

## **The Impact of Financial and Moral Incentives on Achieving Job Satisfaction (An Applied Study on Private Secondary Schools Operating in Qweismeh District)**

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### **Abstract**

*The study aims at measuring the impact of financial and moral incentives on achieving job satisfaction. It is an applied study on private secondary schools operating in Qweismeh-Amman. It uses the descriptive analytical approach and processes the data through statistical analysis in order to exam the hypotheses of the study. It tries to Identify and Present the impact of financial and moral incentives on achieving job satisfaction.*

**Keywords:** *Incentives, Job Satisfaction, Private Education Sector, Financial, Moral Incentive.*

### **Introduction**

The various departments of the organizations pay great attention to high productivity that the individuals are working in and since they are the basis of improving the performances of the organizations. Their feeling of satisfaction and happiness will not occur without their stability and fulfillment of their needs and desires.

The organizations that try to satisfy their employment in order to improve their performance and productivity, have to use new methods and ideas to create motivation among the individuals who work in private organizations in general and education sector in particular. The financial and moral incentives are parts of these methods.

The methods of motivation are different and varied. The most prominent methods of motivation are the financial and moral incentives. This study has come to explain the impact of financial and moral incentives on achieving job satisfaction. It is an applied study on the private education sector in the Directorate of Education / Qweismeh District - Amman.

The objectives of the study

This study tries to achieve the following objectives:

- 1- Recognizing the impact of financial and moral incentives on achieving job satisfaction.
- 2- Presenting the results of financial and moral incentives in achieving job satisfaction in the private education sector, in the light of some suggestions and recommendations which will be presented.

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### The problem and the questions of the study

There are several responsible parties in Jordan concerned with labor affairs, especially the government, which gives great attention to the stability and satisfaction of workers, especially those in the private sector, by presenting some suggestions to achieve them. These suggestions aim to reduce the gap between the financial and moral incentives between the public and private sector.

The financial and moral incentives in the private sector may not be as required, which limit the recruitment of the Jordanian teacher to work in it. Therefore, the problem of the study can be formulated in the following questions:

The first question: What is the impact of financial incentives on achieving job satisfaction in the private education sector?

The second question: What is the impact of moral incentives on achieving job satisfaction in the private education sector?

### The hypotheses of the study

By testing the following hypotheses, the question of the study can be answered:

(H01) - The first hypothesis of the study: There is no statistically significant impact between financial incentives and job satisfaction in the private education sector.

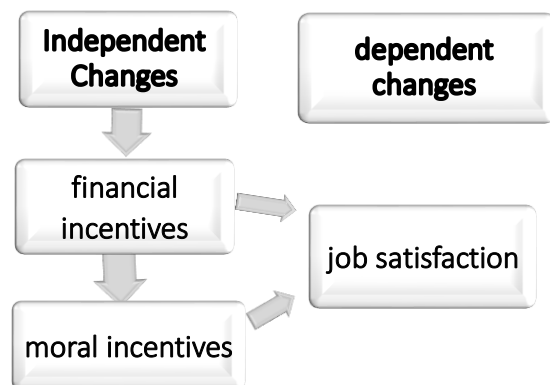
(H02) - The second hypothesis of the study: There is no statistically significant impact between moral incentives and job satisfaction in the private education sector.

### The methodology of the study

This study aims to identify the impact of financial and moral incentives on achieving job satisfaction in the private education sector through the sample of the study. For this purpose, the descriptive analytical approach has been adopted which is also depending on studying the current reality through a questionnaire.

It has been distributed to the sample of the study and the data has been processed through statistical analysis in order to test the hypotheses of the study and answering its questions according to the proposed model of the study.

### The model of the study



### The operational definitions of the study

Incentives: It is a set of external factors and influences that the senior management in organizations prepares for the purpose of influencing the behavior of employees, by encouraging and motivating them to raise their productive efficiency. ( Al-Anqari, 1999, 13)

Job satisfaction: It is the individual's feeling of satisfaction and happiness during work, and this is achieved by compatibility between what is expected and what he obtains, and pushes them towards work and production. (Al-Falih, 2001, 71)

The private education sector: It means the private non-governmental schools sector. (Researcher)

Incentives and job satisfaction

Introduction

Organizations in different economic sectors pay great attention to the high productivity of workers, because individuals are the central part in the performance of the organization. These advantages are not enough, but the required Emiratization percentage must be reached, and In order for these departments to achieve their goals, they must satisfy the needs and desires of workers through the use of incentives that create the motivation for them. (Schermerhorn,2000.118)

The concept of incentives

There are many views on the concept of incentives, and they have been defined as the equivalent of distinguished performance. It is assumed that the income or salary is able to fulfill the value of the job and, accordingly, is able to fulfill the basic requirements of life, the nature of the job, and the value of the position. This definition also assumes that incentives focus on rewarding workers for their excellence in performance, so the performance that deserves the incentive is extraordinary performance, or perhaps according to criteria that indicate workers' entitlement to additional compensation over wages. The encouraging incentive that fulfills human needs, are considered to make the workers feel that they are valued in their work. (Al-Ani, 2007, 15)

The importance of incentives

There are many things that administrative organizations benefit from by applying the incentive system through focusing efforts and recognizing their feasibility on the achievement of the employees working in their management.(Ostroff,1992, 15)

Incentives are an important tool in the hands of administrators in any organization, as they are used to perform a vital function in regulating the behavior of employees towards themselves and others, towards productivity, goals and aspirations of the organization. (Ostroff,1992, 15)

Job Satisfaction

The human element is one of the main elements on which the management of organizations is based on. It represents a productive capacity that plays a major role in helping organizations achieve their set goals.

Therefore, the administrative organizations have taken care of working individuals, which have resulted in the emergence of a large group of studies and research related to sub-topics of this field, such as appointment, training, wages, promotions, incentives, restoring organizational structures and job satisfaction.

Job satisfaction is one of the most important topics that have been studied with its impact on achieving the goals of the organization in an effective manner.

The concept of job satisfaction

Job satisfaction is defined as the individual's feeling of satisfaction and happiness during work, and this is achieved by compatibility between what is expected and what he obtains, and pushes him towards work and production. (Al-Falih, 2001, 71)

## The importance of job satisfaction

The importance of job satisfaction and its impact on employees lies in the following points:

1. Enhancing the loyalty and belonging of employees towards the organization in which they work.
2. The individual makes a great effort and does his best in order to reach the goals of the institution.
3. It enables the institution to maintain its human expertise and competencies.
4. Employees stand next to the institution in times of crisis without regard to the financial compensation.
5. Improving and developing the company's products, improving its reputation and standing, and thus increasing profits. (<https://library.iugaza.edu.p>)

## Method and Procedure

### Introduction

The methodology of the study and the field of the study that includes statistical analysis and the results of this study are discussed.

### The population of the study

The population in this study is represented by the private secondary schools operating and affiliated to private education in the Directorate of Education / Qweismeh District - Amman, which are 23 schools.

### The sample of the study

The researcher has distributed 105 questionnaires to 7 schools, 15 questionnaires for each school, and after collecting the questionnaires, it is found that the retrieved questionnaires are 96. There are 4 questionnaires that are not valid for statistical analysis, so 92 questionnaires were subjected to statistical analysis.

### The Sources of the Data

The study has relied on two types of data sources:

Secondary data: by reviewing the various works related to the subject of the study, published in books, letters of the Arab, foreign universities and the specialized website.

Primary data: A questionnaire has been developed as an appropriate study tool to obtain primary data in order to test the study questions and its hypotheses. The questionnaire consisted of two parts. The first part includes identification data form the sample of the study, such as, demographic variables: gender, job title, experience.

As for the second part of the questionnaire, it includes data related to measuring the independent variable of the study, which is the impact of financial and moral incentives on the dependent variable (achieving job satisfaction).

In its design, the study has relied on the Likert Scale, where the value (5) was given to the level of strong approval, the value (4) to the level of approval, the value (3) to those who had no opinion, the value (2) to the level of disapproval, and the value (1) to the level of strongly disagree.

### Statistical analysis methods

The study has used descriptive statistics (frequencies, percentages, arithmetic averages, and standard deviations) to describe the characteristics of the study sample, and the

Chronbach-Alpha measurement to measure the reliability of the data collection tool, and the stability of the measuring tool, inferential statistics: using the test (regression analysis). This test has been used to choose the statistical function of the study hypotheses, in order to determine the relation between the study variables at the level of significance of 5%.

#### Reliability

The Cronbach's Alpha scale has been used to determine the degree of stability of the study tool, where the test result for all items of the tool reached (89%), which is higher than the acceptable limit (60%).

#### Demographic variables

##### Gender

The individuals in the sample of the study have been identified according to the gender variable, and Table (3-1) illustrates this.

Table (3-1)

Distribution of individuals according to gender variable

Gender	Repetition	Percentage %
Male	36	39.13
Female	56	60.87
Total	92	100

Table No. (3 - 1) shows that 60.87% of workers in the private education sector are females, and the remaining percentage (39.13%) are males according to the sample of the study. This percentage refers to the majority of female workers in the sector.

##### Job title

The individuals in the sample of the study have been identified according to the job variable, and Table No. (3-2) illustrates this:

Table No. (3-2)

Distribution of individuals according to the job variable

Job title	Repetition	Percentage %
principal	5	0.054
Assistant	4	0.043
Teacher	83	90.28
Total	92	100

Table No. (3-2) shows that the majority of respondents are teachers, with a number of 83 teachers, with a percentage of 90.28%.

##### Experience

The individuals in the sample of the study have been identified according to the variable of experience, and Table No. (3-3) illustrates this:

Table (3-3)

Distribution of individuals according to the variable of experience

Experience	Repetition	Percentage %
less than 5 years	84	91.3

5- less than 10 years	8	0.087
10years and more	0	0
Total	92	100

Table (3-3) shows that the majority of working individuals according to the variable of experience are from the category (less than 5 years), as their number reached 84 teachers, with a percentage of 91.3%, followed by the category (5 - less than 10 years), where their number reached 8 teachers and with a percentage 0.087%, and this result explains that there is a high income of work in this sector.

The relative importance of the study variables

Financial incentives

Table (3-4) below shows the relative importance of each of the statement of financial incentives

Table (3 - 4)

The relative importance of each statement of the material incentive variable

	Statement	Arithmetic average	Standard deviation	Degree of approval	Rank
1	Financial incentives have an impact on my job satisfaction	3.65	1.23	Medium	2
2	Financial incentives are the concern of all employees	3.59	1.27	Medium	4
3	Financial incentives contribute to job stability	3.64	1.03	Medium	3
4	Job satisfaction cannot be achieved without financial incentives	3.69	1.26	High	1

5	The financial incentives develop the spirit of creativity and innovation among the worker	3.07	1.24	Medium	5
	Overall average	3.52	1.21	Medium	-

The results of the table (3 - 4) above indicate that all the answers of the study sample to the statements that measure financial incentives ranged between (3.07 - 3.69) and with standard deviations that ranged between (1.24 - 1.26). Therefore, according to the scale adopted in this study, the degree of approval of the study sample on all the statements, they have come between medium and high, where paragraph No. (4) ranked first, which states that “job satisfaction cannot be achieved without financial incentives”, with an arithmetic mean of (3.69) and a standard deviation of (1.26), and the last rank was the statement No. (5), which states that “financial incentives develop the spirit of creativity and innovation among the worker,” obtained it with an arithmetic mean of (3.07). Standard deviation is (1.21), the general average of the variable as a whole was (3.52) and a standard deviation (1.21), which is the level of Average according to the scale. Based on the above, we conclude that financial incentives have an impact on achieving job satisfaction in the private education sector.

#### Moral incentives

Table (3 - 5) below shows the relative importance of each of the statement of moral incentives

Table (3 - 5)

The relative importance of each statement of the moral incentives variable

	Statements	Arithmetic average	Standard deviation	Degree of approval	Rank
1	Moral incentives have an impact on my job satisfaction	3.56	1.16	Medium	2
2	Moral incentives are the concern of	3.19	1.19	Medium	4

	all employees				
3	Moral incentives contribute to job stability	4.10	1.13	High	1
4	Job satisfaction cannot be achieved without moral incentives	3.46	1.27	Medium	3
5	Moral incentives develop the spirit of creativity and innovation among the worker	3.14	1.35	Medium	5
	Overall average	3.49	1.22	Medium	-

The results of the table (3 - 5) above indicate that all the answers of the study sample to the statements that measure moral incentives ranged between (3.14 - 4.10) and with standard deviations that ranged between (1.35 - 1.13). Therefore, according to the scale adopted in this study, the degree of approval of the study sample, on all the statements, it was between medium and high, where paragraph (3) ranked first, which states “moral incentives contribute to job stability” with an arithmetic mean of (4.10) and a standard deviation of (1.13). The last rank was gained by statement No. (5) which states that “moral incentives develop the spirit of creativity and innovation in the worker” with a mean of (3.14) and a standard deviation of (1.35), and the overall average of the variable as a whole was (3,49) and a standard deviation (1.22). Depending on what it has previously been concluded that moral incentives have an impact on achieving job satisfaction in the private education sector.

The relative importance of the dependent variable of the study (achieving job satisfaction)

Table (3-6) below shows the relative importance of each of the statements of job satisfaction



Table (3 - 6)

The relative importance of each statement of the dependent variable (job satisfaction)

	Statements	Arithmetic average	Standard deviation	Degree of approval	Rank
1	Financial and moral incentives increase the performance of employees	3.71	1.27	Medium	2
2	Job satisfaction creates organizational loyalty among employees	3.22	1.34	Medium	5
3	Financial and moral incentives are the components of job satisfaction	3.59	1.17	Medium	4
4	Job satisfaction is the basis for the success and continuity of any organization	4.32	1.00	High	1
5	There is no job satisfaction without financial and moral incentives	3.67	1.18	High	3

	Overall average	3.60	1.24	Medium	-
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The results of the table (3-6) above indicate that the answers of the study sample to the statements that measure job satisfaction ranged between (3.22-4.32) and with standard deviations (1.34-1). These results indicate that the study sample has agreed on all statements that measure satisfaction. The occupational practice ranged between medium and high, and the overall average was (3.60) with a standard deviation of (1.24), and this confirms the approval of the study sample on job satisfaction in the private education sector.

### Hypotheses Test

Testing the study's hypotheses includes using statistical methods which are appropriate to the nature of these hypotheses, presenting and discussing the results and making conclusions within the framework of the objectives and questions of the study.

(H01) - The first main hypothesis of the study: There is no statistically significant impact between financial incentives and job satisfaction in the private education sector.

In the following table (3-7), the results of this hypothesis are explained:

Table (3-7)

The results of the first main hypothesis test

H	Calculate T	Sig
H01	22.178	0.00

The results of simple regression analysis indicate the nature of the relationship between financial incentives and job satisfaction. It is clear in Table (3 - 7) that the calculated T-value equals 22.178 and with a significance level equal to 0.00 which is less than 0.05, which requires rejecting the null hypothesis and accepting the alternative hypothesis. That means that there is a statistically significant impact between financial incentives and job satisfaction in the private education sector, according to the study sample.

(H02) - The second main hypothesis of the study: There is no statistically significant impact between moral incentives and job satisfaction in the private education sector.

To test this hypothesis, simple regression analysis has been used and the following table shows the results:

Table (3 - 8)

The results of the second main hypothesis test

H	Calculated T	Sig
H02	19.170	0.00

The results of simple regression analysis indicate the nature of the relationship between moral incentives and job satisfaction. It is clear in Table (3 - 8) that the calculated T-value equals 19.170 and at a significance level equal to 0.00 which is less than 0.05, which requires rejecting the null hypothesis and accepting the alternative hypothesis. That means that there is a statistically significant impact between moral incentives and job satisfaction in the private education sector, according to the study sample.

## **Findings and Recommendations**

The results of the study

The study has reached to the following results:

- 1 - This study has found that there is a statistically significant impact of financial incentives on achieving job satisfaction in the private education sector, according to the study sample.
- 2 - This study has concluded that there is a statistically significant impact of moral incentives on achieving job satisfaction in the private education sector, according to the sample of the study.
- 3 - This study has concluded that job satisfaction is an essential part for the success of any organization, according to point of view of the sample of the study.

The recommendations of the study

The study recommends the following:

- 1 - The study recommends that private schools ought to activate financial incentives to achieve job satisfaction in the private education sector, according to the sample of the study.
- 2 - The study recommends that private schools ought to activate moral incentives to achieve job satisfaction in the private education sector, according to the sample of the study.
- 3 - The study recommends that all schools seek to achieve job satisfaction among their employees because of its positive impact on workers' performance and productivity.

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