
The Impact of Job Adaptation on Organizational Performance in Hospitals Operating in Madaba Governorate

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Abstract:

Purpose: This study aimed to investigate the impact of job adaptation, across its dimensions (adaptation to the work environment, colleagues, supervisors, and service recipients), on organizational performance, across its dimensions (internal processes, customer satisfaction, learning and growth, goal achievement), in hospitals operating in Madaba Governorate.

Design/Methodology/Approach: The researcher employed a descriptive-analytical methodology, with a sample comprising employees of hospitals operating in Madaba Governorate, totaling 165 individuals selected using simple random sampling.

Findings: The study yielded several key findings, notably a high level of job adaptation and a moderate level of organizational performance, alongside a statistically significant impact of job adaptation on organizational performance in hospitals operating in Madaba Governorate.

Practical Implications: The study recommends that hospitals operating in Madaba Governorate prioritize enhancing job adaptation among their employees by implementing appropriate administrative plans and strategies and establishing evaluative mechanisms to assess employees' ability to adapt to the work environment and its impact on organizational performance, utilizing qualitative and quantitative indicators.

Originality/Value: A significant relationship exists between job adaptation and organizational performance, as evidenced by the direct impact of job adaptation on individual and organizational performance. Job adaptation refers to an individual's ability to adjust to the requirements of their work environment, such as changes in job roles, new technologies, and evolving work methods, while organizational performance relates to the extent to which an organization achieves its goals and vision.

Keywords: Job adaptation, organizational performance, Jordanian Hospitals, Jordan.

JEL codes:

Paper type: Research article.

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1. Introduction

The contemporary era is witnessing significant and diverse changes across political, economic, social, and technological domains distinctly reflected in healthcare institutions and services (Clarke, 2020). These institutions are confronted with substantial challenges amidst current circumstances, rapid changes, and the pressing requirements to enhance and develop the quality of healthcare services to align with the needs of healthcare recipients and the nature of the health environment at local, regional, and international levels (Yeganeh, 2019).

Moreover, these services require a specific type of training, qualification, and adaptation for all healthcare service providers, including physicians, nurses, pharmacists, technicians, and administrators, thereby influencing performance to suit the quality of the need and the nature of the institutions providing these services (BIBI, 2020).

Locally and internationally, healthcare institutions face clear challenges, particularly concerning the traditional administrative pattern upon which these local healthcare institutions rely. It has become a critical requirement to keep pace with international developments in all healthcare service domains, necessitating the creation of a qualified workforce capable of providing healthcare and possessing high capabilities, innovations, and competencies to confront challenges and keep abreast of developments in the medical and healthcare fields.

The success of healthcare institutions, especially in the public sector, depends largely on the efficiency of their workforce, given the scarcity of resources and assets serving a large segment of the population. (Okeme *et al.*, 2024). Hence, any organization or institution's success depends primarily on its workforce performance, the adaptation of government healthcare workers to their roles and work environment in a way that is reflected in the organizational performance (OP) in these institutions, and providing the best healthcare service to those in need, is the mission that many organizations seek to adopt and excel in (Cometto *et al.*, 2022).

The primary goal of the healthcare institution is to provide optimal health services through service providers within a positive work environment, in line with the global concept of quality healthcare services. This helps them achieve distinctive and superior job performance, resulting from adapting to the job. This Job Adaptation achieves the high level of OP that these healthcare institutions seek (Wasik *et al.*, 2024).

From this standpoint, the idea of the study emerged to determine whether Job Adaptation has an impact on OP in government healthcare institutions in Madaba Governorate, to ascertain the extent of this impact and whether it has a positive or negative impact on the organizations investigated.

2. Literature Review

2.1 Job Adaptation

Job adaptation capability is considered a significant factor in enhancing work commitment and achieving high productivity in organizations, achievable through employee skill development and the provision of a work environment conducive to learning and professional growth (Song *et al.*, 2020). Many recent studies have analyzed the factors influencing organizational adaptation, and its impact on professional performance, job satisfaction, productivity, and employees' professional well-being, aiding in a better understanding of this concept and improving its application in organizations (Tims *et al.*, 2020).

Job adaptation is defined as a set of characteristics that distinguish the work environment, relationships with colleagues, and adaptation to salary and incentives. The adaptation process involves individuals' constant endeavors to reconcile the demands and conditions of their surrounding environment (Hassan, 2023). Kashtanova *et al.* (2023) points out two ways of thinking about organizational adaptation: the first relates to the conditions of business organizations and their practices in employee participation, democratic supervision, and policies implemented with employees.

The second way of thinking revolves around the employees' perception and conviction of whether they work in a safe environment and are satisfied with the organization, and whether they receive adequate work quality allowing for growth and development. Job adaptation is one of the most important factors affecting employee satisfaction, making the work environment stand out from others.

Therefore, improving and developing the quality of work life in all its social, psychological, and material components is the responsibility of the organization and its management, and implementing these responsibilities by the organization reflects on its performance results, achieving its plans and goals, increasing individuals' capabilities, and unleashing their creativity and innovations, ultimately leading to increased efficiency and productivity (Al-Amoush, 2020).

The concept of job adaptation changes with the changing conditions surrounding employees. Employees' orientations in business organizations vary from one category to another; some focus on opportunities for career advancement more than job security, while others arrange their circumstances and goals based on their jobs. Others make jobs a way to achieve their aspirations and goals (Kanste *et al.*, 2021).

Job adaptation focuses on the methods and practices used by business organizations' management to provide suitable work lives for employees, raising the organization's performance level achieve individuals' work and personal aspirations and satisfying the desires they aspire to in the organization. The higher the employees' satisfaction

rate with the organization's practices in this field, the more attracted they are to work (Sri, 2024). Job adaptation contributes to improving professional performance and achieving organizational goals. Youssef-Morgan and Luthans (2018) argue that job adaptation's importance in business organizations lies in helping increase productivity and improve professional performance in organizations.

Employees with job adaptation skills can overcome various obstacles and challenges at work. Wang *et al.* (2017) see that Job adaptation's importance lies in that it can lead to the development of better job paths for employees. Employees who possess this ability can enjoy more opportunities to develop their skills and improve their performance. Job adaptation consists of four main dimensions: (Adaptation to the work environment, Adaptation to coworkers, Adaptation to supervisors, and Adaptation to service recipients).

2.1.1 Adapting to the Work Environment

This dimension refers to an employee's ability to adapt to the demands and conditions of the work environment within the organization. Adapting to the work environment is considered a fundamental skill that individuals must develop to ensure continued success and advancement in their careers. Crawford (2021) highlights that adaptability to the work environment relies on a person's ability to effectively navigate continuous changes in the work environment and interact positively and cooperatively with colleagues. This adaptation also involves learning new skills and acquiring the necessary knowledge to address future challenges (Chen and Lim, 2021).

2.1.2 Adapting to Colleagues

This dimension refers to an employee's ability to adapt to and effectively communicate and collaborate with team members. It is another crucial aspect that influences professional success and job satisfaction (Chrobot-Mason and Aramovich, 2021). Effective adaptation to colleagues requires the ability to communicate effectively, engage in teamwork and collaboration, as well as respect cultural differences and diversity (Lanaj *et al.*, 2021). Adapting to colleagues helps create a positive work environment, enhances participation and engagement, and improves overall team performance (Tekleab *et al.*, 2021).

2.1.3 Adapting to Supervisors and Managers

This dimension refers to an employee's ability to adapt to the management and guidance styles used by supervisors and managers in the organization (Rockstuhl *et al.*, 2021). Supervisory roles are challenging, and the task of a supervisor is to give orders to employees to improve workflow. A good supervisor keeps employees well-informed of new information and guides them to work proficiently and correctly, which maintains a good relationship with employees for their adaptation in the workplace (Almutrami, 2022). Understanding supervisors' expectations and effectively managing them plays a crucial role in adapting to management (Liu *et al.*, 2021).

Therefore, individuals should work on improving their time management skills, prioritization, and the ability to receive constructive criticism and turn it into opportunities for professional development (Park *et al.*, 2021). These skills provide a strong foundation for balancing work requirements and management directives.

2.1.4 Adapting to Service Recipients

This dimension refers to an employee's ability to adapt to the needs and expectations of service recipients and provide service that meets those needs. Adapting to service recipients' needs is a crucial part of success in most professions, as it requires effectively and professionally meeting customers' needs and expectations (Agnihotri *et al.*, 2021). Adapting to service recipients involves developing effective communication skills, responding to changing customer needs, and delivering excellent service according to agreed-upon quality standards (Liao *et al.*, 2021). This adaptation helps improve customer and employee satisfaction, leading to better company outcomes.

2.2 Organizational Performance

The OP is one of the most important criteria for judging the success or failure of an organization. Through OP, the coordination level between all organization components can be determined, and its organizational structure can be designed to achieve its organizational goals. OP has become one of the prominent features of contemporary developments that leading organizations have rushed into, making it a characteristic of these organizations, a tool for achieving their goals, developing their methods, and improving their performance, and productivity. Excellent OP is the result of the strategic formulation process through which the organization seeks to achieve its long-term goals, solve its problems, and face its challenges (Hartanto and Hasim, 2024).

The current environment of organizations is characterized by challenges and changes that enhance the importance of OP that determine any organization's strategic plan success, which reflects how the available resources are optimally utilized to achieve the planned objectives (Alsuwaity, 2018). Therefore, business organizations continuously seek to evaluate their capabilities and develop them to improve their business performance, as OP is the common denominator for all efforts made by management and employees within those organizations. It is a fundamental concept for organizations in general, and it is almost a comprehensive phenomenon for all branches and fields of management knowledge (Castillo *et al.*, 2024).

On the other hand, the concept of OP is multi-faceted and applies in many areas, so researchers have varied in defining the concept and dimensions of OP, Munir (2019) defined it as: "Achieving organizational goals using resources efficiently and effectively, therefore OP requires focusing on the unique elements that distinguish the institution from others, which are the focus of evaluation and therefore include financial and non-financial indicators and measuring tangible and intangible assets,

and includes the broad aspects of OP based on strategies, operations, human resources, and systems.” Majahid and Sadae (2021) believe that OP does not only reflect financial and economic standards but is a broader concept that includes various internal and external standards that show the organization's ability to reach various goals for several parties that affect and are affected by the organization's activity such as shareholders, employees, management, and consumers of the organization's products, in addition to the community.

The importance of OP is evident as it is: “The step through which the current position of the organization is determined, and the extent of its compatibility or non-compatibility with its future goals, in addition to monitoring the organization's operations and knowing its performance to correct deviations in it, and establishing the organizational structure in a way that is effective and efficient, as well as the ability to recognize the need for change and how to implement it in the organization.” (Abdelqasir, 2020). The importance of OP is highlighted through: Monitoring and knowing the economic activity of the organization and its nature, monitoring and knowing the financial and economic conditions surrounding it, and assisting in the analysis, comparison, and evaluation of administrative and financial data (Ghbari, 2018).

Determining performance criteria is an important and fundamental step in the OP measurement system, as it enables institutions to retrieve and analyze data, and then evaluate it and know performance criteria as “the level of acceptable satisfaction in performance” (Alsuwaity, 2018).

Many researchers and writers have differed in determining the dimensions of OP and measurement methods, as some see stakeholders' goals as primary dimensions that the organization must measure, while others believe that determining OP dimensions is the responsibility of some organizations' management departments that represent their priorities. According to many researchers, OP can be divided into three basic perspectives including internal processes, customer satisfaction determinants, and learning and growth (Anggraini, 2022).

2.2.1 Internal Processes

This dimension focuses on the internal operations, factors, and operational procedures crucial for enabling organizational excellence through innovations and inventions leading to the introduction of new products and services that enhance the satisfaction of both existing and new customers, thereby achieving satisfactory financial results for stakeholders (Utami *et al.*, 2023). In other words, it reinforces both the customer dimension by creating value for them and the financial dimension by increasing shareholder wealth (Trivedi *et al.*, 2024).

2.2.2 Customer Satisfaction Determinants

Customer satisfaction is a fundamental factor in enabling businesses to achieve their goals. The organization's scope extends beyond external customers to internal

customers (Al Suwaidi, 2018), where external customers are the clients who determine the quality of the product or service, while internal customers are employees and various departments responsible for determining the processes related to delivering the product or service. The concept of customer satisfaction is widely used in business environments, and it is a measure by which the quality of products and services provided by the organization is measured to meet its customers' expectations (Suchanek and Kralova, 2023).

2.2.3 Learning and Growth

Learning and growth ensure organizations' ability to innovate, serving as a fundamental prerequisite for stability and long-term survival. The goal of learning and growth is to guide individuals toward continuous development and improvement to remain viable. It identifies the capabilities that organizations must develop to achieve high-level internal operations that provide value to customers (Isa and Ar Rahmah, 2023).

This aspect focuses on measuring the capabilities of the information system and rewards and incentives system. Learning and growth are defined as: "Identifying and diagnosing the infrastructure that the organization must achieve for voluntary long-term growth and improvement" (Elmetwaly *et al.*, 2022).

2.2.4 Goal Achievement

Goal achievement is one dimension of OP, which involves the ability to set and achieve goals, and the strategic objectives set to achieve success in the organization (Chen and Wu, 2020). The concept of goal achievement is defined as the results that business organizations seek to achieve (Wang and Shao, 2020). These are the results of planned activity, which, when achieved, contribute to achieving the organization's mission (Djukic and Mihajlovic, 2019).

3. Research Methodology

This study adopts the descriptive analytical approach, where the phenomenon is studied comprehensively, including all its factors and causes, regardless of their number. Information is obtained from two main sources: secondary sources, which consist of previous literature, books, articles, and studies directly and indirectly related to the subject of the study, and primary sources, which are accessed through the study tool consisting of a questionnaire distributed to the study sample.

3.1 Study Problems and Questions

Healthcare institutions face a scarcity of human and technological resources and capabilities, which imposes a great burden and responsibility on all workers within these institutions, whether they are administrators or technicians. Therefore, these restrictions affect the quality and performance of work and constitute a fundamental obstacle for workers in all sectors, including healthcare service providers, and thus

hinder the achievement of the organizational goals of government healthcare institutions. To study the extent impact of job adaptation on OP in hospitals operating in Madaba Governorate, this study seeks to know: the impact of job adaptation on OP in hospitals operating in Madaba Governorate from the point of view of workers in these hospitals:

1. What is the level of job adaptation in hospitals operating in Madaba Governorate from the point of view of workers in these hospitals?
2. What is the level of OP in hospitals operating in Madaba Governorate from the point of view of workers in these hospitals?
3. What is the impact of job adaptation on OP in hospitals operating in Madaba Governorate from the point of view of workers in these hospitals?

3.2 Study Hypotheses

H0: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of job adaptation, encompassing (adaptation to the work environment, colleagues, supervisors, and service recipients), on OP dimensions (internal processes, customer satisfaction, learning, and growth, goal achievement) in hospitals operating in Madaba Governorate.

Derived from the main hypothesis are the following sub-hypotheses:

H01: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of job adaptation on internal processes in hospitals operating in Madaba Governorate.

H02: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of job adaptation on customer satisfaction in hospitals operating in Madaba Governorate.

H03: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of job adaptation on learning and growth in hospitals operating in Madaba Governorate.

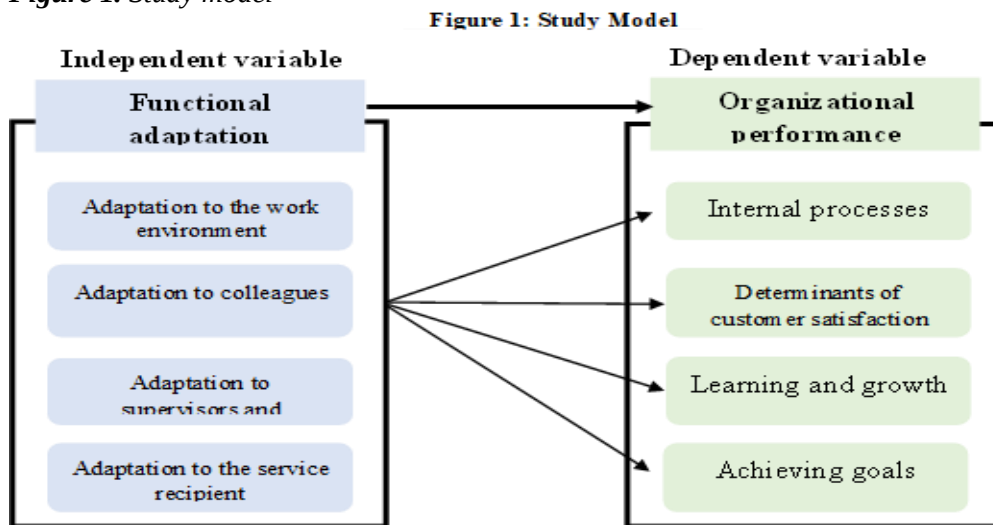
H04: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of job adaptation on goal achievement in hospitals operating in Madaba Governorate.

3.3 Objectives of the Study

The study aims to identify the impact of job adaptation on OP in hospitals operating among employees in Madaba Governorate, seeking to achieve the following:

1. Identify the level of job adaptation in hospitals operating in Madaba Governorate from the point of view of workers in these hospitals.
2. Identify the level of OP in hospitals operating in Madaba Governorate from the point of view of workers in these hospitals.
3. Study the impact of job adaptation on OP in hospitals operating in Madaba Governorate from the point of view of workers in these hospitals.

Figure 1. Study model



Source: Own study.

3.4 Study Significance

The scientific importance of this study is represented in its attempt to provide a comprehensive explanation, within an integrated theoretical framework, of the impact of job adaptation, in terms of concept, importance, and obstacles, on OP, then explaining the impact of the independent variable (IV) on the dependent variable (DV) and its dimensions, and explaining the importance of that and its dimensions on the organizations investigated, based on books and studies. The previous article addressed these variables.

The researcher hopes that this theoretical framework will contribute to enriching the Arab library, and help future researchers benefit from this information easily and conveniently. The researcher also hopes that the results of this study will contribute, from a practical perspective to clarifying the impact of job adaptation on OP in hospitals operating in Madaba Governorate in Jordan. The researcher also expects that hospital administration will benefit from the results of this study, and increase interest in the importance of job adaptation, its role in raising the level of OP, and its impact on developing and improving employee performance.

3.5 Study Limitations

- Spatial determinants: This study was applied to Madaba Governorate in Jordan.
- Time determinants: This study was conducted in the year 2023.
- Scientific determinants: The scientific limits of the study are represented in the subject of job adaptation, which includes (adaptation to the work environment, colleagues, supervisors, and service recipients), on OP in its dimensions (internal

operations, customer satisfaction, learning, growth, and goal achievement) in hospitals operating in the Madaba governorate.

3.6 Study Population and Sample

The study population consists of all 798 employees in Madaba government hospitals, according to the reports of the Jordanian Ministry of Health for the year 2023. A simple random sample of 260 employees of hospitals operating in Madaba was selected, based on statistically representative samples according to the Morgan equation, (Gumpili & Das, 2022). and All of them were returned, with a sample size of 260 employees whose responses were analyzed.

3.7 Study Tool Reliability

The reliability of the study variables' dimensions was measured using the Cronbach's alpha coefficient. Table 1 presents the results of the reliability analysis:

Table 1. Reliability of Study Variables' Dimensions Using Cronbach's Alpha Coefficient (N=165)

Constraints	Number of Items	Cronbach's Alpha
IV: Job adaptation		
Adaptation to the Work Environment (1-6)	6	0.877
Adaptation to Colleagues (7-11)	5	0.813
Adaptation to Supervisors and Managers (12-16)	5	0.824
Adaptation to Service Recipients (17-20)	4	0.835
DV: OP		
Internal Processes (21-26)	6	0.930
Customer Satisfaction (27-31)	5	0.863
Learning and Growth (32-36)	5	0.938
Goal Achievement (37-40)	4	0.884

Source: Own study.

The results of the preceding table indicate that the Cronbach's alpha coefficients for the study variables individually were high, with values of 0.877 for adaptation to the work environment, 0.813 for adaptation to coworkers, 0.824 for adaptation to supervisors, 0.835 for adaptation to service recipients, 0.930 for internal processes, 0.863 for customer satisfaction, 0.938 for learning and growth, and 0.884 for achieving objectives.

This suggests reliability as Cronbach's alpha coefficient greater than 0.70 is considered acceptable (Sekaran and Bougie, 2016).

3.8 Statistical analysis

The collected data was entered into the SPSS (Ver. 26). Frequency and percentages were used to measure the demographic distribution of the sample. Means and standard deviations were used to measure the trends of the hospital staff of job adaptation constraints and OP constraints. Multiple (MRA) and stepwise linear regression (SRA) were used to measure the effect of the job adaptation constraints on OP.

3.9 Ethical consent

The research was approved by the ethical research committee. The distributed questionnaire included an introduction explaining the objectives of this study and a commitment to use the data for this study. The introduction also approved the medical staffs' agreement to participate in this study.

4. Results

4.1 Demographic Characteristics

Frequency distributions and percentages were employed to provide an accurate description of the study participants' personal and professional characteristics. Table 2 displays the analysis results for the personal and professional variables of the study sample.

Table 2. Participant Demographics and Professional Characteristics Distribution

Variables	Categories	Frequency	Percentage
Gender	Male	142	54.6%
	Female	118	45.4%
	Total	260	100.0%
Age	30 yrs. or younger	28	10.8%
	31 to 40 yrs.	98	37.7%
	41 to 50 yrs.	107	41.2%
	51 yrs. or older	27	10.4%
	Total	260	100.0%
Academic Qualification	Diploma or less	24	9.2%
	Bachelor's degree	201	77.3%
	Master's degree	16	6.2%
	Doctorate	19	7.3%
	Total	260	100.0%
Years of Experience	5 yrs. or less	71	27.3%
	6-10 yrs.	102	39.2%
	11-15 yrs.	55	21.2%
	+16 yrs.	32	12.3%
	Total	260	100.0%
Job Title	Manager	2	0.8%

Assistant Manager	3	1.2%
Department/Unit Head	45	17.3%
Supervisor	12	4.6%
Employee	198	76.2%
Total	260	100.0%

Source: Own study.

Table 2 indicates a predominance of male participants in the sample, comprising 142 individuals, constituting 54.6%, while females comprised 45.4%. Furthermore, the majority of the study participants fell within the age category of 41-50 years, with 107 individuals accounting for 41.2%, followed by those in the 31-40 age group at 37.7%, those aged 30 years or younger at 10.8%, and those aged 51 years or older at 10.4%.

Regarding educational qualifications, 77.3% of the study participants held a bachelor's degree, followed by 9.2% with a diploma or lower, 7.3% with a Doctorate, and 6.2% with a master's degree. In terms of years of experience, the majority fell within the 6-10 years' category at 39.2%, followed by those with 5 years or less at 27.3%, 11-15 years at 21.2%, and 16 years or more at 12.3%. Additionally, most study participants were employees, with 198 individuals constituting 76.2% of the sample.

4.2 Attitudes to Job Adaptation and Organizational Performance

To ascertain the perceptions of the study participants, employees in governmental hospitals in Madaba Governorate, regarding the study dimensions according to their variables represented by job adaptation as IV and OP as DV, the arithmetic means and standard deviations of their responses were computed. The results are presented in the following Tables:

The arithmetic means and standard deviations of the study participants' responses to the dimensions of job adaptation as IV were calculated, as shown in Table 3.

Table 1. A. M. & Relative Importance of Study Sample Responses on Dimensions of FA

Dimension	M.	S.D.	R. I.	Level to M.
Adaptation to the work environment	3.61	0.74	4	Moderate
Adaptation to colleagues	3.90	0.44	2	High
Adaptation to supervisors and managers	3.78	0.54	3	High
Adaptation to service recipients	3.92	0.61	1	High
Overall job adaptation dimensions	3.80			High

Source: Own study.

The findings of Table 3 indicate that the mean scores of the sample respondents' answers on the dimensions of the IV (job adaptation) and their relative importance

ranged from (3.61 – 3.92). Adaptation to service recipients ranked first with the highest mean score of (3.92) and a high relative importance, followed by adaptation to colleagues, with a mean score of (3.90) and a high relative importance. This was followed by adaptation to supervisors and managers, with a mean score of (3.78) and a high relative importance.

Finally, adaptation to the work environment ranked last with a mean score of (3.61) and a moderate relative importance. Additionally, the data from the previous table indicates that the mean score for the overall mean of respondents' answers on the dimensions of the IV (job adaptation) reached (3.80) with high relative importance, suggesting a high level of job adaptation among employees in hospitals operating in Madaba province. Dimensions and items of the DV (OP) were computed for mean scores and standard deviations of study participants' responses, as illustrated in Table 4.

Table 2. Average Scores and R. I. of Sample Responses across OP Dimensions.

Dimension	Mean	S.D.	R. I.	Level to M.
Internal Processes	3.66	0.73	Moderate	2
Customer Satisfaction	3.78	0.53	High	1
Learning and Growth	3.38	0.80	Moderate	4
Goal Achievement	3.59	0.46	Moderate	3
OP Dimensions	3.60		Moderate	

Source: Own study.

The findings of Table 4 indicate that the mean scores of the sample respondents' answers regarding the dimensions of the DV (OP) and their relative importance ranged from 3.38 to 3.78. Customer satisfaction ranked highest with the highest mean score of 3.78 and relatively high importance, followed by internal processes with a mean score of 3.66 and moderate importance, then goal achievement with a mean score of 3.59 and moderate importance, and finally learning and growth with a mean score of 3.38 and moderate importance. Additionally, the average mean of the sample respondents' answers on all dimensions of the DV (OP) was 3.60, indicating a moderate level of OP in hospitals operating in Madaba province.

4.3 The Effect of Job Adaptability on Organizational Performance

4.3.1 Analysis of multi-collinearity

Variance inflation factor (VIF) and tolerance used to verify the level of linear interaction between the dimensions of the IV. The results indicate that the dimensions of IV are not multi-collinear (Table 5). The VIF values were less than 5 and the allowable variance values exceeded 0.01. Furthermore, the skewness values were within the range (from 1 to -1) (Hair *et al.*, 2019).

Table 3. Linear Interaction Test Results Across IV Dimensions

IV	VIF	Tolerance	Skewness
Adaptation to Work Environment	1.98	0.505	0.427
Adaptation to Colleagues	3.22	0.311	0.971
Adaptation to Supervisors and Managers	3.97	0.252	0.212
Adaptation to Service Recipients	2.88	0.347	0.496

Source: Own study.

Additionally, the validity of the model for each hypothesis was ensured individually, as Table 6 illustrates the model's validity for testing the study hypotheses. Given the high calculated F-value compared to its tabulated value at a significance level ($\alpha \leq 0.05$) and degrees of freedom (1), where the adaptability dimensions explain (44.2%) of the variance in the DV (OP), (57.0%) of the variance in the dimension of internal processes, (57.9%) of the variance in customer satisfaction, (34.8%) of the variance in learning and growth dimension, and (12.7%) of the variance in goal attainment dimension. All of this confirms the role and impact of adaptability dimensions in explaining the dimensions related to OP. Consequently, the hypotheses of the study can be tested.

Table 4. Results of Regression Analysis for Validating the Model in Testing Study Hypotheses

DV	D.F.	R-Squared	F-Value	Sig. Level
Internal Processes	4	0.570	53.081	0.000
Customer Satisfaction	4	0.579	54.978	0.000
Learning and Growth	4	0.348	21.314	0.000
Achieving Goals	4	0.127	5.799	0.000
Total	4	0.442	31.718	0.000

Source: Own study.

4.3.2 The effect of overall dimension of job adaptability on organizational performance

H0: There is no statistically significant effect (at a significance level of $\alpha \leq 0.05$) of job adaptation, across its dimensions (adaptation to the work environment, adaptation to colleagues, adaptation to supervisors and managers, adaptation to service recipients), on OP, across its dimensions (internal processes, customer satisfaction, learning and growth, goal achievement), within hospitals operating in Madaba governorate. The researcher utilized MRA to determine the impact of job adaptation dimensions on OP dimensions. The results are presented in Table 7.

Table 5. M.R.A. of the impact of job adaptation dimensions on OP

Table 2: ANOVA of the impact of job adaptation dimensions on OI											
D. V.	Model Summary					ANOVA					
OP	R	R ²	F	D.F.	Sig.F*	variance	Beta	B	S.E.	t	Sig. t
	0.665	0.442	31.718	4	0.000	Adaptation to Work Environment	0.434	.3200	0.0686	4.727	0.000

			Adaptation to Colleagues	0.135	.1670	0.111	1.495	0.137
			Adaptation to Supervisors and Managers	0.005	.0050	0.106	0.046	0.964
			Adaptation to Service Recipients	0.391	.3480	0.067	0.5227	0.000
Total Squares	Regression	21.501						
	Residual	27.115						
	Total	48.616						
Mean Squares	Regression	5.375						
	Residual	.1690						

Note: *significance at ($\alpha \leq 0.05$).

Source: Own study.

The results from Table 7 indicate a positive correlation between all dimensions of the IV (job adaptation) and OP, where the correlation coefficient reached (0.665), and the level of statistical significance (0.000), indicating that this positive correlation is statistically significant. The coefficient of determination reached (0.442), which is statistically significant at the level (0.000). This indicates that the impact of job adaptation on OP is statistically significant and suggests that (44.2%) of the variance in OP can be interpreted through the variance in the dimensions of job adaptation.

The regression coefficients table showed that the value (β) for the dimension of adaptation to the work environment reached (0.434) and the value (T) was (4.727), with a significance level (Sig = 0.00), indicating that this dimension's impact is significant. The value of (β) for the dimension of adaptation to colleagues reached (0.135), with a value of (T) at (1.495), and a significance level of (Sig = 0.137), indicating that this dimension's impact is not significant.

The value of (β) for the dimension of adaptation to supervisors and managers reached (0.005), with a value of (T) at (0.046), and a significance level of (Sig = 0.964), indicating that this dimension's impact is not significant, whereas the value of (β) for the dimension of adaptation to service recipients reached (0.391), with a value of (T) at (5.227), and a significance level of (Sig = 0.00), indicating that this dimension's impact is significant.

Based on the results, the null hypothesis was rejected, and the alternative hypothesis was accepted, stating that there is a statistically significant impact at a significance level ($\alpha \leq 0.05$) for job adaptation with its dimensions (adaptation to the work environment, adaptation to colleagues, adaptation to supervisors and managers, adaptation to service recipients) on OP with its dimensions (internal processes, customer satisfaction, learning and growth, goal achievement) in hospitals operating

in Madaba Governorate. After testing the main hypothesis, the subsidiary hypotheses derived from it were tested, as shown below:

First sub-hypothesis:

H01: There is no statistically significant impact at a significance level ($\alpha \leq 0.05$) for job adaptation with its dimensions (adaptation to the work environment, adaptation to colleagues, adaptation to supervisors and managers, adaptation to service recipients) on internal processes in hospitals operating in Madaba Governorate.

Table 6. M.R.A. Examining the Impact of job adaptation and its Various Dimensions on Internal Processes

Job adaptation	B	Standard Error	Beta	t-value	Statistical Significance
Adaptation to Work Environment	.4470	.0790	.4550	5.636	.0000
Adaptation to Colleagues	.0660	.1310	.0400	.5050	.6140
Adaptation to Supervisors and Managers	.1800	.1250	.1350	1.447	.1500
Adaptation to Service Recipients	.5360	.0780	.4510	6.876	.0000

Source: Own study.

The statistical results presented in Table 8 and the tracking of t-test values indicate that the sub-dimensions of the following variables (adaptation to work environment, adaptation to service recipient) have a statistically significant effect on the DV (internal processes), with corresponding high t-values calculated at a significance level ($\alpha \leq 0.05$): adaptation to work environment (5.636), adaptation to service recipient (6.876).

Consequently, the following is implied: rejection of the null hypothesis for the first sub-hypothesis, which states that there is no statistically significant effect at a significance level ($\alpha \leq 0.05$) for job adaptation in its dimensions (adaptation to work environment, adaptation to service recipient) on internal processes in hospitals operating in Madaba Governorate, and acceptance of the null hypothesis for the dimensions (adaptation to work colleagues, adaptation to supervisors and managers).

Table 7. Results of stepwise M.R.A. for predicting internal processes through dimensions of job adaptation.

IV Entry Order	(R ²) Value	t Value	Sig .p value
Adaptation to the Work Environment	0.312	10.629	.0000
Adaptation to the Service Recipient	0.557	9.472	.0000

Source: Own study.

In conducting SRA to determine the significance of each IV separately in contributing to the mathematical model representing the impact of adaptive

functional variables (adaptation to work environment, adaptation to colleagues, adaptation to supervisors, adaptation to service recipients) on internal processes, as evidenced by Table 8 illustrating the entry order of IV into the regression equation, it is observed that the variable “adaptation to work environment” explains 31.2% of the variance in the DV “internal processes.”

This is followed by adaptation to service recipients, which, combined with the previous variables, explains 55.7% of the variance in the DV “internal processes.” Variables “adaptation to colleagues” and “adaptation to supervisors” were excluded from the stepwise regression equation as they were deemed statistically weak and insignificant from the researchers' perspective.

Second sub-hypothesis:

H02: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of job adaptation with its dimensions (adaptation to work environment, adaptation to colleagues, adaptation to supervisors, adaptation to service recipients) on customer satisfaction in hospitals operating in Madaba governorate.

Table 8. Results of M.R.T. to Assess the Impact of job adaptation with Its Various Dimensions on Customer Satisfaction.

Adaptation	B	S. E.	Beta	t Value	Significance
Work Environment	0.300	0.058	0.416	5.206	0.000
Colleagues	0.122	0.095	0.101	1.283	0.201
Supervisors and Managers	-0.173	0.090	-0.177	-1.914	0.057
Service Recipients	0.573	0.057	0.657	10.114	0.000

Source: Own study.

The statistical results presented in Table 10 and the follow-up of the t-test values indicate that the dimensions of the sub-variables (adaptation to the work environment, adaptation to service recipients) respectively have a statistically significant effect on the DV (customer satisfaction), evidenced by the high calculated t-values at a significance level ($\alpha \leq 0.05$), namely: adaptation to the work environment (5.206) and adaptation to service recipients (10.114).

Consequently, the following implications arise: rejecting the second null hypothesis, which states that there is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of job adaptation dimensions (adaptation to the work environment, adaptation to service recipients) on internal operations in hospitals operating in Madaba Governorate, and accepting the null hypothesis for dimensions (adaptation to colleagues, adaptation to supervisors and managers).

Table 9. Results of M.R.T. analysis to predict customer satisfaction through job adaptation dimensions.

I.V. Entry Order	(R ²) Value	t Value	Sig. t
Adaptation to the Work Environment	0.478	5.836	.0000
Adaptation to the Service Recipient	0.569	13.375	.0000

Source: Own study.

When conducting SRA analysis to determine the significance of each IV individually in contributing to the mathematical model representing the impact of adaptation variables (adaptation to work environment, adaptation to coworkers, adaptation to supervisors, adaptation to service recipients) on internal processes, as evident from Table 11 which illustrates the entry order of IV in the regression equation, the variable (adaptation to work environment) explains 9.3% of the variance in the DV (customer satisfaction), followed by adaptation to service recipients, which, along with the previous variables, explains 56.9% of the variance in the DV (customer satisfaction).

Adaptation to coworkers and adaptation to supervisors were excluded from the stepwise regression equation as they were considered weak and statistically insignificant variables from the researchers' perspective.

Third sub-hypothesis:

H03: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of job adaptation in its dimensions (adaptation to work environment, adaptation to coworkers, adaptation to supervisors, adaptation to service recipients) on learning and growth in hospitals operating in Madaba Governorate.

Table 10. Results of MRA Testing on Job Adaptation's Impact on Learning and Growth

Adaptation	B	S. E.	Beta	t-value	p-value
Work Environment	0.576	0.108	0.531	5.344	0.0000
Colleagues	0.102	0.178	0.056	0.574	0.5670
Supervisors	-0.052	0.169	-0.035	-0.305	0.7610
Service Recipient	0.338	0.106	0.258	3.194	0.0020

Source: Own study.

The statistical results presented in Table 12 and the examination of t-test values indicate that the sub-dimensions of the following variables (adaptation to the work environment, adaptation to the service recipient) have a statistically significant effect on the DV (education and growth), with respective high t-values calculated at a significance level of ($\alpha \leq 0.05$): adaptation to the work environment (5.344), adaptation to the service recipient (3.194).

Consequently, the following implications arise for rejection of the null hypothesis for the third sub-hypothesis, which suggests that there is no statistically significant

effect at the significance level ($\alpha \leq 0.05$) for job adaptation with its dimensions (adaptation to the work environment, adaptation to the service recipient) on learning and growth in hospitals operating in Madaba governorate, and acceptance of the null hypothesis for the dimensions (adaptation to colleagues, adaptation to supervisors and managers).

Table 11. Stepwise Regression Analysis Predicting Learning and Growth via job adaptation Dimensions

IV Entry Order	(R ²) Value	t Value	Sig. t
Adaptation to the Work Environment	0.264	8.067	.0000
Adaptation to the Service Recipient	0.346	4.503	.0000

Source: Own study.

When conducting SRA analysis to determine the significance of each IV individually in contributing to the mathematical model representing the impact of adaptive functional variables (adaptation to work environment, adaptation to colleagues, adaptation to supervisors, adaptation to service recipients) on learning and growth, as evident from Table 13, which illustrates the entry sequence of IV into the regression equation, the variable “adaptation to work environment” explains 26.4% of the variance in the DV (learning and growth). This is followed by adaptation to service recipients, which, along with the previous variables, explains 34.6% of the variance in the DV (learning and growth). Variables “adaptation to colleagues” and “adaptation to supervisors” were removed from the stepwise regression equation as they were deemed statistically weak and non-significant from the researchers' perspective.

Fourth sub-hypothesis:

H04: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of job adaptation in its dimensions (adaptation to work environment, adaptation to colleagues, adaptation to supervisors, adaptation to service recipients) on achieving objectives in hospitals operating in Madaba governorate.

Table 12. Regression Analysis: Impact of job adaptation Dimensions on Achieving Objectives

Job adaptation	B	Standard Error	Beta	t Value	Significance
Adaptation to Work Environment	-0.044	0.071	-0.071	-0.618	.5380
Adaptation to Colleagues	0.377	0.118	0.362	3.199	.0020
Adaptation to Supervisors and Managers	0.064	0.112	0.076	0.570	.5700
Adaptation to Service Recipients	-0.057	0.070	-0.076	-0.817	.4150

The statistical results presented in Table 14 and the follow-up of the t-test values indicate that the sub-dimension (Adaptation to Colleagues) has a statistically

significant effect on the DV (Goal Achievement), as evidenced by the elevated t-value calculated at a significance level ($\alpha \leq 0.05$) of 3.199. Consequently, it necessitates the following: rejecting the null hypothesis of the fourth sub-hypothesis, which states that there is no statistically significant effect at the significance level ($\alpha \leq 0.05$) of job adaptation, specifically in the dimension of Adaptation to Colleagues, on goal achievement in hospitals operating in Madaba Governorate. Additionally, accepting the null hypothesis for the dimensions (Adaptation to Work Environment, Adaptation to Supervisors, Adaptation to Service Recipients).

Table 13. *The SRA on Goal Achievement Through job adaptation Dimensions.*

IV Entry Order	(R ²) Value	t Value	Sig. t
Adaptation to Colleagues	0.120	4.707	.0000

Source: *Own study.*

Upon conducting SRA to ascertain the individual significance of each IV in contributing to the mathematical model representing the impact of adaptation variables (work environment adaptation, peer adaptation, supervisor adaptation, and beneficiary adaptation) on achieving objectives, it became apparent that the variable of peer adaptation accounted for 12.0% of the variance in the DV (goal achievement).

Conversely, the variables of work environment adaptation, supervisor adaptation, and beneficiary adaptation were excluded from the stepwise regression equation as they were statistically deemed weak and insignificant from the researchers' perspective. The discussion of the results indicated a generally high relative importance of the dimensions of the IV (job adaptation), with an overall mean average of 3.80. Peer adaptation ranked highest with the highest mean average of 3.92, followed by peer adaptation with a mean average of 3.90, then supervisor adaptation with a mean average of 3.78, and lastly, work environment adaptation with a mean average of 3.61.

This suggests a high level of job adaptation among employees in hospitals operating in Madaba province, attributable to the alignment of hospital workload with the scientific capabilities and qualifications of employees, the suitability of official working hours, alignment of employees' personal values with hospital values and vision, as well as the presence of clear friendly relationships among hospital employees.

This interpretation aligns with similar studies such as Bougma and Amrouni (2022), El Matarmi (2022), and Al-Amoush (2020), which demonstrated high levels of job adaptation in various organizational contexts. Additionally, the results revealed that the relative importance of OP dimensions was generally moderate, with an overall mean average of 3.60. Customer satisfaction ranked highest with the highest mean average of 3.78, followed by internal processes with a mean average of 3.66, then

goal achievement with a mean average of 3.59, and finally, learning and growth with a mean average of 3.38. This indicates a moderate level of OP in hospitals operating in Madaba province, as perceived by stakeholders in these hospitals. This finding is consistent with similar studies conducted by Al-Qardou (2021), Al-Mehlaoui (2020), and Al-Ounsi and Al-Nashmi (2019), which demonstrated moderate levels of OP in various organizational settings.

When conducting SRA to determine the individual significance of each IV in contributing to the mathematical model representing the impact of adaptive variables (adaptation to work environment, adaptation to colleagues, adaptation to supervisors and managers, adaptation to service recipients) in achieving objectives, as evidenced by Table 15 depicting the entry order of IV into the regression equation, it is revealed that the variable (adaptation to colleagues) accounts for 12.0% of the variance in the DV (goal achievement).

The variables (adaptation to work environment, adaptation to supervisors and managers, adaptation to service recipients) were removed from the stepwise regression equation as they were deemed statistically weak and non-significant from the researchers' perspective.

5. Discussion

The study's findings revealed that the relative importance of dimensions of the IV (job adaptation) generally scored high with an average of 3.80. Notably, adaptation to service recipients ranked highest with the highest mean score of 3.92 and high relative importance, followed by adaptation to coworkers with an average score of 3.90 and high relative importance.

Subsequently, adaptation to supervisors and managers followed with an average score of 3.78 and high relative importance. In contrast, adaptation to the work environment ranked lowest with an average score of 3.61 and moderate relative importance. These results suggest a high degree of job adaptation among employees in hospitals operating in Madaba province.

This outcome can be attributed to the alignment of hospital workload with the scientific capabilities and qualifications of employees, suitability of official working hours, alignment of employees' personal values with hospital values and vision, and the presence of clear friendly relations among hospital staff. Moreover, colleagues appreciate each other's work and supervisors and managers consider the psychological and social conditions of the employees, conducting fair and transparent performance evaluations.

These findings are consistent with the study by Bougma and Amrouni (2022), which demonstrated a high level of job adaptation among employees at the Khatmia Flins Institution in Jijel. They also align with the results of Al-Mutarmi's (2022) study,

which showed that the level of job adaptation in its dimensions (adaptation to the work environment, adaptation to coworkers, adaptation to supervisors, and adaptation to beneficiaries) among government department managers in Tafileh province was high. Additionally, they concur with Al-Amoush's (2020) study, which indicated a high level of job adaptation among teachers in government secondary schools in Amman province.

Furthermore, the study results indicated that the relative importance of OP dimensions was generally moderate with an average score of 3.60. Customer satisfaction ranked highest with the highest mean score of 3.78 and high relative importance, followed by internal processes with an average score of 3.66 and moderate relative importance.

Achievement of objectives followed with an average score of 3.59 and moderate relative importance while learning and growth ranked lowest with an average score of 3.38 and moderate relative importance. This suggests a moderate level of OP in hospitals operating in Madaba province from the perspective of employees in these hospitals. The researcher attributes this result to the recognition by hospitals operating of the importance of OP in assessing and developing their capabilities to improve their performance. OP serves as a common denominator for all efforts made by management and employees within the framework of the work of these hospitals.

Accordingly, hospital administrations strive to maintain quality elements in providing services to clients, both patients, and visitors, and to align between hospital goals and internal administrative processes. They also seek to establish sound and consistent foundations in service provision and address any problems that arise with patients and visitors to ensure their satisfaction. To achieve this, hospital management designs training programs according to the actual needs of employees, aiming to continuously develop their skills.

This finding is consistent with the results of Qardooh and Al-Jenaei's (2021) study, which demonstrated a moderate level of OP in commercial banks in Yemen, as well as with the results of Al-Mahlawi's (2020) study, which showed a moderate level of OP in the National Electricity Authority in Sudan. However, this finding contrasts with the results of Al-Ansi and Al-Nashmi's (2019) study, which showed a high level of OP in the study sample companies. This difference in results may be attributed to the difference in the environment in which the study was conducted.

The results of the primary hypothesis reveal statistically significant evidence supporting the impact of job adaptation dimensions on OP, with a correlation coefficient of (0.665) and a determination coefficient of (0.442), both achieving statistical significance levels below (0.05). This suggests that OP is influenced by the level of job adaptation, indicating that higher levels of job adaptation correspond to elevated OP. The researcher attributes this finding to the significance of job adaptation in influencing OP.

When hospital employees effectively adapt to the work environment, job requirements, colleagues, service recipients, supervisors, and managers, it positively affects their OP. Employees who adapt well tend to exhibit higher job satisfaction levels, increased dedication and effort, and improved productivity and quality of work. Moreover, job adaptation can directly impact OP by enhancing learning capabilities and continuous development, improving internal processes within the hospital, enhancing customer and patient satisfaction, and achieving specified organizational goals.

Therefore, job adaptation is considered a significant factor in enhancing OP in hospitals and healthcare institutions overall. This finding partially aligns with previous research, such as the study by Al-Amoush (2020), which indicated a statistically significant positive correlation between respondents' average responses to their professional development reality and the level of job adaptation. It also concurs with the results of Tims *et al.* (2020), indicating that job adaptation has a positive effect on work commitment, psychological empowerment, and job satisfaction.

Additionally, the current study partially agrees with other studies regarding the influence of other variables on OP, such as the study by Al-Zubaidi and Al-Ziyadi (2023), which found that the analyzability of big data directly affects organizational flexibility and performance. Moreover, it aligns with the study by Saadat and Abu Bakr (2022), which demonstrated a statistically significant impact of strategic planning dimensions on OP using the balanced scorecard dimensions in the Yarmouk Water Company. It also concurs with the findings of Sahibzada *et al.* (2022), which indicated a statistically significant effect of knowledge management on OP.

6. Conclusions and Recommendations

Based on the findings of this study, several recommendations have been proposed as follows:

1. Hospitals operating in Madaba Governorate should continue to prioritize enhancing job adaptation among their employees by developing suitable administrative plans and strategies for this purpose.
2. Provision of necessary training for staff on the importance of and techniques for organizational adaptation, coupled with encouragement for acquiring new skills to enhance their ability to adapt to changes in the work environment.
3. Establishment of evaluative mechanisms and tools to assess employees' adaptability to the work environment and its impact on OP, utilizing appropriate qualitative and quantitative indicators.
4. Encouragement of employee participation in decision-making processes, as well as in the improvement and development of work processes, through the

- creation of a positive work environment that fosters interaction and communication among team members.
5. Promotion of knowledge and experience sharing among employees through the creation of platforms and tools facilitating communication and interaction among them.
 6. Strengthening the hospital's vision and strategic mission and redesigning the organizational structure to be more effective in achieving specified objectives.

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