

Impact of Motivation on Job Performance of Nursing Staff in Private Hospitals in Jordan

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Abstract This study aimed to analyze the impact of motivation on job performance of nursing staff at private hospitals in Amman. The population of the study consisted of nurses working at private hospitals in Amman counted (32) Hospitals. 353 questionnaires have been distributed to the sample of the study, 293 valid for statistical analysis. The results of the study showed that there is a statistically significant effect of the material and non-material motivations on the job performance of the nurses working at private hospitals in Amman. The researchers suggested a number of recommendations including: the development of monetary incentives for nurses in private hospitals in order to improve their performance, interest in developing an effective system for evaluating the performance of employees, and the need to contribute with private hospitals in Jordan to promote a sense of stability during the career of employment for long.

Key words Motivation, job performance, private hospitals, Amman, Jordan

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1. Introduction

This study dealt with one of the important topics in the life of individuals and communities, namely the motivations to work, and the extent of its relationship and its impact on the performance of employees as it is supposed to be for each institution a special system of Motivations, which enable organization to help employees to deliver their best work, thus enhancing mutual trust it provides job security for workers (Al-Hawary *et al.*, 2011). Motivations is one of the elements of the institutional framework, and without incentives, organization cannot achieve its objectives. Motivations is the way in which the organization express its appreciation for the outstanding performance of the employee, and his masterly, and is one of the ways in which the organization will help them achieve their goals, and this is next to the availability of financial resources of the organization and the experience of its staff. The Motivations cannot achieve its goals only through the mechanism of action, special system, and specific of its management. With the availability of credibility element in the application of the system of incentives, this has a great importance, and work to codify these incentives, and to be granted to diligent work, each according to his work.

Here we conclude that the efficient performance of individuals, and their ability to creativity and innovation does not lie in that simple of wages and salaries, which is given to individual as an alternative to his effort and work (Al-Hawary and Shdefat, 2016). This entirely depends on the strength of the motivation and incentive-oriented to reflect and discover the underlying performance and capabilities of individuals, which is to detect deficiencies and need, and then work to satisfy this need. So it should on human resources management, to work on awaking those motives and capabilities through external stimuli, work on satisfying the needs and desires of individuals.

The problem of the study Lies in the growing demand for nurses outside Jordan as Gulf countries, which may reflect negatively on the stability of the nurses in the Jordanian health sector, and incentives are also considered as the factors affecting human behavior of individuals and workers, and thus their ability to perform and work in the productive efficiency for individuals and hospitals, so hospitals are looking for ways to resolve the problems faced by nurses in their work, as far as hospital care incentives and wage

system, which may be reflected on the hospital's performance. The importance of this study addressed the subject of a vital and important for hospitals in general, namely the impact of motivations on job performance of nurses, where the employee is the backbone of any organization, and therefore the performance will reflect positively or negatively on them, hence the emphasis on the issue of motivation and their importance to increase the job performance level for nurses in hospitals.

And the importance of this study highlights because of the great competition among hospitals in Amman to maintain operating efficiencies. Hence the importance of this study is to try to link the motivations and job performance for being of influential topics in the Jordanian health sector. Motivations pose a significant interest among organizations managements, as they considered as a means to urge individuals to good performance in a way to achieve organization objectives (Al-Hawary and Alajmi, 2017), and is of great importance in their positive impact on the employees performance, and directing them in a proper destination. Accordingly motivation can be considered (monetary and non-monetary) of the most important tools that can be used by organizations, to recruit and attract highly qualified workforce, with the creation of motivation and desire to improve productivity, both quantitatively and qualitatively. From here came this study was to examine the effect of motivations on the job performance of nurses in private hospitals in Amman.

2. Literature review and hypotheses development

2.1. Motivation concept

Motivations in the language according to Chaudhary and Sharma (2012) the word motivation is derived from the "incentive". And the meaning of incentive is the need and the desire of people for bonuses and other process in order to achieve the goals of the organization. The motivation derives from the word "stimulus" means to move, push or effect to progress and fulfill (Kamalian, 2010). In terms of terminology it has numerous and varied definitions that reported for motivation in the theoretical literature publication, depending on the variety and divergence of perspectives and views of researchers and scientists. The definition of motivation from the behavioral aspect in terms of the individual that: "push the individual to take a certain behavior, or off, or change its way, it is an internal sense of the individual as the desire to take an activity or a particular behavior to achieve certain goals (Al-Fares, 2011).

Robbins (2001) considered motivation as a general trend towards the nature of the work, in terms of the differences between the amount of bonuses received by employees in the organization, and the amount of the bonus, which they believe are received. Byors and Rue (1997) defined motivation as the main trend of individuals towards work, and organizational reward system often is an influential and important indicator of the individuals in the organization. Abu Sharkh (2010) referred to motivation as a process that is working to raise the inherent powers of the individual and that determines the pattern of behavior or disposition required by the satisfaction of all human needs. It is also known by Chowdhury (2007) as being a march of movement and behavior support to achieve the goals.

Motivations known as the process that allows individuals to pay and move them through a certain motivation towards a particular behavior or make certain efforts in order to achieve a specific goal (Ismail, 2012). Alian (2000) defined motivations as a set of incentives factors that drive the individual to choose the appropriate action to achieve the goal. Consideration could be given to the motivations as "reflect the emotional dimension of the employees towards working conditions and the nature of the atmosphere in the organization" (Luthans, 1992). Also it known as a strong set of courses that enhance the performance and direction towards achieving some of the goals (Kalimullah, 2010). Motivations is defined as "the tools and the means by which the organization seeks to provide for workers, whether monetary or moral, group or individually,, positive or negative, in order to satisfy the needs or humanitarian desires on the one hand, and achieving efficiency desired on the other hand, taking into account the surrounding environmental conditions (Awad, 2012).

2.2. Types of motivations

Monetary incentives

The monetary incentives of the oldest types of incentives, and are quick and instant sense of individual with direct result, monetary incentives may be positive as rewarding of grants and aid or giving

bonuses, and may be negative such as the deprivation of rewards or bonuses, or salary reduction. As well as the monetary incentives can be directly monetary such as overtime pay, allowances, bonuses, allowances, profits, or indirect monetary incentives, such as nutrition, housing, transportation, loans, advertising, facilities, treatment, cuts (Hassan, 2002).

In general it can be said that monetary incentives is one of the most important factors, and most influential in the rush of the individual's desire and dedication to work (Al-Hawary and Metabis, 2013; Al-Hawary and Abu-Laimon, 2013), when was that wages appropriate and capable to satisfying individual requirements, and on the contrary, the low-paid and non-equivalent to the efforts of labor, which does not meet the demands of working and needs, it is an important factor in the neglect of his work, and low productivity efficiency (AL-Harti, 1999).

Non-monetary incentives

Moral incentives are those that satisfy the moral incentives needs, there is never enough to saturate the monetary incentives, but requires the stability and effectiveness of the members of the working groups that the saturation of the monetary and moral needs in an integrated manner (Abdulrahman, 2010). Robbins (2001) refereed that moral incentives includes, grant functional titles, appointed private secretary to the employee is important, provides private parking, providing meals and food specialties, and the purchase of office furniture.

There are multiple types of moral incentives, a participant in the decision-making, is an indicate to distinctive democratic management, and through the participation of individual members working in the group in a wide perimeter to solve problems (Al-Hawary *et al.*, 2013), and activities related to decision-making in the organization, and their participation directly affect the work field (Al-Natour, 2011). And respect and appreciation (Al-Hajj, 2010), many of the organizations dealing with the employees that they must comply with orders, and works all that is required of it in exchange for remuneration, which they get, they cannot discuss the decision or express objection or put the idea, and therefore if the employee feels unappreciated and respect for his foundation's work, organization will lose his best, may he works visible wholeheartedly, implemented what they ask him what he will hinder a lot of work without feeling, and outlook will become monetary only. Promotion may be a significant and effective incentive, as if they were linked to efficiency in performance and productivity, and be a motivation among workers who wish to fill the post, which is the functional status and therefore social status (Aghili, 2006) and letters of appreciation and praise (Al-Haj, 2012).

2.3. Job performance

Each organization has it is own system in management and evaluation of performance, and whether it relates to the performance of individuals, or the performance of departments or teams, or the performance of the organization as a whole, it is through performance measurement, organization can control the programs, systems, and thus on the achievement of its objectives. Performance evaluation is a means that drive managerial units to work vitality and activity, where make presidents to follow the duties and responsibilities of their subordinates on an ongoing basis, and paid subordinates to work effectively (Al-Hawary and Al-Zeaud, 2011), and the importance of this medium appeared when looking at the areas in which they are used the results of the performance evaluation, and most important: improving and developing employee performance, and the adoption of this evaluation as a means for determining bonuses and increments, tool for the detection of training needs, and a means to judge the safety of selection, recruitment and training policies, and objective basis for drawing these policies (Abu Sheikha, 2010).

2.4. Performance concept

Job performance concept expresses the net impact of individual efforts that begin with the capabilities and awareness of the role or tasks which refers to the degree of achievement and completion constituent of the function of the individual tasks (Sultan, 2004; Al-Hawary and Al-Menhaly, 2016). Performance is an integrated system represents individual performance, it is the key element, and this is due to the human element, it is the active ingredient in performance because of its expertise and capacity

to carry out the business (Al-Saud, 2008). Job performance defined as "the result of three factors together which are the skill, effort, and the nature of working conditions, which include knowledge skills, abilities, and competencies that brought the individual to the organization, the effort is the degree of rush the employee to complete his work, and the nature of working conditions and suitability to facilitate and improve the productivity of the individual (Levey, 2001).

Severin (1999) defined Job performance, what he is doing of individual tasks, duties and responsibilities during the exercise of his work, according to accomplish required rate. Campbell and Wise (1990) referred that Job performance consists of behaviors that can be observed on individuals in their jobs, and are relevant in achieving the objectives of the organization. Others defined Job performance as "a coordinated effort to do tasks include converting inputs to outputs with quality consistent with the skills, abilities and experience of working, with the help of the supporting factors and the environment, the appropriate action to make this effort precisely, the shortest time and less expensive" (Al-Khalifa *et al.*, 2007). Robbins and Wiersema (2005) defined performance as the best use of available human and monetary resources to achieve the organization's goals, and the sustainability, and maintain their competitive advantage. Daft (2007) describes the performance as the individual's ability to achieve the objectives of the organization through the optimal use of available resources in efficient and effective manner. On the other hand, it could have available the sufficient motivation to perform the work, but he will not play as it should, if he lost the capacity to do so, or if he has no opportunity for that (Wagner, 2006).

2.5. Motivations and job performance

Motivation and Job performance has be studied by many researchers, Al- Halaibh (2013) in his study impact of motivation on improving job performance has found a significant impact of using the two types of motivation on Job performance, Al-Saud (2013) in his study of Monetary incentives and its impact on job performance, found that wages system, grants, and remuneration have a significant impact on job performance, the study of Al-Jasasi (2011) about monetary and non-monetary incentives and their impact on performance, he has found a significant impact of monetary and non-monetary incentives on performance, Abu-Sharkh (2010) in his study evaluating the impact of motivation on the level of job performance has found a significant relationship between the effectiveness of motivation system and Job performance, Rashid (2013) in his study evaluating the impact of performance and motivation evaluation on the employees results, has found a significant relationship between work performance, performance evaluation and motivation, based on above the study hypotheses may be formulated as:

H1. Motivations directly influences Job Performance of Nursing Staff in Private Hospitals in Jordan

More specifically:

H1a. Monetary incentives directly influence Job Performance of Nursing Staff in Private Hospitals in Jordan

H1b. Non-Monetary incentives directly influence Job Performance of Nursing Staff in Private Hospitals in Jordan.

3. Research framework

Based on study hypothesis, the following theoretical framework, shown in Figure 1. As can be seen from the framework, the study investigates the impact of Motivations on Job Performance of Nursing Staff in Private Hospitals in Jordan, where Motivations are the independent variable and are positively related to Job Performance as the dependent variable.



Figure 1. Theoretical Model

4. Methodology of research

The methodology section of the current research depicts the sample of the study, the measurements, the statistical analysis to test the validity and reliability of the study tool, and to test the study hypotheses employed to test the relationship between study constructs (Motivations and Job Performance).

4.1. Measures

The constructs in this study were developed by using measurement scales adopted from prior studies. Modifications were made to the scale to fit the purpose of the study. All constructs were measured using five-point Likert scales with anchors strongly disagree (=1) and strongly agree (=5). All items were positively worded. Motivations consist of monetary incentives, and Non-Monetary incentives were adapted from previous studies (Al-Jishi, 2009; Manzoor, 2012). Job Performance statements were adapted from previous studies (Al-Jishi, 2009).

4.2. Population

The study population consisted of the all nurses working in the private hospitals in Jordan, because the study population is large in number, the researchers took a sample of (400). The unit of analysis of this study was the nurses who working in the private hospitals in Jordan. The questionnaires, with instructions of how to complete them, were distributed to respondents by an interviewer. Subjects were asked to assess their perceptions of various items of different constructs. Assessments were based on A Five-point Likert scale ranging from “strongly disagree (1) to “strongly agree (5) was used to measure the 35 items. In order to minimize possible response bias, instructions emphasized that the study focused only on their personal opinions. There was no right or wrong answers. After completion, the questionnaires were checked and collected by the interviewer, (293) questionnaires were suitable for statistics. Table 1 shows the characteristics of the sample.

Variable		Frequency	%
Age group	less than 25	57	19.5
	25- less than 35	162	55.3
	35- less than 45	64	21.8
	45 years and more	10	3.4
Gender	Male	89	30.4
	Female	204	69.6
Educational level	High secondary school and less	12	4.1
	Diploma	83	28.3
	Bachelor	182	62.1
	Post graduate	16	5.5

Table 1. Sample characteristics

4.3. Data gathering

The research data was collected through the questionnaire. The questionnaire began with an introductory statement that asked respondents to administer their own responses, assured them of confidentiality, and so forth. This was followed by a request for demographic information and the measures. Data were collected through random questionnaires users. The study was based on the development and administration of a self-administered survey and conducted in Jordan.

4.4. Reliability and validity of the survey instrument

The survey instrument with 35 items was developed based on two variables Motivations as independent variables with two dimensions: Monetary incentives (MI1-MI12), and Non-Monetary incentives (NMI1-NMI12). Job Performance as dependent variables with one dimension (JP1-JP11). The instrument was evaluated for reliability and validity. Reliability refers to the instrument's ability to provide consistent results in repeated uses (Gatewood and Field, 1990). Validity refers to the degree to which the instrument measures the concept the researcher wants to measure (Bagozzi and Phillips, 1982).

Construct and item	Loadings	Communalities	Eigenvalue	Variance	Reliability
Monetary incentives (MI)			7.378	61.481	0.83
MI1	.550	.741			
MI2	.646	.804			
MI3	.569	.754			
MI4	.562	.750			
MI5	.595	.771			
MI6	.606	.779			
MI7	.540	.735			
MI8	.672	.820			
MI9	.700	.837			
MI10	.700	.836			
MI11	.578	.760			
MI12	.660	.812			
Non-Monetary incentives (NMI)			7.420	61.830	0.79
NMI1	.591	.769			
NMI2	.530	.728			
NMI3	.737	.859			
NMI4	.614	.783			
NMI5	.557	.747			
NMI6	.558	.747			
NMI7	.711	.843			
NMI8	.650	.806			
NMI9	.611	.782			
NMI10	.607	.779			
NMI11	.567	.753			
NMI12	.684	.827			

Table 2. Factor analysis of Motivations

Construct and item	Loadings	Communalities	Eigenvalue	Variance	Reliability
Job Performance (JP)			5.684	51.675	0.86
JP1	.641	.801			
JP2	.592	.769			
JP3	.532	.730			
JP4	.594	.628			
JP5	.586	.766			
JP6	.549	.670			
JP7	.592	.702			
JP8	.612	.783			
JP9	.570	.608			
JP10	.529	.727			
JP11	.586	.697			

Table 3. Factor analysis of Job Performance

Factor analysis and reliability analysis were used in order to determine the data reliability for the Motivations, and Job Performance measures. A within factor, factor analysis was performed to assess convergent validity. The results of the factor analysis and reliability tests are presented in Table 2 and Table 3. All individual loadings were above the minimum of 0.5 recommended by Hair *et al.* (1998). For exploratory research, a Chronbach α greater than 0.70 is generally considerate reliable (Nunnally, 1978). Chronbach α statistics for the study contracts are shown in Table 2 and Table 3. Thus it can be concluded that the measures used in this study are valid and reliable. On the basis of Cattell (1966) and Hair *et al.* (1998) criterion, factors with eigenvalues greater than 1.0 and factor loadings that are equal to or greater than 0.50 were retained, 35 items, loading under two factors of Motivations and one factor of Job Performance.

5. Descriptive statistics analysis

Table (4) indicates that nurses of the private hospitals in Jordan evaluate Monetary incentives (with the highest mean scores, i.e. $M=3.48$, $SD=0.958$) to be the most dominant of Monetary incentives and evident to a considerable extent, followed by Non-Monetary incentives ($M=3.42$, $SD=0.967$). With regard to Job Performance, nurses Staff in Private Hospitals in Jordan evaluate Job Performance (with the high medium level, i.e. $M = 3.49$).

Dimension	Mean	Standard deviation
Motivations	3.45	
Monetary incentives	3.48	.958
Non-Monetary incentives	3.42	.967
Job Performance	3.49	

Table 4. Descriptive analysis of Motivations and Job Performance

6. Test of hypothesis

Multiple regression analysis was employed to test the hypotheses. It is a useful technique that can be used to analyze the relationship between a single dependent variable and several independent variables (Hair *et al.*, 1998). In this model, Motivations acts as the dependent variable and Job Performance, as the independent variables. From the result as shown in Table 5, the regression model was statistically significant ($F = 50.598$; $R^2 = .259$; $P = .000$). The R^2 is .259, which means that 25.9 per cent of the variation in Job Performance can be explained by Motivations. The proposed model was adequate as the F-statistic = 50.598 was significant at the 5% level ($p < 0.05$). This indicates that the overall model was reasonable fit and there was a statistically significant association between Motivations and Job Performance.

Table 5 also shows that Monetary incentives ($p < 0.05$; $\beta = 0.317$), and Non-Monetary incentives ($\beta = -0.199$, $p < 0.05$), had a significant and positive effect on Job Performance. This provides evidence to support H1a, and H1b. Based on the β values monetary incentives has the highest impact on Job Performance followed by Non-Monetary incentives.

Independent variables	Standardized beta	t	Sig.	Tolerance	VIF
Monetary incentives	.317	2.063	.040	.108	9.229
Non-Monetary incentives	.199	2.293	.019	.108	9.229

Notes: $R^2 = .259$; Adj. $R^2 = .254$; Sig. $F = 0.000$; F-value = 50.598; dependent variable, Job Performance; $p < 0.05$

Table 5. Regression results between Motivations and Job Performance

7. Discussions

This study was conducted to investigate the effect of motivation on the job performance of nurses in private hospitals in Amman. The results indicated the presence of a statistically significant effect of monetary incentives on the job performance of nurses, as the use of rewards and bonuses systems led to

the hospital's nurses stuck in their work, and thus contribute to the readiness and desire to work outside official working hours. This study is consistent with Al-Jasasi (2011), which applied to the Ministry of Education, Sultanate of Oman, the moral and monetary incentives system lead by the end of the day, when applied fairly and properly to improve the performance of employees, that is, two look alike in a partial reward and punishment, the stimulus and motivation.

Results of the study pointed a statistically significant effect of non-monetary incentives on the job performance of nurses, this result as the non-monetary incentives make the individual feels good about the work environment, and sense of responsibility for all what he is doing, which it increases the incentives of the individual to do any, and invent new ways that serve the hospital and provide them with a lot of money and effort. It is clear from the study results, the application of incentives system in the private sector, and the possibility of the ability to take advantage of it. With regard to the study hypotheses, the study tests showed that non-monetary incentives boost for workers to improve their performance compared to monetary incentives, as there is a positive relationship between the degree of application of the system of incentives and the degree of the job performance.

8. Recommendations

Based on the results of the study, the researchers recommend managers and decision makers of private hospitals to:

1. Work on the development of monetary and non-monetary incentives systems, strong and effective and transparent leading to improve the performance of employees.
2. Attention to the monetary incentives, and the introduction of the changes so as not to be just a purely physical thing.
3. Work on strengthening the positive side of non-monetary incentives.
4. Attention to the positive psychological motives that achieve organizational goals, and subordinates goals.
5. Work to strengthen the bonus system and make it more visible to employees, and a more transparent and fair.
6. Work to enhance the system of annual bonuses to become a better, and more comprehensive to include all employees.
7. Work on the renewal of the annual performance evaluation in line with the changing and evolving goals of the hospital system.
8. Incentives must be associated with actual level of performance so as to distinguish between workers according to their performance, which encourages all workers no matter what career a nominee to exert maximum effort to improve their performance, and thus are linked to provide incentives to improve performance.
9. Management of Jordanian private hospitals can grant monetary incentives regardless of their marital status, work experience and qualifications, where everyone wants to giving them monetary incentives.
10. Revisit the incentives in the private hospital system through evaluation; study the statement of strengths and weaknesses.
11. Necessity of participation of private hospitals in Jordan to promote a sense of job security through employment for longer.

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