paragraphs that measure in order scale
1	Material Incentive	10	1,2,3,4,5,6,7,8,9,10
2	Moral Incentives	6	11,12,13,14,15,16
3	Performance	3	17,18,19

### 3.3 Stability Tool

The study used equation correlation coefficient (Pearson) to calculate the percents of stability, as will use of equation (Kronbach- alpha) to calculate the stability of homogeneity. Table 5 will illustrate this:

Table 5. Percent of coefficients stability and homogeneity study tool

Domain	Steadiness, Constancy	Similarity	Number of Paragraphs
Material Incentives	0.87	0.92	10
Moral incentives	0.86	0.77	6
Performance	0.83	0.81	3
<b>Total</b>	<b>0.85</b>	<b>0.83</b>	<b>19</b>

As it seen from table 5, the stability and homogeneity of study instrument and areas transactions considered sufficient, the adopting of study tool at its final application, is constancy steadiness for material incentives domain as higher the total of % 0.87 than that in Moral incentives then it is more reliability coefficient at % 0.83 similarity with total steadiness constancy of %85 is considered higher coefficient stability and considered homogeneity quite moderate.

### 3.4 Statistical Treatment

In order to gain a degree of approach statistical analysis descriptive credibility , the research used ,SPSS analyzing program, other statistical methods was also used like percentage, means ,standard deviation , the statistical testing analytical of validity of reliability of study tool cornobach's alpha was also used to measure the internal consistency of the study tool, Pearson correlation coefficient Pearson Correlation to calculate stability was also used, also t.test Independent Samples t-test , was used for differences between two variables-, another use in data analysis One -Way ANOVA to test more than two variables independent. C-level of significance (alpha " $\alpha$ "): was adopted (at a higher level of significance 0.05) (alpha " $\alpha$ "), and therefore if the significance level (0.05) and below to distinguished it in significant differences, but if the significance level was greater than (0.05), there will be no differences.

Based on arithmetic average of the responses calculated given to respond was justify degree of approval for each paragraph of resolution, were sentenced on the arithmetic mean of determining purpose of values for the "approval degree" as shown in Table 6.

Table 6. Arithmetic means &amp; Degree of Approval

Degree of Approval	Arithmetic Mean
low degree	2.33-1
Average	3.67-2.34
High	5-3.68

## 4. Discussing of Study Results

First question: What is the level of material and moral incentives application system at private hospital in Amman?

For answer this question a descriptive statistics method was used to extract the arithmetic mean deviation of the questions study, as it was summarized in the following table:

### First area: Physical / Financial Incentives

Table 7 represents the arithmetic mean and standard deviation and degree of approval for each paragraph of this dimension.

Table 7 depicts that the averages respondents relating to first domain material incentives / financial is between 4.01-2.77, and the overall average of respondents about the first area material incentives / financial, comes around 3.66 , which indicates as moderate level. The average standard deviation was 0.96, as noted from paragraph 1. got the highest arithmetic average of 4.01 with a standard deviation of 0.43 which on a higher side, which in turn shows that the salary they get commensurate with the amount work they do in the hospital, the arithmetic average on paragraph no.2, reach to 3.95 with a standard deviation of 0.65.

With regarding to paragraph no. 5 "Rewards, they earns suit their ambitions at work" was lower arithmetic average at 2.77 with a standard deviation of 0.67 which indicates as moderate, so there is a need to improve staff emoluments of to be more convenient with employees ambitions.



Table 7. Arithmetic means and standard deviations of respondent's answers related to the first domain "Moral/Material incentives"

Paragraph	Phrase	Arithmetic Mean	Standard deviation	Arranging	Degree of significance
1	The salary I have Commensurate with work I perform in hospital.	4.01	.43	1	High
2	Hospital Allowances system is suitable.	3.95	.67	4	High
3	Hospital Administration Granting bonuses and encourage me to do overtime.	4.33	.65	2	High
4	I get a bonus from hospital administration because of doing right achievement in work.	4.28	1.10	3	High
5	Rewards, I earns suit my ambitions at work	2.77	.67	10	Middle
6	Incentives commensurate with what duties achieved.	3.90	1.22	5	High
7	Hospital grant wards for achieving excellence at work.	3.57	.93	6	Middle
8	Hospitals allow us to go some recreational trips.	3.47	1.12	7	Middle
9	Hospitals allow us to attend conferences organized to increase knowledge and experience needed.	3.01	1.52	9	Middle
10	Hospital incentive system commensurate with my ambitions.	3.34	1.38	8	Middle
<b>Overall Dimension</b>		<b>3.66</b>	<b>0.96</b>		<b>Middle</b>

*Second area: Moral Incentives*

Table 8. Arithmetic means and standard deviations for answers to sample relating to second domain "Moral Incentives"

Paragraph	Phrase	Arithmetic Mean	Standard deviation	Arranging	Significance
11	I receive appreciation letter for the efforts at work.	3.21	1.09	6	High
12	The hospital promoted my remuneration for the work done.	3.44	.94	4	Middle
13	Organizational environment is suitable.	3.42	1.07	5	Middle
14	The workplace is suitable for performing work	4.04	.81	1	High
15	I receive praise and acknowledgment by my superiors at work due to the work I do.	3.64	.70	3	Middle
16	Modernization and change of organization system is suitable to my ambitions.	3.78	.98	2	High
<b>Overall dimension</b>		<b>3.58</b>	<b>0.93</b>		<b>Middle</b>

Table 8 depicts that the moral incentives is between 3.21-4.04, and the overall average comes to around 3.58, which indicates it is at a moderate level. The average standard deviation was 0.93, paragraph no.14, got highest arithmetic average of 4.04, with a standard deviation of 0.81 which is on a higher side, which in turn shows that the workplace is suitable of the work the employee does as compared to paragraph no. 16 of which the standard deviation is 0.98 and the arithmetic mean is 3.78.

Paragraph no.11, which indicates the following "I receive appreciation letter for my efforts at work." was less averages among other arithmetic average at 3.21 with a standard deviation of 1.09, at moderate degree, so there shall be always place to improve hospital's policies to activate a lot of things that works to improve moral incentives, this highlights' most important messages of acknowledgment and appreciation to employees when they do their jobs as required from them.

*Third area: Performance*

Table 9 represents arithmetic mean and standard deviation and degree of approval to each paragraph of this dimension.

Table 9. Arithmetic Means and Standard Deviations for answering sample Question relating to third domain "Performance"

Paragraph	Phrase	Arithmetic Mean	Standard Deviation	Arranging	Degree of Significance
17	Motivational affect positively my performance.	3.04	1.02	3	Middle
18	I accomplish all duties entrusted to me effectively in case I get financial incentives.	4.21	.44	1	High
19	Moral incentives encourage me to carry out the tasks entrusted seriously.	3.01	0.04	2	Middle
<b>Overall dimension</b>		3.42	0.50		<b>Middle</b>

Table 9 refers to the averages respondents statements on "performance" is 4.21-3.04, and the overall respondents average about performance was around 3.42, which indicates it is at moderate level .The average standard deviation was 0.50, hence paragraph18 scores the highest arithmetic average 4.21 with a standard deviation of 0.44 got higher, as indicated "I accomplish all duties entrusted to me effectively in case I get financial incentives".With regarding to paragraph number 17, the arithmetic averages were lower average at 3.04 with a standard deviation to 1.02 which was at moderate.

As for Second Question: Is there any deferments between material or moral incentives level of application system at private hospitals in Amman, due to variable Gender male, female? In order to identify to extent the possibility neither to offer nor to accept this question, the researcher conducting his analysis on as following:

Table 10. Independent Samples T-Test test results examine significance of differences about (the subject of the study)

Sex / Domain	Male(N=202)		Female (N=69)		t .test	significance
	Arithmetic Mean	Standard Deviation	Arithmetic Mean	Standard Deviation		
<b>Material incentives</b>	39.6923	7.9413	43.7500	7.9418	0.769	1.137
<b>Moral incentives</b>	23.3846	4.4260	26.0000	4.2762	0.980	1.331

Table 10 shows significance level at 0.769, of material incentives and (0.980) for moral incentives these two levels have no significant at ( $\alpha \leq 0.05$ ), and since this level of significance is higher than level 0.05.The result show that there are no application differences of material and moral incentives in the private hospital system differences in Amman due to the gender variable male, female.

Third question: Is there a level of application of material and moral incentives?

Private hospital system differences in Amman due to variable age?

In order to identify to extent the possibility to offer and accept this question, one-way analysis of variance (One-Way ANOVA) was conducted.

Table 11. Results of (One-Way ANOVA) for second questioning

Domain	Variation	Squares Sum	Freedom Degrees	Average	f-value Semantics	Significance
<b>Material Incentives</b>	Between Groups	354.286	2	118.095	2.169	.129
	Among Groups	925.524	268	54.443		
	Total	1279.810	270			
<b>Moral Incentives</b>	Among Groups	71.238	2	23.746	1.239	.326
	During Groups	325.714	268	19.160		
	Total	396.952	270			

Table 11 refers to f values as there is no significant statistically differences at level ( $0.05 \geq \alpha$ ) incentives application physical and moral due to age variable, the significance level indicates two consecutive of both

incentives material moral was at 0.129 and 0.326, was higher than level of significance at  $\alpha \leq 0.05$ .

The fourth question: Is there a level of material and moral incentives application differences in the private hospital system at capital, Amman, attributed to the Educational Qualification variable?

In order to identify the extent possible offer to acceptance this question, one-way analysis of variance One-Way ANOVA conducted, and done as can be seen on table 12.

Table 12. Results of one-way analysis of variance (One-Way ANOVA)

Domain	variation	Squares Sum	Freedom Degrees	Squares Average	F-value	Significance
<b>Material Incentives</b>	Between Groups	324.040	2	81.010	1.356	.293
	Among Groups	955.769	268	59.736		
	Total	1279.810	270			
<b>Moral Incentives</b>	Between Groups	131.895	2	32.974	1.990	.145
	Among Groups	265.058	268	16.566		
	Total	396.952	270			

In table 12 as for F values reference indicates that there are significant statistically differences at  $\alpha \leq 0.05$  to application level of incentives physical and moral, due to variable Qualification, significance level at both two consecutive material incentives , moral incentives was at 0.293 and also at 0.145, which is higher than the level of significance at  $\alpha \leq 0.05$ .

## 5. Findings

First result:

We can summarize the study statistical analysis results of the following questions as seen bellow:

The first question: What is the level of application of material and moral incentives system in private hospitals in Amman?

Table 13 represents arithmetic mean and standard deviation degree of each paragraph approval to the field as a whole.

Table 13. Arithmetic means and standard deviations sample relating of individuals

Number	Domain	Standard Deviation	Arithmetic Mean	Arrangement	Approval Degree
<b>First area</b>	Material Incentives / Financial	3.66	0.96	1	Middle
<b>Second area</b>	Moral Incentives	3.58	0.93	2	Middle
<b>Average</b>		<b>3.62</b>	<b>0.94</b>		Middle

Table 13 depicts that the standard deviation ranged between 3.58 and 3.66. The overall average was 3.62 for the respondents who answered about level of material and moral incentives system application in private hospitals in Amman, which is at moderate level of satisfaction. The average standard deviation was 0.94 while as, 'material/financial incentives' has the highest arithmetic average of 3.66 and standard deviation of 0.96, which again is at moderate level.

Again in Table 13, in the 'Second Area Row' for moral incentives, the arithmetic average is less than 3.58 while the standard deviation is 0.98, which is at moderate level.

Thus from the above table no.13 we conclude that the 'the level of material and moral incentives application in private hospital system in, Amman is at the moderate level.

Second question: Is there a level of application differences of material and moral incentives system in private hospitals in the capital, Amman, due to variable sex differences (male, female)?

Statistical analysis shows that there is no difference when it comes to material and moral incentives given to employees, male or female, in private hospitals in the capital Amman.

Third question: Is there a level of application differences of material and moral incentives system in private hospitals in, Amman, due to variable of age differences (male, female)?

Statistical analysis shows that age does not play a part when it comes to material and moral incentives given to employees in private hospitals in the capital Amman.

Fourth question: Is there a level of application differences of material and moral incentives system in private

hospitals in, Amman due to the variable attributed to educational qualification variable ?

Indicates that there are no significant statistically differences at ( $\alpha \leq 0.05$ ) at incentives application level (physical and moral) due to variable (Qualification), and shown no significant statistically differences at the level of application incentives in terms of educational qualification variable.

## 6. Recommendations

1. It is recommended that management of the private hospitals, should develop policies and strategies to increase the effectiveness of incentives as a general application in both material and moral incentives as the study show weakness in the private hospital system in, Amman,
2. The study recommends there is a need to use incentive system to meet the needs of employees.
3. The study recommends that other scholars could highlight the importance of incentives in studies and do further investigation in order to identify employee needs for those private hospitals in Amman.
5. There is need to distribute incentives among employees to encourage them to be more creative at work especially in private hospitals in Amman.
6. Share the results of the study, with the private and public healthcare institutions of Amman.

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