

THE ROLE OF THE FINANCIAL AND MORAL INCENTIVES ON EMPLOYEES' PERFORMANCE IN ACADEMIC LIBRARIES: CASE STUDY OF JORDAN

Othman A. Obeidat.

Library and Information Management Department, Faculty of Al-Salt for Human Sciences, Al-Balqa' Applied University, Jordan.

Khaldoon M. AL_Dwairi.

Library and Information Management Department, Faculty of Princess Alia, Al-Balqa' Applied University, Jordan.

ABSTRACT: *The study aimed to investigate the role of the financial and moral incentives on employees' performance in the academic libraries in Jordan. This study aimed at identifying the role of the academic libraries in meeting the librarians' societal needs, knowing the implemented incentives approaches and the level of performance in the academic libraries. Methodology approach used data about the role of the financial and moral incentives on employees' performance in academic libraries were obtained through a survey questionnaire distributed to employers in the academic libraries in Jordan. The study used 5 public universities (n=5, 20.83%) and 5 private universities (n=5, 20.83%) out of 24 universities in Jordan, were selected for the purpose of this study. Social implications regarding this study, the results indicated that there was a relationship between financial, moral incentives and employees' performance as well as between financial, moral incentives and internal library process and users' satisfaction, caution must be exercised in generalizing the results from this study to other situations in the service academic library environment. The findings indicated that there was an adequate level of incentives provided to librarians. The financial incentives ranked in the 1st place while moral incentives ranked in the 2nd place. Regarding the value, this study has verified further research opportunities that could enrich the understanding of incentives and employees' performance in the Jordanian academic libraries.*

KEYWORDS: Incentives, Employees' Performance, Financial, Moral, Academic Libraries, Jordan.

INTRODUCTION

The academic libraries in new digital age face many challenges in internal and external work environment, so the academic libraries cannot maintain institutional performance without providing incentives to their librarians based on their efficient and effective work. The academic libraries in Jordan, like any other institution in the developed world, face 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 increase productivity, provide high quality services, achieve competitive share in the market and end users' satisfaction.

From the perspective of librarians, 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, research-based foundation to study the problems, find solutions to them.

Develop professional skills in the workplace and leads to an increase the production while improving the quality of relatively low cost at all levels and sectors.

The Questions

The study aimed to answer the following two questions:

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

The objectives of the study are:

- To 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.
- 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, 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' contribution to improve employees' performance.

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

The Hypotheses

The present study proceeds to examine the following hypothesis :(the main hypothesis): *There is no significant relationship between financial, moral incentives and employees' performance in the academic Jordanian libraries.* And the sub-hypotheses are as follow:

H0 1: There is no significant relationship between financial, moral incentives and internal library process in the academic Jordanian libraries.

H0 2: There is no significant relationship between financial, moral incentives and users' satisfaction in the academic Jordanian libraries.

THE METHODOLOGY

The population of the study consisted of 24 public and private universities in Jordan. The sample of the study consisted of 10 universities: five public universities and five private universities.

Because this is a survey study, the sample of the study consisted of all the workers in Jordanian Universities' Libraries who hold academic degrees starting from Diploma Degree to phd degree and engaged in technical, administrative, information services. All librarians and the professionals work only in the Jordanian Universities' Libraries.

Table 1. the Sample of study

Public Universities	Private Universities
1. University of Jordan	1. German Jordanian university
2. Yarmouk University	2. Philadelphia University
3. Al-Balqa' Applied University	3. Applied Science Private University
4. Hashemite University	4. Al-Ahliyya Amman University
5. Jordan University of Science & Technology	5. Arab Academy for Banking and Financial Sciences (AABFS)

The total population of the research was 500 librarians, from whom 420 questionnaires were completed and returned, giving an overall response rate of 84.0% of the population. The SPSS was used to analyze the data. The study used a descriptive analysis to answer the questions of the study and test the hypotheses including frequencies and percentages to identify the characteristics of the study's sample. The study also used means and standard deviations for the analysis of the questionnaire paragraphs and arranged them according to their relative importance in order to answer the questions of the study. In addition, the multiple regressions were used to test the hypotheses of the study.

The study used 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 was dedicated to gather personal and professional data of the academic Jordanian libraries' staffs that include social status, qualifications and experience. The second part of the questionnaire was dedicated to measure the independent and dependent variables.

The questionnaire consisted of 28 questions which were 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.

B. Group 2 the questions from (17-27) to measure the dependent variable (employees' performance) which were distributed as follow:

B1. The questions from (17-22) to measure the internal library process.

B2. In the end, the questions from (23-27) to measure the users of library satisfaction.

Reliability

And the reliability of the questionnaire of all the variables, which was established by Cronbach Alpha for internal consistency, was as follows:

- financial incentives 0.75,
- Moral incentives 0.79,
- Internal library process 0.87,
- Users' satisfaction 0.81.

Coefficient which ranged between (0.76 -0.87) indicated the reliability of the study.

Theoretical framework

Incentives are designed to encourage performance of the 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 making a balance between library's requirements and the individuals' needs which enhance the employees' performance efficiently and effectively .

LITERATURE REVIEW

Through the events that took place in the Arab countries and peoples and so-called revolutions of media upheaval Arab spring, where he was due to the long suffering of poverty, deprivation and oppression, as well as spread of corruption. It also does not have interest in infrastructure and development (i.e. development of education, health care, or development of economy and industry, to ensure the fight against corruption). Then improve the performance of employees which is reflected on the state and society. From here, this study is considered as one of the important studies due to its coincide with the "Arab Spring" (the revolution in the Arab Countries) and at all levels. One of the main goals of 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 discussed similar topic of this paper

but they are not applied on the libraries. The most important of these studies will be discussed as follows:

Comparison between concept of financial incentives and moral incentives

Developing countries are often 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, these financial incentives fill the developments` gap that separates the developed countries from the developing ones. This gap, which was opened significantly during the era of the industrial revolution, has 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 of the individual efforts. They are considered the oldest forms of incentives which are characterized by quick and immediate form that make individuals feel of an immediate feedback of their efforts. The data in this study agreed with Herzberg's (2003) factors of motivation at the workplace that are interested in finding different two factors in a workplace that lead the employees to satisfaction. However, in contrast with the study conducted by (Lioeyd, 2005) ,the environment in Arab countries *this theory had merit in the 22st century* and still provides good factors which decision makers in Arab countries need to apply in academic and other institutions. For example, focusing on motivating factors which are achievement, recognition, responsibility and the work itself, working conditions, salary, and relationship with colleagues, administrative supervision, ...etc. (Herzberg's, 2003).

Financial incentives also mean payment based on increasing and/or improving the productivity and services in libraries. The decline in quantitative or qualitative production deprived the employee from earning partial or total incentives. In addition, financial incentives aimed to raise production`s efficiency and improve performance through encouraging individuals to behave in a desired away (Lawzi, 1995; Jadallah, 1997; Al-Harathi, 1999). In the end, financial incentives in the 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 do so, he may expect the approval or even the admiration of the other members of the collectively and enjoys 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 participation in decision-making, certificates of thanks and positive reception, training for distinguished librarians. Moral incentives also could be in other forms such as: sending the employee a letter of thanks or choosing him as an honoured employee in the organisation. Moral incentives are not less important than financial incentives. Financial incentives cannot be achieved unless accompanied by moral incentives. It can be concluded that positive moral incentives are any consequent raised the spirit of 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 example, negligent acts, such as blame and shame. (Lawzi, 1995; Akaili, 1996; Al-Jahni, 1998; Al-Harhi, 1999; Assaf, 1999; Hasan, 2002).

The Advantages and Disadvantages of Financial Incentives

Many studies, which discussed the advantages of the financial incentives in any organisation including libraries, 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 the 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 affect 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 the 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 achievement, affiliation and 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 the motive to avoid failure is determined by three similar considerations: the need to avoid failure which, like (1) the 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 sire of the motives to succeed and to avoid failure determines the level of task difficulty which people will prefer. But Ahmad (2000) explained the theory of expected value and identified two keys requirements for the 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 them.

Recent study conducted by Ayasrah (2006) indicated that individual's satisfaction cannot be achieved as a result of reaching a goal, but rather as a result of the individual's awareness of his effort in achieving this goal. So, 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 determine the organisation's direction so as to enable it to take appropriate corrective action. The standards, however, differ from one organisation to another, but they have common ones that cover all areas of performance such as standards of profitability, market share, and productivity, human resource development, leadership and employees' behaviour, social responsibility, the balance between the long and short- run goals (Gattas, 1998). Adlouni (2002) also believed that organisation's performance indicators include customer or

user`s satisfaction, employees' satisfaction, market share, gains and results, overall performance and leadership support.

These theories and concepts may be applied in the libraries to increase the productivity and performance of the employees' to meet the needs of end user and later to develop all services, processes, collections, and build integrated library.

A Study by Alwabel (2005) investigated the role of the 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 played a major role in raising the level of performance. But the lessons from a Game of Charades (Shawn, Patricia & Marlon 2007) described 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 individual and team`s interests and incentives are not aligned. This experiential learning activity also offered excellent opportunities to discuss group dynamics, communication and coordination, and the importance of maintaining a systemic view of the employees' performance.

A recent study by Abang, A., May-Chiun, & Maw (2009) also 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 indicated that the two components of human resource practices were namely, training and information technology that had direct impact on employee's performance. It was found that incentive was positively related to employees` performance but did not moderate the relationship between both HR practices and employees' performance.

The role of incentive in the organisation is as follows: Koonmee (2010) discussed Development of Organisational Justice in Incentive Allocation of the Thai Public Sector by comparing the roles of distributive and procedural justice with the 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 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 identified 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.

Respondents were asked to show their satisfaction with the level of incentives provided to staffs in Jordanian academic libraries. They were provided with a series of relevant statements and were 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.

Regarding to the comparison between the current salaries and the legislations in Jordan, the researchers provided the system of salaries and bonuses for workers in the University of Jordan for the year 2002 as a model for systems of salaries and incentives in Jordanian universities, due to the absence of a common system of salaries and bonuses for workers in Jordanian universities to date.

Article 2: Determine the salaries of members of the faculty and administrative staff and technicians at the university and the degrees of these categories of salaries and the sequence increases, according to the following pay scale - :

B - Administrative staff and technicians: -

The degree	Group	Salary in (JD) From – to	Annual increase (by - JD)
The first	A	326 – 446	8
	B	254 – 286	8
The second	A	209 – 233	6
	B	169 – 193	6
The third	A	150 – 170	5
	B	121 – 141	5
The forth	A	110 – 130	5
	B	79 – 99	5
The fifth	-	59 – 75	4
The sixth	-	42 – 54	3
The seventh	-	31 – 39	2

The results indicated that the academic library staffs had a generally *Neutral* attitude toward the level of incentives provided by academic institutions, where the mean score is (3.55), and standard deviation is (0.67). The financial incentives level ranked first with mean score of (3.56), while the moral incentives ranked second with the mean score of (3.55). See table (1).

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

Incentives	Mean	Standard Deviation(SD)	Rank	Level
Financial	3.56	0.80	1	Neutral
Moral	3.55	0.66	2	Neutral
Total	3.55	0.67	-	Neutral

To answer the second question which states that ‘What is the level of employees’ performance in the Jordanian academic libraries?’ The results in table (2) showed that respondents were also apparently convinced with the level of employee's performance in the Jordanian academic libraries which was high with mean score of (3.73). User's 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.

employees performance	Mean	Standard Deviation (SD)	Rank	Performance level
Users satisfaction	3.82	0.63	1	High
Internal business process	3.64	0.63	2	Medium
Total	3.73	0.63	-	Medium

Table 3. Attitudes the libraries toward the financial incentives

Statements	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1. The library provides enough payment to meet the requirements of life.	118 28.0%	161 38.3%	21 5%	46 11%	18 4.2%
2. The library provides rewards for skilled staffs commensurate with their performance.	185 44.0%	138 32.8%	18 4.2%	10 2.3%	13 3.0%
3. The library provides bonuses for workers according to their post and consistent with their level of performance.	121 28.8%	185 44.0%	24 5.7%	17 4.0%	17 4.0%
4. The library provides overtime payment to staffs after working hours.	123 29.3%	190 45.2%	33 7.8%	12 2.8%	6 1.4%
5. The library provides transportation allowances for those who live in far areas.	121 28.8%	132 31.4%	55 13.0%	47 11.2%	9 2.1%
6. The library provides financial incentives to employees when they work professionally.	53 12.6%	143 34.0%	56 13.3%	100 23.8%	12 2.8%

The results in table (3) indicated that employees at the Jordanian academic libraries have a generally negative attitude about the libraries provide good financial incentives for employees at the time of the survey .

323 out of 420 respondents about (77.0%) indicated that they were either ‘Strongly disagree’ or ‘disagree’ with the statement that “ they receive financial incentives”. It was also apparent that the substantial majority of the respondents saw these incentives as being in the area of skilled with their performance, with 313 (74.5%) reporting that they were either ‘Strongly disagree’ or ‘disagree’ with the statement that ‘The library provides transportation allowances for those who live in far areas’.

83% of the respondents (n=306) indicated that they were either ‘strongly disagree’ or ‘disagree’ with the proposition that ‘The library provides bonuses for workers according to their post and consistent with their level of performance’. With 46.6% (n=196) indicated that 'library provides financial incentives to employees when they work professionally' since started the work in the libraries. However, the next table compared the responses between public and private universities.

Table 4. The library provides enough payment to meet the requirements of life.

Type of University	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5	Total
Public Universities	52 33.5%	84 54.2%	9 5.8%	8 5.2%	2 1.2%	155
Private Universities	43 31.9%	66 48.9%	20 14.8%	3 2.2%	3 2.2%	135
TOTAL	95 22.6%	150 35.7%	29 6.9%	11 2.6%	5 1.2%	290 69.0%

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

This result indicated that the respondents were unhappy about the financial incentive, in terms of both the incentives plus the moral, to the extent that it became for the majority as their most important motivate for performance in the academic libraries.

Table 5. level of satisfaction in financial and moral incentives in Public and Private University Libraries.

Incentives	Public Universities %	Private Universities %	Total %
Financial	287 68.3%	133 31.6%	420 100%
Moral	267 63.5%	153 36.4%	420 100%

The data in table (5) showed the level of satisfaction of the financial and moral incentives. The results revealed that all employees at public universities (n=287, 68.3%) had more satisfaction than private ones (n=133, 31.6) regarding the financial incentives. The results also indicated that 267 out of 420 responses were satisfied in their work at public university library more than Private sector which indicated sequence (31.6%; 36.4%) regarding both financial and moral incentives. The reasons for this result indicated the employees believed the 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 employee's performance in the Jordanian academic libraries.

Table 6. Impact of Incentives on employees' performance on Jordanian academic libraries.

Independent variables	Beta	T Value calculated	T significance Level	F value calculated	F significance	R2
Financial incentives	0.159	2.921	0.004*	163.248	0.00*	0.458
Moral incentives	0.553	10.177	0.00*			

Table (6) showed 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 indicated 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 are less than the level of significance (0.05). Thus, the high coefficients of $Beta$ with values of (0.159, 0.553) were enhanced respectively. Based on these results, the researcher rejected the null hypothesis and accepted 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.

<i>Independent variables</i>	<i>Beta</i>	<i>T Value calculated</i>	<i>T significance Level</i>	<i>F value calculated</i>	<i>F significance</i>	<i>R2</i>
Financial incentives	0.156	2.625	0.009*	104.262	0.00*	0.351
Moral incentives	0.469	7.888	0.00*			

Table (7) showed that 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 indicated the presence of significant effect of providing incentives on internal library process.

The calculated (t) values for financial and moral incentives which 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, the researcher can 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.

<i>Independent variables</i>	<i>Beta</i>	<i>T Value calculated</i>	<i>T significance Level</i>	<i>F value calculated</i>	<i>F significance</i>	<i>R2</i>
Financial incentives	0.251	4.139	0.000*	92.362	0.00 *	0.324
Moral incentives	0.360	5.927	0.000 *			

According to 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 indicated there was 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, they enhanced the high coefficients of $Beta$ (0.251, 0.360) respectively. Based on these results, the researcher 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

In the light of theories of financial and moral incentives which form the theoretical foundation for this study, especially theories of content and process theories that belong to Maslow's theories, the role of incentives in the performance of workers in Jordanian university libraries is weak.

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

The conclusions are presented not according to the ‘importance’, but rather in a sequence that attempts to offer a logical progression in terms of how they are related to the research question. The study reached the following conclusions:

- The degree of use of financial and moral incentives, in general, in the Jordanian University Libraries is low. And the financial incentives ranked in the 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, whereas internal library process ranked in the 2nd place.
- There is a significant relationship between financial, moral incentives and employees’ performance in the Jordanian Academic Libraries.
- There is a 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 a significant relationship between financial incentives, moral incentives and internal library process in the Jordanian Academic Libraries.
- There is a significant relationship between financial, moral incentives and users’ satisfaction in the Jordanian Academic Libraries.

REFERENCES

- Abang, A., May-Chiun, L., & Maw King, L. (2009). Human Resource Practices and Organisational Performance. Incentives as Moderator. *Journal of Academic Research in Economics*. 1 (2), 219-234.
- Adlouni, M. (2002). *Organisational work*. Amman: Dar Iben Hazem. (Source in Arabic).

- Ahmad, N. (2000). *Factors Affecting the Development of Motivation among students in Primary Schools in the Governorate of Amman*. Master Thesis. University of Jordan. [Online] Available: <http://www.ju.edu.jo/sites/Academic/mbatsh/Lists/ThesesDissertationsSupervision/AllItems.aspx>. (May 2, 2010).
- Akaili, O. (1996). *Workforce Management*. Amman: Dar Zahran. (Source in Arabic).
- Al - Jahni, A. (1998). *Evaluation of Incentive System in the General Directorate of Passports from the Perspective of Workers: Case Study on Jeddah Passports Department*. Master Thesis. Naif Arab Academy for Security Sciences. Riyadh, Saudi Arabia. (Source in Arabic).
- Al-Aydi, K. (2000). *Impact of Incentives on Performance in Public Firms of Cotton Industry in Iraq: a field Study*. Master Thesis. Al al-Bayt University, Mafraq, Jordan. [Online] Available http://web2.aabu.edu.jo/thesis_site/thes_dtl.jsp?thes_no=1811. (July 7, 2010). (Source in Arabic).
- Alderfer, C. P. (1969). An Empirical Test of a New Theory of Human Needs. *Organisational Behavior and Human Performance*. 4 (2), 142–175.
- Aldubekhi, I. (1991). Incentives and Rewards Assessment in the Saudi Customs as mean to Curb Smuggling. Riyadh: Institute of Public Administration. (Source in Arabic).
- Al-Harthi, D. (1999). Raising the Efficiency of Workers and Relationship with Financial and Moral Incentives: Case study on the Civil Defense Personnel in Riyadh. Master Thesis. Naif Arab Academy for Security Sciences. Riyadh, Saudi Arabia. (Source in Arabic)
- Alwabel. A. (2005). The Role of Financial and Moral Incentives on Raising the Performance Level of Employees from the Viewpoint of the Security Officers Involved in the Pilgrimage Season. Master Thesis. Naif Arab University for Security Sciences. Riyadh, Saudi Arabia. . [online] Available:
- Angari, A. (1999). Incentive systems and their role in raising the level of performance of employees: case study on workers in the Emirate of Riyadh Region. Master Thesis. Naif Arab Academy for Security Sciences. Riyadh, Saudi Arabia. (Source in Arabic).
- Assaf, A. (1999). *Managerial Behaviour in Contemporary Organisations*. Amman: Dar Zahran. (Source in Arabic).
- Atkinson, J. W., & Birch, D. (1970). *The Dynamics of Action*. New York, N.Y.: John Wiley.
- Atkinson, J. W., & Feather, N. T. (1966). *A theory of Achievement Motivation*. New York: Wiley.
- Ayasrah, A. (2006). *Leadership and motivation in educational administration*. (1st Ed.). Amman: Dar AL-Hamid for printing and distribution. (Source in Arabic).
- Bailey, C., Brown, L., & Cocco, A. (1998). The Effects of Monetary Incentives on Worker Learning and Performance in an Assembly Task. *Journal of Management Accounting Research*. 10, 119-131.
- Bonoma, T.V., & Clark, B.H. (1988). *Marketing Performance assessment*. Boston: Harvard Business School Press.
- Gattas, N. (1998). *Practical Guide to Prepare and Implement Strategic Plan for the Organisation*. Nicosia: Gattas and Partners.
- Glanz, K., Lewis, F. M., & Rimers, B. K. (1990). *Health Behavior and Health Education: Theory, Research, and Practice*. San Francisco, CA: Jossey-Bass.
- Hasan, R. (2002). *Behavior of the Organisations*. Alexandria: Aldar Aljamyiah. (Source in Arabic).

- Herzberg, F. (2003). One more time: how do you motivate employees? *Harvard Business Review*, 81, 87-96.
<http://www.seminar.ps/library/cat:106:&selectedPage=20> . (Aug 13, 2009). (Source in Arabic).
- Jaber, A. (1991). *Professional Trends' Relationship with Performance of Social Workers in Public Hospitals in the Western Region*. Master Thesis. University of Umm Al-Qura. Mecca, Saudi Arabia. (Source in Arabic)
- Jadallah, M. (1997). The Impact of Incentives in Raising the Efficiency of Workers. *Management Development*. 56 (51), 34-46.
- Johnson, P. M. (2005). *A Glossary of Political Economy Terms*. [online] Available: <http://www.auburn.edu/~johnspm/gloss/incentive>. . (Jan 27, 2010).
- Judeh, A. (1985). *Incentives*. Damascus: The Arab Organisation for Administrative Sciences. (Source in Arabic).
- Koonmee, K. (2010). Development of Organisational Justice in Incentive. *World Academy of Science, Engineering and Technology*. (66), 861-867.
- Lawzi, M. (1995). Individuals' Attitudes Working in Public Institutions in Jordan towards Job Incentives. *Derasat, Humanities Studies*. 22a (6), 759-785. (Source in Arabic).
- Lloyd, G. (2005). Does Herzberg's motivation theory have staying power? *Journal of Management Development*, 24(10), 929-943.
- Maslow, A. (1954). *Motivation and Personality*. New York: Harper.
- McClelland, D. C. (1962). *The Achieving Society*. NJ: Van Nostrand Press.
- Salem, F., Ramadan, Z., & Darhan, O. (2000). *Concepts of modern management*, (6th Ed.). Amman: Jordan Book Center. (Source in Arabic).
- Schmidt, R. (2010). Are Incentives the Bricks or the Building? *Journal of Applied Corporate Finance*. 22 (1), 129-136, doi: j.1745-6622.2010.00268.x, <http://dx.doi.org/10.1111/j.1745-6622.2010.00268.x>
- Shawn, E. P., Patricia, D. L., & Marlon, F. S. (2007). Individual Incentives versus Team Performance: Lessons from a Game of Charades. *Organisation Management Journal*. (4), 54-68, doi:10.1057/omj.2007.7, <http://dx.doi.org/10.1057/omj.2007.7>
- Wheelen, T .L. & Hunger, D. J. (2002). *Strategic Management and Business Policy* (8th Ed.). New Jersey: Prentice Hall.