

## The Impact of Incentives and Job Satisfaction towards Job Performance among Public Sector Doctors in Jordan: A Review of Literature

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**Abstract:** The different kinds of incentives (financial, moral and grant specialization to doctors) are playing a prominent role in influencing the performance of doctors in public sector in Jordan, and guide their behavior to achieve the public health sector goals. The subject of incentives has become the focus of many management scholars and researchers because of the strong correlation between incentives, job satisfaction and job performance. Several theories such as Maslow's human needs theory, Herzberg two factors theory and other theories became the basis of many studies and researches of incentives and job satisfaction, hence the scholars and researchers were interested in studying job performance academically as a part of organization psychology, also it has become a part of human resources management. This paper aims to know the relationship between incentives (financial, moral, and grant specialization to doctors) and the performance of doctors in public sector in Jordan. The study also tries to prove in literature either the job satisfaction act as a mediator variable between incentives and job performance or not.

**Keywords:** Incentives, Job Satisfaction, Job Performance, Public Sector, Doctors in Jordan.

### INTRODUCTION

In general the medical sector in Jordan is large and advanced, Jordan has an advanced health care system although the highest of this service is concentrated in the capital city-Amman. Government figures have placed the total health spending in 2002 at some 7.5 percent of gross domestic product (GDP). Jordan was also ranked by the World Bank in 2016 as the first healthcare services provider in the whole region, and among the top 5 in the world as well as being the top medical tourism destination in the Middle East and North Africa Mosa Barhouma [1].

This study sheds the light on the doctors of the public sector in Jordan. This sector provides health care to a huge part of society up to 70 percent. For this reason this sector is considered as the most important sector in Jordan. Basically, this sector tends to accomplish its aims with a high degree of efficiency and effectiveness with high qualified medical staff. The Ministry of Health is responsible for the provision of primary health care services, including treatment of communicable diseases, accidents, immunization against diseases, maternal and child care, school health services, public health, environmental care, health education through 5,592 qualified doctors. These doctors divided into four main categories which are specialists, public practitioners, resident doctor and

dentists working in in 31 government hospitals and 1,545 health centers including 102 comprehensive health centers, 380 primary health centers, 194 secondary health centers, 464 maternity and childhood centers, 405 dental clinics according to the Annual Statistical Report [2], Ministry of Health.

One of the main factors in any organization is "motivation". The incentives affect positively on the performance of the employees to work hard and effectively in their positions. Health professionals consider as the key of health sector resources and a successful organization make an effort to utilize their qualification and skills through efficient manner as patients' needs and desires Oni-Ojo [3].

However, skills alone are not enough to work with high productivity. Therefore, one of the several methods used to increase the motivation of employees is the incentive schemes [4]. The incentive system plays a crucial role to promote continuity of care and hardworking in order to improve performance [5].

### LITERATURE REVIEW

Many studies in the literature examined the impact of financial and moral incentives on employee's satisfaction and employee's performance in public and private institutions in Jordan such as; industrial,

tourism, government, public, private hospitals and education. However, there is no direct studies were conducted about the effect of incentives (financial, moral and grant specialization to doctors) and job satisfaction on doctors' performance in public sector in Jordan. In addition, several studies conducted in different countries examine the impact of financial and moral incentives on doctors' satisfaction and doctors' performance such as; Shkolnikova [54] aimed to compare physicians' job satisfaction levels in the public and the private sectors in Russia. The results of the study showed that the physicians with the highest job satisfaction levels are in the private sector (67%), whereas physicians in the departmental and the public sectors have much lower job satisfaction levels (9% and 11%, respectively). In terms of salary, physicians who work in public clinics have lower levels of satisfaction (11%) than physicians who work in other types of clinics. Logistic regression analysis showed that the motivating factor which most influences the satisfaction levels of healthcare workers in public clinics is their working conditions, whereas the factor that most influences the satisfaction levels of physicians in the private sector is their salary. Meanwhile, the factors that most influence the satisfaction levels of physicians in departmental organisations are both their working conditions and their salary, this study proved that there is a strong relationship between salaries, working conditions and physician's satisfaction. Yaseen [6] aims to know the effect of compensation factors on doctors satisfaction in Punjab, the results show that pay, recognition, promotion opportunities, and meaningful work are factors of compensation management which have direct effect on job satisfaction on doctors, but the main reason of doctor's dissatisfaction is, because they are not getting proper service structure and not finding their work meaningful. This study agrees with Shkolnikova study in terms of both studies revealed a strong relationship between incentives and doctors satisfaction.

Talalwih [7] conducted on doctors working in government hospitals in Palestine, this study revealed that financial incentives comes in first rank, while moral incentives and grant specialization to doctors comes in second rank in terms of the impact of these incentives on doctors performance. Abdullah, Saud [8] conducted on doctors working in security force hospital in Saudi Arabia. This study revealed that most physical incentives among doctors are technical improvement and rewards, while the most important moral incentives adopted by doctors are the use of quality management, verbal praise and letter of thanks, this study explains the importance of financial and moral incentives on employees' job satisfaction. Ainas Eltarhuni [9] conducted on doctors working in paediatrics hospital in Benghazi, Libya. This study revealed that doctors were dissatisfied with financial incentives, while they were neutral with moral incentives and performance. This

study shows that salaries ranked the first while the work ranked the second then good relationship between supervisor and colleagues. This study proves that there is a strong relationship between financial incentives (salaries) and doctors' satisfaction. Abbas [10] conducted on doctors working in four hospitals at Mosel city in Iraq. This study revealed that there is dissatisfaction among doctors in these hospitals, because the wages for doctors is not enough, and no bonuses over the time. This study agrees with Ainas Eltarhuni in terms of there is dissatisfaction among the doctors due to lack of financial incentives.

### **Relationship between Incentives and Job Performance**

The subject of incentives was the focus of many researchers and scholars because the incentives are playing a major role in improving the performance of workers. The organization must meet and satisfy the needs of their workers, and reward them for their efforts. The role of workers should also be taken utmost care by increasing their loyalty toward their organization and their work. Many studies show that incentives system plays a very important role in motivating workers to create new interesting things [11].

Incentives are one of the most important factors that encourage workers to put forward great efforts, and work more efficiently. It is because incentives and reward system, encourage workers abilities into more efficiency in the work, in an attempt to complete the institutions goals [12].

Many organizations use occasional rewards, material incentives and recognition to stimulate the ability of creativity of their workers [13], while empirical research has shown that occasional rewards helped to enhance individuals' creative performance [14].

Palmer [15] defines incentive as the consideration of the excellent performance, supposing that the salary is enough to make the worker appreciate the value of the job which also satisfied his basic needs in life.

The results of incentives system are to improve the general performance and increasing the productivity of employees, incentives also help in achieving job satisfaction, which increase the interaction between the employees and the organizations [16].

### **Relationship between Financial Incentives and Job Performance**

Financial incentives are set to satisfy basic human needs, encouraging worker to do their best of work performance, the recruitment of their capabilities and increase the level of their competences such as

salary, allowances, bonuses, profit sharing and rewards Lawzi [17].

Financial incentives aim to raise production efficiency and improve performance through encouraging individual to behave in a desired away. Financial incentives are the most important and influential factors to the individual's desire to work when such wages are appropriate and capable of satisfying his needs. On the contrary, low payment that is not appropriate to his efforts of work leads to the low efficiency of productivity [18].

There are many studies conducted to explore the relationship between financial incentives and employees' performance ; Rachel Werner [20] investigate the effect of pay – for – performance in the hospitals, the result of study showed the important of pay- for – performance system to improve the health care services were linking between pay and improving the performance of doctors and nurses . This study proves that pay for performance in hospitals is positive affect on doctors and nurses' performance, then increasing the quality of health care provided. Ahmed & Shabbir, S. [19] aimed to know the effects of rewards on the performance of employees in the banking sector in Pakistan. The results show that there is a significant effect of intrinsic and extrinsic rewards difference on the performance of employees. Ahmed & Shabbir agree with Rachel Werner in term of there is a significance relationship between incentives (material or moral) and employees' performance. Abduljawad, A., & Al-Assaf, A. F. [8] explore the role of financial and non-financial incentives for better performance in health care. The result of this study agrees with of Rachel Werner study in term of there is a significant positive impact of incentives on employees performance which finally lead to increase health care provided.

Al-Nsour, M. [21] investigates the effect of financial and moral incentives on the performance of employees in the Jordanian universities, the study found that there is an enough level of financial incentives comes first, moral motivation comes second, and customer satisfaction is ranked first. Al-Nsour's study proves that financial incentives have more effectiveness on employee's performance than moral incentives. Gana, A. B & Bababe, F. B. [16] investigate the place of motivation on employees' performance in the Nigerian Banking Industry. The study shows that motivation has an impact on employees' performance. This study agrees with previous studies in term of the importance of incentives for increasing the employee's performance.

Alfandi and Alkhasawneh study [5] investigate the role of incentives on the employee's performance in Jordanian tourism and travel institutions. The main findings show that incentives have a significant effect

on employees' performance, the rewards ranked in the first place in effect on the employees' performance, while promotion ranked in the last place. This study agrees with Al-Nsour study that financial incentives are ranked at the first place, while promotion ranked in the last place in term of effecting on the employees performance. Al-Belushi, F. Y., & Khan, F. R. [22] investigated the impact of monetary incentives on employees' motivation. The study shows that financial incentive such as salary and on duty allowance are motivated the employees rather than the other monetary incentives/benefits, and the attractive financial incentive will boost most of them to work hard. The results of this study agree with Al-Nsour, Alfandi and Alkhasawneh, that financial incentives such as salaries and bonuses are more motivated than other monetary incentives.

Ibrar, M., & Khan, O. [23] aimed to know how to improve the employee performance has in reward system in private school. The study shows that there is a positive relationship between rewards (extrinsic and intrinsic) and employee's job performance. This study proves that employees' performance is correlated with reward system. This study agrees with Kikoito study in term of the impact of reward systems on organisational performance.

Edirisooriyaa [24] aims to know the effect of rewards on employee performance in public sector organization in Sri Lanka. The research results can be used as a guideline for the public sector organizations in Sri Lanka to have better understanding of significance of reward system on employees' performance. This study has a big similarity with the current study, because both are conducted to investigate the effect of reward system on employee's performance in public sector. Salah, M. R. A. [25] explores the impact of reward types (extrinsic, intrinsic, social and rewards mix) on employee's performance. The results of study show that there is a statistical significant relationship between rewards types and employees performance. The researcher agrees with Edirisooriyaa and Ibrar, M., & Khan Studies in term of there is a significant positive impact of different types of incentives on employee's performance.

Achie, S. T., & Kurah, J. T. [2] aimed to know the role of financial incentives as a Motivator in Employee's Productivity in Nigeria Electricity Distribution Companies. The results of study show that though employees enjoy some financial incentives and opportunities for advancement on the job. This study agrees with Al-Nsour, Alfandi and Alkhasawneh studies in term of the financial incentives which comes in first rank among different types of incentives.

### **Relationship between Moral Incentives and Job Performance**

Moral incentives are those related to aspects of psychological needs, the increased attention to this aspect came after the emergence of human relations theories. Moral incentives are based on respect of a human being who has feelings, hopes and aspirations [26]. Moral incentives could be in other forms such as; sending the employee a letter of thanks or choosing him as honour employee in the organization)[8].

Al-Harhi [18] suggests that moral incentives are not less important than financial incentives. So, financial incentives cannot be achieved unless accompanied by moral incentives, the importance of moral incentives depends on the conditions of the organization, thus, it can choose between financial incentives that fit the organization's circumstances and moral incentives that are necessary to satisfy the social needs of the individual.

Al-Jahni [18] defines moral incentive as a set of motives aimed at achieving emotional, psychological and humanitarian needs for employees by treating them properly and eliminate the causes of complains, reward and punishment rule , provide systemic and entertainment services for employees, and raise spiritual enhancement . There are many studies conducted to explore the relationship between moral incentives and employees' performance. Al-Qudah, H. S. S. [27] determines the impact of material & moral incentives on employee's performance, the study shows there is no difference application on material and moral incentives for employees to improve their performance, this study proves that there is a strong relationship between different types of incentives and employees performance.

Al wafe [28] tries to identify the real of incentives and performance in the Alia Salah Foundation in Tebessa, Algeria, and tries to discover the relationship between the different types of incentives given by the organization and the performance of nurses. The results of study showed that nurses receive low rewards and create dissatisfaction with work, which has negatively affected on their performance. This study explores the relationship between different types of incentives and the nurses' performance. Al jishi [29] identifies the effect of incentives on the performance of nurses at the Aramco Health Centre in Saudi Arabia. The result shows that Nurses are the most positive and high-energy in their work, so they are more satisfied with their performance, so nurses are less likely to leave their job. This study agrees with Al wafe, and Al dallah studies in term of all these studies explore the relationship between moral, material incentives and doctors, nurses' performance.

Ainas Eltarhuni & Eman Alagelil [9] identify the impact of financial and moral incentives on physicians performance , the results of study indicate

that the physicians are dissatisfied with financial incentives and neutral with moral incentives , the salary is ranked in the first important to encourage the performance while the stability at work ranked the second, then good relationship with supervisors and colleagues , also the study indicates there was appositve correlation between incentives and performance. This study agrees with Al jishi study in term of it explores the relationship between moral, material incentives and doctors performance. Obeidat, O. A., & A -Dwairi, K. M. [30] investigated the role of financial and non- financial incentives on employees' performance in the academic libraries in Jordan, the results of study shown there is a strong relationship between financial, moral incentives and employees' performance.

Su-Ming Huang [13] investigated the effect of incentive system on Job Performance- Locus of Control as a Moderator. The results show that incentive system have an indirect relationship on job satisfaction, this study different from Al jishi study which indicates there is a significant relationship between incentives and nurses satisfaction. Shah, R., & Hamid Raza, M. [32] explained the effect of incentives and organizational performance for the teachers working in Pakistan universities. The main findings of this study show significant positive relationship between incentives and organizational performance, incentives had significant effect on the performance of males and females. This study agrees with, Obeidat & Dwairi studies in term of there is a strong relationship between incentives and employees performance.

#### **Relationship between Grant Specialization to Doctors and Job Performance**

Granting specialization is considered as one of the most significant part of incentives that doctors try to seek in the public sector because of the privileges that doctor will earn once he grant it, for example; salaries, bonuses, career position and social status.

The procedures that doctors follow to obtain their specialization on what they're interested in can be summarised by sending them to study that scope either inside or outside the country, for example; if one doctor tends to earn his specialization in digestive system, the Ministry of Health will grant him to study at any of the universities in Jordan, however: if the doctor tends to continue his subordinate specialization (digestive system – liver field) the ministry of health will send him to study at one of the foreign developed country such as the USA or the UK to accomplish his study according to the local training instructions for resident doctors and its amendments [33].

Talalwih & Hamadan [7] identify the reality of incentives on performance of doctors working in government hospitals in Palestine, the results of study

show that the material incentives were at a high level, while promotions and grant specialization to doctors received an average level of performance, and there is a strong relationship between the use of physical incentives and improving the performance of doctors working in public hospitals in Palestine. This study shows the importance of grant specialization to doctors as one of the important incentives types that effects on doctors performance, because there are many privileges that based on their specialization such as; promotions, allowances, medical status and even social level , and this specialization is very important in the doctors medical life.

### **Relationship between Incentives and Job Satisfaction**

Job satisfactions is involving management political, work situation, work security, social level and personal relationship, it is a pleasant-feeling or positive emotional state resulting from the appraisal of one's job or job experience, and job satisfaction is a result of employees perception of how well their job provides those things that are viewed is important, Fred Utahans [10]. The concept of job satisfaction was developed by respectful professionals and researchers; the definition of job satisfaction which a widely used is by lock [34], who defines job satisfaction as a positive or pleasure emotional state resulting from the judgment of one's job or job experience. Hulin and Judge [35] noted that job satisfaction contain multidimensional psychological responses to an individual's job, and these responses have effective and cognitive and behavioural components, the scale of job satisfaction is vary in the extent to which they cognitive evaluation of the job, of the assess the affective feeling about the job. The emotional feeling individual toward their job is representing the affective of job satisfaction, hence the amount of job satisfaction for individuals reflect the happiness or pleasure their job.

Several studies have examined the relationship between the costs and effects of incentives and how it has affected employees' satisfaction and performance. Scheepers [29] also examined the extent to which incentive systems affected the motivations of employees. Several factors have been identified to influence high job satisfaction in the workplace; amongst these are career development and progression, opportunities for growth, communication, training and other work related issues [36]. Burgess Simon, & Ratto Marisa [37] stated that employees feel they are satisfied only when they derive pleasure from their job, and this feeling influences their attitude to work which eventually leads to greater performance. Studies indicated that there are various dynamic ways of motivating worker for efficiency and effectiveness; amongst these are pay, interpersonal relationship, sense of achievement, etc. [3]."

Al-Nsour [21] examined the indispensable role financial and non-financial incentives played on organizational performance. Nelson and Quick [38] analysed the role of pay on job satisfaction.

### **Relationship between Financial Incentives and Job Satisfaction**

The use of financial incentives has become indispensable in stimulating employees' performance. In every organization, the use of pay, bonus, compensation, profit sharing has played a major role in motivating and retaining workers for higher satisfaction and performance [39]. There are many studies conducted to explore the relationship between financial incentives and employees' performance; Salau *et al.* [3] studied the adoption of financial incentive in motivating employees for higher performance at state hospitals.

Jeri's Abbas & Mothanna Yun's [10] investigate the motivation and its effect on job satisfaction of doctors who is working in the Mosul City hospitals in Iraq. The result shows that there is a dissatisfaction among doctors because the wages gave for doctors is not enough and there is no bonuses for over the time. This study agrees with A Lawzi [17] who has defined that financial incentives are set to satisfy basic human needs, encouraging workers to do their best of work performance. Saudi study [40] investigates the effect of material incentives on job satisfaction among employees in the Jordanian Social Security Institution, the results of this study shows that the level of wages system is high, while average in term of awarding bonuses, and the level of job satisfaction in Jordan is average, the results have also showed a statistically significant effect of the wages and bonuses on job satisfaction. This study proves the importance of financial incentives such as salaries and bonuses to improve employees' satisfaction.

Erbasi, A., & Arat, T. [4] examine the effect of financial and non-financial incentives on job satisfaction, which are used in food chain premises in Turkey. The results of study show a significant relationship between financial, non-financial incentives and job satisfaction, also the result of study indicates that the attitudes towards financial incentives have a stronger effect on job satisfaction than the attitudes towards non- financial incentives. This study agrees with Saudi, Jeri's Abbas & Mothanna Yun's studies in terms of there is a relationship between incentives and job satisfaction. Jehanzeb, K., Rasheed, M. F., & Rasheed, A. [15] investigate the rewards and incentives impact on job satisfaction of Saudi banks Employees. The study concluded that Saudi banks are keen to have employees' satisfaction by providing financial incentives and rewards for distinguished staff, and by providing wages and salaries that match with work size and responsibilities. This study agrees with Jeri's Abbas & Mothanna Yun's study that explores the relationship

between doctors' dissatisfaction and their low salaries and bonuses in Mousel hospitals. Marcella Major [15] investigates the effect of incentive intensity on job satisfaction. The result shows that monetary incentives are likely to have a positive effect on job satisfaction of male, non-union workers, and higher paid workers if the incentive intensity is large enough. This researcher agrees with Jehanzeb, K., Rasheed, M. F., & in term of most of previous studies prove there is a positive relationship between incentives and employees satisfaction.

Sarwar, S., & Abugre, J. [41] find out the relationship between employees' rewards and the dimension of their job satisfaction in the service sector. The results of study showed that there is a strong relationship between rewards and job satisfaction of employees, this study agrees with Jehanzeb study in term of all of these studies prove that there is a significant relationship between rewards and employees performance. Lydon, R., & Chevalier, A. [42] investigate the impact of wages on job satisfaction. We find that controlling for endogeneity, the direct wage effect on job satisfaction doubles. Finally we show that future wage expectations and career aspirations have a significant effect on job satisfaction. This study agrees with Sarwar, study in term of all these studies explore a positive relationship between rewards, salaries, wages and employees satisfaction.

#### **Relationship between Moral Incentives and Job Satisfaction**

Moral incentive has also played an indispensable role in encouraging employees physically, emotional and psychological. Moral incentives are rewards that an individual experiences and are directly related to the job itself [5, 13]. There are many studies conducted to explore the relationship between moral incentives and employees' satisfaction; Coşkun & Dulkadiroğlu [29] indicated that non-financial incentives are given much importance than financial incentives. These studies pointed out that such factors improves employees in the areas of promotion, appreciation and improving work place opportunities, which have significant effects on job satisfaction statistically.

Tausif, M. [43] explore the relationship between non- financial rewards and employees job satisfaction. The results show that non- financial rewards are the strong determinant of job satisfaction for the employees of public educational sector of Pakistan. The satisfaction increases with the increase in age. And results also show that the age differences of the employees affect the association between employee rewards and employee job satisfaction. This study proves that moral incentives are not less importance than financial incentives in term of effecting on job satisfaction. Ali, S. & Alvin, M. [44] explore the

relationship between tangible or intangible incentives and workers satisfaction. The results of study showed that both tangible and intangible incentives are positively related to job satisfaction among workers. This study indicates that both financial and non-financial incentives have positive impact on job satisfaction.

Oni-Ojo, E. [3] investigates the relationship between incentives and Job Satisfactions. The results of study revealed that financial rewards encourage workers externally; while non-financial rewards can satisfy employees internally by making them feel like a valued part of an organization. This study proves that there is a relationship between incentives and employees satisfaction. Tessema, M. T., Ready, K. J., & Embaye, A. B. [45] explore the effect of employee recognition, pay and benefits on job satisfaction. The results of study showed that financial and nonfinancial rewards have influenced on job satisfaction, which ultimately impacts employee performance. This study agrees with all previous studies in term of there is a significant positive impact of different types of incentives on employees' satisfaction.

#### **Relationship between Grant Specialization to Doctors and Job Satisfaction**

Granting specialization is considered as one of the most significant part of incentives that doctors try to seek in the public sector because of the privileges that doctor will earn once he grant it, for example; salaries, bonuses, career position and social status.

The procedures that doctors follow to obtain their specialization on what they're interested in can be summarised by sending them to study that scope either inside or outside the country, for example; if one doctor tends to earn his specialization in digestive system, the Ministry of Health will grant him to study at any of the universities in Jordan, however: if the doctor tends to continue his subordinate specialization (digestive system – liver field) the ministry of health will sent him to study at one of the foreign developed country such as the USA or the UK to accomplish his study according to local training instructions for resident doctors and its amendments [33].

Talalwih & Hamadan study [7] attempt to know the reality of incentives on performance of doctors working in government hospitals in Palestine, The results of study showed the importance of grant specialization to doctors as one of the important incentives types that effect on doctors' satisfaction.

#### **Relationship between Job Satisfaction and Job Performance**

The relationship between job satisfaction and job performance has been of great interest to scholars

and researchers for a very long time. Studies such as Hawthorne and the subsequent human relations movement focused the search for the relationship. Brayfield and Crockett [46] concluded that no appreciable relationship existed between the two. While researchers such as, Herzberg, Chapwell, Peterson and Mausner [47] concluded that there was a systematic relationship between job satisfaction and certain work behaviours as well as between job dissatisfaction and other work behaviours.

Many studies have shown that dissatisfied employees are more likely to quit their jobs or be absent and turnover, as compared with satisfied employees [48, 35, 49]. Job satisfaction has been studied both as an independent and dependant variable. As a dependent variable, the degree of satisfaction has been correlated with gender, intelligence, age, race, education and various personality traits. As an independent variable, it has been correlated with absenteeism, productivity, accidents and turnover. But the pattern of correlation in these studies is highly diverse in nature. There are many studies conducted to explore the relationship between job satisfaction and job performance.

Khan, Aleem, M., & Hamed, W. [50] explore factors that effect on level of job satisfaction and its effect on performance, the result of study indicates that these factor such as pay, promotion, job safety and security, working conditions, relationship with co-workers, relationship with supervisor and nature of work effect on job satisfaction and job performance. This study proves that there are different types of incentives (material, moral) that effect on employees satisfaction and performance.

Awan & Asghar [12] investigate the link between job satisfaction with the job salary package, reward system and job security, and how job satisfaction impact on employees' performance. The results of study showed that there is a positive correlated between job satisfaction and job salary package, reward system and job security. And the impact of job satisfaction is direct and significant on employees' job performance. Bakotić, D. [51] explores the link between job satisfaction and organisational performance. The results showed the existence of a clear link between employees' job satisfaction and organisational performance in both directions. This study agrees with Awan & Asghar studies in term of all these studies are proved that there is a positive relationship between job satisfaction and job performance.

Octavian & Kuswanto, S. [52] analyses the impact of job satisfaction and motivation on employees' performance. The result showed that job satisfaction and motivation influence on employee performance. If job satisfaction and motivation high, then job

performance is better. This study agrees with Bakotić, Awan & Asghar studies in term of job satisfaction positively effect on job performance.

Fadlallah, A. W. [53] determines the relation association and impact of job satisfaction factors and its dimensions on employee's performance. The results of study showed that there is a positive and statistically significant relationship between job satisfaction factors and employee's performance. This study agrees with previous studies in terms significant impact between job satisfactions on job performance. Pushpakumari, M. D. [33] examines the impact of job satisfaction on job performance. It considered which rewards (intrinsic and extrinsic) determine job satisfaction of an employee. The result of this study shows that there is exists positive correlation between job satisfaction and employees performance. This study agrees with Bakotić study in term of there is a strong relationship between job satisfaction and job performance.

## DISCUSSION

Most the previous studies have discussed the relationship between two variables which are the relationship between incentives and employees performance, relationship between incentives and job satisfaction, as well as, the relationship between job satisfaction and job performance. Most of these studies prove that there is a significant relationship between incentives (financial, moral) and job satisfaction, or between incentives and job performance, whether this relationship is positive or negative. The relationship is positive when the employees feel satisfaction with their incentives regardless of the type of incentive, By contrast, the relationship is negative when the employees feel dissatisfaction with their incentives regardless of the type of incentive, in this paper there are many studies explore the positive and negative relationship between different types of incentives and job satisfaction. An example of a positive relationship between incentives and job satisfaction; Erbası, A., & Arat, T. [4] The results of study show a significant positive relationship between financial, non-financial incentives and job satisfaction, Marcella Major [43] the result shows that monetary incentives are likely to have a positive effect on job satisfaction, Lydon, R., & Chevalier, A. [42] the result shows that direct wages effect on job satisfaction doubles and Tausif, M. [43] the results show that non- financial rewards are the strong determinant of job satisfaction for the employees of public educational sector of Pakistan. All these studies proves that there is a positive relationship between different kind of incentives and employees satisfaction. An example of a negative relationship between incentives and job satisfaction Ainas Eltarhuni [9] this study revealed that doctors were dissatisfied with financial incentives, Abbas [10] this study revealed that there is dissatisfaction among doctors in Mosel hospitals, because the wages for doctors is not enough,

and no bonuses over the time, and Ainas Eltarhuni [9] this study revealed that doctors were dissatisfied with financial incentives. All these studies prove a significant effect of different kinds of incentives on employee's satisfaction whether the relationship positive or negative. The previous studies also prove a positive and negative relationship between incentives and employees' performance, for example; Rachel Werner [20] investigate the effect of pay – for – performance in the hospitals, the result of study showed the importance of pay- for – performance system to improve the health care services were linking between pay and improving the performance of doctors and nurses, Shah, R., & Hamid Raza, M. [32] The main findings of this study show significant positive relationship between incentives and organizational performance, incentives had significant effect on the performance of males and females. Al wafe [28] the results of study showed that nurses receive low rewards and create dissatisfaction with work, which has negatively affected on their performance. Despite the importance of moral incentives as well as some researcher such as Al-Harhi [18] suggests that moral incentives are not less important than financial incentives. So, financial incentives cannot be achieved unless accompanied by moral incentives, but many studies indicate that financial incentives comes in the first rank while moral incentives comes in second rank such as; Alfandi and Alkhasawneh study [5] The main findings show that incentives have a significant effect on employees' performance, the rewards ranked in the first place in effect on the employees' performance while promotion ranked in the last place, Al-Belushi, F. Y., & Khan, F. R. [22] The study shows that financial incentive such as salary and on duty allowance are motivated the employees rather than the other monetary incentives and Al-Nsour, M. [21] the study found that there is an enough level of financial incentives comes first, moral motivation comes second, the researchers focused on the financial incentives because this type of incentives meet and satisfy the employees physical needs according the human needs theory.

## CONCLUSION

This paper has demonstrated the significant relationship between incentives (financial, moral and grant specialization to doctors) and job satisfaction, or between incentives and job performance or between job satisfaction and job performance, most of researchers found that there is a strong relationship between incentives (financial, moral) and job satisfaction or between incentives and job performance, the relationship and connection between the incentives, rewards, motivation and job satisfaction of employees have much importance to success both of public and private sectors, employees seek to gain both types of rewards financial incentives such as salaries, bonuses, allowances and wages and non-financial rewards such as letter of thanks, participation in decision making,

self-expression, appreciate of career effort, promotion and upgrade. Job satisfaction includes work security, social level, work condition and personal relationship. This paper proves that there is a significant relationship between incentives system (financial, moral and grant specialization) and employees performance or incentives system (financial, moral and grant specialization) and employees satisfaction, also the study aims to prove if job satisfaction as a mediator variable between independent variable (incentives) and dependent variable (job performance). People work in organizations for exchange of money to satisfy their immediate needs, moral incentives are those related to aspects of psychological needs, increasing attention to this aspect come after the emergence of human needs theory, many scholars show positive impact of incentives on job satisfaction, and some of scholars show negative impact of incentives on job satisfaction, job performance or job satisfaction and job performance interact each other. In other words job satisfaction and job performance have a significant correlation. In this sense, if the employees' work satisfaction is high, then their "job performance is better, on the contrary, when the employees are dissatisfied, this negatively reflects on their performance. Finally, we find that financial and moral incentives are very important to improve the performance of workers in addition to other factors such as working conditions and others, but the nature of the human soul is more inclined to financial incentives because it generally meet most of the material and psychological needs of human beings, so we often find that financial incentives comes in the first rank.

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