Role of Financial and Moral Incentives on Employees Performance in Academic Libraries: Case Study of Jordan

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ABSTRACT

The purpose of this study is to investigate of the role of financial and moral incentives on employees’ performance in academic libraries in Jordan. This study aims at identifying the role of the academic libraries in meeting the librarians’ societal needs, knowing the implemented incentives approach and knowing the level of performance in the academic libraries. Five public universities (n=5, 20.83%) and five private Universities (n=5, 20.83%) out of 24 university in Jordan were selected for the purpose of this study. The findings indicated that there is an adequate level of incentives provided to librarians. Financial incentives ranked in 1st place while moral incentives ranked in the 2nd place. Also, it was found that there is a high level of employees’ performance. Users satisfaction ranked in the 1st place, internal library process in the 2nd place followed by learning and growth. There is relationship between financial and moral incentives and employees performance as well as between financial and moral incentives and internal library process and user satisfaction. In addition, there is an effect of moral incentives on learning and growth but there is no relationship between financial incentives, learning and growth. This study has verified further research opportunities that could enrich the understanding of incentives and employees performance in the Jordanian academic libraries.

INTRODUCTION

Academic libraries in new digital age are facing many challenges on internal and external work environment, so libraries can not maintain institutional performance without providing incentives to their librarians based on their efficient and effective work. Academic libraries in Jordan, like other institution in developed world, are facing many challenges under globalisation, especially in terms of providing incentives to librarians, so these universities need to formulate an integrated system of incentives commensurate with the developments of work to serve end users and increasing productivity, provide high quality services, achieve competitive share in the market and end users satisfaction.

From the perspective of libraries, the departments of higher education and the quality of the libraries that provided unparalleled opportunity, If they took advantage of the format and scientific methods and research-based foundation to study the problems and find solutions to them and then develop professional skills in the workplace and leads to an increase in production while improving the quality of relatively low cost and at all levels and sectors.

The Question:

The design of the study was driven by the search for an answer to tow research question.
1. What is the level of incentives provided to librarians in the Public and Private Jordanian Academic Libraries?
2. What is the level of employees’ performance in the Public Jordanian and Private Academic Libraries?

The Objectives:

In order to help devise research methods capable of providing data relevant to answering this research question, four objectives were set:
- Identify the reality and the role of the Jordanian universities in meeting users’ needs through librarians.
- To know the implemented incentives approach in the Jordanian academic libraries.

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- To identify financial and moral incentives adopted in the Jordanian academic libraries.
- To know the level of employees performance in the Jordanian academic libraries.

**The Significance:**

The results of the research will therefore generate important baseline information regarding the incentive and employees performance as experienced in the Arab World, and will assist the collaboration between librarians, academics and government and private policy makers as they seek to develop Jordanian library infrastructure. The importance of this study includes the following:

- The academic libraries role in higher education society, which means the need for an ambitious incentive approach.
- The existence of the financial and moral incentives approach in Jordan of academic libraries contribute to improve employees’ performance.

It is sincerely hoped that this research will make a contribution to the eventual implementation in Jordan of academic library services that reach the standard of ‘world best practice’.

**The Hypotheses:**

For examine the based study aim and objectives, the following hypotheses can be formulated the main hypothesis: There is no significant relationship between financial and moral incentives and employees performance in the academic Jordanian libraries. And the sub-hypotheses formulated as following:

\[ H_0: \text{There is no significant relationship between financial and moral incentives and internal library process in the academic Jordanian libraries.} \]

\[ H_0: \text{There is no significant relationship between financial and moral incentives and users satisfaction in the academic Jordanian libraries.} \]

**The Methodology:**

The study using ten universities for conducting data divided into five public and five private universities from the total of (24) universities in Jordan have been selected.

**Table 1:** Sample of Universities.

<table>
<thead>
<tr>
<th>Public Universities</th>
<th>Private Universities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. University of Jordan</td>
<td>1. German Jordanian university</td>
</tr>
<tr>
<td>2. Yarmook University</td>
<td>2. Philadelphia University</td>
</tr>
<tr>
<td>4. Hashemite University</td>
<td>4. Al-Ahlyiya Amman University</td>
</tr>
<tr>
<td>5. Jordan University of Science &amp; Technology</td>
<td>5. Arab Academy for Banking and Financial Sciences (AABFS)</td>
</tr>
</tbody>
</table>

The total population of the research was 500, from whom 420 questionnaires were completed and returned, giving an overall response rate of 84.0% of the population. The data collected from the questionnaire were coded and entered into the Statistical Package for Social Sciences (SPSS). The study used to descriptive analysis to the study questions and test hypotheses included frequencies and percentages to identify the characteristics of the study sample. Also, the study used means and standard deviations for the analysis of the questionnaire paragraphs and arrange them according to their relative importance in order to answer the study questions. In addition, the multiple regressions were used to test hypotheses of the study.

The study used a common instrument related in a five point likert scale with weighed Mean of 3.00 and above as the criteria cut off point for the level of agreement. The instrument was based on the theoretical literature of the incentives concept and employees performance in addition to a number of questionnaires used in previous studies. The first part of the questionnaire dedicated to gather personal and professional data for academic Jordanian libraries staffs that includes social status, qualifications and experience. The second part of the questionnaire was dedicated to measure the independent and dependent variables.

The questionnaire consists of 28 question of which divided into 2 groups:

A. Group 1 (1-16) to measure the independent variable (incentives).
   A1. The questions from (1-7) to measure the financial incentives,  
   A2. Questions (8-16) to measure the moral incentives. But,

B. Group 2 the questions from (17-27) to measure the dependent variable (employees performance) of which distributed:
   B1. The questions from (17-22) to measure the internal library process. And
   B2. In the end, the questions from (23-27) to measure the users of library satisfaction.

**Reliability:**

Test of reliability used the Cronbach's \( \alpha \) (alpha) to measure the internal consistency for all variables as follows:

- For financial incentives 0.75,
Moral incentives 0.79, 
Internal library process 0.87, 
Users’ satisfaction 0.81, and
Coefficient ranged between (0.76 -0.87) which indicates the reliability of the study.

Theoretical framework:
Incentives are designed to encourage performance of individual's regardless of incentives' forms. Incentives in academic libraries can play an active role in pushing forward individual's capacity and moving abilities, motivating them to develop their skills, and balance between library requirements and the individuals' needs which enhance the employees’ performance efficiently and effectively.

Literature review:
This study is one of the important studies due to coincide with the Arab spring (the change in the Arab Countries) and at all levels, as that of the main goals pursued by this spring is to improve the level of life for employees in all sectors, for example, financial incentives, motivation and moral. However, there are several studies related to this paper but not related to the libraries. The most important of them will discuss follows:

Comparison between concept of financial incentives and moral incentives:
Developing countries are often said to suffer from the disadvantage of a ‘financial incentives’—the gap between the financial advantaged (developed) countries and the financial disadvantaged (developing) countries. In broad terms this financial incentives mirrors the developments gap that separates the developed countries from the developing. This is a gap that opened significantly during the course of the industrial revolution and has yet to be closed. However, financial incentives in libraries mean the amounts paid for librarians in libraries, either in the form of a lump sum or in the form of monthly payments including all additional income for the individual efforts. They are considered the oldest forms of incentives which characterized by quick and immediate form that make individuals feel of an immediate feedback of their efforts. The data in this study and as knowledge of researcher will agreed with Herzberg's (2003) factors of motivation at the workplace. That interested in finding different tow factors in a workplace that lead the employees to satisfaction if the motivated by money or dissatisfaction if not. However, in contrast the study conducted by (Lioeyd, 2005) the environment in Arab countries this theory had merit in the 22th century and still provide good factors about how decision makers in Arab countries need to apply them in academic and other institutions. For example, focusing on motivating factors are achievement, recognition, responsibility and the work itself, working conditions, salary, and relationship with colleagues, administrative supervision, etc. (Herzberg's, 2003).

Financial incentives also means of payment based on increase and or improve productivity and services in libraries. Therefore, the employees produce the more they earn. While the fall in quantitative or qualitative production deprive the employee from earning partial or total incentives. In addition, reported that financial incentives aim to raise production efficiency and improve performance through encouraging individual to behave in a desired away (Lawzi, 1995; Jadallah, 1997; Al-Harthi, 1999). In the end, financial incentives in academic libraries are the most important and prominent 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 lack of services in libraries. In other side, Johnson (2005, p. 1) suggested that ‘A person has a moral incentive to behave in a particular way when he has been taught to believe that it is the right or proper or admirable thing to do. If he behaves as others expect him to, he may expect the approval or even the admiration of the other members of the collectively and enjoy an enhanced sense of acceptance or self-esteem. If he behaves improperly, he may expect verbal expressions of condemnation, scorn, ridicule or even ostracism from the collectively, and he may experience unpleasant feelings of guilt, shame or self-condemnation’.

Moral incentives could be in the form of participate in decision-making, certificates of thanks and positive reception, training for distinguished librarians. Also, moral incentives could be in other forms such as; sending the employee a letter of thanks or choosing him as honour employee in the organisation. Which are not less important than financial incentives. So, financial incentives cannot be achieved unless accompanied by moral incentives. It can be concluded that positive moral incentives are any consequent raise of spirit for the individuals, such as job enrichment, holidays, the appropriate post, participation in decision-making, promotion, the nature of supervision, sense of belonging, stability, security, confidence in the objectives of the Organisation, systems proposals, listing in the panel of honour, social harmony, literarily and moral distinguishing. Negative moral incentives are for negligent acts, such as blame and shame. (Lawzi, 1995; Akaili, 1996; Al-Jahni, 1998; Al-Harthi, 1999; Assaf, 1999; Hasan, 2002).
The advantages and disadvantages of financial incentives:

Many studies discussed the advantages of financial incentives in any organisation including libraries were indicated that there is a rapid and immediate impact on the individual's efforts that motivate him in doing his extreme of work, increase production, improve performance, and meet the needs of users. The individual gains several psychological and social benefits as a result of enhancing his purchasing power to satisfy his needs of goods and services in one side. In other side the disadvantages of financial incentives could push the individual for hard work, often affecting the employees’ physical or mental condition in the future and affect his social and humanitarian issues which do not take into consideration the individual’s age or his circumstances. Financial incentives could not be valid for a number of work activities that are not based on quantity of production but rather on services such as library services, supervision, security, and scientific research. (Al-Jahni, 1998; Angari, 1999; Jadallah, 1997; Aldubekhi, 1991).

Theories of incentives:

One of (McClelland, 1962) most well-known theories is that human motivation. He stated that inherent motivators are critical to meeting a person's needs and meeting the needs of users in library environment, because they describe a pattern of how an individual may behave. McClelland's theory of motivation dominated by three types of motivational needs: The need for achievement, the need for affiliation and the need for power. People have either one of these needs or a combination of these three needs which motivate them toward a certain pattern of behaviour.

Atkinson & Birch (1970) suggested that motive to avoid failure is determined by three similar considerations: the need to avoid failure which, like the (1) need to achieve success, (2) varies among individuals; the person's estimate of the likelihood of failure at the particular task; and (3) the incentive value of failure at that task, that is, how unpleasant it would be to fail. The relative size of the motives to succeed and to avoid failure determines the level of task difficulty people will prefer. But Ahmad (2000) explains the Theory of expected value and identifies two key requirements for Individual's motivation of achievement; predicting a successful mission and its collection value. This will develop the individual's self-efficiency to achieve a goal and seek to deal with more complex problems previously dealt with it.

Recent study conducted by Ayasrarah (2006) indicated that Individual’s satisfaction cannot be achieved as a result of reaching a goal, but rather is the result of the individual's awareness of his effort in achieving this goal. So, that the individual achieves positive sense of confidence and satisfaction when he accepts the expected result in return for his effort. In addition, to identify positive and negative deviations, the standards should reflect the goals of the organisation, which determines the organisation's direction to enable it to take appropriate corrective action. standards, however are differ from one organisation to another, but they have common ones that cover all areas of performance such as standards of profitability, market share, productivity, human resource development, leadership and employees behavior, social responsibility, the balance between the long and short-run goals (Gattas, 1998). Also, Adlouni (2002) believes that organisation's performance indicators include customer or user satisfaction, employees' satisfaction, market share, gains and results, overall performance and leadership support.

These theory and concepts may apply in the libraries to increase the productivity and performance of employees’ to meet the needs of end user. Then, developing all services, process, collections, and build integrated library.

Study done by Alwabel (2005) investigates the role of financial and moral incentives in raising the performance level of employees from the viewpoint of public security officers participating in the Hajj season. The results showed that there are no incentives standards provided to the officers but the degree of their satisfaction is very high and incentives play a major role in raising the level of performance. But the lessons from a Game of Charades (Shawn, Patricia & Marlon 2007) describe a modified game of Charades that was developed to facilitate a discussion on the basic principles of effective reward system design. Students are organized into small groups. Incentive schemes are then manipulated so that one player within the group strives for an individual incentive, while the rest of the team play for a group reward. Through this simple and "fun" activity, students learn firsthand what happens when the rest of the team and individual interests and incentives are not aligned. This experiential learning activity also offers excellent opportunities to discuss group dynamics, communication and coordination, and the importance of maintaining a systemic view of employees performance.

Also, recent study argued by Abang, A., May-Chiu, & Maw (2009) found that firm performance has important implications for employees and organisations by examining human resource practices and the impact of incentives on manufacturing companies in the Malaysia context. The results have indicated that the two components of human resource practices namely, training and information technology have direct impact on employees performance. It was found that incentive is positively related to employees performance but did not moderate the relationship between both HR practices and employees performance.
More recently studies the role of incentive in the organisation as follows: Koonmee (2010) discusses Development of Organisational Justice in Incentive Allocation of the Thai Public Sector by comparing the roles of distributive and procedural justice on national personnel’s attitudinal outcomes (incentive satisfaction and job performance). He found that distributive justice and procedural justice played more important roles in predicting incentive satisfaction and job performance in 2008 than in 2006. Another paper was discussed and related is conducted by Schmidt (2010) indicated that the efforts of economists to emphasize the importance of incentives as determinants of employees performance, while successful to some degree, may have left the mistaken impression that “getting the incentives right” is the only task requiring the attention of senior executives when designing corporate organisations. The author identifies the incentive-intensive companies envisioned by economists as “mercenary organisations”, or companies whose distinguishing feature is near-complete reliance on financial rewards and controls. Suggested that difficulties of devising an effective incentive system that cannot be gamed (which he calls the organisational equivalent of “an anti-gravity machine’), the article questions whether such organisations are likely to yield superior performance.

Findings:
The presentation of the data in this study follows the sequence in which questions were presented to respondents in the questionnaire.

First question: what is the level of incentives provided to staffs in the Jordanian academic libraries?
Respondents were asked to indicate their satisfaction with the level of incentives provided to staffs in Jordanian academic libraries. They were provided with a series of relevant statements and asked to indicate the degree to which they agreed with these statements using a five point Likert Scale, with responses ranging from ‘Strongly disagree’ to ‘Strongly agree’. In reporting the responses to this section of the questionnaire, and for later sections where a Likert Scale has been employed, a mean response has been calculated for each element. This mean has been calculated by allocating to each response a ‘value’ ranging from 1 (‘Strongly disagree’) to 5 (‘Strongly agree’). The values allocated to each response are then summed and divided by the total number of respondents. The higher mean score, the greater the respondents’ level of agreement with the proposition to which they are responding.

The results indicate that academic library staffs have a generally positive and acceptable toward the level of incentives provided by academic institutions, where the mean score is (3.55), and standard deviation (0.67). The financial incentives level ranked first with mean score of (3.56), while the moral incentives ranked 2nd with the mean score of (3.55). See table (1).

Table 1: The level of Incentives Provided to Employees in the Jordanian academic libraries.

<table>
<thead>
<tr>
<th>Incentives</th>
<th>Mean</th>
<th>Standard Deviation (SD)</th>
<th>Rank</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial</td>
<td>3.56</td>
<td>0.80</td>
<td>1</td>
<td>Neutral</td>
</tr>
<tr>
<td>Moral</td>
<td>3.55</td>
<td>0.66</td>
<td>2</td>
<td>Neutral</td>
</tr>
<tr>
<td>Total</td>
<td>3.55</td>
<td>0.67</td>
<td>-</td>
<td>Neutral</td>
</tr>
</tbody>
</table>

To answer the second question which states that ‘what is the level of employees performance in the Jordanian academic libraries?’ results affirmed in table (2) that respondents were also apparently convinced with the level of employees performance in the Jordanian academic libraries is high with mean score of (3.73). Users satisfaction ranked first with mean of (3.82) followed by internal library process with mean of (3.64).

Table 2: The level of employees’ performance in the Jordanian academic libraries.

<table>
<thead>
<tr>
<th>employees performance</th>
<th>Mean</th>
<th>Standard Deviation (SD)</th>
<th>Rank</th>
<th>Performance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Users satisfaction</td>
<td>3.82</td>
<td>0.63</td>
<td>1</td>
<td>High</td>
</tr>
<tr>
<td>Internal business process</td>
<td>3.64</td>
<td>0.63</td>
<td>2</td>
<td>Medium</td>
</tr>
<tr>
<td>Total</td>
<td>3.72</td>
<td>0.63</td>
<td>-</td>
<td>Medium</td>
</tr>
</tbody>
</table>

Table 3: Attitudes the libraries toward the financial incentives.

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The library provides enough payment to meet the requirements of life.</td>
<td>118</td>
<td>161</td>
<td>21</td>
<td>46</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>28.0%</td>
<td>38.3%</td>
<td>5%</td>
<td>11%</td>
<td>4.2%</td>
</tr>
<tr>
<td>2. The library provides rewards for skilled staffs commensurate with their performance.</td>
<td>185</td>
<td>138</td>
<td>18</td>
<td>10</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>44.0%</td>
<td>32.8%</td>
<td>4.2%</td>
<td>2.3%</td>
<td>3.0%</td>
</tr>
<tr>
<td>3. The library provides bonuses for workers according to their post and consistent with their level of performance.</td>
<td>121</td>
<td>185</td>
<td>24</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td></td>
<td>28.8%</td>
<td>44.0%</td>
<td>5.7%</td>
<td>4.0%</td>
<td>4.0%</td>
</tr>
<tr>
<td>4. The library provides overtime payment to staffs after working hours.</td>
<td>123</td>
<td>190</td>
<td>33</td>
<td>12</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>29.3%</td>
<td>45.2%</td>
<td>7.8%</td>
<td>2.8%</td>
<td>1.4%</td>
</tr>
<tr>
<td>5. The library provides transportation allowances for those who live in far areas.</td>
<td>121</td>
<td>132</td>
<td>55</td>
<td>47</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>28.8%</td>
<td>31.4%</td>
<td>13.0%</td>
<td>11.2%</td>
<td>2.1%</td>
</tr>
</tbody>
</table>
The library provides financial incentives to employees when they work professionally. This belief in the level of performance is also apparent that the substantial majority of the respondents from all universities indicate that respondents from all universities, with the results in table (3) that all employees at public universities agreed with the statement, ‘The library provides bonuses for workers according to their post and consistent with their level of performance’. This belief in the role of financial incentives appears to have a negative impact on the performance of workers, with 46.6% (n=196) indicating that ‘library provides financial incentives to employees when they work professionally’ since started the work in the libraries. However, the next table compare the responses between public and private universities.

<table>
<thead>
<tr>
<th>Type of University</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Universities</td>
<td>52</td>
<td>84</td>
<td>9</td>
<td>8</td>
<td>2</td>
<td>155</td>
</tr>
<tr>
<td></td>
<td>33.5%</td>
<td>54.2%</td>
<td>5.8%</td>
<td>5.2%</td>
<td>1.2%</td>
<td></td>
</tr>
<tr>
<td>Private Universities</td>
<td>43</td>
<td>66</td>
<td>20</td>
<td>3</td>
<td>3</td>
<td>135</td>
</tr>
<tr>
<td></td>
<td>31.9%</td>
<td>48.9%</td>
<td>14.8%</td>
<td>2.2%</td>
<td>2.2%</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>95</td>
<td>150</td>
<td>29</td>
<td>11</td>
<td>5</td>
<td>290</td>
</tr>
<tr>
<td></td>
<td>22.6%</td>
<td>35.7%</td>
<td>6.9%</td>
<td>2.6%</td>
<td>1.2%</td>
<td>69.0%</td>
</tr>
</tbody>
</table>

The results of cross-tabulation by type of university regarding the statement, ‘The library provides enough payment to meet the requirements of life’ indicate that respondents from all universities reported that to a substantial extent that they either ‘disagree’ or ‘Strongly disagree’ with the statement.

The evidence from the survey is therefore strongly indicative of respondents be unhappy about the financial incentive, in terms of both the incentives plus the moral, to the extent that it has become for the majority their most important performance academic libraries.

<table>
<thead>
<tr>
<th>Incentives</th>
<th>Public Universities</th>
<th>Private Universities</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial</td>
<td>287</td>
<td>133</td>
<td>420</td>
</tr>
<tr>
<td></td>
<td>68.3%</td>
<td>31.6%</td>
<td>100%</td>
</tr>
<tr>
<td>Moral</td>
<td>267</td>
<td>153</td>
<td>420</td>
</tr>
<tr>
<td></td>
<td>63.5%</td>
<td>36.4%</td>
<td>100%</td>
</tr>
</tbody>
</table>

The data in table (5) reports the outcomes when respondents were asked to indicate the level of satisfaction about the financial and moral incentives, the results can be compared between Public and private universities, which reported that all employees at public universities (n=287, 68.3%) more satisfaction than Private (n=133, 31.6&%) regarding the financial incentives. Also, the results indicated that 267 out of 420 responses satisfied in their work at public university library more than Private sector which indicates sequence (31.6%; 36.4%) regarding both financial and moral incentives. The reasons of this result indicated because the employees believe Public University library provided financial and moral incentives more than Private University in Jordan, these results agreed with the Maslow safety and security needs, which includes:

- Personality Security
- Financial Security
- Health and well-being
- Safety net against accidents/illness and their adverse impacts. (Maslow, 1954).

**Hypotheses Testing:**

**H1:** There is no significant relationship between financial, moral incentives and employees performance in the Jordanian academic libraries.
Table 6: Impact of Incentives on employees' performance on Jordanian academic libraries.

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Beta</th>
<th>T Value calculated</th>
<th>T significance Level</th>
<th>F value calculated</th>
<th>F significance</th>
<th>R2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial incentives</td>
<td>0.159</td>
<td>2.921</td>
<td>0.004*</td>
<td>163.248</td>
<td>0.00*</td>
<td>0.458</td>
</tr>
<tr>
<td>Moral incentives</td>
<td>0.553</td>
<td>10.177</td>
<td>0.00*</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table (6) shows that calculated $f (163.248)$ with (0.00) significance is less than (0.05), ($\alpha \leq 0.05$). Providing incentives explains (45.8%) of the variance in the employees' performance which indicates financial and moral incentives significance on employees performance.

Calculated $t$ values for financial and moral incentives are (2.921 and 10.177) respectively with $t$ significance values of (0.004, 0.000) respectively which less than the level of significance (0.05). Thus, enhanced the high coefficients of $Beta$ with values of (0.159, 0.553) respectively. Based on these results we reject the null hypothesis and accept the alternative hypothesis which states that ‘There is significant relationship between financial, moral incentives and employees performance in the Jordanian academic libraries’.

$H0_2$: There is no significant relationship between financial, moral incentives and internal library process in the Jordanian academic libraries.

Table 7: The Impact of Incentives on internal library process in the Jordanian academic libraries.

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Beta</th>
<th>$F$ Value calculated</th>
<th>$F$ significance Level</th>
<th>$F$ value calculated</th>
<th>$F$ significance</th>
<th>R2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial incentives</td>
<td>0.156</td>
<td>2.625</td>
<td>0.009*</td>
<td>104.262</td>
<td>0.00*</td>
<td>0.351</td>
</tr>
<tr>
<td>Moral incentives</td>
<td>0.469</td>
<td>7.888</td>
<td>0.00*</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table (7) shows the value of calculated $f$ reached (104.262) with significance value of (0.00) which is less than (0.05). Providing incentives explains (35.1%) of the variance in internal library process which indicates the presence of significant effect of providing incentives on internal library process.

The calculated ($t$) values for financial and moral incentives are (2.625 and 7.888) respectively with ($t$) significance values of (0.009, 0.000) respectively are less than the (0.05). Thus, enhanced the high coefficients of $Beta$ with values of (0.156, 0.469). Hence, we can conclude to reject the null hypothesis and accept the alternative hypothesis which states that ‘There is significant relationship between financial, moral incentives and internal library process in the Jordanian academic libraries’.

$H0_3$: There is no significant relationship between financial, moral incentives and users satisfaction in the Jordanian academic libraries.

Table 8: The impact of incentives on users’ satisfaction in the Jordanian academic libraries.

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Beta</th>
<th>$T$ Value calculated</th>
<th>$T$ significance Level</th>
<th>$F$ value calculated</th>
<th>$F$ significance</th>
<th>R2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial incentives</td>
<td>0.251</td>
<td>4.139</td>
<td>0.000*</td>
<td>92.362</td>
<td>0.00 *</td>
<td>0.324</td>
</tr>
<tr>
<td>Moral incentives</td>
<td>0.360</td>
<td>5.927</td>
<td>0.000 *</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As the data in table (8), the validity of the hypothesis as the value of calculated $f$ is (92.362) with significance of (0.00) which is less than (0.05). Providing incentives explains (32.4%) of the variance in public satisfaction which indicates there is significant effect of providing incentives on users satisfaction.

Financial and moral incentives have an impact on users’ satisfaction. The values of calculated $t$ are (4.139, 5.927) respectively with the significance values of (0.000) which is less than (0.05). Thus, enhanced the high coefficients of $Beta$ (0.251, 0.360) respectively. Based on these results, we can conclude that we can reject the null hypothesis and accept the alternative hypothesis which states that ‘There is significant relationship between financial, moral incentives and users’ satisfaction in the Jordanian academic libraries’.

Conclusions:

Based on the results and discussion presented above, it is possible to draw some conclusions regarding the potential of incentives and employees performance for librarians in the Jordanian Academic Libraries. The purpose of the conclusions is to answer the research question—that is, ‘What is the level of incentives and employees performance in the Public and Private Jordanian Academic Libraries’?

The conclusions are presented not in order of ‘importance’, but rather in a sequence that attempts to offer a logical progression in terms of how they relate to the research question. The study reached the following conclusions:
- The level of incentives provided to staffs in the Jordanian Academic Libraries is adequate. Financial incentives ranked in 1st place while moral incentives ranked in the 2nd place.

- There is a high level of employees’ performance in the Jordanian Academic Libraries. Users satisfaction ranked in the 1st place, internal library process in the 2nd place followed by learning and growth.

- There is significant relationship between financial, moral incentives and employees performance in the Jordanian Academic Libraries.

- There is significant relationship between moral incentives, learning and growth in the Jordanian Academic Libraries and there is no relationship between financial incentives, learning and growth in the Academic Libraries.

- There is significant relationship between financial incentives, moral incentives and internal library process in the Jordanian Academic Libraries.

- There is significant relationship between financial, moral incentives and users satisfaction in the Jordanian Academic Libraries.

REFERENCES


