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The Impact of the Motivation Systems used by the Ministry of Health in Jordan on the Job Satisfaction

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Abstract

The study aimed to find out the impact of motivation systems established by the Jordanian Ministry of Health for doctors, nurses, medical, administrative, financial and engineering professionals on the job satisfaction for the employees in the ministry of health in Jordan, the ministry established four motivation systems covers the four groups of workers(doctors ,nurses,paramedicals, and administration,financials,and engeneeres). The study sample was (400) employees randomly selected, (100) employees from each of the four groups. A questionnaire was designed for data collection to measure the study independent and dependent variables.linear regression ,percenteges, and other statical tools were used, the Study found that Thiers an impact of motivation systems (combined), and separately on jb satisfaction, and thiers a negative relationship between the academic qualification and the job satisfaction. The higher the level of academic qualification, the lower level of job satisfaction. there is no impact of age, gender, and experience on the level of job satisfaction. There is a positive relation between the motivation systems (Doctors, nursing, Paramedicals, and Administrative, financial and engineering) and job satisfaction .On the light of the study results the researcher recommends; Giving more interesting to all the motivation systems ,Improved and developing the motivation systems ,Interest in the activation of moral motivation.And making balance in application between the material and moral motivation, without concentrate on one side without another,in addition to other recommendations.

Keywords: Motivation Systems, Ministry of Health, Jordan, Job Satisfaction.

Introduction

In this study(The Impact of the motivation systems used by the ministry of health in Jordan on the job satisfaction) is one of the important topics, motivation and their relationship and impact on the job satisfaction of employees in the Jordanian Ministry of Health, where motivations are one of the main pillars of the most importance in the organizational work to encourage excellence in work and performance, without motivation we can not achieve the organizations

objectives. The motivations help in achieve their objectives through a mechanism of action and a specific system to perform them optimally with the availability of a very important element of credibility in implementation. The motivations are considered the equivalent of performance so that the employee feels fair and equitable treatment compared with other employees, especially those belonging to a single working group. The issue of uninvited employees is a widespread problem in the world today, and workers today are less aggressive than they were in the past, so it is important to motivate employees to do their best (Assaf, 1994).

The researcher discusses the importance of motivation systems in

The Jordanian Ministry of Health and its role in achieving job satisfaction among ministry employees and the importance of stimulating the individual's sense of happiness, happiness and satisfaction during the performance of his work, the successful organization is that knows how to exploit the efficiency and effectiveness of its staff. The researchers worked to obtain the full recipe for raising the professional efficiency of the working personnel. The management selects the effective elements of the organization and linking its goals to the personal goals of the employees. Develop an effective motivation system that can positively influence the performance of employees in a way that increases their loyalty to the organization and helps them to survive (M.O.H. Reports, 2016).

Literature Review:

Concept of Motivations: The management in the organizations works through the use of efforts to reach their goals, the human resources are the main focus for success and achieving those goals. The management's awareness of the motivations of individuals illustrates the way in which the administration motivates the employees through their effective needs. The Motivations are expressions of individual needs, guided and strengthen of the individual's behavior to achieve the goals of the organization. The interest of labor organizations in issues of job satisfaction and Motivations has increased, Motivation is the catalyst that leads to a positive change in behavior, the possibilities available in the environment around the human being towards a certain behavior to the extent that satisfies his needs and expectations and achieves his goals. The Motivations can also be defined as the set of factors that the management allows employees to move their human abilities to increase the efficiency of their performance for their work in a better way, in a way that achieves their needs, goals and desires, are also used to achieve the objectives of the institution in which they works (Diab, 2015).

Importance of Motivation

Good planning and proper organizing of business does not mean that individuals will automatically do business well and efficiently. Making individuals work out of desire and enthusiasm is a big problem that is addressed only through the stimulus portal. The importance of motivations lies in the fact that the employee must be motivated and willing to perform the work. This can only be achieved by using motivations as it can awaken the motivation and desire to work in the worker, which will positively affect overall performance and increase productivity. The organization encourages workers to work with all the power they have to achieve the goals set for the organization. The motivations also prevent the feeling of frustration. Creating the atmosphere, whether material or moral, can motivate the worker to persevere in his work and efficiently. Of that should be available for any systematic effort to achieve a high level of

performance and the incentives of great importance in influencing the level of performance (Al-aidaily, 1982).

In general, the importance of motivations as the following:

- Contribute to satisfy the needs of workers and raise their morale.
- Contribute to the reorganization of the system of workers' needs and coordination of priorities (Al-aidi, 1996).
- Contribute to controlling the behavior of employees to ensure that this behavior is promoted, promoted, directed and adjusted according to the common interest of the organization and the employees.
- Develop new behavioral habits and values that the organization seeks to exist among employees.
- Contribute to the enhancement of staff to the organization's goals or policies and to strengthen their capacities and tendencies.
- Developing the creative capabilities of the employees in order to ensure the prosperity and excellence of the organization.
- Contribute to the achievement of any work or activities that the Organization seeks to achieve (Al-edwan, 1997).

Types of Motivation

There are many types of motivations in this study the researcher concedes the types that related to their impact or effectiveness, which are;

Positive Motivations

They represent those motivations that carry the principle of reward for employees and that meet their needs and motivations to increase and improve the quality and provide suggestions and constructive ideas. Its aim is to improve performance in work through encouragement.

The main objective of this type of motivations is to encourage individuals to create the desired behavior (Cornin, 1999).

Positive motivations have a significant effect in strengthening the link between motivation and performance. These motivations are effective when used as soon as the worker takes action. For example, on the positive impact on behavior unless two conditions are available: First, the motivations should be conditioned on the quantitative performance rate and its qualitative level. The higher the production, the better the motivations. Second the motivations should satisfy a particular need for the employees (Alalak, 2006).

Negative Motivations

Negative motivations are used to prevent negative behavior from occurrence or repetition and to evaluate and reduce it. Negative incentives use punishment as an input to change the behavior of individuals towards improved performance and accessibility to the desired goal. The negative motivations include some kind of punishment, and this punishment makes the person afraid to repeat the mistake so as to avoid the penalty as an incentive not to fall in error and violation. It creates a balance in the motivation process. They remind employees that, as they do good performance, they are penalized for poor performance (Ajlouni, 2014).

Motivations Theories

There are many theories that try to explain the reasons for motivating individuals to rise in their performance. At the beginning of the twentieth century, the form of ideas began to crystallize more specifically or clearly in the form of theories of motivations, and these theories undoubtedly established important principles and technical methods and ideas based on strong reflections and hypotheses Scientific (Taweel, 2009).

Classical Theory

This theory is based on the fact that money is the best motive for working in organizations and that the worker by nature always seeks to increase his wage and apply this trend, the wage must be linked to the productivity of work, in the sense that the greater the human productivity, the higher his wage. Some believe that classical theory is a pessimistic theory that believes that workers who are lazy by nature do not want to work and are characterized by egoism and negativity and their ambitions are small and prefer the leadership and the motives provided by this theory concentrated on physical motivations (Hanafi, 2002).

Human Relations Theory

This theory considers that the worker has needs that are not limited to physical needs and security needs, but there are psychological and social needs among the workers, most importantly self-respect, self-affirmation and respect for others. Therefore, the motivations offered by the administration should not be limited to material, but also to moral motivations (Jadallah, 1997).

Human Needs Theories

The founder of this theory is Abraham Maslow, one of the most popular theories and the ability to interpret human behavior in his quest to satisfy his various needs. This theory focuses on the need to deal with the different needs and motivations inherent in the individual as it is precisely the identification of these needs and motives that can manage and decision makers from the development and application of motivations. Systems in organizations, and according to the pyramid, "Maslow" The needs of humanity are in the form of a pyramid whose base represents the basic physiological needs. These needs fall to the top of the pyramid where the needs of self-realization. Physiological needs are the basic needs for the survival of human life, as it stops its activity and vitality and is the starting point for reaching other needs, the need for security comes in the second degree and that the arrival of the human to this need is a requirement sought by everyone, the human being wants to achieve a kind of security, both in terms of securing the continuous income obtained to secure a life appropriate to him and his family or to protect him from dangers that can occur as a result of the work that he is engaged, the social needs they appear from the nature of the human configuration Man is a social creature to be loved and appreciated by others, by belonging to others and achieve a kind of co-existence based on love and intimacy (Assad,1984).

Workers Theory

The individual's dissatisfaction is due to the lack of a suitable environment for work, the satisfaction of the individual with regard to a job is due to work. Frederick believes that man will

not be satisfied unless all his needs are satisfied; health, environmental and material factors. The factors of motivation are the achievement, recognition, appreciation, nature of work, promotion and increased responsibilities. These motivational factors act to mobilize the efforts of individuals and increase their activity to achieve a good performance that reflects positively on achieving the objectives of the organization (Diab, 2011).

Expectation Theory

The expectation factor as a basis in the needs of human as well as the internal and external factors as an engine of human behavior, so the predictor and expectation that underpin this theory is a powerful factor in pushing the person to take a certain behavior or refrain from it if a person expects that he will get a certain satisfaction during a future period (Diab, 2014).

Japanese Theory

This theory calls for satisfying the needs of the lower level of the Maslow pyramid by paying attention to the well-being of the worker, and it does not satisfy the needs of the middle level by relying on the participation of the group in decision-making. In addition to meeting the needs of the higher level, to assume individual responsibility (Ismail, 1997).

Achievement Theory

The basic concepts of this theory suggest that human needs are inherently relative to stability. The inherent inner human energy remains static until it comes into arousal or a factor that motivates or stimulates it (Tamana, 1995).

Theory X, Y

This theory is essentially based on the managers' view of working individuals. Some managers view the worker as lazy, who hates responsibility by nature and is not proactive (X), while others view managers as efficient, capable, willing, and irresponsible, Enthusiastic for driving Y (Sheikh, 2005).

Factors affecting motivation systems

The motivations system in any organization is influenced by a number of factors: At the state level, the motivations are influenced by the state economic and social policy, which is represented by the laws applied, social values, and the prevailing social order, which affects the members of society and determines their desires, needs and priorities. At the level of the organization, the motivation system is influenced by, the type of administrative, its capabilities and organization, the type of employees, qualifications, skills, social and cultural composition, and the size of the organization, in addition to supervisory style, direct contact, Working conditions and organizational aspects (Kurtz, 2004).

The Role of Motivations in Creative Organizations

The new knowledge and creative idea are essential elements for the development of communities and means that the organizations trying to do any effort to allow the staff to develop the possibilities and organizational creativity.

As the core of the outstanding administrative organizations is based on adopting an organizational environment that gives creative directions its legitimacy and crystallization in two intellectual and scientific approaches based on values and functional practices that instill and reach creativity as a renewed, desired goal and achieve this through new methods and systems. Organizational creativity shares a number of values and principles, including: 1- Desire to achieve and always give precedence to act and start performance. 2 - Rooting the concept of productivity and development of the capabilities of employees and their participation in the results. 3 - Giving special precedence to develop the abilities and motivation of employees for outstanding performance. In order to have a creative regulatory environment, three basic elements must be available: First: Adopting a set of values that develop creative trends. Second: Formulating these values and translating them into systems and methods that reach creativity in all the activities of the organization. Third: To create systems, methods and motivations those deepen employees' faith in these values and principles to the extent that they fulfill their obligations. The relationship between motivations and creativity depends on the circumstances of the grant and its objective. If it is linked to specific objectives, this motivation does not have an important impact on creativity. If the relationship between motivations and performance related to innovation weakens, the effect is weak or non-existent. The motivations system requires that there be fair and objective measures to measure creativity, with clearly defined terms and responsibilities for jobs that are clearly occupied by individuals. Material and moral incentives play an important role in promoting managerial innovation. Material motivations such as rewards and rewarding salaries move individuals towards specific goals that the organization seeks to achieve. , Is the good exploitation of the potential and energies of creative individuals because the individual sees a tangible material result associated with his behavior (Kotler, 2006).

Motivations Program Requirements

Justice and transparency are the two most fundamental requirements of this programs. Justice: The objectives or standards set for the staff must be achievable; otherwise the employee motivation program will have a detrimental effect on the performance of the employees. Who perform their work better than others should receive higher wages. All those in the organization must understand this fact. Transparency: Employee motivation programs should be as simple as possible so that they can be understood by everyone affected. If the table is like a black box, since it is impossible to determine the mechanisms or calculate what one deserves, employees will not accept this program and will not appreciate it. The motivation program should be adopted to the extent possible on a variety of objective indicators rather than on non-objective performance (Naseeni, 2007).

Job Satisfaction

The concept of job satisfaction: Its can be defined as a feeling of satisfaction, happiness to satisfy the needs, desires and expectations with the same work and work environment. Trust, loyalty and belonging to work with relevant environmental and external factors and environmental factors. Job satisfaction is also a trend that is the outcome of many beloved and unpopular work-related experiences and reveals itself as an individual's appreciation of work and management. It is also the outcomes of a range of job-related factors, which are measured mainly by the individual's acceptance of that work with satisfaction, self-satisfaction and effective production

as a result of the emotional feeling in which the individual can perform his work without boredom or distress.

The concept of Job Satisfaction is a complex concept and has many aspects. Some experts believe that fulfilling the needs of employees is one of the determinants of satisfaction. Others give importance to some social aspects such as ties and bonds of friendship that link workers to each other, of their supervisors and the style of supervision they are subject to, and there are those who give personal considerations and the extent of integration in the work environment preferred to achieve this satisfaction (Jacobsen, 2004).

It is therefore possible to say that job satisfaction is a multidimensional concept, which is the total satisfaction that the individual derives from his job, from the work group he works with and from those under his supervision, from the organization and the environment in which he works. So; job satisfaction is a function of human happiness and stability in his work and what he achieves .in general job satisfaction consists of job satisfaction, satisfaction with work relations, satisfaction with coworkers, satisfaction with bosses, satisfaction with the work environment, and satisfaction with individual policies. The measurement of job satisfaction is one of the most important indicators and inputs intended, to identify areas of improvement in internal systems and procedures in order to provide a supportive environment for staff to ensure their development of human resources. There are many Factors affecting job satisfaction: the job in general, wages, bonuses and incentives, growth and career advancement, the style of leadership and supervision, transparency and communication between leaders and employees, Working Group, the social aspects ,and physical work environment (Diab, 2014).

The importance of Job Satisfaction

Satisfaction is important because it is considered a measure of the effectiveness of the performance. If the satisfaction is high, it wills desirable results that match those of the organization when it raises the wages of its work or the application of incentive program or service system. On the other hand, dissatisfaction Contributes to the absence of work and to the number of work accidents and delays, high turnover rate, and causes the aggravation of labor problems and increase workers' complaints about working conditions (Diab, 2014).

Characteristics of Job Satisfaction

its include :The multiplicity of definitions and their differences on job satisfaction, due to differences of opinion among researchers.It is seen as an individual theme and relates to many overlapping aspects of human behavior .and it's a state of conviction and acceptance arising from the interaction of the individual with the work itself and the work environment , satisfaction of the needs and desires and aspirations, leads to this sense of confidence in work and loyalty and belonging to him and increase the effectiveness in performance of production to achieve the goals and objectives of the work.Finally it is the result of many beloved and unpopular work-related experiences that reveal themselves in an individual's assessment and management of work. This assessment is based largely on personal success or failure to achieve personal goals and the way in which they work and manage work to reach these goals (Jacobsen, 2004).

Job Satisfaction Factors: Satisfaction factors are divided into:

1 Individual factors: Individual needs: physiological needs, security, and appreciation, in addition to the need for self-realization. Characteristics of the personality and circumstances of the individual: which are the awareness and personality, abilities, readiness, ambition, intelligence, the extent of loyalty, experiences and monthly income?

2 Content of the job.

3 Performance factors: Performance correlates with rewards and incentives for work and the individual's sense that his abilities help him achieve the required performance in line with the specific objectives.

4 The level of work achieved by the individual: the greater the degree of ambition is equal or closer to the goals achieved, the better and greater the satisfaction.

5 Organizational factors: These include systems, procedures, salaries, material and moral incentives, type of leadership, decision-making methods, supervision and relations between colleagues, and the relation of all this to the environment, conditions and type of work (Al-hunaiti, 2000).

The Relationship between Job Satisfaction and Performance

There are three trends that confirm that satisfaction with work; First trend: The results of the experiments showed that productivity increased and that the factors that were introduced in the work led to increased motivation for work. The second trend: The results of research in the fifties confirmed that in some cases the workers are very morale, but they are less productive, and the opposite is true. The workers have a low degree of morale and their productivity is high by using the dictatorial method. The Third trend: Job Satisfaction achieves high performance and acceptance of positive returns (incentives) such as remuneration, promotion and good relations in case the worker realizes that these returns are subject to a certain level of performance (Diab, 2014).

Motivation System in The Ministry of Health in Jordan

The Ministry of Health established in 1958 to provide health services to the citizens at the highest quality. The Jordanian Ministry of Health, consists from around thirty six thousand (36,000) employees, from its established date the Ministry has been trying every possible effort to do so. It has developed strategic plans and appropriate policies in addition to establishing a system of motivation for the employees, which created a system for doctors, nursing and paramedical, administrative, financial and engineering professions. These systems were adopted on the level of performance of employees and experience, in addition to the seniority in the appointment in the ministry and at the same time to increase the degree of job satisfaction for employees, increase the level of performance and thus improve the provided medical service levels, and raise the efficiency of its (JMOH, 2016).

Previous Studies

There are many studies that focused on the job satisfaction as well as studies focused on the motivation in different sectors:

1-Study by (AbdulWahab, Ali, 1981), incentives in Saudi Arabia, Institute of Management, Riyadh. "Identifying the functional factors affecting performance, types of incentives preferred by individuals, benefits and problems that they see in the incentives offered by management". The

study found that the satisfaction of individuals increased productivity; the incumbents of supervisory positions are more satisfied with the incentives of non-supervisory job occupants (AbdulWahab, 1981).

- Study by (Almatareed, 1999), " *the quality of health services in investment hospitals in the Maadi area in Egypt*". It's found the following results: Low quality of health services provided and lack of quality elements, gaps between services provided and actual services (Almatareed, 1999).

2-Study by (Diab, Hanan, 2002), " *Job Satisfaction of Dentists working in the Gaza Strip*", unpublished Master Thesis, Al-Quds University.

The study found that the level of satisfaction among dentists is relatively low; with the degree of job satisfaction reaching 67.2% the study found that (the age of the employee, the number of years of experience, the policy of the institution and its culture, its philosophy in the work) factors affecting the degree of job satisfaction (DiabHanan, 2002).

-Study by (Hamza Mahmood, 1980), " *Physical Incentives from the Point of View of Economic Behavior*" it showed that to achieve a sound system of physical incentives in economic establishments by establishing special rules for a precise program to evaluate and describe work, and focus on studying time and movement (Hamza, 1980).

-Study by (Yaghi, Mohamed Abdel-Fattah, 1986), " *Relationship of incentives to job satisfaction in Jordanian government agencies*".", the Arab Organization for Administrative Sciences, Jordan. The study found that employee satisfaction varies from worker to employee in terms of (importance of job, work group, opportunities for self-expression, salary, promotion, nature of work, incentives for performance, quality of incentives, benefits of incentives) (Yaghi, 1986).

- Study by (Altaweel, 2009), " *a discrepancy between the evaluations of the workers to the dimensions of the quality of health services in hospitals in Nineveh governorate*". The study found that there is differences in the opinions of employees in the presence of quality of service in the same hospitals, there are differences between hospitals in the application of quality dimensions (Altaweel, 2009).

- Study by (Naasani, 2007), " *the degree of satisfaction among patients in removing the palpability, reliability, safety and empathy of health services in Syrian university hospitals*". The study found that there is a differences between the opinion of the patient about the dimensions of the quality services (Naasani, 2007).

- Study by (Chalabi, 1999), " *The level of health services provided in Jordanian public hospitals - an evaluation study from the point of view of doctors working in it*". The study aimed to survey the doctors working in Jordanian government hospitals in the centers of the provinces in order to identify the assessment trends associated with the level of service delivery In the health sector in Jordan, whether related to the same buildings, human resources, medical and non-medical equipment, medicines and administrative procedures (Chalabi, 1999).

- Study by (Aledwan, 1997), " *The factors that effecting on the patient satisfaction on the quality of medical services on the Jordanian hospitals*". The absence of a policy information coordination tool prevented effective policy-making through funding arrangements and service delivery. The results of the study also showed that the level of satisfaction with health services related to the cleanliness of the hospital, the type of hospital, the treatment of hospital staff, the attention of the physician during treatment, and the level of patient satisfaction For the services provided in

Amman governorate was higher than the level of satisfaction in other governorates (Aledwan, 1997).

- Study by (Ta'mna and Al-Harashsha, 1995), "*Effect of the level of service on the satisfaction of the beneficiaries of health center services in Mafraq Governorate (Northern Jordan City)*". The study showed negative impressions in the following aspects: availability of restrooms in the waiting rooms and hygiene in general the availability of medicines, the duration of counseling between the doctor and the patient, and the availability of food. Negative perceptions of participation in health care programs and health care services provided outside the health centers were also found, while a positive trend towards the field of work procedures (Ta'mna, 1995).

- Study by (Faqri,2005), "*Satisfaction of patients with health care services provided to them at the Family Medicine Clinic at the University Hospital of Jordan*". The study showed that there is a difference in levels of satisfaction and quality of health services and that the beneficiaries of the health services do not have the opportunity to examine the quality Services provided or accessed prior to submission (Faqri, 2005).

- Study by (Jacobsen, Quinn, 2004), "*Real satisfaction for patients in cancer specialized hospitals*". The study concluded that the original time required to deliver the service is the actual model that can be simulated by measuring or accessing information from the various hospital departments (Jacobsen, 2004).

- Study by (Kurtz, Kochiro, and Otani, 2004), "*The Effect of Provided Nursing Care in Health Institutions Care: At Patients Satisfaction and Attitudes*". The study concluded that the level of services provided by health care institutions may contribute to playing an important role in increasing patient satisfaction and behavior (Kurtz, 2004).

- Study by (Carl nelson,and Jun Nierenberg,1999), "*patients satisfaction toward provided services*" The study showed that there is a gap between many patients satisfied with services and between different topics such as work outcomes and continuity with regard to the principle of caring for patients' expectations of the services given (Carl, 1999).

The Importance of the Study

The importance of the study is related to the importance of job satisfaction among the employees, the Ministry of Health is one of the important services organizations its concentrated on human life so importance of the study due to importance of human life ,motivations applied to the workers it has a direct relation to the employee satisfaction which effected the performance which is importante to any organization ,and This study may contributes to providing a number of recommendations and suggestions to activate the motivation system,which Raising the level of job satisfaction among employees,this enabling them to carry out their tasks efficiently.

On the other hand we can summarize the importance of this study with the following:

- The importance of employee satisfaction in the Jordanian Ministry of Health.
- The importance of motivation systems applied in the Jordanian Ministry of Health.
- The importance of the relationship between motivation systems and job satisfaction.
- The importance of the recommendations presented by the research and the extent to which they benefit from them in practice.
- Scientific importance that the study may add to this field of study.

Study Objectives

This study aims to achieve the following things:

- 1- Provide a theoretical and cognitive framework for each of the concepts of motivation, job satisfaction, and motivation systems in the Jordanian Ministry of Health.
- 2- To know the relationship between the motivation systems applied on employees working in the Jordanian Ministry of Health and the job satisfaction of these employees.
- 3-To know if there is a difference in the degree of satisfaction among the employees in the Ministry of Health due to thier system of motivation applied?
- 4 – To find a proposel may help to improve motivation systems and increase the efficiency of employee’s performance.
- 5-To determine the types of motivation systems provided by the Ministry and to determine the degree of satisfaction among the employees in each system due to the demographic variables (gender, age, academic qualification and experience).
- 6-Make appropriate recommendations in the light of the results of this study that could help the decision-makers in the ministry of health.

Study Problem

The Problem of this study Summarized in the following questions are:

- Is there any impact of the motivation systems IN the ministry of health, on the job satisfaction?
- Is there any differences in the degree of impact of each motivation systems on the job satisfaction of each group (Doctors, nursing, Paramedicals, and Administrative, financial and engineering)?
- Is there any differances of the impact of the motivation systems on job satisfaction of the employees in the ministry of health in Jordan according to demographic variables (gender, age, qualifications, job, and experience)?

Study Hypothesis

First Hypothesis

H0: There is no statistically significant relation between the motivation systems (Doctors, nursing, Paramedicals, and Administrative, financial and engineering) and job satisfaction of the employees in the ministry of health in Jordan.

Ha: There is a positive statistically significant relation between the motivation systems (Doctors, nursing, Paramedicals, and Administrative, financial and engineering) and job satisfaction of the employees in the ministry of health in Jordan.

Second Hypothesis

H0: There is no statistically significant impact of the motivation systems on job satisfaction of the employees in the ministry of health in Jordan.

Ha: There is a statistically significant impact of the motivation systems on job satisfaction of the employees in the ministry of health in Jordan.

Third Hypothesis

H0: there is no statistically significant impact of the motivation systems on job satisfaction for each group (Doctors, nursing, Paramedicals, and Administrative, financial and engineering).

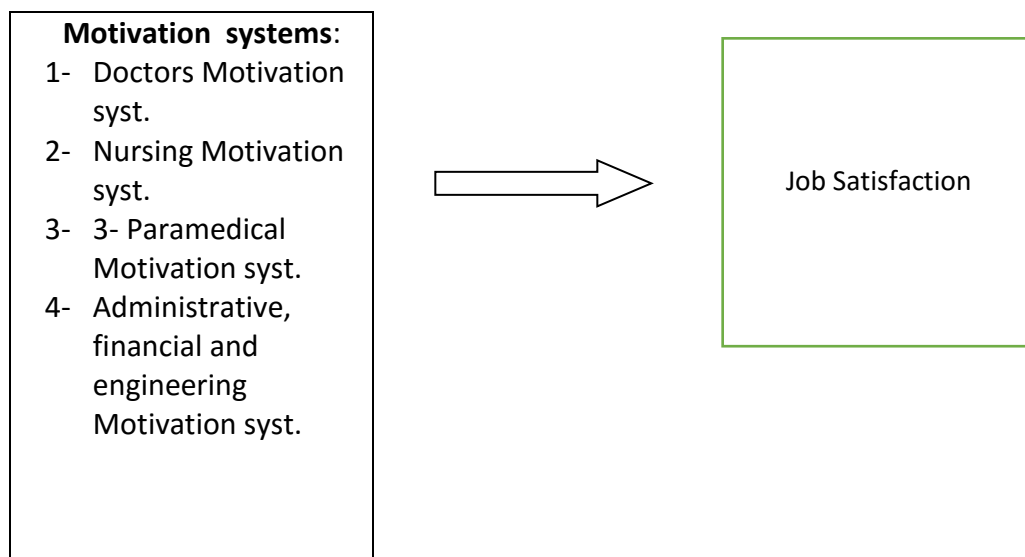
Ha: there is a statistically significant impact of the motivation systems on job satisfaction for each group (Doctors, nursing, Paramedicals, and Administrative, financial and engineering).

Fourth Hypothesis

H0: There are no statistically significant differences of the impact of the motivation systems on job satisfaction of the employees in the ministry of health in Jordan according to demographic variables (gender, age, qualifications, job, and experience).

Ha: There are statistically significant differences of the impact of the motivation systems on job satisfaction of the employees in the ministry of health in Jordan according to demographic variables (gender, age, qualifications, job, and experience).

Study Model



Methods and Procedures

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 for this study.

Study's Population and sample: Study's population consists of all the employees in the ministry of health in Jordan, since a questionnaire will be distributed a sample consisting of (400) employees from all the groups (Doctors, nursing, Paramedicals, and Administrative, financial and engineering),(100) from each.

Data Collection Methods: questionnaire the main instrument of this study, it was consisted of (25) clauses reflect the dependent and independent variables , it was designed according to likart scale,

Internal Consistency :(Grynback Alpha confections) were obtained for internal consistency between the clauses attitudes scale. As (Grynback coefficients) reached 88 %, it is considered a high value indicates to the study's instrument constancy.

Statistical Methods Used: the following statistical methods used for statement attributes the study sample and examine the hypotheses: -

- Frequencies and percentages for the distribution of the demographic characteristics of the study sample.
- Means and the standard deviation.
- Simple linear regression analysis to identify the impact of the motivation system on job performance. and ANOVA for the impact related to demographic variables.

Results and Testing Study's Hypothesis

Table No. (1):- shows the general characteristics of the Study sample, male are (58%) of the sample whereas the female reached (42%). It's seen that the greater percentage is (35%) for those whose age between (41-50) years old whereas the lower percentage is (14%) whom age are (51 and greater), also it is noticed that the higher percentage (53%) of the sample whom has (11-20) years experience. The higher percentage was (65%) for those holding Bachelor degree. In addition to that all jobs are equal.

Table No (2):- shows the characteristics of the study sample according to their jobs (group), this table reflects the distribution of each demographic variable according to each job (group).

Table No (3):- shows the multiple linear regression of the impact of the motivation systems on job satisfaction, it is seen that there is an impact of motivation systems (combined), with (0.001) significant level and the value of (R²) were (0.39). In addition to that there is an impact of motivation systems separately on job satisfaction, for all (f) calculated values are greater than (f) indexed value, which confirmed that the result is to reject the null hypothesis and accepted the alternative hypotheses that there is a statistically significant impact of the motivation systems on job satisfaction of the employees in the ministry of health in Jordan.

Table no. 4 shows the results of the statistical differences between the demographic factors (gender, age, academic qualification, and experience) and job satisfaction of the employees in the Jordanian Ministry of Health.

The results showed that there is a negative relationship between the academic qualification and the job satisfaction. The higher the level of academic qualification, the lower level of job satisfaction.

The correlation coefficient was (R) (-0.40) with (0.000) significant. The determination coefficient (R²) was (0.003), and the influence degree (B) was (-0.27). The relationship correlation (F) accounted reached (9.88), which is higher than the table value of (F) (6.63).

The other demographic variables (age, gender and experience), the results of the study in Table 4 shown that there is no indicated significant differences. Therefore, we can say that there is no impact of age, gender, and experience on the level of job satisfaction.

Table no. 5 shows that there is a statistically significant positive relationship between the motivation systems (combined) with the job satisfaction of the employees in the Jordanian Ministry of Health. The correlation coefficient (R) was (0.42), the significance level was (0.000), and the determination coefficient (R²) was (0.29).

The influence degree (B) was (0.51), which means that the changes in the motivation systems by (0.51) will lead to change in job satisfaction by (0.51).

The calculated value of The relationship correlation (F) reached (66.73), which is higher than its tabled value (6.63), in addition to that the calculated value of (T) was (8.40) which is higher

than its tabulated value (2.58). This confirms the existence of a positive relationship between the motivation systems combined and job satisfaction, which confirms to accept the alternative hypothesis and reject the null hypothesis. There is a positive statistically significant relation between the motivation systems (Doctors, nursing, Paramedicals, and Administrative, financial and engineering) and job satisfaction of the employees in the ministry of health in Jordan. Also all the results in Table 5 show that there is a positive relationship between the motivation systems separately and job satisfaction.

The Study Recommendation

On the light of the study results the researcher recommends the following:

- 1) Giving more interesting to all the motivation systems by the top management in order to encourage the employee for more satisfaction level.
- 2) Improved and developing the motivation systems in the ministry of health and increased the annual payments for the employees (all of them).
- 3) Giving more interesting to the qualified employees to increase their satisfaction motivation in order to decrease the turn over rate especially the doctors.
- 4) Interest in the activation of moral motivation. And making balance in application between the material and moral motivation, without concentrate on one side without another.
- 5) Interest in training courses in the field of motivation systems and human relations of staff in the Department.
- 6) Trying to create a new system of motivation.
- 7) The researcher recommends the continuation of research and study in the areas of motivation and job satisfaction with consideration of the possibility of conducting a study in the field of motivation and compare with other countries.
- 7- Conducting comparative studies on the impact of motivation on job satisfaction among employees among organizations in order to improve the level of administrative performance.

| | number | percentage |
|---------------------------|--------|------------|
| Gender: mail | 230 | 58% |
| female | 170 | 42% |
| Age: 30 and less | 90 | 23% |
| 31-40 | 110 | 28% |
| 41-50 | 138 | 35% |
| 51 and grater | 62 | 14% |
| Qualifications: | | |
| diploma and less | 40 | 10% |
| B.SC | 260 | 65% |
| MASTER | 49 | 12% |
| Ph.D. | 51 | 13% |
| Jobs: Doctors | 100 | 25% |
| Nurses | 100 | 25% |
| Paramedical | 100 | 25% |
| Administrative and others | 100 | 25% |
| Experience: | | |
| 10years and less | 120 | 30% |
| 11-20 | 210 | 53% |
| 21 and more | 70 | 17% |

Table 1. General characteristics of the study sample

| Jobs | Gender | | Qualifications | | | | Age/year | | | | Experiance/year | | |
|-------------------------|--------|-------|----------------|------|--------|------|-------------|---------|---------|---------------|------------------|---------|-------------|
| | mail | femal | Dip . | Bs c | Mas t. | Ph d | 30 and less | 31 - 40 | 41 - 50 | 51 and grater | 10years and less | 11 - 20 | 21 and more |
| Doctors | 80 | 20 | - | 42 | 10 | 48 | 20 | 40 | 10 | 30 | 30 | 50 | 20 |
| Nurses | 40 | 60 | 28 | 58 | 12 | 2 | 50 | 20 | 20 | 10 | 40 | 30 | 30 |
| Paramedics | 60 | 40 | 7 | 70 | 23 | - | 10 | 25 | 45 | 20 | 40 | 50 | 10 |
| Admin.And Others | 50 | 50 | 5 | 90 | 4 | 1 | 10 | 25 | 63 | 2 | 10 | 80 | 10 |
| Total | 230 | 170 | 40 | 260 | 49 | 51 | 90 | 110 | 138 | 62 | 120 | 210 | 70 |

Table 2.the characteristics of the study sample according to their jobs (group)

| Motivation systems | B | T | SIG | R2 | |
|---------------------------------------------------------------------|------|------|-------|------|-------|
| Motivation systems(combind) | 0.55 | 4.8 | 0.000 | 0.39 | 41.6 |
| 1- Doctors Incentive syst. | 0.50 | 6.4 | 0.000 | 0.45 | 45.8 |
| 2-nursing incentive syst. | 0.45 | 4.66 | 0.000 | 0.36 | 34.78 |
| 3- Paramedical Incentive syst. | 0.42 | 3.67 | 0.002 | 0.42 | 27.89 |
| 4- Administrative, financial and engineering Incentive syst. | 0.38 | 4.21 | 0.001 | 0.38 | 38.12 |

Table 3. multiple linear regression of the impact of the motivation systems on job satisfaction

| | R | R2 | B | F | T | Sig. |
|-----------------------|-------|-------|-------|------|-------|-------|
| Gender | 0.06 | 0.003 | 0.04 | 0.06 | 0.17 | 0.64 |
| Age | 0.10 | 0.04 | 0.22 | 2.87 | 2.69 | 0.103 |
| Qualifications | -0.40 | 0.15 | -0.27 | 9.88 | -3.17 | 0.000 |
| | 0.66 | 0.016 | 0.04 | 3.51 | 1.87 | 0.550 |

Table 4. the differences between the demographic variables (gender, age, qualifications, and experience) on job satisfaction.

| Motivation systems | R | R2 | B | F | T | Sig. |
|--------------------------------------------------------------------|------|------|------|-------|------|-------|
| Motivation systems(combind) | 0.42 | 0.29 | 0.51 | 66.73 | 8.40 | 0.000 |
| - Doctors Incentive syst. | 0.46 | 0.19 | 0.49 | 46.82 | 7.74 | 0,001 |
| -nursing incentive syst. | 0.44 | 0.21 | 0.37 | 47.99 | 6.86 | 0.000 |
| - Paramedical Incentive syst. | 0.46 | 0.20 | 0.36 | 48.41 | 7.16 | 0.001 |
| - Administrative, financial and engineering Incentive syst. | 0.43 | 0.18 | 0.35 | 47.77 | 6.72 | 0.002 |

Table 5. Linear regression of the relations between the motivation systems (combind), and Motivation systems separately on job satisfaction.

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