

The Impact of the Material and Moral incentive on the Level of Job Performance of the Health Sector During COVID 19 Pandemic: The Case of Al-Ais Comprehensive Health Center, Ministry of Health

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Abstract

Background: COVID-19 brought both, health and economic threat to humanity especially to health care professionals whom are at the highest risk due their vulnerability to the COVID 19 effects. Therefore, it was incumbent to keep health professionals more motivated, focused, safe, and secure to defeat pandemic

Purpose: the purpose of this study was to investigate the role of moral and material incentives on the level of job performance of the Jordanian health sector: the case of Al-Ais Comprehensive Health Center, Ministry of Health.

Method: the study used an empirical design, using a Statistical package for social sciences (SPSS) program for descriptive analysis.

Sample: for the purpose of this study, the sample had been selected purposively from the employees of Al-Ais Comprehensive Health Center and their total number about 42 employees.

Conclusion: moral incentives, rewards, efficiency of reward system and promotions are factors to have significant impacts on employee performance in Jordanian health sector. Finally, the researchers wish to verify further research opportunities that could enrich the understanding of

incentives and level of job performance at the Jordanian health sector.

Keywords: moral and material Incentives, job Performance, Reward System, Health sector, Jordan.

* **Introduction**

* **Background**

World Health Organization declared (WHO) COVID 19 as a pandemic when it affected millions of people and caused 901,866 thousand of deaths around the world. COVID 19 brought both, health and economic threat to humanity especially to health care professionals whom are at the highest risk due their vulnerability to the COVID 19 effects (WHO 2020). Therefore, it was incumbent to keep health professionals more motivated, focused, safe, and secure to defeat pandemic (Al-shehri, 2019).

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

among workers and compete to attract the best talent (Al-qudah, 2016).

Material incentives are important and influential factors to the individual's desire to work when such wages are appropriate and capable of satisfying his needs (Al-qathmi, 2021). Moral incentives based on respect of a human being who has feelings, hopes and aspirations.

In this study, authors will examine the impact of material and moral incentives on the level of job performance of the Jordanian health sector during the COVID 19 pandemic. As if Jordan was one of the countries that affected with this pandemic.

* **The Problem of the Study**

Health care sector especially health care providers (doctor and nurses), remained and are still, at stick during the COVID 19 pandemic (Saad, 2021). COVID 19, being unique in nature and its faster transferability faced the world with dilemma, quandary, scarcity of required resources, logistic equipment, medicine, treatment protocols, laboratory facilities, and overcrowdedness affected the attitude and practices of the health professionals (Afulani et al., 2021).

Because of the lack of the proper

awareness among the policy workers at the higher levels officials in both, health professionals and public, affected the practices and motivational level of the health professional. In addition, the absence of the suitable incentives may negatively affect the hardworking health sector employee's performance; it may also weaken their productivity at work, which decreases the chances of attaining the promising goals of the institution.

Material and moral incentives are a significant factor in encouraging the health sector employees and increasing their enthusiasm at work, and keeping health care providers much motivated to perform their holy role in saving the life of sick people. Therefore, the present study tended to provide insight recommendations for the Jordanian health sector by determining how incentives and the rewards system influencing the employee's performance.

*** The Study Questions**

The researchers presented the study problem by the following main research question:-

What is the impact of material and moral incentives on the level of job performance among health care providers in Al-Ais Comprehensive

Health Center during COVID 19 pandemic?

Sub-Questions are:-

1- What are the types of incentives given to health care providers in Al-Ais Comprehensive Health Center during COVID pandemic?

2- measure the incentives do affect the level of job performance of health care providers in Al-Ais Comprehensive Health Center during COVID pandemic?

3- What are the challenges that faced by health care providers in Al-Ais Comprehensive Health Center during COVID pandemic?

*** Importance of the Study**

The significance of the study appeared from the following sides:-

First: Theoretical Importance

This study was considered as an attempt to increase the knowledge on the need to motivate the employees of health care sectors, especially health care providers and the subsequent benefits that will rise on job performance because of that. The study also presented more information on the impact of moral and material incentives on the level of job performance of health care sectors during COVID 19 pandemic. In addition, this study will become a

source of secondary study to other researchers who interested in study the material and moral incentives and their effect to enhance the level of job performance among the employees of their organizations, and to improve their capability to participate in decision making in the future.

Second: Applied Importance

The concept of job performance is achieved in this case when balancing financial and emotional needs and working conditions through success employees' motivation by providing materials and moral incentives. The institutions success depends primarily on the performance of their employees.

The practical significance lies in the fact that methods of employees' motivation variables are important concepts for the employees and institutions in general, which affect their growth and development.

Applying motivation to the Jordanian health care providers will lead to strong job performance that result in high quality health care services during COVID pandemic.

*** The Study Main Aim and Objectives**

The main aim of this study is to examine the impact of moral and material incentives on the level of job

performance of the Jordanian health sector: the case of Al-Ais Comprehensive Health Center. Therefore, we developed the following research objectives in order to achieve the aim of study:-

1- Identifying the types of incentives that given to health care professionals in Al-Ais Comprehensive Health Center.

2- to measure the incentive system implemented at health care sector in Jordan and its role in enhancing these institutions' employees.

3- Define the challenges faced by health care providers during COVID 19 pandemic.

*** The Study Hypotheses**

To achieve the purpose of this study and reach to it specific goals in determining the effect of independent variable on the dependent variable, the researchers have made hypotheses for this study, which was based on the study problem and it questions. The main hypotheses formulated after a review of the literature mentioned below:-

*** The implemented incentives in Al-Ais Comprehensive Health Center have not a significant impact on the levels of health care providers' performance**

The researchers will test the following hypotheses in this study:-

The First Hypothesis: First major hypothesis test

H01: There is no statistically significant effect at the level of statistical significance ($0.05 \geq \alpha$) the financial incentives applied in Al-Eis Comprehensive Health Center on the performance level of health care providers during the COVID pandemic.

The second major hypothesis test

H02: There is no statistically significant effect at the level of statistical significance ($0.05 \geq \alpha$) moral incentives applied in Al-Eis Comprehensive Health Center on the performance level of health care providers during the COVID pandemic.

*** The Study Model**

Figure (1.1) illustrates the model of the study. The independent variables, both material incentives and moral incentives, influencing the dependent variable level of job performance.

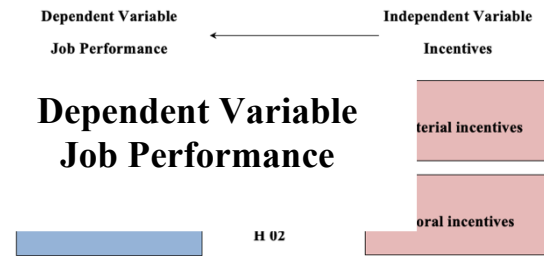


Figure 1.1 the Study Model The Model Source: Prepared by the researchers to cover study variables based on the study of each.

*** Delimitation of the Study**

The researchers carried this study out within the following boundaries:-

1- Population Limit: the study population consisted of employees in Al-Ais Comprehensive Health Center – Tafila City.

2- Human Limits: The sampling unit included health care providers (doctors and nurses) Al-Ais Comprehensive Health Center – Tafila City.

3- Time Limit: the researchers conducted the study on 2022.

*** Theoretical Framework and Previous Studies**

The sudden massive outbreak of COVID-19 overwhelmed healthcare systems. Even the most resilient healthcare systems face insufficient treatment capacities due to the unexpected increase of often very ill patients with COVID-19. Besides

insufficient resources, COVID19 pandemic posed extreme pressures on healthcare professionals and affected the level of their job performance.

To conduct this literature, review the researchers searched PubMed, Embase, PsycINFO, CINAHL, bioRxiv and medRxiv systematically and grey literature for articles focusing on the impact of material and moral incentives on the level of job performance of the health sector during COVID- 19 pandemic in a hospital setting. The researchers used key word searches for the following terms: moral and material Incentives, job Performance, Reward System, health sector, Jordan. Articles using an empirical design about determinants the impact of incentives on the level of job performance among health care providers in a hospital setting were included.

* **Definition of Terms**

1- Incentives: many researchers defined Incentives as an essential factor that affecting employee's performance to push them self to the limits and to work hard and efficiently. Work leaders created all incentives types to encourage individuals' performance and play an important role in pushing individuals forward to

do their work in efficient and effective method(Afulani et al., 2021; Al-qathmi, 2021; Hoogsteen & Woodgate, 2013; Rbehat et al., 2018; Saad, 2021).

2- Moral incentives: previous studies defined moral incentives in many terms as non- material incentives, non-financial incentives, non-monetary incentives or intangible incentives. Moral incentives are an important motive for employees to get satisfied and perform their job well(Al-qathmi, 2021; Al-qudah, 2016; Al-shehri, 2019; Hoogsteen & Woodgate, 2013; Rbehat et al., 2018).

3- Material incentives: In majority of studies, researchers defined financial incentives as a set, which may, encourage employees to do their best, satisfy basic employees' needs, and increase the level of their competences such as through prompt payment of bonuses, allowances, salary, profit sharing and rewards. Financial incentives based on improving the productivity of employees because of payment system followed(Al-shehri, 2019; Eichler & Levine, n.d.; Rbehat et al., 2018; Rieckert et al., 2021; Saad, 2021).

4- Job performance: different studies defined job performance as the total expected value to the organization of

the discrete behavioral episodes that an employee carries out over a standard period. Researcher also defined it as a signifies individual's work achievement after exerting required effort on the job which is associated through engaging profile, getting a meaningful work, and compassionate employers around (Afulani et al., 2021; Al-qathmi, 2021; Al-qudah, 2016; Dieleman & Harnmeijer, 2006).

5- Health care providers: federal regulations defined health care providers as any person who is authorized to practice by the State and performing within the scope of their practice as defined by State law (National Institute on Health, 2004). A health care provider also is any provider from whom the University or the employee's group health plan will accept medical certification to substantiate a claim for benefits (National Institute of Nursing Research 2007). In this, study health care providers operationally defined as the physicians and registered nurses (RNs).

6- About the Ministry of health

*** Vision**

A healthy community within a leading comprehensive health system

ensuring equity, efficiency and high quality at the regional level.

*** Mission**

Protecting health by providing high quality and equitable preventive and curative health services by optimizing utilization of resources, technology advances and active partnership with the concerned authorities and by adopting a monitoring and regulatory role related to services concerned with the health of citizens and implied in a national comprehensive health policy.

*** MoH institutional goals**

- 1- Improve the quality and integrity of health care services.
- 2- Contribute to reduce the prevalence of non-communicable diseases.
- 3- Promote reproductive health, family planning and child health services.
- 4- Develop the infrastructure of the primary and secondary health care facilities.
- 5- Efficient and effective management of human resources.
- 6- Contribute to achieve a comprehensive health insurance for all Jordanians.
- 7- Efficient and effective management of financial resources and cost control.
- 8- Strengthen the regulatory and control role of MoH.

9- Efficient and effective knowledge management.

10- Efficient management to crises, disasters and hazards.

*** The impact of COVID19 on the level of job performance among health care providers**

The COVID-19 pandemic has compounded the global crisis of stress and burnout among healthcare workers. In addition, the pandemic affected the level of job performance among health care providers. But few studies have empirically examined the factors driving these outcomes around the world(Afulani et al., 2021; Alabri & Siron, 2020; Rieckert et al., 2021; Yin et al., 2021).

In their study, Afulani et al. (2021) used data from respondents who answered all questions on stress, burnout, level of job performance, and relevant predictors for their analysis. This study aimed to examine the impact of covid19 on the level of job performance among health care providers in Ghana. Total sample (n = 216), about 38% were doctors, 62% nurses (including midwives and medical/physician assistants). About 44% perceived management was appreciative or very appreciative of their efforts and 55% perceived

communication from management was good or very good. Additionally, 46% were fearful or very fearful of contracting COVID-19 and only 20% were confident or very confident that they would be adequately cared for in their facility if they were infected. About 67% felt their institutions were supportive of their work, and 33% were certain of a place to isolate at home without exposing their family if they were infected. The pandemic has multiplicative effects through its association with stress and burnout, which may negatively affect health care provider job satisfaction, productivity, quality of care, and workforce turnover outcomes that would impede Ghana's progress in containing COVID-19. In contrast, increased appreciation from management and moral incentives decreases stress and burnout, and improve the level of job performance.

Alabri & Siron (2020) adopted multi-method research to focus on the motivational level, attitude and professional practices among health professional workers in Oman. Data was collected from health professionals using self administrative interviews and questionnaire using cross-sectional data collection method

and convenient sampling technique (n=396). The multi-variate analysis shows that 89% responded that they have sufficient knowledge of potential and associate risk with the COVID-19 and they adopted professional hygiene practices to maintained safe during pandemic. According to research and general observation, four kind of emotions are found among the health worker. In the first stage, fatigue, discomfort, and helplessness, fear and anxiety appears due to the high intensity among health professionals. Health care providers described the appreciation and financial incentives as motivation for them to maintain good level of job performance. According to the researcher, Motivated and well-behaved employees give new directions, philosophies, optimism and enthusiasm in the challenging, crises and even abnormal situations like COVID-19. All leadership and organizational theories urge to keep the employees morally, ethically, socially, psychologically and emotionally motivated to deal with the unseen situations.

Yin et al., (2021) conducted a study to explore how to build and maintain the resilience of frontline healthcare professionals exposed to

COVID-19 outbreak working conditions. Authors planed this study in collaboration with the University Medical Hospital Utrecht. They conducted the study for and by healthcare professionals (mostly nurses). Some of them worked in a COVID-19 ward or intensive care unit during the COVID-19 outbreak. Two frontline nurses, working at the COVID-19 unit or the intensive care unit, researchers asked the expert nurses to review the recommendations of the study and comment on the fit of the recommendations with their daily work circumstances. According to the authors, the impact of the COVID-19 outbreak on healthcare professionals is currently expanding rapidly especially on the impact of changed patient care on the involved healthcare professionals. Most participants described only a particular aspect of mental health problems such as anxiety, burnout and fatigue or psychological stress.

*** The impact of incentives on the level of job performance among health care providers**

Administrative organizations generally, and administrative leaders in particular try to achieve their best performance from their workers, but

self-supportive is still the best incentives mechanism which underlay individuals strength and willingness to work in order to achieve their values, as it these has deep impact to praise motivation system and recognize which has can inflicted employees intuition of loyalty and integrity to work accomplishment and organization objectives. Few studies have empirically examined the impact of incentives on the level of job performance in health sector (Al-qathmi, 2021; Al-qudah, 2016; Alaqeli, n.d.; Saad, 2021).

Al-qathmi (2021) investigated factors affecting turnover and assessed satisfaction with an existing Incentive Management System and to which extent it motivates employees. and also he provided recommendations to improve the Incentive Management System. Researcher utilized a convenience sample of all health care providers working in the Department of Pathology and Laboratory Medicine (DPLM) at Sudi Arabia, Riyadh. The sample was (n=250). 51% of respondents strongly agreed that discrepancy in wage allocation/low salary was the most prominent reason for turnover during covid19 pandemic. 48% strongly agreed that low

increment systems (annual raises) were also a factor for them, followed by limited opportunities for internal promotion, insufficient allowances or benefits, and lack of continuing education/professional growth opportunities. 49% of respondents strongly agreed across all 3 factors. 26% strongly agreed/agreed that lack of autonomy/independence was also a key issue. The lowest ranked factor was poor workgroup union/cohesion with only 17% in strong agreement. 80% of respondents found that opportunities for career growth were motivators for them to remain with their organizations and 76% selected higher pay. 27% found the option of additional vacation time to be of importance and 34% found having supportive colleagues necessary. Reduction of working hours, fairness in the workplace, strong workplace ethic and job security in the workplace only had minimal agreement from respondents (7%). The study findings support the continued improvement of Incentive Management Systems within the healthcare organization to reduce turnover rates, maximize quality outcomes, and increase the levels of commitment and motivation of employees.

Saad (2021) conducted a research work entitled Incentives and managerial effort under competitive pressure: experiment study. In their research authors investigate how increased competition affects firm owners' incentives and managers' efforts in a laboratory experiment. Each owner offers compensation scheme to his manager in two different conditions: under monopoly and under Curnow duopoly. Following acceptance of the compensation, the manager chooses an effort level to increase the probability of cost-reduction which affects the firm's profits. According to standard theoretical predictions the entry of arrival firm in a monopolistic industry affects negatively both the incentive compensation and the effort level. Their experimental findings show that the entry of arrival firm has two effects on managerial effort: an internalization effect which affects positively the level of effort and an income effect which has negative impact on effort. The combined outcome of the two effects is neutral with respect to managerial effort: with respect to managerial effort, we observe that when competition reduces the firm's profit, the owner reacts by offering lower

incentives but despite the lower incentives the manager still accepts the contract offer and exerts the same level of effort than under the monopoly condition.

Al-qudah (2016) conducted a study aimed to investigate the impact of financial and moral incentives on organizational performance for the employees of the Jordanian hospitals. This study aims at identifying the role of the Jordanian hospitals in meeting the employees' societal needs, knowing the implemented incentives approach and knowing the level of performance in the Jordanian hospitals. The study found that there is an adequate level of incentives provided to employees. Financial incentives ranked in 1st place while moral incentives ranked in the 2nd place. In addition, it was found that there is a high level of organizational performance. Patients satisfaction ranked in the 1st place, internal achievement process in the 2nd place followed by learning and growth. There is a relationship between financial & moral incentives and organizational performance as well as between financial and moral incentives and internal achievement process and patients satisfaction.

*** Theories of Job Performance**

The researcher had utilized Bernard Wieners' theory of motivation (1971), to describe the impact of moral and material incentives on the level of job performance. A theory of motivation based upon attributions of causality for success and failure is offered. The heart of the theory consists of an identification of the dimensions of causality and the relation of these underlying properties of causes to psychological consequences. Three central causal dimensions have been discerned: stability, locus, and control; these dimensions, respectively, are linked with expectancy change, esteem-related emotions, and interpersonal judgments. Within achievement-related contexts, this theory is pertinent to a diverse array of phenomena and topics, including self-esteem maintenance, achievement-change programs, reinforcement schedules, hopelessness, and sources of emotion, helping, evaluation, and liking. The range of the theory is further demonstrated by applications to hyperactivity, mastery, parole decisions, loneliness and affiliation, and depression.

According to Wiener (1971), it is important to differentiate between

the initial expectations and the actual outcome that will maximally change a person's predictions for the future. If the difference is greater than this point, the outcome will be attributed to unstable factors largely that it will have less influence on the person's future predictions.

These ideas have important implications for the maintenance of one's self-concept and for attribution change programs (Weiner, 1971). For example, assume that an individual with a high self-concept of ability believes that he or she has a high probability of success at a task. It is probable that failure then would be ascribed to unstable causes such as luck or mood, which may not reduce the subsequent expectancy of success and sustains a high ability self-concept. On the other hand, success would be ascribed to ability, which increases the subsequent expectancy (certainty) of success and confirms one's high self-regard. The converse analysis holds given a low self-concept of ability and a low expectancy of success: Success would be ascribed to unstable factors, and failure to low ability.

This study found that the moral and material incentives conceded as a source of motivation from the view of

health care sectors employees. In addition, the study found that the COVID 19 pandemic had many effects on the level of motivation and job performance among health care sectors' employees.

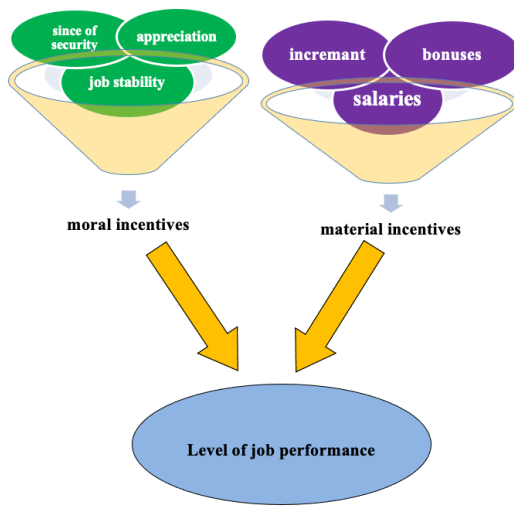


Figure 2: conceptual framework

*** Conclusion**

There is a need to improve the incentive management system in the workplace and the development of incentive plans that align with the work- related and personal needs of employees, for their satisfaction as well as the reduction of turnover, to benefit the healthcare organization by increasing retention and productivity and therefore the quality of the healthcare services provided.

due to the negative impact of COVID 19 on productivity and healthcare quality, human resource

departments must ensure to not only attract skilled employees, but also influence their motivation and retention due to the impact on productivity and health care quality. Incentive management systems support practices to enhance skills, knowledge, abilities and retention rates for healthcare employees. Majority of studies' findings support the continued improvement of Incentive Management Systems within the healthcare organization to reduce turnover rates, maximize quality outcomes, and increase the levels of commitment and motivation of employees.

The current study had been conducted during the pandemic of COVID 19 and it concedered an attempt to increase our knowlgedge on the need to motivate the employees in health care sector during covid 19 pandemic to rise the job performance as a result of that. In addetion, this study, presented more information about the impact of moral and material incentives on the level of job performance of health care sector employees to help the realazation of motivation among employees. Moreover, this study is a secondary source study to other researchers who

interest to study the impact of incentive on the level of job performance within their institutions.

*** Methodology and Procedures**

The researcher formed the research method from the methods through which the research is undertaken, and this needs to explain order to understand the underlying reasons for which the adopted methods. In this study, the researcher adopted a quantitative method. As in this study, the researchers identified the impact of moral and material incentives on the level of job performance in Jordanian health sector.

The researcher utilized this study in Al-Ais Comprehensive Health Center; it is a governmental health center belongs to the Jordanian Ministry of Health (MOH) that providing services for all citizens in Tafila city. Al-Ais Comprehensive Health Center provides primary and secondary service with a capacity of 15 beds and approximately one thousand outpatient visits a year. It has passed the requirements for accreditation under the Joint Commission International standards (JCI) with excellent performance. Al-Ais Comprehensive Health Center

established itself as a center of excellence. It has middle Emergency Care Center in the city of Tafila, a state of the Dental Care Services Department with various specialties, Long Term and Extended Care Services for patients requiring nursing care, and the recently commissioned Radiology Unit.

*** The Study Methodology**

In the line with study objectives and study questions, the researcher used two methods in the collection of data, namely primary and secondary data. The researcher used deductive measures as a general approach. The researchers conducted this study with quantitative method through a questionnaire that the researchers used for gathering data from the sample of the population. In addition, the program that the researchers applied for measuring the data was Statistical Package for Social Science (SPSS). The researchers used a descriptive and statistical analysis.

*** Data Collection**

To achieve the objectives of the current study, the researcher adopted two types of information sources: primary sources and secondary sources, as follow:-

*** Primary Sources**

The researchers developed a questionnaire from the previous studies, to measure the study variables. The researcher distributed and recollected the questionnaire after it fulfilled by the participants of this study. The researcher analyzed the data using (SPSS, V21) throughout several analyses.

*** Secondary Sources**

The researcher collected the data related to the study subject from websites, literature review of the previous studies and from the library sources. In addition, the researcher explored the scientific reports and materials to find the scientific bases and the theoretical framework of the study.

*** Ethical Considerations**

The researcher obtained an official permission from Tafila Technical University, to conduct this study, after which the university addressed the Ministry of Health (MOH) Directorate, Technical Training Division in order to obtain permission to complete the study. After obtaining the approval, the researcher addressed the selected institution (Al-Ais Comprehensive Health Center) in order to obtain approval to conduct the

study in the center. The researcher provided each participant with consent form to sign it before filling the questionnaire. The researcher considered that each participant knows the purpose of the study by explaining the aim of this study. The researcher saved the questionnaire number in computer to protect the participants' privacy and confidentiality, also to identify the participants' responses.

*** Population and Sample**

The data was collected from a sample of employees both nurses and doctors in Al-Ais Comprehensive Health Center. The sample type was purposive sample. It is a medium number of employees in this setting, around 67 based on the human resources department in the center. The sample consisted of the doctors working in the center, numbering eleven doctors and the registered nurses both males and females, numbering 30nurses.

The researchers asked for help from some employees who work in the targeted center for the study in order to volunteer in the process of distributing the questionnaire, consent form, and to explain the purpose of the study to the participants. The researcher collected the data from the participants working

in the selected center on various shifts on one-to-one basis. The average time each participant needed to fill the questionnaire was 10 minutes. The volunteers assured the participants of the confidentiality of the information they provided. After that, the volunteers' nurses collected the completed filled questionnaire over period of one month and send them back to the researcher to prepare the data for analysis.

*** Survey Design and Measures**

To obtain the data the researcher developed a self-completed questionnaire, by referring to the previous studies. This questionnaire focused on exploring and describing the employees' perceptions and toward the impact of moral and material incentives on the level of their job performance during COVID 19 pandemic. In addition, this questionnaire covered all aspects addressed by the theoretical framework, research questions, and research hypotheses on which the study based on.

Accordingly, the researcher reviewed the measurements adopted in the questionnaire. Part 1, investigated the financial incentives in Al-Ais Comprehensive Health Center, and

consisted of seven questions. Part 2, examined the moral incentives in Al-Ais Comprehensive Health Center, and consisted of seven questions. Part three of the questionnaire investigate the level of performance in Al-Ais Comprehensive Health Center, and consisted of seven questions.

Table (3.1): The distribution of the paragraphs in the questionnaire

Independent Variable			
Variables	Questions	Number of Questions	References
Material incentives	Q1 to Q7	7	Saad, (2021)
Moral incentives	Q 8 to Q14	7	Al-qathmi, (2021)
Dependent Variable			
level of performance	Q 15 to Q21	7	Al-shehri, (2019)

*** Questionnaire Reliability and Validity**

The researchers developed the questionnaire to cover all aspects of dependent and independent variables in a way that enable to test the hypotheses of the study. To increase the degree of validity of the data collected, the researchers assessed the reliability and validity of the questionnaire using a number of different strategies; these included experts' evaluations, internal consistency analysis, and the literature review. The researchers tested the validity of the questionnaire, by presenting it to group of experts with

specialization in Tafila Technical University. Amaratunga, 2002 stated, “The reliability of the data derived refers to the extent to which any procedure produces similar results when repeated, under similar or constant conditions, at all attempts”. The researcher carried out an analysis of internal consistency on 21 questions about the respondents’ financial incentives, moral incentives, and level of performance in Al-Ais Comprehensive Health Center. The researcher confirmed the reliability of the questionnaire using Cronbach Alpha measurements. According to Sekaran (2003), if the consistency coefficients are more than 60%, then it is reliable to analyze and interpret the data.

Table 2 shows the variables using Cronbach Alpha

Table (3.2) Internal consistency coefficients (Cronbach - Alpha)

Variable	Stability Coefficient
Material incentives	0.826
Moral incentives	0.864
level of performance	0.834

The researchers will use a five-point Likert scale in this research, then will ask the respondents to score each of the questions (1= strongly disagree, 2= disagree, 3= Neither Agree nor Disagree, 4= agree, 5= strongly agree).

The following table shows the range of each scale.

Table (3.3): Summary of the range of scales

Degree of agreement	Point	Level	Scale rang
Strongly disagree	1	Very low from 1	From 1 to 1.80
Disagree	2	Low	From 1.81 to 2.60
Neither agree nor disagree	3	Medium	From 2.61 to 3.40
Agree	4	High	From 3.41 to 4.20
Strongly agree	5	Very high	From 4.21 to 5

* Data Analysis Methods

The researchers analyzed the data using SPSS software version 21 (SPSS Inc, Chicago, Illinois). This is an appropriate statistical method to analyze the results of the questionnaire and to achieve the objectives of the study. The researcher used a descriptive analysis (i.e., the means, standard deviations, and Tests) as a method for data examination and measures financial incentive, moral incentive, and level of performance. The researchers used Pearson's correlation coefficients to test the hypothesis and to assess the correlation between the independent and dependent variables, and to show the correlation between the independent variables themselves.

* Descriptive analysis

Based on the data collected by the study sample in the organization under examination and analysis, it is clear from Table (3.4) a presentation of

the arithmetic means of the total degree of the study variables:

Table (3.4) Arithmetic means and standard deviations of the study variables

variable	N	Mean	Std. Deviation
financial incentives	30	3.2267	0.59128
moral incentives	30	2.8533	0.98392
The performance level of health care providers	30	3.3067	0.73105

The data in Table (3.4) indicate that the average of financial incentives for the study sample was (3.2267) with a standard deviation of (0.59128), while the arithmetic mean for moral incentives was (2.8533) with a standard deviation (0.98392). 3.3067) with a standard deviation of (0.73105).

The following is a presentation of the arithmetic averages and standard deviations of the items constituting each dimension of the study

First: Material Incentives

Table (3.5) Arithmetic means and standard deviations of material incentives

Material Incentives	Mean	Std. Deviation
1- The pay that I receive is commensurate with my effort at work during COVID 19 pandemic.	3.6875	0.61069
2- The pay that I receive is commensurate with my educational qualifications.	3.7250	0.59724
3- The pay that I receive meets all my needs during COVID 19 pandemic.	3.7775	0.73675
4- The center offers rewards that motivate health care providers to get the job done efficiently during COVID 19 pandemic.	3.7303	0.56277
5- The center offers fair promotions to health care providers according to scientific foundations.	3.3433	0.67215
6- The center offers a system of Bonuses to encourage health care providers to work efficiently during COVID 19 pandemic.	3.5825	0.63570
7- Deduction or deprivation of financial incentives	3.6875	0.61069

Table (3.5) shows that all paragraphs of the moral incentives

variable came to a high degree, and paragraph (3), which refers to the pay that I receive meets all my needs during COVID 19 pandemic, was the highest average among the paragraphs, while the lowest average paragraphs is the paragraph (5) which states that the center offers fair promotions to health care providers according to scientific foundations.

Second: Moral Incentives

Table (3.6) Arithmetic means and standard deviations of moral incentives

Moral Incentives	Mean	Std. Deviation
8. The center offers certificates of thanks and appreciation to those who deserve it during COVID 19 pandemic.	3.7825	0.61098
9. The center provides an opportunity to participate in training sessions	3.6225	0.68580
10. The center provides an opportunity for distinguished health care providers to graduate study.	3.6775	0.55879
11. The center 's management involves health care providers in the decision-making process	3.6152	0.47611
12. The center provides a sense of security and job stability for the staff during COVID 19 pandemic.	3.5300	0.88140
13. The center holds parties to honor outstanding people in performing work during COVID 19 pandemic.	3.7500	0.74366
14. managers punish by deprivation of moral incentives	3.8500	0.74366

Table (3.6) shows that all the paragraphs of the moral incentives variable came to a high degree, and paragraph (14) which refers to managers punish by deprivation of moral incentives pandemic, was the highest average among the paragraphs, while the lowest paragraphs are average is paragraph (12) which states that the center provides a sense of security and job stability for the staff during COVID 19 pandemic.

Third: Level of Job Performance

Table (3.7) Arithmetic means and standard deviations, job performance level

Level of Job Performance	Mean	Std. Deviation
15. Incentives system followed in the center makes me work hard during covid 19 pandemic.	3.8900	0.76350
16. Incentives system followed in the Centre minimizes the percentage of me absent.	3.7300	0.77921
17. Incentives system followed in the Centre makes my performance better in general.	3.6100	0.82749
18. Trying to work hard and accept new skills to improve my level of performance to get incentives.	3.6700	0.72328
19. Working hard toward organization's policy and objectives to be at the highest level of quality.	3.7250	0.59724
20. My direct supervisor seems satisfied with my performance at the workplace.	3.8900	0.72328
21. In general, I am satisfied with my level of performance during COVID 19 pandemic	3.9400	0.78907

Table (3.7) shows that all paragraphs of the functional performance variable, to a high degree, and paragraph (21) which refers to in general, I am satisfied with my level of performance during COVID 19 pandemic, was the highest average among the paragraphs, and the lowest average paragraph is the paragraph (17) which states Incentives system followed in the center makes my performance better in general.

* Hypothesis Analysis

* First major hypothesis test

H01: There is no statistically significant effect at the level of statistical significance ($0.05 \geq \alpha$) the financial incentives applied in Al-Eis Comprehensive Health Center on the performance level of health care providers during the COVID pandemic.

The following table shows the test values:-

Table (3.8) regression analysis of the effect of financial incentives applied at Al-Eis Comprehensive Health Center on the performance level of health care providers during the COVID pandemic.

independent variable	Values T	Sig T	Values B	Values R	Values R ²	Values F	Sig F
financial incentives	7.816	0.00	1.350	0.828	0.686	61.083	00.000

* Dependent variable: job performance

The statistical results in Table (3.8) indicate that there is an important effect of material (financial) incentives on the change in the level of job performance due to the high value of (F) calculated at the level of significance ($\alpha < 0.05$), where the value of (F) calculated (61.083), And at the level of significance ($\alpha = 00.000$), which is statistically significant at the level of significance ($\alpha < 0.05$), where the independent variable explains the amount of (68.6%) of the variance in the dependent variable, based on the value of the coefficient of determination (R²), and this reinforces the value of the correlation coefficient (R) of (82.8%), which confirms the role and impact of material (financial) incentives on the dependent variable (job performance).

*** The foregoing requires the following**

Rejection of the null hypothesis and acceptance of the alternative hypothesis, which states (there is a statistically significant effect at the level of statistical significance ($\alpha \geq 0.05$) for the financial incentives applied in Al-Ais Comprehensive Health Center on the performance level of health care providers during the COVID pandemic).

*** The second major hypothesis test**

H02: There is no statistically significant effect at the level of statistical significance ($0.05 \geq \alpha$) moral incentives applied in Al-Eis Comprehensive Health Center on the performance level of health care providers during the COVID pandemic.

The following table shows the test values:-

Table (3.9) regression analysis of the effect moral incentives applied at Al-Eis Comprehensive Health Center on the performance level of health care providers during the COVID pandemic.

independent variable	Values		Values		Values		Sig	
	T	T	B	R	R ²	F	F	
moral incentives	10.841	0.00	1.350	0.899	0.808	117.527	00.000	

*** Dependent variable: job performance**

The statistical results contained in Table (3.9) indicate that there is an important effect of moral incentives on the change in the level of job performance due to the high value of (F) calculated at the level of significance ($\alpha < 0.05$), where the value of (F) calculated (117,527), and with a level of significance ($\alpha = 0.000$), which is statistically significant at the level of significance ($\alpha < 0.05$), where the independent variable explains the amount (80.8%) of the variance in the dependent variable, based on the value of the coefficient of determination (R²), and this reinforces the value of the correlation coefficient (R). (89.9%), which confirms the role and impact of moral incentives on the dependent variable (job performance).

*** The foregoing requires the following**

Rejection of the null hypothesis and acceptance of the alternative hypothesis, which states (there is a statistically significant effect at the level of statistical significance ($\alpha \geq 0.05$) moral incentives applied in Al-Ais Comprehensive Health Center on the performance level of health care

providers during the COVID pandemic).

* Recommendations

The following recommendations can be suggested to health care sector in general:-

1- There is a need to develop an integrated system of financial and moral incentives alike, and to define reward and punishment rules during COVID 19 pandemic to serve the goals of health organizations and the general goals of the health system.

2- There should be training and workshop initiatives to qualify Jordanian health care providers during COVID 19 pandemic and for an awareness to improve on the level of performance.

3- Encouragement of health care providers' participation and suggestions are an important issue for improving performance during COVID 19 pandemic.

4- Make attention to the emotional and psychological balance and human needs of health care providers during COVID 19 pandemic by treating them properly and raising the level of morale at the workplace.

5- Focusing on nursing staff efforts to obtain a high level of productivity and effective performance, by preparing effective programs to guide and develop the capabilities of them and improving their level of performance.

6- Get more Focus on the issues that could have impact on moral and financial incentives to raising the level of employees ' performance in Jordanian health care sector.

7- Try to improve moral incentive system that followed in Jordanian health care sector to motivate health care providers to do their job perfectly.

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