

# To What Extent the Motivations System in the Jordanian Ministry of Health Achieved its Objectives

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## **Abstract**

The purpose of this study was to what extent the motivations system in the Jordanian ministry of health achieved its objectives (improved the employees performance, decreased the turnover rate, increased employees satisfactions, and increased the quality of medical services), in order to achieve this goal, a questionnaire were designed. It consists (50) clauses reflect all the variables, the study sample (400) from all the employees in the Jordanian Ministry of Health (J.M.O.H). Grynbach constancy coefficients reached 79%; Percentages, Means, standard deviation, (ANOVA), and leaner regressions analysis were used to test the hypothesis. The study found that; the motivations system in the Jordanian ministry of health achieved some objectives (improved the employees performance, and increased employee's satisfactions), and didn't achieved the other objectives (decreasing the turnover rate, and increased the quality of medical services). The study also found there is a difference in the employee's satisfactions on motivation system due to gender, marital status, age, and experience; on the other hand there is a statistically significant in the satisfaction degree on motivations system among workers groups in the ministry of health (doctors, nurses, paramedical, management and finance, and engineering and technical professions).

In light of study findings the researcher recommends the following; the managers in the Jordanian ministry of health must give more attention to providing a suitable motivation system depending on performance, offering anew resources of income to the box of motivation. increase the motivation depending on innovation and research.make the equity between the medical team regarding the motivation system, and the managers in the Jordanian ministry of health must give more attention to those employees whom are dissatisfied and discussing with them how to be satisfied.

**Key words:** Jordanian Ministry of Health, motivations system, objectives.

## **1. Introduction**

It is known that the motivation system in any organization is built on the basis of performance, and therefore must develop performance standards are supported to estimate the incentives that are granted to employees, the standards must be objective and honest to a large extent in order to gain appreciation and respect for the staff. In addition to the need to link incentives on an individual level or on a collective level, the most productive organizations give incentives to their employees on a collective level, and there are few organizations that give incentives at the individual level, usually grant incentives to employees associated based on performance or any basis is linked to the extent achieve the goals of the organization, (Buchenroth, 2006) .the incentives gives to the employees on a collective level in the light of their performance, and to what extent they are achieving the goals of their part of the organization. The time of the granting of incentives are selected so that they estimate the impact of leaves and extra motivation among workers in the organization the suitable time is immediately after good behavior or unwanted by the senior management behavior without specifying a period of time, (Harem, 2013). It is necessary to develop a motivation systems and exchange bonuses for workers within the laws and regulations adopted by the organization, the more the desire of employees in the organization in the performance whenever incentive responsive to their needs, and at the senior management and direct management staff position to have the whole picture regarding applicable in that organization and provide them with all the information about the motivation system -related to incentives, in terms of their types and how their performance and other information. (Gudha, 2010)

On the other hand ,for this study ,In the Jordanian Ministry of Health the motivation system is completely different from all aspects referred to, despite the great efforts that seek because the incentives are granted on other basis than that the performance , the incentives granted on the basis of experience, qualifications, academic degree, conduct research and studies, and site work (hospital or health center), in addition to the geographical location within the Hashemite Kingdom of Jordan (north, south, center), the incentives was distributed on an individual level, also the incentives are not linking with good behavior or desirable performance , but it was distributed and determined according to fixed intervals , does not change ( granting incentives to employees). In the Jordanian Ministry of Health the incentives are distributed every three months together, the only thing that consorts with the theoretical and scientific side is the enactment of laws and regulations that allow for the distribution of incentives. Although the passage of more than (13) years began work the motivations system and more than 100 million Jordanian dinars paid as incentives during this period, and more than (30000) employees are benefit from this incentives, (the Jordanian Ministry of Health unpublished reports). From this point, this study came to shed light on what the extent of motivations system in the Jordanian ministry of health achieved its objectives, those objectives that the researcher expected to be achieved are; improved the employees performance, decreased the turnover rate ,increased employees satisfactions, and increased the quality of medical services .

## **2. Literature Review**

### *2.1 Motivations:*

The (motivations ) incentives defined as: "externality which works to raise the forces that affect the behavior of workers, and adjust their behavior to reach a certain amount of work and achievement level, it is a combination of factors that drive employees to do more tender, and arouse the interest of workers to work( Alseheimat,2002,38 ). (Smith ,2002) defined it as , the stimulus to encourage individuals to participate in decision-making, and carry out the activities that have a direct impact on their business, and give them the opportunity that will enable them to demonstrate their ability to provide good ideas and skills required by the application of such ideas. and knew.( Al-Hiti, 2008 ), defined the incentives as the influences , external factors that give rise to individual and pay to the business entrusted to him perform better by satisfying their needs physical, moral, and desires. the material incentives are those amounts of money paid to workers, either in the form of a single payment or in the form of monthly payments, which also includes all adds up to the individual additional income, the financial incentives is the oldest types of incentives , fast, and instant sense of individual direct result of his effort. Financial incentives including all roads on the payment of a fee on the basis of production, the increase in terms of quantity or improve the kind of work or both of them (Saudi, Moussa). Incentives and their relationship to performance at work, a vital manifestation of the good work, it addresses the issue of people's commitment to their work and carrying out the burdens of their job or work hard and vim and activity, and thus achieve what they dreamed to achieve personal goals, even if these goals accessible, such as the desire to get more money, or get a promotion, or other targets workers. (Keenan, 1995). motivate employees considered as one of the organizational problems, because of the diversity in individual's needs, and the changes needs, it's impossible of any organization to satisfying all the needs of its employees, on the other hand, we find that the organization needs the special task of achieving the official target by individuals working, that's required an integration between the needs of both the individual and the organization. (Alomyan, 2004). There is another important aspect is the organization must be sure that the employees having the desire to do the work at a high level of performance. The high performance = ability to perform + desire to performance. (Tapinos, 2005).

### *2.2 Turnovers:*

The qualified and experienced workers retentions is one of the important and necessary high level management functions in any organization ,decreasing turnover rate especially between the skills employees, helps to improve the performance. (Jackson, 2004)The concept of leaving work or turnover, (Harem, 2013) divided the turnover into two parts obligatory leaving and he optional leaving, In general the organizations seeking to decreasing the turnover rates or at least to be at the lowest levels especially among experience and skilled workers. There are many reasons for turnover, some reasons related to the internal environment, and other reasons related to the external environment circumstances. (Harem, 2013), the turnover rate equal the number of employees whom are leaving the organization on specific period divided by the average number of the total employees in the organization as a whole. On the other hand theirs a strong relations between The turnover and The

organizational commitment, which defined as the psychological readiness and internal desire for working in the organization, it is also the readiness to make the utmost possible effort for the benefit of the organization and cravings stay in the organization through extra extensive effort for the sake of the success of the organization and achieving its goals (harrries, 2003, p.31). Also organizational commitment is considered as a strong link between the employees and the organization when employee's values and goals are compatible with the organization goals and values. Organizational commitment has a set of dimensions: the organizational loyalty, responsibility to the organization, the desire to continue in the work, and the faith with the organization. (Obeidi, 2012, p.83)

### *2.3 Performance*

The performance can be considered as the output capability one hour work or the amount of output per worker during a specific time (Aldmrani, 1987). The performance also is the ratio between the quantity produced and the labor used in production of a certain amount (Suleiman, 1998), the performance has a certain character; quantity, quality, and comprehensive. In addition to that, any individual performance reflects his ability and knowledge to achieve the goals associated with the accuracy, whatever the nature of the work (Shanawany, 2001). All services and productive organizations interested in performance because it measures the efficiency and effectiveness of the organization as well as individuals and groups.

### *2.4 Quality of medical services*

Quality of medical services as (David, 1999) defined is perceived from three views, the patients, medical groups, and I administrators. The patient looks to quality of medical care as to what extent that services provided by the hospital are meeting his required needs, medical groups look to it as the skills and experience of the individuals in the hospital; and the hospital administrators look to it as achieving efficiency and effectiveness in the provision of medical service. The quality of medical services reduces the errors, reduce patient waiting time, provide all kinds of medical services with acceptable level, in addition to ethics commitment of the medical profession (Diab, 2010) The perceived quality of medical service through a private entrance so-called the gap which it is the difference between the services provided and the expected service to be submitted or the difference between service provided and the standards set for the medical services. There are five dimensions for the quality of medical services, which are; access to services, technical competence, efficiency and effectiveness, interpersonal relationships, health safety, and amenities. (Al-Mansur, yaser, 1997)

### *2.5 Job satisfaction :*

(Ashour) see that job satisfaction is a sentimental feelings carried by the individual toward work, these feelings can be negative or positive, *Job satisfaction* associated with continuity in the work or leaving the work . *Job satisfaction* may considered as a positive feeling as a result from the individuals good work, also the satisfaction produces as a result of perception of the individuals to what extent the work provides the things that the employee considers important for them, satisfaction reflected on the individual's behavior and his actions with his colleagues and subordinates (Shaker, Garallah ,2004) .Job satisfaction can be defined as happiness achieved by the employees work, this achieved degree of

satisfaction of the needs of the individual. Satisfaction effects on many factors including: turnover, work-related injuries, productivity, and quality, in addition to other things.

### **3. Previous Studies:**

*3.1 Study by (Aljdzisasa, 2011), the impact of material and moral incentives to improve the performance of employees in the Ministry of Education in the Sultanate of Oman, where the study found the presence of trace material and moral incentives on the performance of employees in the ministry in the Sultanate, and the effect of uneven incentives among employees.*

*3.2 Study by (Muheisen, 2004). the workers and relief agency institutions staff satisfaction with compensation and incentive systems in Gaza section, its aimed to recognize the job satisfaction levels among workers at the agency in light of the use of compensation and multi-incentive systems and the factors involved in determining these levels, both those associated with the personal characteristics of the employee or the quality of the incentives. The study found the following results: a prominent decline in the level of job satisfaction year for compensation and incentives and salary and the annual increasing, lack of appropriate salary with the employee effort.*

*3.3 Study by (Odui, 2011), the impact of incentives workers in Nablus Specialist Hospital, the study found that the presence of the effect of each of the material incentives, and incentives on the moral satisfaction of the employees in the Nablus Specialist Hospital.*

*3.4 Study by( Ibrahim, 2003), incentive systems and their impact on job satisfaction: A study of Commerce Faculty at the Nile University, the study found that dissatisfied employees for the applicable at the University of the incentive system, and the presence of the following drawbacks; not the presence of fixed criteria for evaluating the performance of staff, and the absence of justice, and the existence of personal factors in applying incentives adequacy and there are other types of incentives should be able to get in, in addition to the deprivation of motivation leads to (influence on the degree of cooperation between colleagues, and increase conflict, and loyalty to the University degree and the degree of stability.*

*3.5 Study by (Shidi, 2002), the impact of incentives on satisfaction: study trends in staff and administrative apparatus units in the Sultanate of Oman, the study found the presence of a high degree of satisfaction for material and moral incentives.*

*3.6 Study by ( Fadlallah, 2004), impact of wages and incentives on raising the effectiveness of the security men in the Arab world, The study found the presence of the impact of incentives on the performance of employees in the public security wire varied elements of incentives to influence the workers.*

*3.7 Study by, (Lozi, 1995), individuals Trends working towards incentives systems used by Jordanian government institutions and the impact of demographic factors .the study found that the individuals working in government institutions attitudes towards work incentives granted to them are generally*

positive trends. As well as the existence of differences in the trends of personnel incentives work due to the all variables used. And that the more positive trends have been in the nature of work and the content of the function, and the lowest levels in the field of administrative and spatial working environment.

**3.8** Study by (Abdul Wahab, 1981), *the incentives in government agencies in Saudi Arabia*, the study found a high degree of satisfaction with the incentives offered, and give great importance to the material incentives. Such as: increasing the allowances and salaries.

**3.9** Study by (Alsoudi, Moses, 2013). *The impact of financial incentives on job satisfaction among workers in Jordan's Social Security Corporation: An Empirical Study*, the study found that the material incentives with respect to the level of the wage system in the Jordanian Social Security Corporation are high, while the average was average with respect to the granting of bonuses.

**3.10** Study by (Aldrabi, 2009) *.the effect of incentives on job satisfaction, and its impact on performance*. The study found that material incentives for teachers of physical education in private schools received negative attention, moderate, while met with incentives moral to have individual attention, great, but positive incentives has received considerable attention from the teachers, while met with faith and religious incentives (great interest.. so when teachers of physical education as well as the results indicated the presence of statistically significant differences in job satisfaction among teachers of physical education differences depending on the category of the variables of the study.

**3.11** Study by (Strickler, 2006). *What Really Motivates People*. shows that human beings respond best to intrinsic motivators such as earning the respect of co-workers by showing courage in difficult circumstances, having the responsibility of doing one's own work without supervision or rigid rules and policies, and being held accountable for delivering real results for customers and for the organization within which they work.

#### **4. Study Objectives:**

This study aims to achieve the following:

- To identify the applicable motivations system in the Jordanian Ministry of Health has achieved its objectives.
- Find out what is the level of satisfaction among workers in the Jordanian Ministry of Health on the motivations system.
- To identify if there is a difference in the degree of satisfaction among workers groups in the Jordanian Ministry of Health (Doctors, Nurses, Paramedical, Management and Finance, and Engineering and Technical Professions).
- To identify if there is a difference between the staff in the Jordanian Ministry of Health in feeling that the motivation system achieved its objectives due to demographic variables: age, qualification, gender, experience, and marital status.
- Make appropriate recommendations in the light of the results of this study that could help the decision-makers.

## **5. Study Problem:**

The Problem of this study Summarized in a range of questions, which are:

- Is the applicable motivations system in the Jordanian Ministry of Health has achieved its goals?
- What is the level of satisfaction among workers in the Jordanian Ministry of Health on the motivations system?
- Is there a statistically significant difference in the degree of satisfaction among workers groups in the Ministry of Health (Doctors, Nurses, Paramedical, Management and Finance, And Engineering and Technical Professions)?
- Is there a statistically significant difference between the staff in the Jordanian Ministry of Health in feeling that the motivation system achieved its objectives due to demographic variables: age, qualification, gender, experience, and marital status?

## **6. Study Hypothesis:**

### *6. 1 First hypothesis:*

H0: the motivations system in the Jordanian Ministry of Health didn't achieve its objectives: improved the employee's performance, decreased the turnover rate, increased employee's satisfactions, and increased the quality of medical services.

### *6. 2 Second hypothesis:*

H0: the level of satisfaction among workers in the Jordanian Ministry of Health on the motivations system is low (dissatisfaction).

### *6. 3 Third hypothesis:*

H0: There is no statistically significant in the satisfaction degree on motivations system among workers groups in the Ministry of Health (Doctors, Nurses, Paramedical, Management and Finance, And Engineering and Technical Professions)

### *6.4 Forth hypothesis:*

H0: There are no statistically significant differences between the staff in the Jordanian Ministry of Health in feeling that the motivation system achieved its objectives due to demographic variables: age, qualification, gender, experience, and marital status.

## **7. Methods and procedures:**

*7.1 Study's Methodology:* to build a theoretical framework through different sources of books and scientific journals, and the Internet. The preliminary data will be obtained through a questionnaire design consists of (50) clauses reflect the variables for motivations system and its objectives.

7.2 *Study's sample and Population:* study's population consists from all the employees in the Ministry of Health Hospitals, which is around (34000) (according to the ministry unpublished reports), the questionnaire distributed to the study sample (400) employees. Taking in our consideration that there're (5) groups regarding to this study.

7.3 *Data Collection Methods:* questionnaire the main instrument of this study, it was consisted of (50) clauses reflect the variables for motivations system and its objectives, it was designed according to likart scale, with the answers (strongly disagree, disagree, don't know, agree, strongly agree,), given the weights (1, 2, 3, 4, 5). The higher the mean, indicates to higher degree of consent on the clause.

7.4 *Internal Consistency :*( Grynback Alpha confections) were obtained for internal consistency between the clauses attitudes scale. As (Grynback coefficients) reached 79 %, it is considered a high value indicates to the study's instrument constancy.

8.5 *Statistical Methods Used:* the following statistical methods were used for statement attributes of the study sample and for examining the hypotheses of the study: frequencies, percentages, means, standard deviation, linear regression analysis, and ANOVA analysis.

**8. Results and Testing Research Hypothesis:**

Table No. (1) appears that (70%) are male ,(30%)are female .the greater percent (30%) form those whom age between (30-40) years old, the lowest percent (3%)whom age are 61 years old and above .It is also noticed that the higher percent (78%) are married,(16%) of the study sample have (1-5) years' experience, notes that (46%) have (6-10) year experience, and (22%) of the study sample have (11-15) year experience, only (16%) have 16 years and more . (50%) of the study sample have BSc, (14%) have Ph. Doctors + medical board.

Demographic variables	Sample no. (total)(400)	Percentage (100%)
<b>Gender</b> male	280	70%
Female	120	30%
<b>Age</b> Less than 30 years	75	19%
30 -40 years	120	30%
41-50 years	95	24%



	51-60 years	95	24%
	61 years and above	15	3%
<b>Marital status</b>	Married	310	78%
	Single	83	21%
	Divorced / Widowed	7	1%
<b>Experience</b>	1-5 Years	65	16%
	6-10 Years	185	46%
	11-15 year	86	22%
	16 years and more	64	16%
<b>Qualification's</b>	diploma and less	100	25%
	Beclourios( BSc)	198	50%
	Master degree	42	11%
	Ph. Doctors + medical board	60	14%

**Table (1) Show General Characteristics of the members of the study sample.**

Table (2) shows the answers of study sample about the First hypothesis, the result shows that (83%) of the study sample considered that the motivation system achieved it objective; Improved the Employee's Performance, with (4.1) mean, (78%) of the study sample also considered that the motivation system achieved it objective; Increased Employee's Satisfactions, with (3.9) mean, on the other hand just around (40%)with (2.1)mean of the study sample considered that the motivation system achieved it objective Decreased The Turnover Rate, and Increased The Quality Of Medical Services, this mean that the majority(60%) considered that the motivation system didn't achieved those objectives .from this result we can accepted the alternative hypotheses ; the motivations system in the Jordanian Ministry of Health achieved its objectives: improved the employee's performance, and increased employee's satisfactions. On the same time accepted the null hypothesis; the motivations system in the Jordanian Ministry of Health didn't achieve its objectives :( decreased the turnover rate, and increased the quality of medical services).

objectives	Percentage	mean	Standard deviation
<b>Improved The Employee's Performance</b>	83%	4.1	3.32
<b>Decreased The Turnover Rate</b>	41%	2.2	1.13
<b>Increased Employee's Satisfactions</b>	78%	3.9	2.53
<b>Increased The Quality Of Medical Services</b>	40%	2.1	1.15

Table (2) shows the answers of study sample (Percentage, mean, Standard deviation)

Table (3) shows the answers of study sample about the second hypothesis, the result shows that (85%) of females are satisfied whereas (60%) of males are satisfied. (78%) of the employees whom age between 61 years old and above are satisfied, on the other hand only(30%) from the employees whom age Less than 30 years are satisfied ,notice that grater the age are more satisfied than others ,(75%) of Married are satisfied,(90%) Of the employees whom has 16 years' experience and above are more satisfied than others , notice that grater years of experience are more satisfied. About qualifications the highest degree of qualifications are the lowest satisfaction, diploma and less (86%). Ph. Doctors + medical board (44%).the group of employees from Finance and management are the highest satisfaction (80%), then (78%)of Engineering and Technical Professions are satisfied ,(72%)of paramedical are satisfied ,whereas (60%)of nurses, and (40%) Physicians (Doctors) are satisfied .The result of mean showed in table (3) supported all the results mentioned above.so we can say that the level of satisfaction among workers in the Jordanian Ministry of Health on the motivations system is variances between them .

	Percentage (100%)FROM THE TOTAL SAMPLE	Satisfaction percentage	Mean Satisfaction
<b>Gender</b> male	70%	60%	3.1
Female	30%	85%	4.25
<b>Age</b> Less than 30 years	19%	30%	1.1
30 -40 years	30%	44%	2.0
41-50 years	24%	50%	3.0
51-60 years	24%	60%	3.4
61 years and above	3%	78%	3.9

<b>Marital status</b>	Married	78%	75%	3.8
	Single	21%	50%	3.0
	Divorced / Widowed	1%	40%	1.9
<b>Experience</b>	1-5 Years	16%	30%	1.1
	6-10 Years	46%	39%	1.8
	11-15 year	22%	60%	3.4
	16 years and more	16%	90%	4.8
<b>Qualification's</b>	diploma and less	25%	86%	4.3
	Beclourios( BSc)	50%	70%	3.6
	Master degree	11%	60%	3.4
	Ph. Doctors + medical board	14%	44%	2.0
<b>Groups</b>	<b>Physicians( Doctors )</b>	20%	40%	1.9
	<b>Nurses</b>	20%	68%	3.5
	<b>Paramedical</b>	20%	72%	3.7
	<b>Finance and management</b>	20%	80%	4.0
	<b>Engineering and Technical Professions</b>	20%	78%	3.9

Table (3) the answers of study sample (Percentage) and satisfaction mean and percentage.

	TOTAL SEQUAIRE	Seq.mean	F	SIG.
<b>Gender</b>	135.18	0.910	3.94	0,002
<b>Age</b>	140.23	0.923	3.65	0.001
<b>Marital status</b>	148.45	0.922	4.141	0.001
<b>Experience</b>	138.65	0.963	4.87	0.000

<b>Qualification's</b>	145.91	0.935	3,77	0.002
<b>Groups ;</b>				
<b>Nurses</b>	141.25	0.911	3.44	0.001
<b>Paramedical</b>	138.15	0.913	3.91	0.001
<b>Finance and management</b>	139.55	0.929	4.33	0.000
<b>Engineering and Technical Professions</b>	135.88	0.943	4.77	0.002

**Table (4) The (ANOVA) analysis. \*Freedom Level (595)**

The results in table (4) shows that the values of (F) accounted are greater than the table's values of (F), for all the workers groups in the Ministry of Health, which mean that we are rejected the third null hypothesis and accepted the alternative hypotheses; There is a statistically significant in the satisfaction degree on motivations system among workers groups in the Ministry of Health (Doctors, Nurses, Paramedical, Management and Finance, And Engineering and Technical Professions).

The results in table (4) shows that the values of (F) accounted are greater than the table's values of (F), for all the demographic variables which mean that we are rejected the forth null hypothesis and accepted the alternative hypotheses; There is a statistically significant differences between the staff in the Jordanian Ministry of Health in feeling that the motivation system achieved its objectives due to demographic variables: age, qualification, gender, experience, and marital status.

**9. Results of the study and Recommendations:**

*9.1 The results of this study are the following:*

- (83%) of the study sample considered that the motivation system achieved it objective; Improved the Employee's Performance.
- (78%) of the study sample considered that the motivation system achieved it objective; Increased Employee's Satisfactions.
- (40%) of the study sample considered that the motivation system achieved it objective Decreased the Turnover Rate, and Increased the Quality of Medical Services.
- (60%) considered that the motivation system didn't achieve those objectives Decreased the Turnover Rate, and Increased the Quality of Medical Services.
- (85%) of females are satisfied whereas (60%) of males are satisfied.

- (78%) of the employees whom age between 61 years old and above are satisfied, only(30% )from the employees whom age Less than 30 years are satisfied ,notice that grater the age are more satisfied than others .
- (75%) of Married are satisfied.
- (90%) Of the employees whom has 16 years' experience and above are more satisfied than others , notice that grater years of experience are more satisfied.
- the highest degree of qualifications are the lowest satisfaction, diploma and less
- Finance and management group of employees are the highest satisfaction (80%), then (78%) of Engineering and Technical Professions are satisfied, (72%) of paramedical are satisfied, whereas (60%) of nurses, and (40%) Physicians (Doctors) are satisfied.
- There is a statistically significant in the satisfaction degree on motivations system among workers groups in the Ministry of Health (Doctors, Nurses, Paramedical, Management and Finance, And Engineering and Technical Professions).
- There is a statistically significant difference between the staff in the Jordanian Ministry of Health in feeling that the motivation system achieved its objectives due to demographic variables: age, qualification, gender, experience, and marital status.

*9.2 Recommendations:* In light of the results of the study, the researcher suggests the following recommendations :

1. The managers in the Jordanian Ministry of Health must give more attention to providing a suitable motivation system depending on performance.
2. Offering anew resources of income to the box of motivation.
3. Increase the motivation depending on innovation and research.
4. Make the equity between the medical team regarding the motivation system.
5. The managers in the Jordanian Ministry of Health must give more attention to those employees whom are dissatisfied and discussing with them how to be satisfied.

### *9.3 Results discussions:-*

the results of this study, consistent with the results of some other studies that dealt with this subject such as (*Aljdzisasa, 2011*), where the study found the presence of trace material and moral incentives on the performance of employees in the ministry in the Sultanate (*Odui, 2011*), the study found that the presence of the effect of each of the material incentives, and incentives on the moral satisfaction of the employees in the Nablus Specialist Hospital. (*Ibrahim, 2003*), the study found that dissatisfied employees for the applicable at the University of the incentive system, and the presence of the following drawbacks; not the presence of fixed criteria for evaluating the performance of staff, and the absence of justice, and the existence of personal factors in applying incentives adequacy and there are other types of incentives should be able to get in, in addition to the deprivation of motivation leads to (influence on the degree of cooperation between colleagues, and increase conflict, and loyalty to the University degree and the degree of stability (*.Shidi, 2002*), the study found the presence of a high degree of satisfaction for material and moral incentives .(*Fadlallah, 2004*), the study found the presence

of the impact of incentives on the performance of employees in the public security wire varied elements of incentives to influence the workers. (Lozi, 1995), the study found that the individuals working in government institutions attitudes towards work incentives granted to them are generally positive trends. As well as the existence of differences in the trends of personnel incentives work due to the all variables used..(Abdul Wahab, 1981), the satisfaction with the incentives offered, and gives great importance to the material incentives. Such as: increasing the allowances and salaries. (Alsoudi, Moses, 2013), the study found that the material incentives with respect to the level of the wage system in the Jordanian Social Security Corporation are high, while the average was average with respect to the granting of bonuses( Strickler, 2006).*What Really Motivates People*. shows that human beings respond best to intrinsic motivators such as earning the respect of co-workers by showing courage in difficult circumstances, having the responsibility of doing one's own work without supervision or rigid rules and policies, and being held accountable for delivering real results for customers and for the organization within which they work.

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