

Job Design and Its Impact on the Job Strain: Analyzing the Job as a Moderating Variable in the Private Hospitals in Irbid

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Abstract

The study aims to identify the impact of the job strain in the private hospitals in Irbid, as well as the role of the job analysis in improving the impact of the job design on the job strain of employees in the surveyed hospitals. To achieve the objectives of the study, a questionnaire was designed and distributed to a random sample of (170) employees. There were (147) questionnaires valid for the analysis. A number of statistical methods were used which included, descriptive, correlation coefficient and multiple and simple regression to test the hypotheses and answer the questions of the study. The results show that there is a significant impact for the job design on the job strain for employees in the private hospitals in Irbid. Moreover, the study reveals an impact for the job analysis as a moderating variable in improving the relationship between the job design and the job strain in the surveyed hospitals. The study recommends that the management of the surveyed hospitals focuses on the elements of the job design that included task identity, task significance, autonomy and feedback which have great significance effect in reducing the job strain. It also recommends paying more attention to the job description cards in order to use them when designing jobs because these more reduction to reducing the job strain.

Keywords: Job Design, Job Analysis, Job Strain, Private Hospitals in Irbid.

Introduction

Strain was linked with the presence of the human who faced increasing pressures in his life. Despite the fact that this phenomenon is found since ancient times, its size increased significantly as a result of the rapid change which is an attribute of the present era, making a major challenge for business organizations; This change set huge responsibilities on management of these organizations and their employees leading to increasing pressures on their abilities in order to cope up with and adapt to the requirements and conditions of the job and making the job at all levels a source of strain and tension.

Since the job strain has become one of the contemporary challenges faced by the organizations, because of its negative effects on the performance of employees and their level of productivity, institutions and communities suffered a lot of losses, since this phenomenon has become the focus of various organizations; the World Health Organization in a European ministerial seminar on mental health states that the cost of strain in the fifteen countries members of the European Union, amounted to 265 billion dollars (Ben Zerwa, 2010). Some studies have also noted that the losses of business organizations are estimated at (200) to (300) billion dollars annually as a result of strain and its results, represented in decline in the level of productivity, and suffering from other costs related to the job strain; accordingly, the attention of researchers to this phenomenon increased in an attempt to explain their causes and consequences, and come up with strategies for dealing with them in order to minimize its effects and impacts on both individuals and communities (Khalid & Naeem, 2013).

One of the main reasons for the increase of job strain on employees as mentioned by researchers are the nature of the job and its characteristics that make these individuals do tasks not suiting their mental and physical abilities either in terms of the amount and quality of these businesses, lack of clarity of the role required from the individual or even the conflict represented in this job or because of the overlap of the specialities' intervening with other employees leading to the emergence of some of the negative behaviors among employees such as lack of integration at job, absenteeism, lack of job satisfaction, and the tendency to quit job (Trepanier, et.al, 2013).

In order that organizations can design task that positively contribute to the psychological state of the individual, prevent the occurrence of frustration and strain among these individuals, and directing their energies and abilities towards creativity and innovation, the department who design jobs should deeply understand one of the important variables that affect the job design which is the job analysis; it is well known that the job design is based on the results of the job analysis process that goes through an exact determination of the tasks assigned to the employee, the circumstances in which the job is done, and the capacities and skills required to do the job, the job design can be conducted in the form that makes this job motivating and satisfying for employees and increasing their motivation, in addition to designing the job environment to contribute in reducing the levels of the job strain among employees (harem, 2013). Due to the significance of each of the job design and the job analysis in the impact on reducing the job strain levels among employees, this study was conducted to identify the reality of the job design process, the job analysis process in one of the sensitive service sectors, namely hospitals, and the impact of the job design on the job strain for the employees in these hospitals; this study aimed also to investigate the role of the job analysis process in the job design process on the job strain.

Study Importance

The study importance stems from its role played by each of the job analysis and the job design process, which relies on the results of the job analysis process in reducing the levels of the job strain, which may be suffered by employees in various business organizations; the phenomenon of the job strain has increased in now a days, and has become one of the troubling phenomena of the business organizations since it leaves a negative effect for employees; such effects might be behavioral, such as: irritability, nervousness in dealing with people, violence, and a tendency to psychological accidents, such as: strain, frustration, insomnia, depression, or physical ones, such as migraine headaches, back pain, and body fatigue. This negatively reflects on the level of the job satisfaction and the level of employees' productivity. Given that the employee is the most important resource of the organization and the important factor that determines its ability to achieve the objectives sought to be achieved efficiently and effectively, and gets access to the competitive advantage enabling them to survive as long as possible, it has become imperative for the business organizations to provide the job environment that makes the individual feel that the job done by him is actually suitable to his capabilities and skills.

In this context, the importance of this study is to highlight the following considerations:

- Scarcity of studies on the subject of the job design process, especially those that attempted to measure the impact of the job design on the job strain among employees and the role played by the job analysis process in improving the impact of the job design on reducing the levels of the job strain since the good job design cannot be conducted without depending on the results of the job analysis process this and so make a good contribution to the Arabic library.
- The study is trying to reach a results and recommendations related to helping officials identify the causes behind the increased level of the job strain for employees, and the ways through which they can deal with the phenomenon of job strain and minimize their negative effects on individuals and organizations.
- Contributing to open a path for researchers dealing with the topics of the job design and the job strain and studying different business organizations.

Study Problem

The study problem is represented in the fact that most workers in the business organizations are exposed - as indicated by many studies- to different pressures which are mainly due to the increased workload, job monotony, lack of autonomy, role ambiguity or role conflict, ambiguity in planning and organization, lack of support and assistance by superiors and colleagues, and lack of opportunities to use one's competencies and skills or lack of developing new opportunities leading to damaging professional and health problems to the individual and his performance level (Khalid & Naeem, 2013), (Abdin, 2010), (Hussein, 2010) and (Saber, 2009).

This is more serious in the health sector, which is one of the vital sectors that offer extremely sensitive services which plays an important if not fateful role in saving people's lives in which any medical or administrative error may lead sometimes to the death of a patient or cause serious health problems (Korari, 2014); therefore, this large professional and ethical responsibility held over hospitals making their departments care for providing them with the job environment that ensures for them the good physical and mental health, and sending their energies to achieve their ambitions in the manner that creates for them the strong motivation to accomplish the tasks assigned to them as required.

This can be achieved through attention to the characteristics of their jobs which are designed in the image of making these employees feel that they have a large degree of control over their jobs starting of planning and organizing it to the implementation and evaluation of results, their possession of powers that enable them to make decisions relating to the different positions of the job without having to refer to the managers and finally providing them with adequate opportunity for creativity and innovation , opportunities that create a real sense of the significance of the role they do inside hospitals where they work. We can say that this cannot be achieved as required if the tasks were designed in isolation from the job analysis process where the hospital departments should pay attention to the job analysis that enables designing tasks in accordance to achieve comfort for employees who perform them, and increase their motivation to perform these tasks. Based on the above, the study problem can be summarized in the following two questions:

The first main question

What is the impact of the job design on the job strain in the private hospitals in Irbid? This question has the following sub-questions:

1. What is the level of practicing the job design process in the private hospitals in Irbid?
2. What is the level of practicing the job analysis process on the private hospitals in Irbid?
3. What is the level of the job strain in the private hospitals in Irbid?

The second main question

What is the role of the job analysis on improving the impact of the job design on the job strain in the private hospitals in Irbid?

Study Objectives

This study seeks to achieve a set of objectives, represented in:

1. Identifying the reality of the job design process in the private hospitals in Irbid city.
2. Identifying the reality of the job analysis process in the private hospitals in Irbid.
3. Determining the level of the job strain in the private hospitals in Irbid.
4. Identifying the impact of the job design on the job strain in the private hospitals in Irbid.
5. Identifying the role of the job analysis in improving the impact of the job design on the job strain in the private hospitals in Irbid.

Study Hypotheses

The present study is trying to test the validity of a set of hypotheses:

H01: The first main hypothesis

There is no statistically significant effect at the significance level ($\leq 0.05\alpha$) for the job design on the job strain in the private hospitals in Irbid. Here are the sub-hypotheses:

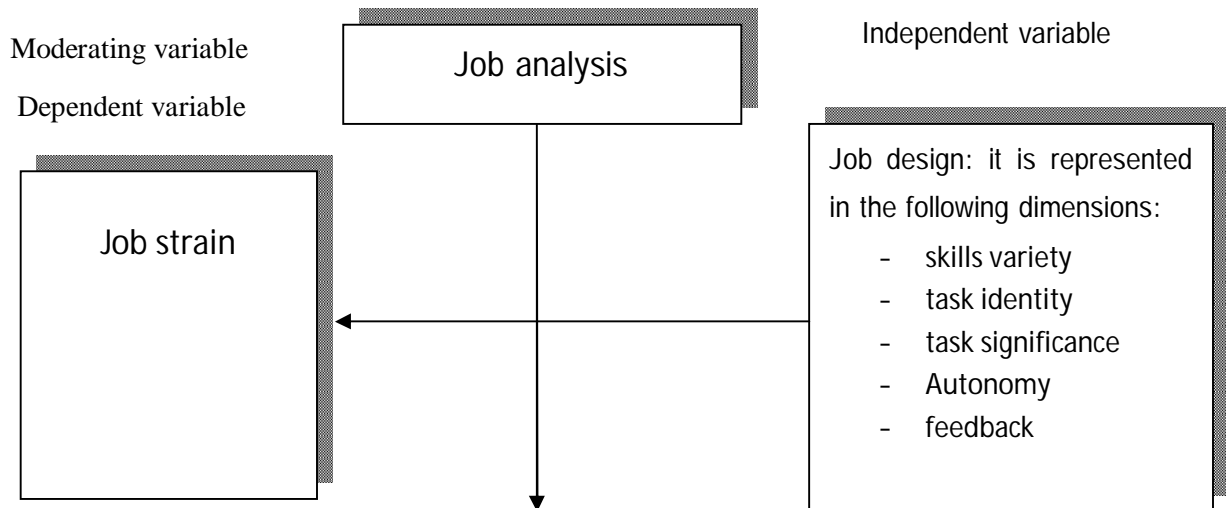
- 1- **H01-1The first sub-hypothesis:** there is no statistically significant effect at the level of significance ($\leq 0.05\alpha$) for the skills variety on the job strain in the private hospitals in Irbid .
- 2- **H01-2: second Sub-hypothesis:** there is no statistically significant effect at the level of significance ($\leq 0.05\alpha$) for the task identity on the job strain in the private hospitals in Irbid .
- 3- **H01-3: third Sub-hypothesis:** there is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for the task significance on the job strain in the private hospitals in Irbid .
- 4- **H01-4: fourth Sub-hypothesis:** there is no statistically significant effect at the level of significance ($\alpha \leq 0.05$) for job autonomy on the job strain in the private hospitals in Irbid .
- 5- **H01-5: fifth Sub-hypothesis:** there is no statistically significant effect at the level of significance ($\leq 0.05\alpha$) for the feedback on the job strain in the private hospitals in Irbid .

H02: The second major hypothesis: there is no statistically significant effect at the level of significance ($\leq 0.05\alpha$) for the job analysis on improving the effect of the job design on the job strain in the private hospitals in Irbid .

The Study Model

the researchers developed a model which shows the most important variables that are addressed in this study, which is as shown in Figure (1-1) represented in the independent variable, which included five dimensions: skills variety, task identity, task significance, autonomy, and feedback; the study model also included the moderating variable represented in analyzing the job and the dependent variable represented in the job strain.

Figure (1-1) study model



Source: Developed by researchers

The Theoretical Framework of the Study

It covers the most important variables that have been addressed in the study, as follows:

Job Design

one of the human resource management tasks being one of the main determinants of the welfare of the employee within the organization and enhancing the level of performance effectiveness of his performance; The process of good design enables organizations to achieve the harmonization needed between the employee and the job, which in turn leads to maintain the mental health of the individual, prevent him from being exposed to cases of depression, or mental exhaustion, and increase the level of his job satisfaction (Panatik, 2010). the historical roots of the emergence of the concept of the job design go to the year (1900) when the pioneers of the scientific management movement were trying to design the job in a way that adequately increases the level of productivity of the employees; Taylor (1911), and Gelbert (1947) tried to find new ways in the job design most important of which is classifying the job into a set of simple and routine tasks in order to reduce costs (Ali & Zia-ur-Rehman, 2014).

In spite of the fact that the scientific management movement contributed to the emergence of the concept of the job design, It also brought a numerous criticisms because of excessiveness in the division of the job and specialization which create a negative impact on the psyche of individuals ; this led to the emergence of the human relations movement , which called for taking the psychological needs of the individual into account when designing the job ,where the job allows the employee the social interaction, development of his personality and achievement of his ambitions (Truss, et.al, 2013). In (1959), Ferdidrick Hersberg entered a theory that led to the increasing significance of the job design that is called (the theory of employees), which is based on the importance of enriching the job to increase the motivation of individuals through designing the job in a way that allows increasing the employees' feelings of accomplishment, responsibility, and progress and growth in the jobs they occupy (Zareen, et.al, 2013). The theory of the employees faced criticism due to its negligence of the method of determining the employees' characteristics regarding the conditions of enriching the job and inability to provide a way to measure the presence or absence of elements that must be entered to enrich the job; therefore, Hackman and Oldham (1975) provided a new theory about the job design that was called the job characteristics style, which

aimed to overcome the disadvantages of the enrichment job method called for by Herzberg theory, who determined 5 job characteristics that must be included in the job leading to job satisfaction and increasing the individuals' motivation (Hussain, 2009). The characteristics called out by Hackman and Oldham are represented by the need for availability in the job, which will be adopted in this study:

1. Skills variety: it refers to the extent required by employee to possess various skills, abilities and knowledge (Garg & Rastogi, 2006).
2. Task identity: it means the degree of performing the job from the beginning to the end to get tangible results (Panatik, 2010).
3. Task Significance: it refers to the level of significance enjoyed by the job employed by the individual and it includes an internal significance represented in the task significance in the organization's achievements of the objectives sought to and the external significance represented in the extent of the individual's feeling of pride telling his relatives and friends what to do and where to work (Panatik, 2010).
4. Autonomy: the extent of freedom in which the individual feels the need to schedule, organize and perform his job in the method he finds suitable according to his priorities, and without being imposed by another party; this leads to raising his feelings of responsibility, and the consequences of the job performance (Al-Kurdi, 2014).
5. Feedback: it refers to the extent to which individuals get clear and direct information about the level of carrying out the activities required by the job he works in (Al-Khamis, 2001).

Some researchers define the job design as: "The change that is being conducted on the content and processes that make up the job in order to increase the level of motivation, job satisfaction, and productivity of the individual who occupies this task" (Zareen, et.al, 2013).

Alqirdhadji (2013) defines the job design as a "set of actions that are arranged and organized in the job in order to raise the level of consistency between the employees and the jobs they through developing the job conditions to contribute to raising the efficiency and productivity and shortening the time of achieving the organization's goals." In order that organizations achieve the process of designing the objectives, they should conduct this process in isolation from the job analysis process since the data the organizations needs to design tasks efficiently are usually provided by the job analysis process.

Job Analysis

the harmonization process between the job requirements and the characteristics of the employee is one of the basic elements that contribute to raising the performance of employees and motivating them, which can only be achieved after having sufficient information about the candidates for the positions in terms of their expertise, skills, abilities, and interests; this also requires an accurate identification of different tasks in terms of the tasks that must be implemented in every task, the required standards of performance, and the conditions that must be accomplished through a process that is called the job analysis with its two parts: job description and job specifications (Heron, 2005)

The job analysis process as defined by one of the researchers is: "The process by which the tasks that make up each task within the organization are determined; they are the most important knowledge, skills, and abilities that must every employee have to perform the job as required" (Byars and Rue, 2006). (Martin, 2010) states that the job analysis process is: "The process that begins with determining the content and the responsibilities of each job, and then analyzing and evaluating the results that are reached." Harem (2013) defines the Job analysis process as "a systematic process to describe and record information about the job behavior and activities and the specifications of the person holding the job; they are the information that includes the job objectives, the main activities, abilities, skills and knowledge required from the employee and the conditions in which the job is accomplished"

From the above, it is evident that the process of the job analysis is a process consisting of two sections: the first is related to the job descriptions by which data are gathered and analyzed on the nature of the tasks of the organization, so we can determine the contents, responsibilities, powers, and physical, psychological and social climate of each task; the second section relates to the so-called job specifications, through which the knowledge, skills and human capacities are determined to do the tasks including the tasks in the organization in an efficient and effective way.

It could be argued that regardless of the quality of jobs conducted by the organization to analyze the job, the process of analysis sought by the organizations aims to achieve a set of goals, including the goals represented in: (Adwan, 2011)

1. The right choice of the employees to contribute in reducing the exaggerated supervision.
2. Developing the training programs in a manner that contributes to the reduction of the misunderstanding between superiors and subordinates resulting from the interference in specialties.
3. Getting access to sound decisions with respect to promoting the staff where the management gets data on the burdens of the job that is to be promoted and compares such data with the aspects of the progress achieved by the people to be employed.
4. The job action analysis is the basic tool for the development of a fair wage rate for employees (Al-Salem and Al-Saleh, 2009).
5. It is the basis for determining the job requirements on which we can measure and evaluate the performance of the employee, which contributes in assisting organizations in accurately determining their future needs of human resources (Al-Salem and Al-Saleh, 2009).

Job strain

It is one of the central themes in various organizations due to its negative effects on both the individual and the organization; the Canadian Physiological scientist Hans selye is considered the first doctor who searched on the subject of the strain setting a scientific foundation for it; he defined the strain in his book which was published in (1956) as the: "General symptoms of the adjustment that the physiological side of our members in facing a certain situation was not programmed that the body would respond by pressing" (Bahri, 2009).

Selye sees that the individual goes through three phases when exposed to a situation causing strain, which are (Hussein, 2009).

1. Alarm Stage: in this stage, the body of the individual warns the coping mechanisms to help cope up with strain.
2. Resistance Stage: here, the resistance mechanism in the body of the individual continuously resists in facing strain and restoring psychological balance.
3. Exhaustion Stage: When the confrontation methods fail, and the resistance defoliates with continued pressure, exhaustion occurs where the psychosomatic disorders emerge; they are the physical disorders resulting from mental or emotional disorders causing damage to one of the body's organs or an imbalance in its tasks (Abu Masoud, 2010). Some authors may mix among the job strain, the job pressure and frustration; they consider that the cause and effect are the same despite the fact that the job strain is one of the results of the chronic job pressure. One of the researchers pointed out that the job strain refers to the body's inability to cope with the pressures the individual face in different job positions (Hatenin, 2008)

Some writers state that the job strain is a "reaction characterized with excessive workload accompanied by a feeling of worry, insomnia, fatigue, and inability to perform the job as required" (Adebayo & Ezeanya, 2011).

Another definition of the strain is: "an interaction case emerging between factors related to the job conducted by the individual; its personal characteristics make him exposed to a change in his physical and psychological status leading to conducting unusual physical and mental behaviors (Al-Omyan, 2005). Thus, we can say that the job strain refers to the state that arises as a result of an unhealthy relationship between the job and the individual who accomplishes this job leading to the individual's sense of emotional exhaustion, inability to integrate into the job, lower personal accomplishment ;therefore, not doing the job required of him efficiently and productively. There are various sources that could lead to the exposure of the job strain classified by scientists although they are different: (Ben Zerowal, 2010)

- job-related factors: the factors represented in the monotonous job, lack of autonomy, frequent or lack of job and responsibilities, ambiguity in planning and organization, weakness in the individual's opportunities of using his skills, abilities or developing new skills, in addition to the lack of information on the objectives and means and lack of availability support and assistance required by the managers and colleagues.
- Factors linked with the individual's role in the organization in terms of the role's ambiguity, conflict, and responsibility for decision-making.
- Factors related to the job growth in terms of increasing or decreasing the promotion, and lack of the sense of job security.

- Factors linked to the structure of the organization and its climate through the lack of actual participation in decision-making, the existence of bad relations with superiors, colleagues or subordinates, and clashes conflict of interests between the individual's family needs and the interests of the organization.

Previous studies

many studies that have been conducted in the Arab, regional or global environment addressed the process of the job design, job analysis, and job strain; however, the researchers found there was a paucity of studies that have attempted to measure the impact of the job design on the job strain and the impact of the job analysis on the relationship between the job design and the job strain. A number of studies includes the following.

First: Arabic Studies

(Saleh, 2014). The study aimed to diagnose the reality of the dimensions of the job re-designing represented in: skills variety, importance of the task, task significance, autonomy, and feedback in the offices of the inspectors working in the Iraqi ministries and examine the effect of these dimensions on the organisational performance in light of the pattern of the relationship among the examined organizations; the study relied on a sample of (93) directors, heads of department, heads of division, and heads of unit working in the offices of the inspectors in the Iraqi ministries. the most important findings of this study include that there is a desire among the members of the study sample in the skills variety deterring the task accomplished from them and the existence of a type of autonomy in the job. The study also found that there is a positive and significant effect of the characteristics of the job redesign represented in : task significance, skills variety, deterring the task, autonomy, and feedback on the organizational performance in the surveyed ministries and the absence of the required harmonization between the characteristics and specifications of the employees and equipment, and machinery in the job environment coming into action not merely theoretical methods that lack application. Al-Kurdi (2012) aimed to identify the job properties in the public sector in Saudi Arabia, and their impact on the organizational commitment of employees in this sector, where the study was conducted on a sample of (325) trainees in the Institute of Public Administration, Mecca; the study found a range of results, most important of which are that the Saudi employees working in the government agencies enjoy a high degree of skills variety, task clarity and task significance of the job they perform with a medium degree of autonomy and feedback and that there are statistically significant relationship between the task's characteristics of the (feedback, autonomy, task clarity, and the skills variety) on the one hand, and the level of the organizational commitment of employees on the other.

Haykal (2010) aimed to identify the job description card as an input to determine the tasks and responsibilities of the employee and identify the significance of the job description card for the Department's job in the field of the clarity of responsibilities and powers of the managers, and raising the spirits they have; the study adopted the descriptive, analytical approach where the study community consisted of all the members of the senior management and a number of managers working in a number of Egyptian companies; one of the results of the study is that the job description card plays a major role in the clarity of the tasks, responsibilities and powers of the director and raising the morale of the managers in the surveyed companies.

Hussein (2009) aimed to identify the nature of the relationship between the job design and the job strain for the employees in the private hospitals in Al-Sulaymaniyah. to achieve this goal, the researcher distributed a questionnaire to a sample of (400) employees in the surveyed hospitals and the study found that the tasks in the private hospitals are well designed and they include most of the job characteristics of the skills variety, task significance, checking the job's identity, autonomy and feedback. The results showed that the employees in the surveyed hospitals enjoy an acceptable degree of job strain and that there is an inverse relationship between the skills diversity, task significance, autonomy, and feedback on the one hand and the job strain on the other hand; however, the study did not show any significant relationship between verifying the job identity and the job strain. (Bahri, 2009). It aimed to identify the reasons of the job strain among general physicians, and identify the relationship between the job strain of the general physician, and his sense of job alienation in a range of public sector hospitals in Algeria. The data needed for the study is collected by a questionnaire that was distributed to a sample of 50 doctors working in three general hospitals in Mila, Algeria; the study concluded a set of results, the most important was that the studied doctors suffer from the job strain which contributed to some degree in feeling the job alienation, the most important sources of job strain experienced by the studied doctors are social and organizational , and that there is a strong positive relationship between the job strain faced by doctors and their sense of job alienation.

(Hayajneh, 2008) aimed to identify the level of practicing the dimensions of the job enrichment represented in skills multiplicity, the achievement of tasks, task significance, autonomy, and feedback in the Jordanian public and private health sectors and the role of these dimensions in practicing the organizational learning in the surveyed hospitals; the study was conducted to a sample of (327) members of the staff working in two Jordanian hospitals, Al-Bashir Hospital, and the Islamic Hospital and it found that the level of the availability of the dimensions of the job enrichment in the studied hospitals was high, and that there is a positive relationship between the dimensions of the job enrichment and the organizational learning.

Second: Foreign Studies

(Choi & Koh, 2015): it aimed to explore the possibility of the existence of differences in the level of feeling with the job pressure, job burnout, and the level of vigilance during the performance of jobs among a group of nurses working in the Korean clinics, depending on the ages of the nurses, their education levels, the current jobs they do and the units in which they work; the study aimed to identify the effect of the level of feeling of the job pressures by the examined nurses in addition to the level of their job burnout and the level of vigilance during the performance of job on their job satisfaction. the study depended on a sample of 330 nurses, and it concluded that there are differences between the examined nurses regarding their sense of job pressures and the job burnout due to age, level of education, current position, the units in which they work, and the type of the medical jobs they practice. the study also showed that there is a positive effect of the level of alertness enjoyed by the studied nurses during their performance of the job on their job satisfaction and the presence of a negative impact for the nurses' feeling of job pressure and job burnout on their job satisfaction.

(Samani & Ahmadi, 2014). The study aimed to investigate the effect of the job design on the percentage of fats contained in the blood, frustration, strain, and job burnout among employees in the oil distribution companies in the Iran's province of Isfahan; the study was conducted on a sample of 128 individuals, who were divided into groups according to the suitability of the job design they do, and the health variables. The study results found that there were significant differences among the individuals with respect of their sense of frustration, strain, burnout and excessive workload and that the level of the fat in the blood is high among the members of the study sample who work in jobs that are not well designed.

(Ozbağ & Ceyhun, 2014). It aimed to measure the relationship between the job design with its dimensions of (skills variety, task identity, task significance, autonomy, and feedback) and the job burnout and measure the impact of each of the job satisfaction, the conflict between the individual's family and job obligations as two variables: average and median in the relationship linking between the job design and the job burnout; the data required for the study was collected through a questionnaire distributed to a sample of (161) employees in thirty-eight companies operating in various Turkish cities; the study found that the conflict between the family and job obligations partly intervene the relationship linking the job design with its various dimensions and the job burn out of the employees in the surveyed companies and that there is an average role for the job satisfaction of the relationship linking the job design in its various dimensions and the job burnout that such relationship was weak among individuals who have a high level of satisfaction.

(Panatik, 2012) The study aimed to explore the direct impact of the physical characteristics of the job on the psychological strain for the employees and assess the impact of the social support as a mediating variable in the relationship between the job demands and the psychological strain of the employees. The study relied on a sample of (429) technicians working in one of the major telecom companies in Malaysia, and it concluded that there is a direct impact of each of the business requirements, control over the job, and social support on the psychological strain of the examined employees and that there was a mediating effect for the support provided by the direct head on the relationship between the job design and the job strain for the employees in the surveyed company.

(Adebayo & Ezeanya, 2011). the study aimed to examine the relationship between each of the task identity, autonomy in the job and job burnout for the nurses working in a group of health institutions in Jos, Nigeria, where the study was conducted on a sample of (79) nurses; the study concluded that there is an inverse significant correlation between each of the task identity, autonomy at the job and the nurses' feeling of the job burnout.

Study Methodology

This study depends on the descriptive, analytical approach, and as field study by considering and preparing a questionnaire as a tool for data collection.

Methods and sources of Data Collection

The information and data required by the study were obtained through two main sources: secondary sources, which included books and periodicals related to the search topic and the online information available on the subject and the primary sources which were represented in the questionnaire related to the topic of the study, which was developed by the researchers.

To measure the level of the sample's approval of the dimensions, the researchers adopted the Likert scale consisting on five degrees of approval (1-5), respectively, where 5 means agree with a very high degree, 4 agree with a high degree, 3 agree with a medium degree, 2 agree with a low degree and 1 agree with a very low degree.

The following gradation was adopted by the researchers to classify the arithmetic mean of the answers of the members of the study sample to the questionnaire items:

- (A) The arithmetic mean of 1- 2.33 reflects a low approval.
- (B) The arithmetic mean of 2.34 - 3.66 reflects a medium approval.
- (C) The arithmetic mean of 3.67-5 reflects a high degree of approval.

To examine the validity of the study tool, the researchers presented it to the virtual validity test through a group of 9 arbitrators with experience in the subject of the study; as for the reliability of the measurement tool, (Cronbach's alpha) of the internal consistency was extracted to collect the study scales as shown in table (1); (Cronbach's alpha) reliability coefficient for the field of the study which is represented in the job design was (0.79), in the field of job analysis (0.86), and in the field of job strain (0.77) which are high and acceptable values for the purposes of the study; most of the studies indicated that the rate of the approval of the reliability coefficient was (0.70). (Al-Najjar and Al-Najjar and Al Zoubi, 2013).

Table 1 reliability coefficient (Cronbach's alpha) and Pearson correlation coefficient for study tool			
field	dimension	Reliability coefficient (Cronbach's alpha)	Redo the reliability coefficient (Pearson correlation)
Job design process	Job diversity	0.77	0.86
	Task identity	0.83	0.84
	Task significance	0.75	0.76
	Autonomy	0.82	0.87
	Feedback	0.76	0.83
	Job design process as a whole	0.79	0.85
Job analysis process as a whole		0.86	0.83
The level of job strain as a whole		0.77	0.81

Statistical methods used: to analyze the data, and answering the study questions, and test the study hypotheses, a set of statistical methods that include the Statistical Package for Social Sciences (SPSS) was used. Such methods were represented in frequencies and percentages to describe the sample characteristics, arithmetic means, and standard deviations to identify the degree of approval of the people studied on the study variables and dimensions. The correlation coefficient, the simple and multiple regression coefficients were also used to test the validity of the hypotheses contained in the study; Cronbach's alpha coefficient was also used to confirm the reliability of the measuring tool.

The Study sample and Population

The study population consisted of all the employees in the following private hospitals in Irbid city- Ibn al-Nafis Hospital, Islamic Hospital, Al-Qawasmi hospital, the Rosary sister's hospital, and the Specialty Hospital, totaling 302 employees. The study sample consisted of (170) employees who were selected in the simple random sample drawing method and a 170 questionnaires where distributed to the study sample from which 62 were recovered which represents(95%).

Results Analysis and Discussion

This part includes the results of analysis obtained of sample from data:

First, describing the demographic characteristics of the study sample:

The study sample consisted of 170 male and female employees in the private hospitals in Irbid who were selected by the simple random sample of the study community, where the researchers distributed (170) questionnaires to the hospitals staff in which (162) were recovered. After reviewing the questionnaires, there were (15) invalid questionnaires for data incompleteness or lack of seriousness; the valid number of the questionnaire of the study sample was (147); table 2 shows the distribution of the individuals according to the demographic variables.

Table 2 Distribution of the members of the study sample according to the demographic variables (n = 147)			
variable	Level	Frequency	percentage
Gender	Male	72	0.49
	Female	75	0.51
	Total	147	0.100
Social status	Unmarried	87	0.59
	Married	57	0.39
	Others	3	0.02
	Total	147	0.100
Age	30 Years or less	71	0.48
	Less than 31 - 49 years old	67	0.46
	49 years and above	9	0.06
	Total	147	0.100
Scientific Qualification	Postgraduate	11	0.08
	BA	112	0.76
	Community college diploma or less	21	0.14
	High school or less	3	0.02
	Total	147	0.100
Variable	Level	Frequency	percentage
Job title	Director general	-	-
	Deputy General Manager	2	0.01
	Director of the Department	4	0.03
	Head of Division	9	0.06
	Head of the Department	18	0.12
	Employee	114	0.78
	Total	147	0.100
No of Years of Experience	5 years or less	45	0.30
	5-less than 10 years	51	0.35
	More than 10 Years	51	0.35
	Total	147	0.100

Table (2) shows that:

1. There were (72) males in the study sample represents (49%), while there were (75) females represents (51%).
2. The highest percentage of the distribution of the members of the study sample depending on the variable of the marital status was (59%) for (Single), while the lowest percentage was (2%) for (others).
3. The highest percentage for the distribution of the study sample depending on the variable of age was (48%) for the age group (30 years and below), while the lowest percentage was (6%) for the age group (50 years and above).
4. The highest percentage for the distribution of the study sample depending on the variable of the scientific qualification was (76%) for the scientific qualification (BA), while the lowest percentage was (2%) for the scientific qualification (High school or less).
5. The highest percentage for the distribution of the sample depending on the variable of the Job Title was (78%) for the job title (employee), while the lowest percentage was (1%) for the job title (Deputy Director General).

6. The highest percentage of the distribution of the sample according to the variable of the number of years of experience was (35%) for each of the periods of experience (6-10 years, and more than 10 years), while the lowest percentage was (30%) for a period of experience (5 years or less).

Second, **the analysis and discussion of the study questions and hypotheses:** this part will present the results of the study, which aimed to identify the job design and its impact on the job strain, and identify the role of the job analysis as a variable rate of the relationship linking the job design and the job strain in the private hospitals in Irbid through answering the study questions and testing its hypotheses, as follows:

a. **Study Questions:** To answer the questions of the study, the arithmetic means and standard deviations for the approval of the study fields and dimensions by the sample members. The results were in the next section.

The first question: What is the level of practicing the job design process in the private hospitals in Irbid?

The arithmetic means and standard deviations for the sample's approval of the job design process in the private hospitals in Irbid were extracted. Table 3 illustrates this.

Rank	number	Dimension	Arithmetic mean	standard deviation	Assessment degree
1	1	job variety	3.44	0.67	Medium
2	4	Autonomy	3.43	0.71	Medium
3	5	Feedback	3.41	0.61	Medium
4	3	task significance	3.18	0.84	Medium
5	2	Task identity	3.07	0.59	Medium
Job design Process as a whole			3.30	0.42	Medium

Table (3) shows that the arithmetic means for the sample's approval of practicing the job design process in the surveyed hospitals ranged (3.07-3.44) by a medium degree for all dimensions where the dimension of "job variety" was in the first rank with a mean of (3.44) followed by "autonomy" with a mean (3.43) in the second rank, "feedback" with a mean of (3.41) in the third place, "task significance" with a mean (3.18) in the fourth place and "task identity" with a mean of (3.07) in the fifth and last place; the general arithmetic mean for the field as a whole was (3.30) represent a degree of a assessment, which shows that the level of practicing the job design in the private hospitals in Irbid was not in the required level from the point view e of the sample members. This result is consistent with (Al-Kurdi, 2012), which concluded that the surveyed members of the study sample have a medium degree of autonomy and feedback regarding their tasks; however, this result is inconsistent with (Al-Kurdi, 2012), which concluded that the surveyed members of the study have a high degree of the skills variety, clarity of tasks, and the significance for their tasks and with (Hayajneh, 2008), which concluded that the level of the availability of the dimensions of the job enrichment in the surveyed sector was high; the results were also inconsistent with (Hussein, 2009), which found that the tasks in the surveyed hospitals are well designed and they are included within most of the characteristics of the job such as the skills variety, task significance, job's identity, autonomy, and feedback.

The Second question: What is the level of practicing the job analysis process in the private hospitals in Irbid?

The arithmetic means and standard deviations for the sample's approval for the level of practicing the job analysis process in the private hospitals in Irbid; the results are listed in Table 4.

Rank	n	Item	Arithmetic mean	standard deviation	Assessment degree
1	3	My job provides me with the opportunity to use my personal information while performing my job duties.	3.76	0.92	High
2	1	The hospital's management determines the goals to be achieved from the job analysis	3.45	1.11	Medium
3	2	The agency responsible for job analysis in the hospital determines the division or department included by the analysis	3.41	0.90	Medium
4	4	the job description in the hospital includes all its tasks.	3.14	1.15	Medium
5	5	the job description in the hospital includes all the duties and responsibilities of each task.	2.96	1.16	Medium
6	6	The job analysis in the hospital includes the skills and knowledge to be met by the person to be employed.	2.94	1.14	Medium
7	8	The job analysis in the hospital determines the level of experience that should be enjoyed by the person to be employed.	2.78	1.36	Medium
8	7	The Job analysis in the hospital determines the scientific qualification held by the person to be employed.	2.73	1.25	Medium
9	13	The job analysis is consistent with the strategic plans of the hospital.	2.69	1.20	Medium
10	12	The job analysis in the hospital is updated to keep up with any developments that may occur in the job environment.	2.63	1.03	Medium
11	11	The job analysis process is updated if there is any changes in the job requirements in the hospital.	2.61	1.01	Medium
12	9	The job analysis in the hospital determines the physiological, condition required for the person to be employed.	2.55	1.20	Medium
13	10	the job analysis in the hospital determines the physical and conditions of the job (such as the work environment dimensions, the degree of exposure to risks, and temperature).	2.53	1.22	Medium
The field of the job analysis process as a whole			2.94	0.68	Medium

Table (4) shows that the arithmetic means for the sample's approval for practicing the job analysis process in the surveyed hospitals ranged between (3.53-3.76) the highest of was item No. (3), which reads: "My job provides me with the opportunity to use my personal information while performing my job duties", while the lowest was item No. 10, which reads:" the job analysis in the hospital determines the physical and physiological conditions of the job (such as the work environment dimensions, the degree of exposure to risks, and temperature)"; the overall average for the area as a whole was (2.94) by a medium assessment degree, which shows that the level of practicing the job analysis in the private hospitals in Irbid was not as required from the point view of the sample members. This result is consistent with (Saleh, 2014), which concluded that there is no alignment between the characteristics and specifications of personnel, equipment, and equipments in the job environment.

The third question: What is the level of job strain in the private hospitals in Irbid?

The arithmetic means and standard deviations of the sample's approval on the level of the job strain in the private hospitals in Irbid were extracted, and Table 5 shows that.

Table 5 Arithmetic means and standard deviations for the Approval of the members of the study sample regarding the level of practicing the job strain process in the private hospitals in Irbid in a descending order

Rank	No.	Item	Arithmetic mean	standard deviation	Assessment degree
1	6	I Often feel tired and exhausted at the end of a working day.	3.39	0.88	Medium
2	1	I feel the need for more time to accomplish my job	3.33	1.14	Medium
3	3	I feel the difficulty and complexity of the tasks assigned to me.	3.31	1.00	Medium
4	2	I feel that my workload is greater than my abilities.	3.22	1.08	Medium
5	15	I suffer from interferences in my job by management.	3.20	1.20	Medium
5	17	I often feel a headache as a result of the job stress.	3.20	1.22	Medium
7	19	My job involves doing tasks that satisfy some people and not all of them.	3.18	1.40	Medium
8	9	I find it difficult to concentrate at the job.	3.16	1.10	Medium
9	12	I suffer from job overlapping with my colleagues.	3.16	1.24	Medium
10	4	I feel that the quality of the job assigned to me needs capabilities and skills higher than the ones I have.	3.10	0.98	Medium
11	7	I think that I was not trained in the way that enables me to do my job as needed.	3.08	1.18	Medium
11	14	Sometimes, I am assigned to do jobs with no obvious goals.	3.08	1.23	Medium
13	18	There is no joint coordination or cooperation among colleagues at different sections at my job.	3.08	1.28	Medium
14	5	I feel that I work within conflicting policies and directions.	3.06	0.85	Medium
15	11	I am often assigned with tasks without giving me sufficient powers to implement them.	3.04	1.18	Medium
16	10	I often feel unwilling to do practical tasks.	2.98	1.08	Medium
17	16	I feel frustrated since my job does not achieve my ambitions.	2.94	1.06	Medium
18	13	I often have to do tasks contrasting with my personal principles.	2.90	1.32	Medium
19	8	I do not have the adequate expertise that enables me to do my job as required.	2.82	1.21	Medium
20	20	I feel depressed while doing my job.	2.59	1.36	Medium
The field of the level of the job strain as a whole			2.94	0.68	

Table 5 shows that the arithmetic means for the sample's approval for the level of the job strain in the private hospitals in Irbid ranged from (2.59-3.39) and the highest was item No. (6), which reads: "I Often feel tired and exhausted at the end of the job." while the lowest was item (20), which reads: "I feel depressed while doing my job." the arithmetic mean for the field as a whole was (2.94) with a medium degree. This indicates that the job strain in the private hospitals was medium from the point view of the members of the study sample. This result is consistent with (Hussain, 2009), which concluded that the employees at the the surveyed hospitals have an acceptable degree of the job strain; however, this was inconsistent with (Bahri, 2009), which concluded that the surveyed doctors suffer from the job strain which contributed to their feeling of a job alienation to some degree.

B. Testing the study hypotheses:

H01: the first major hypothesis: there is no statistically significant effect at ($\alpha \leq 0.05$) for the job design on the job strain in the private hospitals in Irbid . To test this hypothesis, the validity of the sub-hypotheses will be tested; the results of each of the sub-hypotheses and the main hypothesis are as follows:

1- H01: the first Sub-hypothesis: there is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for the skills variety on the job strain in the private hospitals in Irbid .

To validate this hypothesis, the simple regression test was used and its results are provided in table No. (6); there is a medium direct correlation between the level of the skills variety and the job strain and it amounted to (0.29). and when we read R^2 coefficient, it appears that the level of the skills variety explains (9%) of the variance in the job strain variable in the surveyed hospitals, and because the (F) value is equal to (13.76), and its level of statistical significance was (0.000), which means a significant regression at the level of significance ($\alpha \leq 0.05$), one degree of freedom (df = 1), negtive value of (t) equalling (-3.71), and its level of statistical significance was (0.000). this suggests that the interest of the surveyed hospitals with the skills variety reduces the job strain of employees; we can say that there is a statistically significant impact of skills variety on the job strain in the private hospitals in Irbid; therefore, the null hypothesis is not accepted and the alternative hypothesis stating "there is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for the skills variety on the job strain in the private hospitals in Irbid" is accepted. This result is consistent with (Hussain, 2009), which found to an inverse relationship between the skills variety and the job strain.

Independent variable	(T) value	Sig	R	R ²	Df	(F) value	Sig
The level of the skills' variety	-3.71	0.00	0.29	0.09	1	13.76	0.00

Dependent variable: job strain.

2- H01: second Sub-hypothesis: there is no statistically significant at the significance level ($\alpha \leq 0.05$) for the task identity on the job strain in the private hospitals in Irbid .

To validate this hypothesis, the simple regression test was used; the results which are displayed in table No. (7) showing the presence of a medium positive correlation between the level of the task identity and the job strain by (0.18); the value of the coefficient of (R square), the level of the task identity explains (3%) of the variance in the job strain variable in the surveyed hospitals; given the value of (F) equals (4.71), and its level of statistical significance was (0.03), it indicates a significant regression at the level of significance ($\alpha \leq 0.05$), at the degree of freedom of (df = 1), value of (t) (2.17-), which is negative, and the level of statistical significance of (0.000), suggesting that the interest of Irbid private hospitals of raising the task identity level reduces the job strain of employees; accordingly, we conclude that there is a statistically significant impact for the task identity in the private hospitals in Irbid, so the null hypothesis is rejected and the alternative hypothesis is accepted: "there is no statistically significant impact at the significance level of ($\alpha \leq 0.05$) for the task identity on the job strain in the private hospitals in Irbid . " This result is consistent with (Adebayo & Ezeanya, 2011) in which indicates to the presence of an inverse significant correlation between each of the task identity, autonomy at job and the employees' feeling of job burnout; this result is inconsistent with (Hussain, 2009), which indicated the lack of any significant relationship between validating the task identity and the job strain in the surveyed hospitals.

Table 7: Results of simple regression test for the impact of the task identity on the job strain at the private hospitals in Irbid

Independent variable	(T) value	Sig	R	R ²	Df	(F) value	Sig
The level of the task identity	- 2.17	0.03	0.18	0.03	1	4.71	0.03

Dependent variable: job strain.

3- H01: third Sub-hypothesis: there is no statistically significant effect at the significance level ($\leq 0.05\alpha$) for the task significance on the job strain in the private hospitals in Irbid.

To validate this hypothesis, the simple regression test was used; its results which are shown in table No. (9) indicate the presence of a medium positive correlation between the level of the task significance and the job strain at the private hospitals by (0.37); the value of the coefficient of (R square), For the level of the task significance explains (13%) of the variance in the job strain variable in the surveyed hospitals; given the value of (F) equals (23.39), and its level of statistical significance was (0.000), it indicates a significant regression at the level of significance ($\alpha \leq 0.05$), at the degree of freedom of (df = 1), t value of (-4.84), which is negative, and the level of statistical significance of (0.000), suggesting that the interest of Irbid private hospitals of raising the task identity level reduces the job strain of employees; accordingly, the null hypothesis is rejected and the alternative hypothesis stating: "there is no statistically significant impact at the significance level of ($\alpha \leq 0.05$) for the task significance on the job strain in the private hospitals in Irbid " is accepted. This result is consistent with (Hussain, 2009), which indicates the presence of a significant inverse relationship between the task significance and the job strain in the surveyed hospitals.

Table 8 Results of simple regression test for the impact of the task significance on the job strain at the private hospitals in Irbid

Independent variable	(T) Value	Sig	R	R ²	Df	(F) value	Sig
The level of task significance	- 4.84	0.00	0.37	0.13	1	23:39	0.00

Dependent variable: job strain.

4- H01: fourth Sub-hypothesis: there is no statistically significant relationship at the significance level ($\alpha \leq 0.05$) for autonomy on the job strain in the private hospitals in Irbid.

To validate this hypothesis, the simple regression test was used; its results which are shown in table no. (9) shows the presence of a medium positive correlation between job autonomy and the job strain at the private hospitals in Irbid by (0.47); the value of the coefficient of (R square), the level of autonomy explains (0.22%) of the variance in the job strain variable in the surveyed hospitals; given the value of (F) equals (41.56), and its level of statistical significance was (0.000), it indicates a significant regression at the level of significance ($\alpha \leq 0.05$), at the degree of freedom of (df = 1), value of (t) (-6.45), which is negative, and the level of statistical significance of (0.000).

Which indicates that the studied hospitals are giving more importance to job autonomy and that reduces the job strain of employees; accordingly, the null hypothesis is rejected and the alternative hypothesis stating: "there is a statistically significant impact at the significance level of ($\alpha \leq 0.05$) for the autonomy on the job strain in the private hospitals in Irbid" is accepted. this result is consistent with (Hussain, 2009), which refers to the presence of a significant inverse relationship between the autonomy, and the job strain in the surveyed hospitals; this result agreed with (Adebayo & Ezeanya, 2011), which reached to a statistically significant inverse correlation between the task identity and autonomy at the job and the employees' feeling of job burnout.

Table 9 Results of simple regression test for the impact of the autonomy on the job strain at the private hospitals in Irbid

Independent variable	(T) Value	Sig	R	R ²	Df	(F) value	Sig
Autonomy	-6.45	0.00	0.47	0.22	1	41.56	0.00

Dependent variable: job strain.

- 5- **H01: fifth Sub-hypothesis: there is no statistically significant relationship at the significance level ($\alpha \leq 0.05$) for the feedback on the job strain in the private hospitals in Irbid.** To validate this hypothesis, the simple regression test was used; its results which are shown in table No. (10) indicate the presence of a medium positive correlation between the feedback and the job strain at the private hospitals in Irbid by (0.18); the value of the coefficient of (R square), which means the level of the feedback explains (0.03%) of the variance in the job strain variable in the surveyed hospitals; given the value of (F) equals (3.195), and its level of statistical significance was (0.04), it indicates a significant regression at the level of significance ($\alpha \leq 0.05$), at the degree of freedom of (df = 1), value of (t) (-2.05), which is negative, and the level of statistical significance of (0.000), suggesting that because of importance given to feedback by the studied hospitals interest of Irbid private hospitals of the feedback reduces the job strain of employees; accordingly, we can say that there is a statistically significant impact for the feedback on the job strain in the private hospitals in Irbid.so, the null hypothesis is rejected and the alternative hypothesis stating : "there is a statistically significant impact at the significance level of ($\alpha \leq 0.05$) for the feedback on the job strain in the private hospitals in Irbid" is accepted. this result is consistent with (Hussain, 2009), which concluded that there was a significant inverse relationship between the feedback and the job strain.

Table 10 Results of simple regression test for the impact of the feedback on the job strain at the private hospitals in Irbid

Independent variable	(T) value	Sig	R	R ²	Df	(F) value	Sig
feedback	2:05 -	0.04	0.18	0.03	1	3.195	0.04

Dependent variable: job strain.

To check the validity of the main hypothesis, the standard multiple regression test was used; the results of which are in table (11) stating that the value of the overall correlation coefficient (R), which represents that the correlation percent of all the dimensions of the independent variable with the dependent variable reached (0.56) meaning that there is a strong inverse relationship between the job design and the job strain in the private hospitals in Irbid. table (11) also shows that the job design percentage explains (0.31) of the variance in the job strain variable in the surveyed hospitals, which is indicated by the value of (R-square), which amounted to (0.31); given that the (F) value equals (12.94), and its level of statistical significance was (0.000), this means a significant regression at the significance level ($\alpha \leq 0.05$) at five degrees of freedom (df = 5); we can say that there is a statistically significant impact of job design on the job strain in the private hospitals in Irbid; therefore, the null hypothesis is rejected and the alternative hypothesis stating: "there is a statistically significant impact at the significance level ($\alpha \leq 0.05$) for the job design on the job strain in the private hospitals in Irbid" is accepted.

Table 11: Results of standard multiple regression testing of the job design on the job strain at the private hospitals in Irbid

dimensions of the independent variable	(β) Value	(T) Value	Sig	(R)	(² R)	Df	(F) Value	Sig
job diversity	-0.19	-2.28	0.02	0.56	0.31	5	12.94	0.00
Task identity	-0.13	-1.72	0.09					
task significance	-0.16	-1.88	0.06					
Autonomy	-0.40	-5.37	0.00					
Feedback	0.06	0.70	0.49					

Dependent variable: job strain.

H02: The second major hypothesis: there is no statistically significant at the level of significance ($\alpha \leq 0.05$) for the job analysis on improving the impact of the job design on the job strain in the private hospitals in Irbid . To validate this hypothesis, the multiple hierarchical regression test was used; the results are shown in table (12) showing that the value of the correlation coefficient between the job design and the job strain had increased from (0.56) to (0.62) after including the variable of the job analysis to show its effect as a moderating variable of the regression model; table (12) also shows that the (R-square) coefficient for the process of the job design has reached (0.31), the change in the (R² / R-square change) coefficient after entering the job analysis as a moderating variable on the model has reached (0.08), and the value of (F Change) has reached (12.93) at the confidence level (0.000), which confirms a significant regression at the significance level ($\alpha \leq 0.05$); this means that the job analysis has contributed to improve the impact of the job design on the job strain that it added (0.08) of the variance in the job strain to raise the total value of this moderating variable to (0.39). table (12) also shows that the value of (F) for the first model has reached (12.93) at the confidence level (Sig = 0.000), which confirms a significant regression at the level of ($\alpha \leq 0.05$) and that the value of (F) for the second model has reached (14.88) at the confidence level (Sig = 0.000), which also emphasizes the significant regression at the level of ($\alpha \leq 0.05$); it could be argued that there is a statistically significant impact at the level of significance ($\alpha \leq 0.05$) for the job analysis in improving the impact of the job design on the job strain in the private hospitals in Irbid; therefore, the null hypothesis is rejected and the alternative hypothesis stating: "there is no statistically significant impact at the significance level ($\alpha \leq 0.05$) for the job analysis on improving the impact of the job design on the job strain in the private hospitals in Irbid" is accepted. this result is consistent with (Haykal, 2010), which found that the job description card has a big role in the obvious tasks and responsibilities of managers and enhancing the morale which will positively reflect on the level of the stress faced by the employee; since the job analysis depends on the job description card entered to the study as a moderating variable, this explains the presence of the impact of this variable on reducing the job strain among employees in the private hospitals in Irbid.

Table 12. Results of the hierarchical multiple regression testing for the impact of the job analysis on improving the job design in the job strain at the private hospitals in Irbid

Step	Independent variable	(B)	(T)Value	Sig	(R)	(R ²)	(R ²)Change	(F) Value	(F)Change Value	Sig
Step I	job diversity	-0.19	-2.28	0.02	0.56	0.31	0.31	12.93	12.93	0.000
	Task identity	-0.13	-1.72	0.09						
	task significance	-0.16	-1.88	0.06						
	Autonomy	-0.40	-5.37	0.00						
	Feedback	0.06	0.70	0.49						
Step II	job diversity	-0.24	-3.10	0.00	0.62	0.39	0.08	14.88	17:18	0.000
	Task identity	-0.21	-2.78	0.01						
	task significance	-0.15	-1.86	0.07						
	Autonomy	-0.45	-6.35	0.00						
	Feedback	-0.09	-1.02	0.31						
	job analysis	0.35	4.15	0.00						

Dependent variable: job strain.

Results and Recommendations

A. Results:

The study found a range of results including:

1. Practicing the job design process in the private hospitals in Irbid was of medium level.
2. Practicing the job analysis process in the private hospitals in Irbid was of medium level.
3. The level of the job strain faced by employees in the private hospitals in Irbid was medium.
4. There is a statistically significant impact at the significance level ($\alpha \leq 0.05$) for the job design process in its dimensions of: (skills variety, task identity, task significance, autonomy, and feedback) in the job strain at the private hospitals in Irbid .
5. There is a statistically significant impact at the level of significance ($\alpha \leq 0.05$) for the job analysis as a changing variable in improving the impact of the job design on the job strain in Irbid .

B. Recommendations:

Based on the findings of the study, the researchers recommend the following:

1. Increasing the interest of the administrations of the private hospitals in enhancing the elements of the job design, which are the task identity, task significance, autonomy, and feedback, because these elements have an effect in reducing the job strain among employees
2. Airing the job description card more importance for each task in order to use them when designing the job since they are positively contributes in reducing the job strain
3. Using the job analysis, while designing jobs and make the job description card the first reference for the job design.
4. Conducting further researches by those interested in this field with studying other variables affecting the job strain.

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