

The impact of incentives on the performance of employees in public sector: Case study in Ministry of labor

Bilal-Almomani¹, Ahmad Al-Omari², Nizar Al-momani², Mohammed Omar²

1- Royal Jordanian Hashemite Bureau, Jordan

2-General Trading, Jordan

2-Islamic Arab Bank, Jordan

2-Ministry of Education, Jordan

ABSTRACT

The ultimate purpose of this search is to evaluate of incentives on the performance of employees in Jordan Case study :(Ministry of Labor).

Results show that Incentives affect the performance of staff in the public sector in Jordan, do not affect the practical experience on the performance of staff in the public sector and the qualification does not affect the performance of staff in the government sector. And recommendations are made in In order to focus on providing fair and adequate compensation when retired employees and salaries compatable with the level of their performance at work and the interest in providing moral support and praise for the staff to raise the level of their performance.

Keywords: *incentives, practical experience, performance of employees,*

Introduction:

The subject of incentives and offering workers at the facility of the important topics which received and still the convergence of great interest by those in the fields of economics and management, both in the public sector or the private sector . The reason for this because of the spur of a direct impact on the standard of living for workers, as an important source of hand, and on the state and business on the other hand, because the stimulus kinds of physical and moral as representing a significant proportion of the cost of labor in many institutions and different kinds. And provide incentives desire to work it is not enough that the individual is able to work, but it is important to be interested in it. And here begins the importance of providing stimulus to fill the hearts of employees satisfied from work and then ensure their dedication in the performance. And away the causes and manifestations of anxiety and stress and other reasons that weaken about them performance. And multiple entrances administrative in addressing incentives Multiple schools and administrative entrances the same. The school considered scientific Incentives as financial incentives only. There are only material rewards or punishment. This view differed in schools and subsequent entrances which became consider man as an entity and feelings can be stimulated to work in different ways. In light of this study came to looking at the impact of incentives on the performance of employees in the public sector in Jordan.

The process of stimulate using incentives to direct personnel to do their jobs better. And occupies a prominent place in the process concerns and organizations must satisfy incentives motivated individuals, and is influenced by the incentive system in any organization of the possibilities available and the type of physical labor and installation professional and social, cultural and civilization.

So every organization uses a system of incentives appropriate for him. Consequently, the primary purpose of the application of the system of incentives is to move the energies and desires of individuals working for them to exert more effort to reach the targets set maximum production efficiency and outstanding performance. system of incentives is essentially important in the organization to ensure the achievement of the objectives pursued by the organization to achieve if it is not enough to set the best people in terms of competencies and capabilities, but must be available to have a desire to work. Is not only through a many ways to motivate them.

Definition of incentives:

Incentives are defined as the means under which gratification, or is a set of circumstances that are available in the work environment and satisfy the desires of individuals they seek to satisfy them by working in the organization. As defined incentives as factors that drive productive workers in the unit to work with all their strengths to achieve the set objectives.

As there is no doubt that there is a close relationship between motivation and satisfy the needs of the individual. Motives pay individual acted a certain form of activity to satisfy a specific need. And provide incentives desire to work. It is not enough that the individual is able to work, but it is important to be interested in it.

And here begins the importance of providing stimulus to fill the hearts of employees satisfied from work and

then ensure their dedication in the performance. And remove the causes and manifestations of anxiety and stress and other reasons that weaken their performance.

The needs of employees:

Can determine the general needs of individuals as follows:

- 1 - salary to satisfy the physical needs and a sense of security and psychological needs and hence the need to design a good wage system.
- 2 - Job security: especially in the light of technological changes in the industrial sector and the threat posed to the security of a career.
- 3 - The need for friendship and fellowship and acceptance by the group and this points to the need to build a good system of recruitment and to provide ways and means to socialize and friction with colleagues, and to provide rest periods and recreation programs and create a team spirit.
- 4 -Recognizing good performance and rewarded financially and morally.

Incentives goals:

The management organizations and through the application of system of incentives it seeks to achieve many of the goals include the following:

First: the economic objective:

A goal of benefit accruing to the organization and his staff and falls under the economic objective as follows:

- A - an increase in labor productivity through outstanding performance of the workers.
- B - Increasing inputs "income" for workers and creating a sense of stability and loyalty to the organization.
- C - Reduce the cost of operating in the organization through increased attention and care to reduce waste at the time.
- D - The needs and motivations.

Second: Objective the moral:

A goal of direct factor as it is the target of a system of incentives, which is to satisfy the needs and desires of that factor, which reflects positively on the organization and working together and falls under the objective moral as follows: -

- A - Avoid a lot of problems such as absenteeism, turnover negative action.
- B - Morale and lack of conflict leading to the creation of a higher stability in human resources working in hospitals and clarity of objectives in the long term and near.

Types of incentives:

Incentives can be divided into two main groups:

First: set material incentives include the following: -

1. Wage: which received individual worker money to meet his work required him at a certain time, and help pay to satisfy the needs of the individual basic and could affect the lift and improve performance and is considered overtime also incentive material positive and gives the worker versus effort distinguished and additional work assigned to the increase the number of daily working hours specified.
2. Increments and extraordinary: Granted increment as a kind of incentives and merit increments until one year after the date of appointment or from the due date increment, and gives bonus special or incentive or additional factor, especially if there is an employee to appreciate Excellent for two consecutive years or have made an effort special or economy of the organization does not preclude granting this allowance entitlement increment on time.
3. Rewards Incentive: This bonus is given to those who provide excellent services or works or research or suggestions to help improve the working methods or enhance the performance or cost savings.
4. Bonuses and allowances: it allows for employees who require the nature of their exposure to certain risks, such as "incentive difficult work."

Second: total moral incentives and include the following:

1. Engage employees in the administration: It is the opportunity for employees to post their performance and their ideas in the planning for the development of the organization and to overcome the problems they face, which makes them feel satisfaction and belonging to the organization.

2. Systems suggestions: systems are suggestions method of participation of workers in decision-making and lead the participation of workers in decision-making in the organization to increase and improve the performance and accountability and reduce complaints.
3. Upgrade: is one of the factors motivating employees to work, and the availability of opportunities for promotion means an increase Employee Engagement work in the organization.
4. A sense of stability: a sense of stability factor in the workplace means more and better performance, and the contrary is true, and a sense of stability should be in terms of the organization's policies and regulations.
5. Social Adjustment and love of colleagues: The feeling of love and bonding between employees will inevitably lead to higher performance, but if there was a feeling alienated and hatred among workers "negative feeling", this will surely affect the working atmosphere and thus performance.
6. Working conditions: working conditions mean temperature and humidity; lighting and ventilation all affect the performance of the employee.
7. Put the right man in the right place: The positive moral incentive for everyone to rush to work and stick with it to achieve satisfaction to satisfy the psychological and social needs.
8. Giving workers letters of thanks, certificates of appreciation, the inclusion of their names in honor, invitations to attend the concerts, lunch or dinner, request suggestions from employees.
9. Good word of the President to his subordinates

Theories of motivation:

First: the theory of Maslow's needs ladder: -

His theory (Abraham Maslow), and is the most famous theories of incentive, and indicate that the humanitarian needs of hierarchically arranged in order of importance as follows: -

1 - Physiological needs:

These basic needs for survival and need to include air, water, food, thirst, shelter, sleep, sex.

2 - Security and protection needs:

Security needs physical and psychological security, including the protection of rights for himself and his property. In the regulatory area, the security and protection takes the form of job security and ensure a secure regulatory environment.

Although interdependent between the organization and employees in achieving the goals of both of them, but the workers are more dependent on the organization to satisfy the needs of different, and this reliability make individual's need predictability in the regulatory environment in relation to many of the things such as job security, promotion, justice and equal treatment... Etc.

3 - Social needs:

The need for belonging, friendship and love and passion and a sense of conscience and social acceptance by others.

4 - Needs appreciation and respect:

Need self-esteem, respect and appreciation of others, self-confidence, knowledge, independence, efficiency, fame, power, stature and excellence social statusEtc..

5 - The needs of self-esteem:

The need for what he is able to do the individual must be:

(To be what one is capable Of becoming) and include the need to develop the capacity of the individual potential, knowledge, skill, creativity, creation and innovation, to achieve maximum ambition.

Second: the theory of staff

Frederick Hersberg developed the theory advanced in motivation based on the study to satisfy needs, and to influence the motivation for that gratification of a group of engineers and accountants (about 200 people) in the number of companies operating in Penclvia in America and use in the study method incident embarrassment (Critical Includent) directed the following questions to people:

1. When I felt the highest level of contentment in your business.
2. When I felt the highest level of discontent and dissatisfaction in your business.He asked everyone to describe

the circumstances that caused these feeling has been exciting and compatible answers has been classified to two factors: -

1 - Maintenance factors / prevention:

The lack or presence of these factors in the work environment to discontent and dissatisfaction with the employee, But availability does not lead to motivation strong action, was launched on these factors maintenance / protection because it is necessary to ensure a minimum degree of satisfaction of needs. Has identified ten factors and prevention: -

1. Corporate policy and management.
2. Relations with subordinates.
3. Working conditions.
4. Relations with colleagues.
5. Personal life.
6. Interrelationships with the supervisor.
7. Stability in the work.
8. Technical supervision.
9. Salary.
10. Status and stature.

2 - Motivation factors:

There are some factors associated with the substance of the work, and called factors of motivation, if flowed into the lead to strong motivation and a high degree of satisfaction, but ahead availability does not necessarily lead to a high state of resentment and dissatisfaction with the group and the most important of these factors:

1. Achievement at work.
2. Progress and promotion at work.
3. The possibility of growth and personal development.
4. Recognition of accomplishment.
5. The nature and level of the work itself.

It was concluded Hersberg aspects / pathological factors at work was related to the content of the work, aspects / factors associated with unsatisfactory environmental conditions, and named pathogens (which cause of satisfaction) drivers Motivation, and unsatisfactory factors and prevention / maintenance.

This distinction is similar to a large extent the distinction between foreign revenues, and self-interest, foreign revenues are specific to the conditions and external factors such as salary and work elsewhere, while self-related revenues to the substance, which is part of the work done when the individual work.

Have contributed to the theory of Hersberg to draw the attention of managers to factors other than salary, working conditions, and policies which can pay staff for work.

Despite the criticism directed at the theory, but it is still of interest to many managers who are trying to increase the motivation of staff, and the tendency towards the use of motivation factors suggested by the theory. This is all due to the fact that Hersberg may use easy language simplified terminology and free complex scientific vocabulary.

3 - theory (X and Y) and the positive and negative assumptions about rights:

Douglas Kreczor has put deal patterns around the concept of human behavior, and a description of one of them to assumptions (X) negative (traditional), and the second to assumptions (Y) positive.

Traditional assumptions (assumptions X):

Describe these assumptions the traditional view of the worker, it is traditional Muslim school, the duty of management is to organize the factors of production and coordination, the picture with the greatest economic benefit, which is the same duty when it was the philosophy of power and parental care is the dominant ideas, and that means management

Combining Group, and the machine, and resources and in the manner that gives the largest harvest economic which in practice to achieve this goal has to be to direct their efforts and human dominated activity and determine its behavior to trust that they have targeted him benefit which aimed to management, and that provided by the achievements is what accessory Leaders including, but not that control direction and what was the objective of the administration, and as a result of the assumed truth about the human psyche and the determinants of behavior following as follows: -

1. The negative human nature does not like work.
2. The human being lazy and not willing to take responsibility at work.
3. Individual always prefer to find people led him explains why it works.
4. The punishment or threat of punishment from the basic means to pay rights to work, namely that man works for fear of punishment, deprivation and not love at work.
5. The strict control, and accurate rights are essential in order to work as an individual cannot be trusted to something important without follow-up and supervision.

6. The wage and material advantages of the most important incentives to work.

Based on these assumptions, the administration took the plans and appropriate methods, took power (stick) slogan in the management of the efforts of individuals on the one hand and made the threat and supervision arbitrator and means, while committed leniency and compromise, and made its slogan in the management of workers' efforts tolerance and satisfy the wishes of the staff (carrot) on the other. This was the title policy management last half of this century, where applied and exhausted all means did not find in the management of soft contrast achievements as there is still expected more tender without thinking more give contrast. So this has regretted those departments to follow a policy of pure soft, and replaced it with wisdom argument: - Be tough and fair.

We have began this traditional policy in the management of staff from unfair assumptions about the behavior of individuals, social science proved nullity, as I have outlined the facts came out of science laboratories and classrooms and homes or homes, and industry specific limit. Did not prove those assumptions paste man.

But it echoes what is produced by management of defense plans against wrong assumptions in human behavior.

Positive assumptions about human (assumptions Y):

Contrary to this theory first of these assumptions in human behavior and described negative humans. That the assumptions on which blocked the light from the humanitarian aspect of the production, throwing many motives staff pay toward work and the key behavior

The theory of (Y) along with interest in work and the needs of motivated staff, they are trying to provide other hypotheses to explain some aspects of human behavior as follows: -

1. Workers consider their true nature as human beings did not create against the hopes and objectives of management.

2. Management is not that place staff in positions of sensation, and the responsibilities and direct them towards their goals, but that it was all rooted in the hearts of the staff, and management only helping them to develop and discover those human qualities to achieve their aspirations,. And helping them to achieve their goals and orient themselves by their own efforts provides guidance to achieve management goals and objectives of the staff, those ways that do not exceed the encouragement and opportunities for progress, and the launch of the future prospects for the aspirants and this replaces the management coercion management objectives is a relatively new concept in management.

3. The man asks the freedom to work and deregulation He prefers to be a leader and not a follower. This management by objectives focused on encouraging self-criticism as a means to evaluate staff and their control.

4. As I believe in management by objectives that man works in the hope of reward for fear of retribution. We have fostered a theoretical hypotheses modern style of leadership and democratic supervision, which allows individuals the freedom to work, and denounced the authoritarian methods of leadership and as long as not as a general trait consistent with human nature.

4 - Expectancy Theory:

The theory of expectation for Victor Fromm, on the basis that the individual is making a major effort if the expectation that the results achieved will be confirmed Fdafieh individual to do specific performance of work governed benefits returns that are expected to get them from the performance and the degree of this expectation of the individual, that is: -

Motivation for a particular performance is equal to = benefit returns.

*** The possibility of achieving returns:**

And the possibility of achieving returns of between zero and one right, so we find that there is more than one relationship: -

- The relationship between the major effort of effort between the individual and the level of performance required by the organization.

- Relationship between the level of performance required by the organization and between the reward.

- The relationship between reward and doubling the effort of the individual.

Effectiveness of the system returns

To be system returns in the Organization actor must have an impact obviously in pushing individuals and motivate them to increase production through the efforts and additional research suggests that the system returns the individual more effective than revenue collective to reflect clearly the differences between the performance of individuals and their efforts.

There are properties to be offered in the system returns to be more effective justice yield, and that yield tangible and clear and to be flexible, taking into account the costs of this system.

1 - Fair balance

Wants returns staff granted and distributed fairly, and the concept of justice in the payment and distribution includes people's access to wages and other benefits and rewards commensurate with their efforts, compared

with the other terms of the theory of justice, Or sacrificed imbalance happens when individuals making efforts with no return for the same amount and is often compared to efforts made by them with the benefits received by their colleagues and the efforts of these efforts and also received from the proceeds. In the event that the comparative results indicate that they receive less for their efforts and they deserve it, their feelings will be mostly directed negatively toward work and the organization because they had been content with a lower level of entitlement, and vice versa in the event that returns more than it deserves personnel. Will be more personal than expect, and this inequity leads in both cases to the emergence of some important results, including: -

1. Individuals resort to changes and modifications in their efforts to match the returns received compared to the other.
2. Individuals trying to influence others to change their efforts and performance.
3. Try to leave work in the organization.

And some research has indicated that individuals and employees who receive more than deserve to feel guilty, and that individuals who receive less than they deserve to be a high sense of dissatisfaction and grievance and complaint.

2 - Clarity in returns

The returns are not clear and concrete does not lead to satisfying motivated individuals unlike returns clear which contributes personnel developed and approved, as it contributes to a large degree in satisfying their needs different it is possible to follow the many ways to define personnel returns different in the Organization and make these returns know of them from these means: -

1. Use of publications and periodicals for advertising revenues planned in the organization and thus must move away from the secrecy in such topics.
2. Using journals in publication of names and photographs of personnel who have received different types of returns and their findings in their work.
3. Revenue collection which individuals are entitled, according to their efforts so that the amount of importance of the individual and then distributing them once instead of dispersed and distributed several times during the year where the increase in value with the personnel when increasing amounts of .

3 - Flexibility in revenue

Stop the effectiveness of the returns on the degree of flexibility so that they can respond to changes in the performance and the meaning of that change returns earned by individuals working hand quantity and extent of coverage for all departments and administrative units in the organization, and to increase flexibility in the system returns there are views see the need division returns into three types: -

1. Type I: drives to work and this are everyone in the organization performs work regardless of the level of this performance.
2. Type II: Take some of the factors seniority and outstanding educational performance and other qualifications efficiencyEtc..

3. Type III: performance and pay for the previous period where placed on the basis of performance and evaluate the performance of individuals and therefore it varies from time to time according to the results of assessment, ranging from zero in degree to the highest degree in performance.

Also it is necessary to have constant and continuous system to continue to increase the motivation of personnel.

4 - Low cost returns

Necessary balance between cost returns and income so that the normal costs cannot be continuity and could adversely affect the effectiveness of the organization. To determine the degree of importance of this factor should be the comparison between him and the other factors the previous addition has to be considered to the results of the long-term costs. It may be noted the availability of these characteristics, the system returns in each species of revenue granted to personnel in the following table.

The importance of the study:

Importance of this study lies in their approach to avital and important issue for organizations in general, namely the impact of incentives on the performance of employees, Where the employee engine is the heart of any organization and therefore the performance will be reflected positively or negatively, Hence, the focus on the issue of incentives highlights its importance in raising the level of performance of employees (by increasing productivity and reducing error rates in work) and that by relying on material incentives (salaries and bonuses material...etc) and moral (promotions, and wrote Thanks giving.etc.).

Problem of the study:

Research attempts to answer the following two questions:

- 1 – What is the impact of incentives on the performance of employees in the public sector in Jordan?

2 - What are the impact personal variables on the performance of employees in the public sector in Jordan?

Objective of the study:

This study aims to achieve the following:

1 - Identify the level of the impact of incentives on the performance of employees in the public sector in Jordan.

2 - Identify the extent of the impact of personal variables (sex, practical experience and qualification) on the performance of employees in the public sector in Jordan.

3 – Provide asset of recommendations for maximizing the role of incentives in improving the performance of employees in the public sector in Jordan.

Hypotheses of the study:

The first hypothesis:

Incentives affect the performance of employees in the public sector in Jordan.

The second hypothesis:

Affect personal variables (practical experience and qualification) on the performance of employees in the public sector in Jordan.

Determinants of the study:

The study included only one section of the public sector is the Ministry of Labour.



Previous studies

1. **Study (Hamid, 2002)** entitled "The impact of incentives to raise the performance of employees in public hospitals and private hospitals of Jordan."

The purpose of this study was to assess the impact of incentives to raise the performance of employees in public hospitals and private hospitals of Jordan to the central region through the optimal use of the concept of incentives by the departments of these hospitals.

A study sample Included on the four general hospitals, and five private hospitals, The volume of the sample was four hundred and thirty single, which represented (14%) of the total workers in the public health sector hospitals and the private health sector hospitals of the Jordanian Central Region, it has been grazing in the distribution of the sample to be representative of all professions working in these hospitals, according to the statistical rules.

It has used descriptive method goal management collection and compilation of statistical data, and presentation of the organization ,and appropriate, as used approach Statistics inductive, with which decision-making statistical terms of rejection, or acceptance of hypotheses have been analyzed using a computer program statistical (SPSS), Where was calculated Pearson's correlation coefficient, Spearman correlation coefficient, and test "T" for independent samples (Independent t-test), To test the research hypotheses.

This study concluded that:

There are differences in the degree of the impact of incentives to raise the performance among those working in public , There are differences in the degree of influence of expanding the base grant.



Incentives to raise the performance between those working in public hospitals and private hospitals in Jordan. There are differences in the degree of the impact of incentives to raise the performance between those working in public hospitals and private hospitals of Jordan, also showed the results of this study that material and moral incentives, individual has a positive impact on raising the performance of employees in public hospitals and private hospitals Jordanian Central Region.

2. **Study (ALAEADY, 2000)** entitled "The impact of incentives on performance in public facilities for the cotton industry in Iraq".

The objective of this research is to study the impact of incentives on the level of performance in the sector spinning and weaving industry in Iraq, and then to identify the factors that affect the rush personnel to working

order to assist decision-makers in this sector to develop a plan to raise productivity levels in light of current economic conditions.

Was chosen a simple random sample size ($n = 430$) of the size of the community ($N = 3600$) represented the total number of workers in the facilities Baghdad and Babylon to the textile industry was used style questionnaire to gather information has been received 406 questionnaire were excluded 6 form the lack of conditions questionnaire.

The study found the following main conclusions:

- The existence of a correlation between the use of material incentives and the level of performance.
 - There is a correlation between financial rewards, system upgrade and in-kind rewards and the level of performance while there is no relationship between the wages system and the level of performance.
 - There is a relationship between moral incentives (the scope of supervision and work teams, good relationships, provide communications system, provide training methods, and provide good working conditions and participation of workers in decision-making) and the level of performance.
- This and in light of the results that have been reached, the researcher recommends the following:
Researcher recommends developing a new system of incentives so that workers have a representative for the minimum decision on incentives.

Salary increase must be associated with worker productivity.

Influenced by the behavior of workers through bonuses, promotions, and good working conditions.

System design work with appropriate environmental conditions.

Preparation of training courses to raise the current level of productivity.

3. Lozi study (1995):

Moses Lozi studied, aimed at identifying personal attitudes towards incentives Work used in government institutions in Jordan and the impact of each sex case Social and educational qualification, age, Job Title and about work experience, as a Ph.D..

The study sample consisted of 532 active members in Jordanian institutions.

Results of the study:-

- 1 - The study found that the attitudes of individuals working in government in situations about Work incentives granted to the more generally positive trends.
- 2 – Study showed no statistical differences in personnel attitudes about Work incentives due to all the variables used.
- 3 – The study also showed that more positive trend about work was in the field of the nature of the work and the content of the job ,while the lowest levels of employees' attitudes Positive about work incentives is in the field of administrative incentives work environment and spatial and moral incentives.

Study Ali Mohamed Abd elwahab(1981)

Ali Abdul Wahab study incentives in government agencies where the study aimed to: -

- 1 - Identify the factors affecting it and functional types of incentives favored by individuals.
- 2 – The advantages and the problems they see in the incentives provided to them by management.
- 3 - Recognize the most important ways to improve the incentive systems and get them to the results Required the satisfaction of individuals and increase production efficiency and more effective access to Goals.

The father has his head on the five hypotheses are: -

- 1 – that there are differences between individuals who occupy positions supervisory or non-supervisory In terms of their view of incentives and preferences to them and the species that satisfy them.
- 2 - that employees are interested in the nature of the work they do as one of the vital incentives.
- 3 is expected to be requested incentives on the part of staff continues.
- 4 – That individual's preference for incentives is not limited to the physical aspects but includes The moral aspects.

5 – To employee dissatisfaction with a particular incentive does not necessarily makes the employee is totally satisfied.

The study has concluded several results are: -

1 – that the staff at the very catalyst appointed as results showed that the overall picture Satisfaction is set of functional abiotic factors such as the importance of job Performed by the employee, salaries and promotion opportunities, peer group, the chances of hearing Panels ballot.

2. The study showed that incumbents supervisory more satisfaction for incentives In the work of the occupants of non-supervisory jobs.

3. That's target all levels are interested in self and internal factors of the job. And they give great importance to material incentives.

4. The study also found the types of incentives that coveted employee access to it, such as: Increased allowances and salaries.

The moral incentives, remember estimation efforts and scholarship.

Research Methodology:

A – The population of the study:

The study population consists of working in the public sector in Jordan.

B -the study sample:

The sample consists of a sample of 50 employee in the public sector in Jordan.

Sources of data collection:

Divided sources of data collection for the study of:

1 - primary sources: the questionnaire will be distributed to the study of the study sample.

2 - secondary sources: where will refer to books and scientific literature on the subject of the study.

Characteristics of the study sample:

(1) Duplicates and percentages have been extracted to describe to choose answers sample towards the first section of the questionnaire:

Qualification:

Qualification	Repetition	Percentage
General secondary andbelow	6	12%
Diploma	16	32%
Bachelor	19	38%
Graduate	9	38%
Total	50	100%

We note that 12%of the sample of public secondary drive or less, and 32% of the sample of the diploma holders, and 38% of the sample of bachelor holders while18%of the sample, it is agraduate holders.

(2) Practical experience:

Group	Repetition	Percentage
Less than a year	5	10%
1-5	16	32%
6-10	19	38%
11-15	9	18%
16 years and over	1	2%
Total	50	100%

We note that 10% of the sample under one year of experience, and 32% of the sample between the experience of (1 -5) years, and 38% of the sample between the experience of (6 -10) years, 18% of respondents between the experience of (11 - 15) years, and 2% of the sample over the experience of 15 years.

The results of the study view:

The arithmetic mean and standard deviation have been extracting to describe answers sample towards the paragraphs below.

The Question	The arithmetic mean	The Standard deviation
1.	4.3000	0.67763
2.	4.2000	0.67006
3.	4.1400	0.83324
4.	4.0800	0.69517
5.	4.3000	0.70711
6.	3.9800	0.58867
7.	4.2000	0.57143
8.	4.1800	0.52255
9.	4.1600	0.46773
10.	4.3800	0.66670
11.	4.2800	0.64015
12.	4.2200	0.54584
13.	4.3800	0.60238
14.	4.2400	0.79693
15.	4.2200	0.70826
16.	4.1400	0.78272
17.	4.1600	0.71027
18.	4.1600	0.61809
19.	4.2400	0.65652
20.	4.1800	4.1800

We note that the sample positive attitudes towards the paragraphs above and because their arithmetic averages greater than the average measurement tool.

Stability test:

The (Cronbach's alpha) test have been used to measure the stability of the measurement tool as the value $\alpha = 86.07\%$, which is excellent being higher than 60% accepted.

Hypothesis test:

Hypothesis (1):

H₀: incentives do not affect the performance of employees in the government sector.

H_a: incentives affect the performance of employees in the government sector.

Hypothesis test results

T Calculated	T Tabulated	T SIG	As a result hypothesis nihilism H ₀
11.14	2.0096	0.000	Rejection

The test was used is the simple regression and we find from reading the results of the computer in the previous table, the value of (T_{calculated}=11.14) is greater than Tabulated value, and since the decision rule is to accept the hypothesis of nihilism(H₀) If the calculated value is less than the value spreadsheet, and rejects the hypothesis is nihilism(H₀) If the calculated value is greater than the tabular value, and therefore, we reject the hypothesis of nihilism(H₀),and accept the alternative hypothesis(H_a) this means incentives affect the performance of employees in the government sector.

Hypothesis (2):

H₀: do not affect the practical experience on the performance of employees in the government sector.

H_a: practical experience affects the performance of employees in the government sector.

Hypothesis test results

F Calculated	F Tabulated	F SIG	As a result hypothesis nihilism H ₀
1.662	2.80	0.188	Acceptance

The test was used is the ANOVA and we find from reading the results of the computer in the previous table, the value of (F_{calculated}=1.662) lower than their spreadsheet, and since the decision rule is to accept the hypothesis of nihilism(H₀) If the calculated value is less than the value spreadsheet, and rejects the hypothesis of nihilism(H₀) If the calculated value is greater than the tabular value, and therefore we accept the premise of nihilism(H₀),and reject the alternative hypothesis(H_a)and this means not affect practical experience on the performance of employees in the government sector.

Hypothesis (3):

H₀: does not affect the qualification on the performance of employees in the public sector in Jordan.

H_a: qualification affects the performance of employees in the public sector in Jordan.

Hypothesis test results

F Calculated	F Tabulated	F SIG	As a result hypothesis nihilism HO
1.236	2.60	0.309	Acceptance

The test was used is the ANOVA and we find from reading the results of the computer in the previous table, the value of (F_{calculated}=1.236) lower than their p-value, and since the decision rule is to accept the hypothesis of nihilism (H₀) if the calculated value is less than the values p-value, and rejects the hypothesis of nihilism (H₀) if the calculated value is greater than the tabular value, and therefore we accept the premise of nihilism (H₀), and reject the alternative hypothesis (H_a) and this means not affect the qualification on the performance of employees in the public sector in Jordan.

Results and recommendations

First: results

I have reached the following conclusions:

1. Incentives affect the performance of staff in the public sector in Jordan and this is the logical result consistent with the findings of previous studies.
2. Do not affect the practical experience on the performance of staff in the public sector in Jordan.
3. Qualification does not affect the performance of staff in the government sector.

Secondly: Recommendations

The researcher recommends the following:

1. Interest that employees' salaries commensurate with the level of their performance at work to motivate them to the elevation
2. Focus on providing fair and adequate compensation when retired employees.
3. Interest in developing an effective system to evaluate the performance of staff.
4. The interest in providing moral support and praise for the staff to raise the level of their performance.
5. Further studies on the subject of the study through applied to their sectors.

References:

1. ALQAREOTI, MAHMOD, (2000), **Organizational Behavior**, Dar al shroq for publication and distribution: amman, pp.37_39
2. Noserat, fread, (2000), **Health management organizations**, University of Jordan: Amman, pp.220_225
3. Hoseen, harem, (2004), **Organizational behavior**, darhamed for publication: amman, pp.116_117
4. Al amean, mahmod, (2005), **Organizational behavior in business organizations**, darwael for publication: amman, pp.282_283