

The Impact of Job Characteristics in Employee's Involvement: The Moderating Role of Appropriate Workload in the Government Hospitals in Amman City

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Received: Sep. 3, 2021 Accepted: Nov. 12, 2021 Online published: Dec. 19, 2021

doi:10.5296/hrr.v5i1.19347 URL: <https://doi.org/10.5296/hrr.v5i1.19347>

Abstract

The study aims to identify the effect of work characteristics on employees' engagement and the role of appropriate workload in government hospitals in the city of Amman. To achieve the aim of the study, the descriptive analytical approach is used through a stratified random sample of (269) individuals. The questionnaires have been electronically distributed using Google Drive and the questionnaire is used as a tool to collect study data. After conducting the statistical analysis, the study shows that there is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the characteristics of work in its dimensions (independence, diversity of skills, importance of work, and feedback) on participation in government hospitals in the city of Amman. Also, the study shows that there is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the characteristics of work in its dimensions (independence, diversity of skills, importance of work, and feedback) on empowerment in government hospitals in the city of Amman. The study has recommended the necessity of making use of the expertise and experience of experts by attracting them to train employees in modern methods in a way that leads to improving performance and working in hospitals.

Keywords: work characteristics, employee engagement, appropriate workload

1. Introduction

The business environment in our time is facing many developments and events of this era, which are new experiences for many sectors, which has led to an increase in the volume of life pressures and burdens for the human being whose existence is linked to the presence of the stress trait that has become one of the elements and recipes of the current era, which has become a great challenge for the Organizations of all kinds, this change necessitated the management of these organizations with great responsibilities, which on their part contributed to an increase in the volume of work and thus work pressure, as work became a source of

psychological pressure and tension, which made it more difficult for workers to adapt and adapt to work conditions and requirements.

Work pressure has become one of the great challenges facing our current era because of its side effects that impede the productive workers' performance and consequently their inability to reach the goals they seek (Cohi & Koh, 2015), in addition to the most negative effects that may accrue to the organization as it carries. These organizations have other costs related to the work pressure process. Hence, researchers' interest in studying this phenomenon has increased to explain its causes and results, and to find the necessary strategies to deal with it to limit its presence and its repercussions on individuals and societies (Khaled & Naeem, 2013).

The nature of the work is one of the main reasons for the increase in the levels of work pressure or stress that the worker may face, as mentioned by some researchers, and the characteristics it contains that makes these individuals do work that is not commensurate with their abilities and energies, whether physical, psychological or even mental, and this is in terms of the size of these works. The nature of the tasks, or the lack of clarity of the tasks entrusted to the working individuals to perform them, and the overlapping of tasks or jobs creates a kind of tension between workers, which leads to the emergence of some negative behaviors among workers, such as lack of adaptation and engagement in work, absenteeism, and job dissatisfaction and the tendency towards leaving work (Trepanier, et al., 2013).

2. Problem of the Study

The issue of engaging inappropriate work and the burden of workers did not receive great attention despite the importance of the topic, as previous studies did not address it, and through the researcher's follow-up to the performance of the health sector; she found that there is a great lack of interest in this sector of workers, which reduces productivity. Although the health sector is the first sector that provides very sensitive services to save the lives of individuals and patients, the lives of these patients will be in danger if the hospital administration does not provide a safe and psychologically stable working environment for its employees (Qawari, 2014). This leads to unleashing their energies and creativity in the appropriate work and the tasks assigned to them and reaching their goals and objectives of the organization in the required manner, which must be achieved as a strategic option to improve its competitiveness and sustainability on the engagement of employees and the workload in government hospitals in the city of Amman and their role in raising and improving the level of employee engagement (Abdin, 2010). The results of several studies have shown that the factors of appropriate work characteristics have a positive and effective impact in enhancing and improving the level of employee engagement, as in the study of each of the two studies of Labsis and Shourab (2018) and Firas Haj Muhammad (2016), as the researcher noted through her work in hospitals that there is a weakness in the performance of workers, which justifies conducting the study. Accordingly, the problem of the study lies in identifying the effect of work characteristics on employees' engagement and the role of appropriate workload in government hospitals in the city of Amman.

3. Questions of the Study

Due to the nature of the problem of the study, the following questions are articulated.

1. Is there a statistically significant effect at the significance level ($\alpha \leq 0.05$) for the characteristics of appropriate work with its dimensions (independence, diversity of skills, importance of work, and feedback) on the engagement of employees with its dimensions (participation, empowerment, and teamwork) in government hospitals in the city of Amman?

The following sub-questions emerge from it:

1. Is there a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the characteristics of appropriate work with its dimensions (independence, diversity of skills, importance of work, and feedback) on participation in government hospitals in the city of Amman?

2. Is there a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the characteristics of appropriate work with its dimensions (independence, diversity of skills, importance of work, and feedback) on empowerment in government hospitals in the city of Amman?

3. Is there a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the characteristics of appropriate work with its dimensions (independence, diversity of skills, importance of work, and feedback) on teamwork in government hospitals in the city of Amman?

4. Objectives of the Study

The main objective of the study was to identify the effect of work characteristics on employees' engagement: the role of appropriate workload in government hospitals in the city of Amman.

It also aims to achieve the following sub-objectives:

1. Decide if there is a statistically significant effect of the characteristics of the appropriate work with its dimensions (independence, diversity of skills, importance of work, and feedback) on participation in government hospitals in the city of Amman.

2. Examine if there is an impact of the characteristics of appropriate work with its dimensions (independence, diversity of skills, importance of work, and feedback) on empowerment in government hospitals in the city of Amman.

3. Identify if there is an impact of the characteristics of appropriate work with its dimensions (independence, diversity of skills, importance of work, and feedback) on teamwork in government hospitals in the city of Amman.

4. Explore if the workload improves the impact of the characteristics of appropriate work in its dimensions (independence, diversity of skills, the importance of work, and feedback) on the engagement of workers with its dimensions (participation, empowerment, and teamwork) in government hospitals in the city of Amman.

5. Hypotheses of the Study

The main hypothesis (Ho1): There is a statistically significant effect at the level of significance (α 0.05) for the characteristics of appropriate work with its dimensions (independence, diversity of skills, importance of work, feedback) on the engagement of employees with its dimensions (participation, empowerment, and teamwork) in government hospitals in Amman city. The following sub-hypotheses are derived from the main hypothesis:

1. Sub-hypothesis (Ho1): There is a statistically significant effect at the significance level (α 0.05) for the characteristics of appropriate work with its dimensions (independence, skill diversity, importance of work, feedback) in participation in government hospitals in Amman.
2. Sub-hypothesis (Ho2): There is a statistically significant effect at the significance level (α 0.05) for the characteristics of appropriate work with its dimensions (independence, diversity of skills, importance of work, feedback) on empowerment in government hospitals in the city of Amman.
3. Sub-hypothesis (Ho3): There is a statistically significant effect at the significance level (α 0.05) for the characteristics of appropriate work with its dimensions (independence, diversity of skills, importance of work, feedback) in teamwork in government hospitals in the city of Amman.

6. Significance of the Study

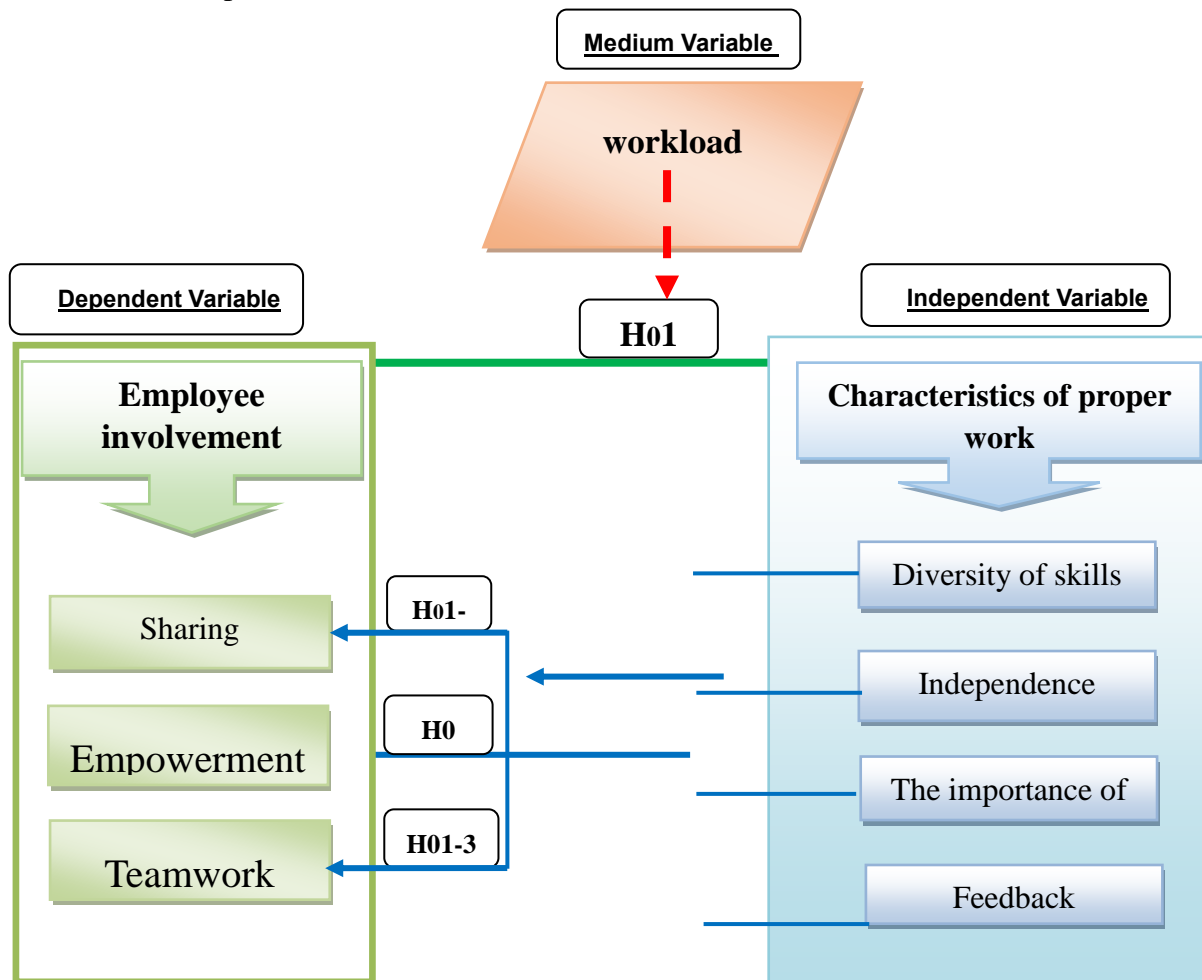
The significance of the study lies in the theoretical and practical areas .

Concerning the theoretical area, the significance of the study is to review the theoretical framework and literature of appropriate work characteristics, employee engagement, and workload in general and in Jordanian hospitals in the Jordanian capital - Amman in particular. The study also seeks to enrich the Jordanian and Arabic library with new knowledge that may be of interest to researchers in the field of human resource management and topics that Under it, there is a starting point for conducting new studies in this field, in other governmental and private places and institutions, and researchers through conducting studies for this topic.

Regarding the practical significance, the study seeks to add a new aspect of knowledge that will play a role in enhancing the capabilities and capabilities of employees working in government hospitals by adopting the results and recommendations that can be reached in this study concerning those hospitals. These results and recommendations will play a major role in knowing the impact of appropriate work characteristics on employee engagement and workload in government hospitals in the Jordanian capital to draw and plan appropriate and successful procedures and instructions for developing and activating employee engagement and its relationship with the workload required of employees in these hospitals and improving their competitive position. In addition, the importance of the study lies in its expected results. It is hoped that the results of this study will benefit relevant organizations.

7. Study Model

To achieve the purpose of the current study and reach its specific objectives in determining the impact of the independent variable on the dependent variable, the researcher has developed a model for this study. Figure (1) shows the study model and its dimensions, and the relationship of these variables.



Dimensions and the Relationship of these Variables

Source: It is prepared based on previous studies, including:

*Independent variable: The elements of the independent variable were based on previous references and studies, including:

Hackman & Oldham (1992), Na-Nan (2013), Sever and Malbašić (2019), [G.A.Prameswari\(2019\)](#) Sugianto and et al., (2018) and Alini Mat Ali and et al., (2013).

*Dependent variable: The elements of the dependent variable were based on previous references and studies, including:

Lepsiso Shurab (2018), Firas Haj Muhammad (2016), Muhammad Mustafa al-Khashroum (2010), Yahya Abdel-Gawad Darwish Judeh (2003), Dedan (2006), Onyebuchi, Zeb-Obipi (2019)

8. Terms of the Study

This study uses several related terms as follows:

Diversity of skills: These are the skills that work requires and are represented in the experiences and talents possessed by the individual through whom he can accomplish various tasks in business organizations (Mansour, 2010, p. 799).

Employee involvement: It is known that the conditions of business environments began to change since the last century, where the developments of knowledge and technology significantly, as well as the development of theories and administrative terminology clearly, changed the nature of these terms from these terms the involvement of workers in work, which expresses the right of workers, which has a great impact in organizing the work of the team as a whole in business organizations through participation, empowerment and teamwork (Allal, 2019).

Workload: The concept of workload is one of the concepts that have sparked controversy and debate among researchers from various natural, social, human, and other sciences (Hackman and Oldhan, 1992).

9. Limitations of the Study

The study is limited to five government hospitals in the city of Amman. It is also limited to be completed in the academic year 2020-2021. It is based on a survey of the opinions of managers and heads of departments. Also, it is limited to the variable characteristics of appropriate work with its dimensions (independence, diversity of skills, importance of work, and feedback) on employee engagement and workload in government hospitals in the city of Amman.

10. Previous Studies

There are several studies related to the effect of work characteristics on employees' engagement and the role of appropriate workload in government ministries and bodies. Muhammad's study (2020) aims to reveal the level of employee integration and its relationship to the productive personality of these employees, then use the descriptive analytical approach through a sample of (400) male and female employees in the institutions of the city of Diwaniyah in Baghdad, Iraq. The study indicated that there is a high level of functional integration among workers, as well as the presence of statistically significant differences in the level of functional integration of the social status variable in favor of married couples.

Al-Hadrawi's study (2019) aims to reveal the effect of job stress on the enthusiasm of the employees of the Administrative Technical College in Kufa, then using the descriptive approach, and used the questionnaire that was applied to a sample of (95) employees, and after conducting statistical treatment, the study found a positive correlation between the two variables of the study and that there is a significant positive impact of job stress in reducing the enthusiasm of the employees of the Administrative Technical College in Kufa .

Dhaidan Study (2019) aims to measure the impact of the appropriate job characteristics in its dimensions: diversity of skills, independence, the importance of work, feedback on job satisfaction for workers in the Public Authority for Applied Education and Training in the State of Kuwait. (988), where (200) questionnaires were distributed, and the number of questionnaires recovered and valid for analyzing 148 questionnaires. The results concluded that there is job satisfaction, and the results also found an impact of the characteristics of appropriate work on job satisfaction, and this study recommended the need for public institutions in Kuwait in particular and the Arab world, in general, to provide appropriate work characteristics because of their significant impact on the job satisfaction of employees and the resulting satisfaction Of the effects on the institutions in which they work and conduct more research and studies on the characteristics of appropriate work and its relationship to job satisfaction and others such as performance.

Prameswari (2019) aims to find out whether there is an effect of job characteristics on work participation. This research was conducted in a port services company located in Surabaya. The sample in this study was 119 employees. The sampling technique used is simple random sampling. The data collection tool in this study is a questionnaire, the Utrecht Work Participation Scale, and the Job Diagnostic Survey Scale to analyze the data used at least partially using the SMART PLS program. Based on the results of the study, it was found that the five dimensions of job characteristics (independence, feedback, and skill diversity), task identity, and task importance) has a positive and significant relationship to work participation. The study recommended the necessity of increasing research in this field, which is expected to be able to measure work participation in different organizations or can be searched specifically at certain sites or levels in the organization so that it can provide comprehensive information about work attachments measured from the perspective or organization certain. The researcher benefited from the study of (Prameswari, 2019) in supporting (the dependent variable) the participation of employees despite the difference between the sample and the study population.

Sever and Malbašić (2019) aims to explain the role and importance of the Job Characteristics Model (JCM) in contemporary work environments and to show the impact of its main dimensions on employee motivation, with a special focus on the level of job satisfaction. The paper also presents research findings that show how employees perceive the JCM dimensions and to what extent the dimensions affect their motivation and job satisfaction. The results of the research confirm the importance of this association, by increasing the presence of positive job characteristics, such as feedback, independence, the performance of diverse tasks, and the job, as organizations can increase employee motivation and job satisfaction. In modern working conditions, it is necessary to motivate employees and use their full potential for the benefit of the organization, which largely depends on the way the job is organized. Previous research indicates that the way a job is organized greatly influences key variables of organizational behavior. The study recommended that the characteristics of suitable work be given great importance, as it is the right way to motivate employees' performance, raise their efficiency in a better way, and increase job satisfaction. The researcher has benefited from the study of (Sever and Malbašić, 2019) in supporting (the independent variable) the

characteristics of appropriate work despite the difference in the study sample and population.

11. Theoretical Framework

The theoretical framework of this study is based on the area of characteristics of the appropriate work. It is known that the theory related to the characteristics of appropriate work has emerged in the seventies of the twentieth century through the efforts of many researchers, including (Hackman and Oldhan, 1992) as well as the scientist Taylor (Taylor, 1971), where they set a model for the characteristics of appropriate work, and they also developed Many measures that explain the relationship between the characteristics of the appropriate work and the results of the work, and this theory also tried to show the relationship between the components of the work and the dimensions related to it with the satisfaction and motivation of workers in general, where the characteristics of the appropriate work necessary to enrich jobs were determined through the model developed by the two scientists, which It has a major role in determining the success of employees (Dehliz, Al-Yaqoubi, and Ashour, 2017).

11.1 *The Concept of Proper Job Characteristics*

It is known that employees perform many of the tasks described to them, to accomplish the tasks required of them efficiently and effectively. Hence, the job contains several tasks and parts such as responsibilities, authorities, and job description relationships, largely because of their importance in work (Hariri, 2012).

Numerous studies, such as Dehliz, Al-Yaqoubi, and Ashour (2017) and Saleh (2014) and other studies, have confirmed the important role that the characteristics of appropriate work can play in influencing the internal motivation of workers, motivating these workers to participate effectively in the work environment, and raising Their level of satisfaction and job performance in the organizations in which they work (Maher, 2013).

Among the definitions that the researchers dealt with for the characteristics of appropriate work, which reflect their views, is that it means: a description of the relationships of the characteristics of appropriate work and the responses of individual workers towards the work they do, as it defines the tasks of the workers that they are expected to accomplish and that achieve success for workers in the organizations in which they work (Naeem, 2014, p. 11). Ali (2014, p. 24) also defined it as: “The behaviors and behaviors that occur from workers due to contact with the external environment and this includes thinking, feelings, behavior, emotions, cognition and other things”.

11.2 *Importance of Proper Job Characteristics*

The theory developed by Hackman and Oldham, which examines the characteristics of appropriate work, is one of the important theories, as it studies the behavior of workers in organizational environments, and also works to predict and understand the behavior of workers to control this behavior, and to know and investigate Factors that can significantly affect the performance of individuals working in business organizations (Al-Khashrom, 2010).

11.3 Dimensions of the Appropriate Business Characteristics Model

We have previously shown that the appropriate work characteristics model, developed by the two scholars, Hackman and Oldham, has shown the existence and dimensions that have a significant role in the emergence of the psychological states of workers, which lead to behavioral results that appear in increasing motivation, quality of performance, raising the level of employee job satisfaction, and reducing leave rates, What has been called the basic dimensions of work, which include the diversity of skills, independence, the importance of work and feedback (Al-Subaie, 2013) (Al-Kurdi, 2015).

1 .Diversity of skills: These are the skills that work requires and are represented in the experiences and talents possessed by the individual where he can accomplish various tasks in business organizations (Mansour, 2010, p. 799). Business organizations have found that the real investment lies in investing human resources efficiently and effectively, to put the right person in the right place, or to find jobs commensurate with the efficiency of the employees. This achieves high levels of job satisfaction, which leads to improving his performance in the organization in which he works.

The researchers were interested in the subject of the diversity of skills, and accordingly many definitions emerged that conveyed the viewpoint of each of these researchers, where the diversity of skills was defined from the traditional point of view as: “a continuous succession of the job with linear models along specific lines within the clear organizational limits set by Business organizations (Lue, Sun & Wang, 2011, 25). It is defined as: “The sequence of several interrelated functions arranged in a hierarchical manner through which individuals move in a pre-set organized sequence during the career (Haase, 2014, 7). The researcher defines the diversity of skills as functional positions occupied by an individual throughout his working life, regardless of his failure or success, including all the voluntary work done by this individual, private or public.

2 .Independence: “It is the extent of freedom that can be granted to individuals to act in the work environment by employing multiple ways to accomplish the tasks they perform” (Al-Subaie, 2013, p. 44). No organization can develop without the presence of independence, and through the contribution of many individuals who have human relations, where the organization achieves its goal by the existence of these relations, and accordingly, the performance of this organization can be controlled negatively or positively, because it is based on it among individuals from those The network of social relations in the organization is supportive of that physical or spiritual activity carried out by individuals, and it is the activity through which the life paths and development of organizations, in general, can be explained (Ali, 2017). Independence means "any negative or positive form of relationships that pass between two elements that arise in a specific place" (Rashwan, 2016, p. 71).

3. Importance of work: it means the extent to which the business has a prominent impact on the lives of others and the work they do, whether inside or outside business organizations (Maher, 2013). The importance of work is characterized as the means that motivates the organization’s departments to work with vitality and activity, as it makes the superiors continuously follow up on the duties and responsibilities of the workers, and encourages

subordinates to work effectively. The importance of work appears in improving and developing the worker's performance, and adopting this evaluation as an appropriate means for determining bonuses, periodic bonuses, and incentives, contributing to revealing training needs, helping in judging the soundness of selection, appointment, and training policies, and drawing up administrative policies in the organization (Abu Sheikha, 2018, 27).

11.4 Employee Involvement

It is known that the conditions of business environments began to change since the last century, where the developments of knowledge and technology significantly, as well as the development of theories and administrative terminology clearly, changed the nature of these terms from these terms the involvement of workers in work, which expresses the right of workers, which has a great impact In organizing the work of the team as a whole in business organizations through participation, empowerment, and teamwork (Allal, 2019).

11.5 The Concept of Employee Engagement

Several definitions have emerged that show the meaning of the term employee engagement, including that employee engagement means: “the extent of the employee’s ability, through his skills and experience, to create a positive impact on the rest of the workers and lead to increased productivity” (Al-Khashram, 2010, p. 11). He also defined employee engagement as: “The process of understanding the basic needs of workers, which can increase their motivation after understanding their behavior at work” (Daher, 2016, p. 26).

11.6 The Importance of Employee Involvement

The importance of the employees’ involvement in the employees’ social responsibility at work, the increase in production capacity, and the achievement of the goals that the organization aspires to in general, as meeting the needs of the employees at work have a major role in the level of their motivation and performance of the work and tasks required of them efficiently and effectively, to achieve their success in the work environment in general (Mohammed, 2020) .

The researcher believes that the worker’s involvement in his work can only be achieved through the existence of job reliability for the worker in the field of work, which turns him into a productive person, through performing all the work and tasks required of him in the field of work and leading to achieving the goals and plans that have been set in business organizations.

11.7 Dimensions of Employee Engagement

Muhammad (2020) indicated that the dimensions of employee engagement in work are as follows:

- 1 .Participation: It means the solidarity and cooperation of all employees to develop performance, in an atmosphere of cooperation, equality, and solidarity in a way that leads to achieving the desired goals. Empowerment of workers represents a concept that has been circulated in business organizations, which is based on giving workers powers and

responsibilities and giving them the freedom to perform work in their way without management intervention, which means giving confidence to workers, freedom, and resources to act according to their judgments, and this is done by providing workers with the necessary skills at work through " Training them, developing their performance levels, and achieving organizational symmetry for workers in business organizations to achieve job satisfaction for them" (Al-Qaryouti, 2016, p. 11).

The concept of empowerment appeared in administrative thought as one of the modern concepts, as it began to focus on the human aspects and then the moral aspects. Several studies have contributed to the flourishing of this concept, including the study of Hutton, the theory of Douglas Mallrigor, and other theories, "to take a new dimension in the field of management" (Hamed and Mohammadani, 2019, pg. 13).

Empowerment has been given many definitions according to the type of knowledge fields in which it was used, such as education, sociology, anthropology, women's studies, religion science, public health, nursing, and modern management. This concept has not been precisely defined so far because of its comprehensiveness and breadth because it carries several dimensions. Some definitions that were included in most development agencies have been limited; Empowerment was defined as: "Enhancing the capabilities of the individual to become a person of stature through cooperation and coordination with others, the use of potentials positively and the development of relationships to reach their maximum levels" (Hana, 2013, 23).

2 .Workload: The concept of workload is one of the concepts that have sparked controversy and debate among researchers from various natural, social, human, and other sciences. And he got their attention remarkably, as research and studies dealt with it to describe and explain it, and every researcher he knows took from his work framework, and from the framework of the theory he adopts, until the current era has come to be called by many names, including the era of stress or pressure, despite technical-material progress (Mohammed, 2020).

The concept of workload as an idiomatic term has arisen in institutions and organizations that rely mainly on the human element in achieving their goals, as these elements are supposed to carry out their professional duties in an effective manner to provide the expected services to the fullest, but despite the sincere desire that These professionals and their institutions may have to overcome the obstacles that stand in the way of providing the required services, but there are obstacles in the work environment that prevent them from fully performing their role, and this is what is called Job Stress, which in general are the variables that surround workers and cause them a feeling of tension The danger of this feeling lies in its negative consequences, which are represented in various cases, including performing duties in an automatic manner that lacks emotional integration; pessimism and lack of motivation; And the loss of the ability to innovate (Hussein and Hussein, 2006).

Askar (2002) defines work stress, using the dictionary of The Language of The Heart, as a subjective experience that occurs in the individual subject to this pressure, psychological imbalance such as tension, anxiety, or frustration, or organic imbalance such as rapid heartbeat or high blood pressure. This pressure occurs as a result of factors that may be

sourced from the external environment, the organization, or the individual himself, and the situations that cause work pressures vary according to the locations of individuals and the nature of their work. Yet, Baron defines work stress as an adaptive response mediated by individual personal differences or psychological processes as a result of an external environmental event or action, which places excessive psychological or material requirements on the individual (Abdel-Moati, 2006).

12. Methodology of the Study

Methods

To achieve the objectives of this study, the descriptive-analytical method was used to analyze and classify the data presented in tables and figures to comment on the results extracted from them. Therefore, the researcher developed a questionnaire to collect primary data and then analyzed it using the Statistical Packages Program (SPSS) to reach recommendations through which we hope to develop employee engagement and organize workload in hospitals in the Jordanian capital: Amman.

Study population and study sample

The study population consisted of all government hospitals in the Jordanian capital: Amman, which numbered 5 hospitals, and the inspection unit will be represented by the workers in the following job position (employees), whose number reached (2255) distributed among 5 hospitals, depending on the personnel affairs departments of the hospitals in the Jordanian capital: Amman, and based on the website of the Jordanian Ministry of Health, at the link <http://www.moh.gov.jo>. (This link was visited on November 26, 2020) as follows: Al-Bashir Hospital, the number of employees is 1200.

Dr. Jamil Al-Tutanji Hospital Number of employees 525 employees

Al Karama Hospital, 60 employees.

Prince Hamzah Hospital, the number of employees is 550.

The National Center for the Rehabilitation of Addicts has 220 employees.

This is what appears in Table No. (1):

Table 1. Distribution of the Study Sample in Hospitals

No.	Hospital	Number of employees
1	Al Bashir Hospital	1200
2	Dr. Jamil Al-Tutanji Hospital	525
3	Karama Hospital	60
4	Prince Hamzah Hospital	550
5	The National Center for the Rehabilitation of Addicts	220
Total		2255

The researcher has selected a stratified random sample from the hospitals of the study

community so that a number was taken commensurate with the number of employees in hospitals, consisting of (269) individuals according to the Crispy and Morgan table for statistical samples, and the questionnaires were distributed electronically using Google Drive through websites and e-mail, and tables (2, 3, 4, 5) shows the distribution of the study sample according to its variables.

1) Gender

Table 2. Frequencies and percentages of the study sample by gender

No	Category	Repetition	percentage
1	Male	148	%55
2	Female	121	%45
Total		269	%100

The results of Table (2) showed that (55%) of the study sample members are males, and their number is (148) individuals, while (45%) of the study sample members are females, and their number is (121) individuals.

2) Age :

Table 3. Frequencies and percentages of the study sample by age

No	Category	Repetition	percentage
1	Less than 25 years old	33	%12.3
2	25- Less than 35 years old	87	%32.3
3	From 35 - less than 45 years old	124	%46.1
4	45 years and over	25	%9.3
Total		269	%100

The results of Table (3) showed that (46.1%) of the study sample have experience of 25-35 years, and their number is (126) individuals, while (9.3%) have experience of 45 years or more, and their number is (25) individuals.

3) Academic qualification:

Table 4. Frequencies and percentages of the study sample by qualification

No	Category	Repetition	percentage
1	General secondary school	12	%4.5
2	Intermediate Diploma	69	%25.7
3	Bachelor	142	%56.4
4	Postgraduate	35	%13
Total		269	%100

The results of Table (4) showed that (4.5%) of the study sample members are from the

Tawjih category, and their number is (12) individuals, and that (13%) are from the postgraduate category, and their number is (35) individuals.

4) Years of Experience:

Table 5. Frequencies and percentages of the study sample according to years of experience

No	Category	Repetition	percentage
1	Less than 5 years old	84	%31.2
2	5 - less than 10 years	79	%29.4
3	10 years and over	106	%39.4
Total		269	%100

The results of Table (5) showed that (39.4%) of the study sample members aged 10 years and over, and their number was (106) individuals, and that (29.4%) were in the category of 5-10 years, and their number was (79) individuals.

Study instrument

Reliability of the study instrument:

To verify the reliability of the study tool, the internal consistency method Cronbach`s Alpha and the Test-retest method were applied, as the tool was applied to a sample of (20) individuals in the academic year (2020/2021). Outside the main study sample, where the study tool was applied to them for the first time, and after (two weeks) it was applied to the same sample again, and table (6) shows the results of the application.

Table 6. The values of the reliability coefficients of the study instrument

Fields of study) Cronbach`s Alpha(Test-retest)(
Skill Diversity	0.86	0.80
field of autonomy	0.92	0.82
area of work importance	0.88	0.82
The field of feedback	0.80	0.84
Sharing area	0.84	0.86
area of empowerment	0.86	0.88
The field of teamwork	0.84	0.84
Workload	0.82	0.8

It is noted from the results of Table (6) that the consistency values of the resolution ranged between (0.80-0.92) and the reliability values of the test-retest method ranged between (0.80) and (0.88), and all of these values are suitable for the current study.

Statistical processing:

The data that will be obtained through the study questionnaire has been entered into the

Statistical Analysis Program (SPSS) to process it according to the tests that achieve the purposes of the study; specifically, the following methods were used:

First: measures of central tendencies, such as mean, frequencies, and percentages.

Second: Inferential statistics methods, including:

Multiple linear regression analysis to test the study hypotheses.

Hierarchical Multiple Regression: It is used to test the effect of a set of independent variables interacting with a modified variable on the dependent variable.

VIF (Variance Inflation Factor) Test – and Permissible Contrast Test

(Tolerance) to ensure that there is no correlation between the independent variables. (Multicollinearity)

Test: (Kolmogorov) - To test the normal distribution of the data.

13. Results

Descriptive statistics:

Table (8) shows a summary of the arithmetic averages and the relative importance of the characteristics of the appropriate work, most of which came with high relative importance, and the highest arithmetic average for feedback was (4.23), while the lowest arithmetic average for the importance of work was (3.95), and at a high degree.

Table 8. Arithmetic averages and the relative importance of appropriate job characteristics dimensions

Dimensions of suitable work characteristics	SMA	rank	Relative importance
Diversity of skills	4.02	3	High
independence	4.11	2	High
The importance of working	3.95	4	High
Feedback	4.23	1	High

Employee involvement:

Table (9) shows a summary of the arithmetic averages and the relative importance of the dimensions of employee engagement, all of which were of high relative importance, and the highest arithmetic average for empowerment was (4.33), while the lowest arithmetic average for teamwork was (3.99), and at a high degree.

Table 9. Arithmetic averages and the relative importance of the dimensions of employee engagement

Dimensions of customer relationship management	SMA	rank	Relative importance
Share	4.02	2	High
Empowerment	4.33	1	High
Teamwork	3.99	3	High

Examination of the study hypotheses:

In the following, the researcher examines the hypotheses of the study according to its sequence.

The first hypothesis: Is there a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the characteristics of appropriate work with its dimensions (independence, diversity of skills, importance of work, and feedback) on participation in government hospitals in the city of Amman?

Table 10. The results of testing the characteristics of appropriate work with its dimensions (independence, diversity of skills, importance of work, and feedback) in participation in government hospitals in the city of Amman

Dependent variable	independent variable Characteristics of proper work	Unstandardized Coefficients		Standardized Coefficients) T (value	T Sig.
		B	standard error	β		
Sharing	Diversity of skills	0.294	0.051	0.303	5.740	0.000
	independence	0.299	0.045	0.416	6.611	0.000
	The importance of working	0.255	0.061	0.269	4.172	0.000
	Feedback	0.253	0.065	0.267	4.174	0.000
R		R²	DF	F	Sig. F	
0.822		0.676	1	107.966	0.000	

Table (10) shows the results of the standard multiple linear regression test. It is noted from the table that the correlation coefficient is ($R = 0.822$), which means that there is a

relationship between the characteristics of the appropriate work and the involvement of workers, and the value of the coefficient of determination is ($R^2 = 0.676$), and this means that the characteristics of the appropriate work explained (67.6%) of the variance in participation, with a degree of freedom ($DF = 3$), and it reached ($F = 107.966$) at the level of significance ($Sig. = 0.000$), which indicates the significance of the regression due to the calculated F value at the level of significance ($\alpha \leq 0.05$).

It appears from the results of the coefficients table for this hypothesis that the B value of skill diversity amounted to ($\beta=0.294$), standard error (Std. error=.051), and the value of Beta reached ($\beta=0.303$) and that the calculated (T) value was (5.740) at the level of Significant ($Sig.=0.000$), which is statistically significant, and the B value of independence was ($B=0.299$), standard error (Std. error=0.045), and the beta value was ($\beta=0.416$), and the calculated (T) value (T) 6.611) at the level of significance ($Sig.=0.000$), which is statistically significant. As for the B value of the importance of the work, it reached ($B=0.255$), standard error (Std. error=0.061), and the Beta value reached ($\beta=0.269$), and that the value of (T) calculated (4.172) at a significant level (0.000), which is statistically significant and given feedback. Based on the above, there is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the characteristics of appropriate work with its dimensions (independence, diversity of skills, importance of work, and feedback) on participation in government hospitals in the city of Amman.

The second hypothesis: Is there a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the characteristics of appropriate work with its dimensions (independence, diversity of skills, importance of work, and feedback) on empowerment in government hospitals in the city of Amman?

Table 11. The results of testing the characteristics of appropriate work with its dimensions (independence, diversity of skills, importance of work, and feedback) in empowerment in government hospitals in the city of Amman

Dependent variable	independent variable Characteristics of proper work	Unstandardized Coefficients		Standardized Coefficients) T (value	T Sig.
		B	standard error	B		
Sharing	Diversity of skills	0.292	0.053	0.321	5.490	0.000
	independence	0.285	0.047	0.423	6.058	0.000
	The importance of working	0.168	0.064	0.189	2.646	0.009
	Feedback	0.284	0.042	0.421	6.057	0.000
R		R²	DF	F Value	Sig. F	
0.776		0.602	3	78.216	0.000	

Table (11) shows the results of the standard multiple linear regression test. It is noted from the table that the correlation coefficient ($R = 0.776$), and indicates a relationship between the

characteristics of appropriate work and the involvement of workers, and the value of the coefficient of the determination reached ($R^2 = 602$), which means that the characteristics of work The appropriate explanation explains the percentage (60.2%) of the variance in empowerment, with a degree of freedom ($DF = 3$), as it reached ($F = 78.216$) at the level of significance ($Sig. = 0.000$), which indicates the significance of the regression at the level of significance ($\alpha \leq 0.05$).

It appears from the results of the coefficients table for this hypothesis that the B value for skill diversity reached ($B = 0.292$), standard error (Std. error = 0.053), and the beta value reached ($\beta = 321$) and the calculated (T) value was (5.490) at the level of Significant ($Sig.=0.000$), which is statistically significant, and the B value for independence was ($B=0.285$), standard error (Std. error=0.047), and the beta value was ($\beta=423$) and the calculated (T) value (6.058) at the level of significance ($Sig.=0.000$), which is statistically significant. As for the value of B for the importance of the work, it reached ($B=0.168$), standard error (Std. error=0.064), and the value of Beta was ($\beta=0.189$), and that the value of (T) calculated (2.646) at the level of significance (0.009), which is statistically significant and given feedback.

Based on the above, there is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the characteristics of appropriate work with its dimensions (independence, diversity of skills, importance of work, and feedback) on empowerment in government hospitals in the city of Amman. The third hypothesis: Is there a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the characteristics of appropriate work with its dimensions (independence, diversity of skills, importance of work, and feedback) on teamwork in government hospitals in the city of Amman?

Table 12. The results of testing the characteristics of appropriate work with its dimensions (independence, diversity of skills, importance of work, and feedback) in teamwork in government hospitals in the city of Amman

Dependent variable	Independent variable Characteristics of proper work	Unstandardized Coefficients		Standardized Coefficients) T (value	T Sig.
		B	standard error	β		
Sharing	Diversity of skills	0.342	0.073	0.344	4.669	0.000
	independence	0.295	0.065	0.400	4.551	0.000
	The importance of working	0.034 -	0.088	0.035 -	0.384 -	0.701
	Feedback	0.342	0.073	0.344	4.669	0.000
R		R²		DF	F	Sig. F
0.608		0.369		3	30.267	0.000

Table (12) shows the results of the standard multiple linear regression coefficient tests. It is noted from the table that the correlation coefficient ($R = 0.608$), which means that there is a relationship between the characteristics of the appropriate work and the involvement of

workers, and the value of the coefficient of determination is ($R^2 = 369$), and this means that the characteristics of the appropriate work explain the percentage (36.9%) of the variance in the work. The group, with a degree of freedom ($DF = 3$), also reached ($F = 30.267$) at the level of significance ($Sig. = 0.000$), which indicates the significance of the regression at the level of significance ($\alpha \leq 0.05$).

It appears from the results of the coefficients table for this hypothesis that the B value for skill diversity reached ($B = 0.342$), standard error (Std. error = 0.073), and the beta value reached ($\beta = 0.344$) and the calculated (T) value was (4.669) at the level of Significant ($Sig. = 0.000$), which is statistically significant, and the B value of independence was ($B = 0.295$), standard error (Std. error = 0.065), and the beta value was ($\beta = 0.400$) and the calculated (T) value (T) 4.551) at the level of significance ($Sig.=0.000$), which is statistically significant, and the B value for the importance of the work was ($B=-0.034$), and standard error (Std. error=0.088), and the beta value was ($\beta=- 0.035$). And the calculated (T) value (-0.384) at a significant level (0.701), which is not statistically significant, and the feedback is given.

Based on the above, there is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the characteristics of appropriate work with its dimensions (independence, diversity of skills, importance of work, and feedback) on teamwork in government hospitals in the city of Amman.

14. Recommendations

In light of the study results, several recommendations are made such as conducting more studies that deal with the factors related to the characteristics of appropriate work and their relationship to many other variables such as empowerment, performance, and others, holding training courses related to modern training methods to enable hospital workers to acquire the necessary skills, determine a suitable place and time for them, and plan to complete several training programs according to advanced scientific foundations in line with modern trends in training and enabling trainees to understand the mechanism that can deal with it with the auditors, which leads to their satisfaction with the health services, and increasing interest of hospitals in organizational learning for its relevance to establishing standard procedures for carrying out daily operations under complex circumstances.

15. Conclusion

In a nutshell, this study has aimed to identify the effect of work characteristics on employees' engagement and the role of appropriate workload in government hospitals in the city of Amman. The study shows that the effect of work characteristics on employees' engagement and the role of appropriate workload is closely related in government hospitals in general and in the city of Amman in particular. The study has also made several key recommendations such as conducting more studies that deal with the factors related to the characteristics of appropriate work and their relationship to many other variables such as empowerment, performance, and others.

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