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**Amer Dawood Kasay**  
Technical Institute for  
Administration, Middle  
Technical University,  
Baghdad, Iraq

**Inaam Diab Shanawa**  
Technical Institute for  
Administration, Middle  
Technical University,  
Baghdad, Iraq

**Basima Abdulbari Fezea**  
Technical Institute for  
Administration, Middle  
Technical University,  
Baghdad, Iraq

**Corresponding Author:**  
**Amer Dawood Kasay**  
Technical Institute for  
Administration, Middle  
Technical University,  
Baghdad, Iraq

## The impact of organizational culture on job adaptation: A field study at the general tourism authority in Baghdad

**Amer Dawood Kasay, Inaam Diab Shanawa and Basima Abdulbari Fezea**

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### Abstract

This study focuses on organizational culture as the independent variable and its impact on work adaptability among the divisions of the General Tourism Authority. Organizational culture is defined as a system of conveyed and presumed values, beliefs, attitudes, and actions that categorically define an organization in context to other organizations of its kind while job adaptation is the degree to which one can bend or twist as a result of forces exerted on him or her in his/her job and forces that the person exerts on other and on the job. The research also has the following objectives that is to offer a number of propositions that will assist in increasing the level of organizational sustainment within the Authority. Owing to the significance of the topic under consideration to the General Tourism Authority and its impacts on the society, a descriptive-analytical technique was used in conducting the research by the researcher. A total number of one hundred forty (140) respondents was gathered from various departments and divisions. Participants only and only based on the 30 items questionnaire were selected exclusively as well as comprehensively. As previously indicated, observational checklists were also adopted as instruments that could aid data collection during field work. The researcher used Statistical Package for Social Sciences version 26 (2010) and also Excel to use descriptive analytical tools inclusive of frequencies, arithmetic averages, standard deviations, simple regression coefficients, coefficient of determination ( $R_2$ ) and Pearson correlation coefficients. Based on the research findings, the quality of organizational culture and job adaptation is mutual. Organizational culture provides the standards whereby employees measure, explain and interact with their environment at the workplace. That is the reason, more specifically, the organizational culture can be highly potent and influential across the dimensions of individual job adaptation. Key to the definition of organizational culture lies the values, attitudes, assumptions, expectations, and practices shared by members of an organization. Based on the findings of the research, the following recommendations are copied to with the view of enhancing work within the general tourism authority. Thus, there is no doubt that organizational culture plays a dual role in determining how much adjustability one can have within the needs that their careers impose on them. This way, utilizing the best construction of the relations of the subjects and by creating the supportive context in the work environment, organizations are enabled to promote adaptability of the job and overall superior performance.

**Keywords:** Organizational culture, job adaptation, general tourism authority

### Introduction

Cultures in organizations are therefore the main cause of influence on individual behavior. They get to determine the culture, assumptions and expectations of the employees in the organization. The concept of job adaptability has gained wide currency especially given dynamism in the contemporary fora of work. Due to the increasing rate of technology and globalization at the workplace, it is crucial for personnel to have the flexibility of meeting new requirements in their roles. This is true because organizational culture is the process through which the structure of an organization provides the cues to people which they use to understand the expectations of the system.

This study's objective is to discuss why the organizational culture plays a key role in the process of job adaptation and offer recommendations for how this matter could be addressed in organizations. Moreover, the research sets out to establish the correlation between the organization's culture and people's accommodation of the organizational environment.

Many organizations face the challenge of accommodation of people to new work settings or to change that takes place in organizations, with the result that people lose satisfaction with work, their creative adaptability is decreased, and in addition, people are absent and turn over in increased quantities.

As for the subject of the study, it will focus at various aspects of the organizational culture which are the aspects of values; communication process and authority structure and their influence on individual coping with job demands and other organizational change. Moreover, we shall examine the impact of this relationship on organizational competency as well as the general performance of the entity as both beneficial and detrimental effects. Since it was crucial to test these variables and analyze the mutual correlation and impact in the context of this work, the researcher chose the General Tourism Authority in Baghdad.

## Chapter One: Research Methodology

### First: The Research Problem

The 'practical' problem for this research lies in the fact that current General Tourism Authority organizational variables, especially organizational culture and job adaptation, have not been well-enough understood and implemented. Also, some of these variables' dimensions are not implemented or promoted, or have low levels of familiarity with the concepts and specifics of the identified dimensions. In addition, the researcher made field visit before administering the questionnaire. These visits were occasioned by the researcher's perceived gap between the employees' perceptions and the Authority's vision, mission and objectives. Such misalignment is attributed to the lack of information forums or platform on these issues. In addition, there is very poor participation of the employees and subordinates in major decisions pertaining the Authority and its management.

Therefore, the researcher should evaluate the level of the research dimension within the Authority and the respective departments. The core issue of this research is simplified in answering the question:

1. This paper focuses its analysis and findings on the question: How does organizational culture affect job adaptation? From this point, the field issues of the research problem also emerge:
2. To what extent do the research sample participants have an awareness of material in relation to organizational culture and its components?
3. In what measure or degree are the research sample participants knowledgeable about job flexibility and the various dimensions involved in it?
4. How insightful are the study variables; organizational culture and job adaptation, and their constituent factors for the nature of the studied Authority?

### Second: Research Significance

**The significance of the research can be briefly simplified in the following points:**

1. The General Tourism Authority is an important and necessary institution in the tourism system because of its role in the organization of the work of the tourism sector in Iraq and, in particular, in the Baghdad region.

2. Moreover, this study has a contribution to students and researchers as it paves way for subsequent research into aspects relative to any of the factors in the study and relate these to other variables.

### Third: Research Objectives

The current study aims to achieve several key objectives:

1. Evaluate the extent to organizational culture available and all its components in the studied entity.
2. Compare the extent of job accommodation and its subcategories in the sample population.

### Fourth: Research Hypotheses

To achieve the study's objectives, statistical hypotheses must be formulated for testing and deriving results, as follows:

#### 1. Main Correlation Hypotheses

A significant relationship exists between organizational culture and job adaptation, supported by the following sub-hypotheses:

- **H<sub>1</sub>:** Organizational values positively play a major role with regard to job adaptation in its various dimensions.
- **H<sub>2</sub>:** This study indicates that is a positive relationship between social support and job adaptation in all aspects.
- **H<sub>3</sub>:** This paper will establish that recognition and rewards have a strong positive relationship with job adaptation of its various aspects.
- **H<sub>4</sub>:** It has also been observed that learning and development has a positive relationship with diffusion of job adaptation in all its types.

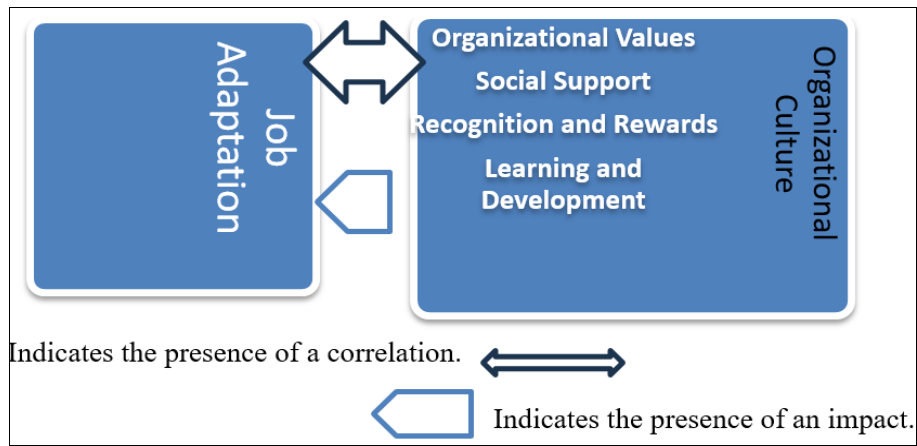
#### 2. Main Impact Hypotheses

The influence of organizational culture on job adaptation is substantial, supported by the following sub-hypotheses:

- **H<sub>1</sub>:** The analysis disclosed the effect of organizational values implying the importance of job adaptation with its separate dimensions.
- **H<sub>2</sub>:** Multivariate analysis revealed that social support has a highly significant relationship with job adaptation in its different aspects.
- **H<sub>3</sub>:** In its general sense, one finds that employee social support is a strong determinant of job adaptation in the different aspects.
- **H<sub>4</sub>:** The study has revealed the influence of recognition and rewards on job adaptation in different aspects.
- **H<sub>5</sub>:** It was also found that learning and development have a strong influence on job adaptation in all the domains.

### Fifth: The Hypothetical Framework of the Research

The hypothetical framework represents the concept through which the researcher seeks to clarify the correlation and impact relationships between the main research variables. These include the independent variable, organizational culture, with its dimensions (organizational values, social support, recognition and rewards, learning and development), and the dependent variable, job adaptation. Figure 1 illustrates the hypothetical framework of the research:



Source: Prepared by the researcher.

Fig 1: The Hypothetical Framework of the Research

**Sixth: Study Population and Sample**

The researcher selected the General Tourism Authority in Baghdad as the study population. The General Tourism Authority is a governmental organization under the Ministry of Culture, Tourism, and Antiquities in Iraq. This organization was established to promote and develop the tourism industry in Iraq, especially in light of the challenges that this sector has faced for an extended period.

The primary objective of the Authority is to formulate key policies and strategies aimed at fostering the growth of the tourism industry. This includes promoting both domestic and international tourism, protecting and enhancing archaeological and historical sites, and actively advancing Iraqi culture and heritage. The Authority is responsible for coordinating tourism affairs and organizing the infrastructure for tourism, including hotels and other tourist facilities, in collaboration with relevant authorities.

Additionally, the Authority works to provide travelers with information and facilities, as well as to establish a tourism program that accurately represents Iraq's cultural and historical diversity. The core objectives of the Authority include restoring tourist sites and enhancing visitor services, alongside collaborating with international and local organizations to support the tourism industry.

Utilizing the organizational structure of the office of the Authority's president, the contracts department, the planning and follow-up department, the auditing department, the relations and media department, the legal affairs department, the tourism information technology department, the administration and finance department with its sections and branches, and the inspection and follow-up department with its divisions, the researcher was able to obtain a comprehensive list of 250 employees from the Authority's Human Resources Department. This ensured the credibility of the sample and its ability to accurately and adequately represent the study population (General Tourism Authority). After compiling the comprehensive list, the researcher employed the Thompson method to select a smaller sample based on the formula.

$$n = \frac{N \times p(1-p)}{\left[ N - 1 \times \left( d^2 \div z^2 \right) \right] + p(1-p)}$$

Where,  
Population Size: N

Z-value corresponding to a significance level of 0.95 = 1.96  
Margin of Error = 0.05 (D)  
Proportion of Attribute and Neutrality = 0.50 (P)  
Based on this, a total of 152 questionnaires were distributed, and the number of valid and retrievable responses for analysis was 140, resulting in a response rate of 93% of the distributed questionnaires.

**Seventh: Statistical Methods Used**

The statistical methods employed are as follows:

1. **Mean:** This gives the mean scores for a certain element.
2. **Standard Deviation:** This measures the extent of variations of the responses from their average value.
3. **Correlation Coefficient:** It decides the type and the degree of association between the predictor variables and the variable to be explained.
4. **Simple Linear Regression:** Traditionally, this measures the impact of independent variables on the dependent variable.

**Eighth: Research Limitations**

The current research limitations are evident in terms of temporal, spatial, and research constraints. The time frame for the research is from August 1, 2024, to October 1, 2024. The spatial limitation is represented by selecting the General Tourism Authority as the field of study.

**Ninth: Validity and Reliability**

The overall reliability coefficient for the variable of organizational culture reached (0.860), indicating a high degree of reliability and validity for the organizational culture variable. The overall reliability coefficient for the variable of job adaptation was (0.888). In general, the reliability coefficient for the research variables was (0.915), while the validity coefficient reached (0.952). This suggests the questionnaire exhibits a good and acceptable level of dependability, making it suitable for conducting field analysis in the research.

**Tenth: Data collection methods and techniques**

The researcher covered the research topic through two main aspects

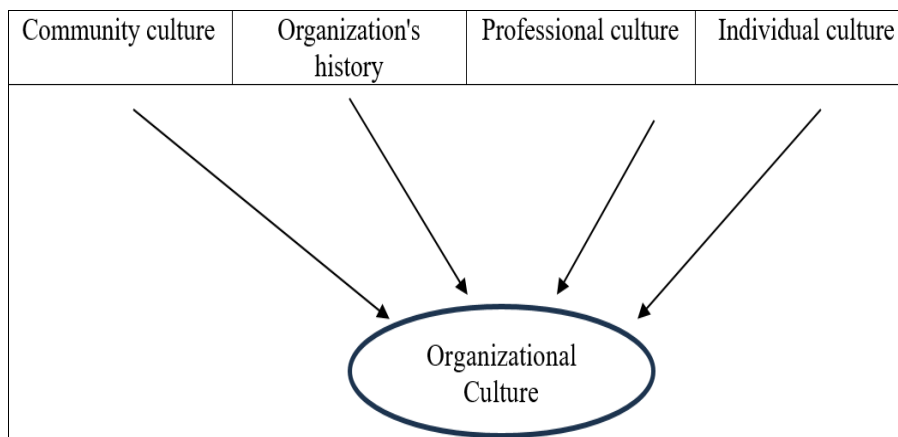
1. **Theoretical Aspect:** The researcher collected data and information from the theses, dissertations, books and articles and journals Arabic and foreign because of their

- relevance to the study.
2. **Practical Aspect:** For the empirical aspect of the study, the researcher used the following method;
    - **Questionnaire:** The researcher used the questionnaire as the primary source for data collection to complete the practical aspect and reach results based on the opinions of the sample individuals regarding the topic. The researcher adopted a five-point Likert scale in this study, distributing its items as follows: (Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree) according to the values and weights. The questionnaire included the following sections:
      - **First Section:** General information about the surveyed sample.
      - **Second Section:** This section encompassed the first variable, represented by organizational culture, with its dimensions (Organizational values, social support, recognition and rewards, learning and development), and the second variable, represented by job adaptation.
      - **Interviews:** To support the responses gathered from the questionnaire, the researcher conducted several semi-structured personal interviews with some members of the study sample, including individuals from both upper and middle management within the organization being studied.

**Chapter One**  
**Theoretical Aspect**  
**First: Organizational Culture**

**1. Concept of Organizational Culture**

Organizational culture refers to a set of beliefs arising from group norms and includes values and informal practices (Gibson *et al.*, 2012:511) <sup>[11]</sup>. The concept of organizational culture encompasses the values, attitudes, beliefs, capabilities, and actions of users. It is closely linked to the cognitive processes of individual employees, particularly concerning the dissemination of values that promote open-mindedness among external stakeholders, facilitate access to management during periods of change, and provide reassurance to owners (Alvesson, 2020:638) <sup>[6]</sup>. Additionally, it involves ensuring that values and beliefs aligned with the organizational spirit are not harmful when disseminated. The success of an organization relies on the presence of a strong culture that attracts individuals and effectively motivates them to achieve their goals. Organizations strive to cultivate their culture to affirm their individuality, which, in turn, influences their philosophy and management approach. According to Al-Kaabi (2014:38) <sup>[2]</sup>, organizational culture is defined as "a set of core beliefs or convictions generally embraced by the majority of members or the active part of the organization. These beliefs and convictions provide a structured and pre-defined approach to their organizational behavior at a symbolic level." Kamel (2015:12) <sup>[5]</sup> further defines it as "a set of managers' ideas, attitudes, and beliefs regarding the social values existing among the organization's members". Each organizational culture can be divided along the horizontal axis, as illustrated in Figure 2.



**Source:** Suhaad Barqi Kamel, & Huda Hadi Hassan. (2018) <sup>[3]</sup>. Organizational Culture and Its Role in Enhancing the Entrepreneurial Orientation of Business Organizations: An Exploratory Study of the Opinions of a Sample of Managers from Asia Cell Telecommunications in Karbala/Iraq. Journal of University of Babylon, 26(10) <sup>[3]</sup>.

**Fig 1:** Organizational Culture in Organizations

The researcher defines organizational culture as "a set of values, beliefs, norms, and traditions that govern the behavior of individuals within the organization." This culture influences decision-making processes, the dynamics of interaction among colleagues, adherence to the organization's ideals, and the overall development of the work environment. However, the researcher notes that there is no guarantee that efforts to change culture will succeed, as organizational members do not easily abandon the values they understand and that have worked well for them in the past. If change occurs, it will likely be slow. Additionally, the organization's management must remain vigilant to protect against any reversion to familiar old traditions.

**2. The Importance of Organizational Culture**

Organizational culture is a pivotal element influencing an organization's performance and success, as it establishes the principles that inspire and direct the conduct of its members. This culture comprises a collection of shared values, beliefs, and standards disseminated among members within the institution. These factors shape their cognitive processes, decision-making abilities, and personal interactions. The importance of organizational culture spans many dimensions, which include (Hofstede, G. 2001:53) <sup>[14]</sup>, (Schneider *et al.*, 2013: 364) <sup>[16]</sup>:

1. **Institutional Identity:** Culture provides the organization with a unique and recognizable identity that distinguishes it from others, enhancing loyalty and



a sense of belonging among employees.

2. **Behavioral Guidance:** Culture defines the expected behaviors of employees, facilitating their understanding of specific expectations and the appropriate ways to perform their duties.
3. **Social Reinforcement:** Culture fosters a favorable work climate that encourages cooperation and communication among employees, thereby reducing tensions.
4. **Creativity and Innovation:** A positive culture promotes the generation of new ideas, creativity, and the adoption of new concepts, thus enhancing business advancement.
5. **Performance:** Performance is closely tied to culture, as a culture that promotes quality and excellence leads to superior results.
6. **Stability:** Culture contributes to the organization's stability by fostering a sense of security and integration among employees.

### 3. Dimensions of Organizational Culture

The factors influencing employees' adaptation to their jobs in response to the organization's culture can be classified into several key dimensions. These characteristics determine the impact of organizational culture on employees' behaviors and attitudes in the workplace. Below are several core dimensions (Cameron, 2011:342) <sup>[8]</sup> (Denison *et al.*, 2022:205) <sup>[9]</sup>:

1. **Organizational Values:** The principles adopted by the organization have a direct impact on how employees approach their work and interact with colleagues. Values such as creativity, integrity, and teamwork enhance employees' adaptation to the work environment. The management style and policies applied within the organization significantly influence the employee adaptation process. Promoting employee adaptation to job requirements is facilitated when management encourages participation, flexibility, and actively listens to their perspectives.
2. **Social Support:** Providing social support from colleagues and management enhances employees' ability to adapt to the work environment. Creating a conducive atmosphere that fosters a sense of inclusion and appreciation among employees contributes to reducing stress and increasing job satisfaction. Similarly, the level of centralization or decentralization in decision-making within the organization affects individuals' autonomy and their ability to adapt in their roles. Implementing a flexible structure that enables employees to participate in decision-making processes can enhance job adaptation.
3. **Recognition and Reward:** Recognition and reward systems reflect how much the organization values its employees' contributions. Organizational culture that appreciates and acknowledges individual and group achievements helps boost employees' motivation and job satisfaction, thus facilitating their adaptation process.
4. **Learning and Development:** A culture that encourages continuous learning and skill enhancement enables employees to effectively adapt to changes in the work environment. This cultural environment improves employees' capacity to face new challenges.

## Second: Organizational Adaptation

### 1. Concept of Job Adaptation

The idea of job adaptation has received significant attention from scholars and experts across various fields of natural and human sciences. Academic researchers have sought to investigate the influence of the environment on human existence and the mechanisms through which people interact with and adapt to their surroundings. This environmental influence extends beyond individuals to include organizations as well. Scientists in the field of organizational studies have concentrated their efforts on examining the relationship between the organization and the environment and how this relationship impacts organizational behavior in the adaptation process.

The influence of the environment on an organization arises from its complex and volatile nature, necessitating a thorough examination of its elements and characteristics to understand and appreciate the fundamental nature of changes occurring within it. The environment comprises a set of elements that directly or indirectly affect the nature of organizational processes. The organization's activity and operations are shaped by the functioning of the ecosystem. Most organizations prioritize environmental impact and seek ways to align their data with environmental goals. The organization focuses on aligning business activities with external requirements. The internal performance of the organization is significantly influenced by the external environment, and the organization aims to achieve environmental adaptation using all available resources. Variations in the awareness of environmental variables among senior leaders result in similar variations in their ability to adapt to the external environment. Every individual or organization is expected to have a cognitive framework regarding the environment and the elements that contribute to it. This awareness emerges from individuals' prior knowledge, along with measurable indicators relating to the individual or organization, whether personal or subjective, which can be evaluated during their response. The dynamic interaction between the organization's internal components and its environment leads to the emergence of the strategic component, which guides the organization's actions in response to the external environment. This interaction forms the adaptive system. Thus, it is essential to understand the structure of the adaptation system and its constituent elements.

Job adaptation can be defined as "the ability to adjust in the workplace, involving an employee's capacity to actively engage in a new work environment, effectively handle changes in tasks and responsibilities, and adapt to the demands of a new role or organizational setting" (Bauer, 2011:187) <sup>[7]</sup>. Job adaptation encompasses several dimensions, including psychological, social, behavioral, and technological adaptation. It requires the employee to acquire new skills and modify their behaviors and expectations to meet the evolving job requirements.

Job adaptation is also defined as "an employee's ability to cope with changing demands and conditions in the work environment, including the ability to learn new tasks, build effective social relationships, and adjust to organizational and technological changes" (Wang, 2021:277) <sup>[17]</sup>.

Similarly, Park and Kim (2023:211) <sup>[15]</sup> define it as "the process of an employee integrating into a new work environment by adapting to the organization's culture, learning the required skills, and positively interacting with

colleagues and supervisors".

The researcher defines job adaptation as "the continuous process through which a person gains a deeper understanding of the work environment and develops appropriate behaviors and capabilities to enhance their performance and ability to handle new work challenges. This process also contributes to increased job satisfaction and engagement".

**2. Importance of Job Adaptation**

The quality of job adaptability is a crucial factor in determining employee satisfaction and differentiating the work environment within an organization, thus defining its distinctive character. It is the responsibility of the organization and its management to enhance and refine the psychological, social, and physical aspects of work life. The successful implementation of this adaptation positively impacts the organization's performance and the achievement of its goals and strategies. It also boosts individual energy levels, enhances creativity and innovation, leading to increased personal and creative adaptation. Implementing job adaptation strategies effectively increases employee satisfaction and trust in the organization, thereby improving the organization's operational advantages.

According to Wang (2021:278) <sup>[17]</sup>, organizations that prioritize job adaptability through measures such as increasing time flexibility, offering opportunities, upgrading organizational culture, and enriching employment can ensure optimal levels of employee effectiveness. The components of job adaptation relate to the policies and procedures used by the organization's management to provide an appropriate work environment for employees. This enhances the comprehensive personal adaptation within the organization and facilitates the achievement of employees' professional and personal ambitions. There is a positive correlation between the degree of employee satisfaction with the organization's adaptation procedures and their professional attractiveness.

**3. Dimensions of Job Adaptation**

The definition of job adaptation aspects has varied among marketing specialists and researchers. While previous studies focused only on job adaptation, the current research includes a more comprehensive set of variables, as outlined below:

1. **Cultural Adaptation:** Adaptation is seen as a dynamic phenomenon in which an individual interacts with their surroundings to achieve internal and external balance. Adaptation involves two key elements: the internal psychological environment, which includes the individual's psychological framework of motives, tendencies, and emotions, and the external environment, which reflects the individual's surroundings, whether natural or social (Gao *et al.*, 2019:270) <sup>[10]</sup>. The ability to adapt to different cultures is a critical aspect in today's world, requiring advanced interpersonal communication skills. Intercultural interaction is a crucial factor that can either positively or negatively impact performance. In a multicultural context, individuals must recognize that their core beliefs may lack validity or relevance when engaging with diverse cultures. This disparity can lead to discomfort or anxiety.
2. **Personal Adaptation:** This is a fundamental concept in the field of mental health, as individuals' efforts to adapt to difficulties and stressors form a large part of their daily experiences. The goal of personal adaptation is to manage one's emotions and develop qualities such as patience, social moderation, and flexibility to effectively adapt to various elements and individuals in their social environment. When faced with challenges, individuals often attempt to find suitable solutions. If these attempts fail, they may experience internal conflict, leading to psychological strain in two possible directions. The first outcome is the emergence of aggression and violence towards property or others (Abdel Fattah, 2012:76) <sup>[4]</sup>.
3. **Creative Adaptation:** While paying constant attention to details is essential in the workplace, it can become exhausting and monotonous in a fast-paced environment. Under such circumstances, it is crucial to demonstrate creativity in developing solutions to challenges and strategically utilizing opportunities, which may lead to career advancement (Haynie *et al.*, 2020:36) <sup>[13]</sup>. The researcher believes that creative adaptation is of utmost importance in enhancing the ability to adapt to changes and obstacles in both personal and professional domains. The application of creativity and invention in adaptation is critical to achieving success and progress in various situations.

**Table 1:** Descriptive analysis results of the research sample's opinions

Variables	Dimensions	Mean	Standard Deviation	Minimum Value	Maximum Value	Coefficient of Variation	Relative Importance %	Agreement
Organizational Culture	Organizational Values	3.754	0.675	1.5	5	0.209	75.2	High
	Social Support	3.612	0.755	1.5	5	0.195	72.3	High
	Recognition and Reward	3.820	0.743	1	5	0.190	76.5	High
	Learning and Development	3.896	0.740	1	5	0.151	78	High
	Overall	3.885	0.586	1.25	5	0.188	75.7	High
Job Adaptation	Cultural Adaptation	3.780	0.712	1	5	0.174	75.7	High
	Personal Adaptation	3.992	0.696	1	5	0.192	76.9	High
	Creative Adaptation	3.710	0.712	1	5	0.170	74.3	High
	Overall	3.808	0.646	1	5	0.209	76.2	High

The coefficient of variation is determined by dividing the standard deviation by the mean. A coefficient of variation below 50% signifies minimal fluctuation or dispersion.

**Source:** Compiled by the researcher utilizing the results from the SPSS program.

**Chapter Three  
Practical Aspect**

This chapter explains the relationship between organizational culture and job adaptation. A five-point Likert scale was adopted to show the inclinations of the sample individuals within the educational organization. The respondents were asked to indicate their level of agreement or disagreement based on specific options. Several tests were conducted after distributing the questionnaire, including:

**First: Description and Diagnosis of Research Variables and Their Dimensions**

The researcher performed a descriptive analysis of the data utilizing the statistical software (SPSS v.26) to ascertain the arithmetic means, compute the standard deviations, and determine the maximum and minimum values, thereby elucidating the characteristics of the research variables based on the respondents' opinions. The findings are displayed as indicated in Table 1.

**1. Description of the organizational culture variable**

From the previous table, the following can be observed:

- **Organizational Values:** The level of perception among the sample regarding organizational values is high, with a relative importance value of (75.2%) and a mean value of (3.754) with a standard deviation of (0.675). The coefficient of variation is low (20.9%), indicating a lack of dispersion in their opinions.
- **Social Support:** The level of perception among the sample regarding social support is high, with a relative importance value of (72.3%) and a mean value of (3.612) with a standard deviation of (0.755). The coefficient of variation is low (19.5%), indicating a lack of dispersion in their opinions.
- **Recognition and Rewards:** The level of perception among the sample regarding this variable is high, with a relative importance value of (76.5%) and a mean value of (3.820) with a standard deviation of (0.743). The coefficient of variation is low (19%), indicating a lack of dispersion in their opinions.
- **Learning and Development:** The level of perception among the sample regarding learning and development is high, with a relative importance value of (78%) and a mean value of (3.896) with a standard deviation of (0.740). The coefficient of variation is low (15.1%),

indicating a lack of dispersion in their opinions.

**2. Description of the Job Adaptation Variable**

- **Cultural Adaptation:** The level of perception among the sample regarding cultural adaptation is high, with a relative importance value of (75.7%) and a mean value of (3.780) with a standard deviation of (0.712). The coefficient of variation is low (17.4%), indicating a lack of dispersion in their opinions.
- **Personal Adaptation:** The level of perception among the sample regarding personal adaptation is high, with a relative importance value of (76.9%) and a mean value of (3.992) with a standard deviation of (0.696). The coefficient of variation is low (19.2%), indicating a lack of dispersion in their opinions.
- **Creative Adaptation:** The level of perception among the sample regarding creative adaptation is high, with a relative importance value of (74.3%) and a mean value of (3.710) with a standard deviation of (0.712). The coefficient of variation is low (17%), indicating a lack of dispersion in their opinions.

**3. Description and Diagnosis of the Main Research Variables**

From Table, the level of perception among the sample regarding the first variable is high, with a relative importance value of (75.7%) and a mean value of (3.885) with a standard deviation of (0.586). The coefficient of variation is low (18.8%), indicating a lack of dispersion in their opinions. As for the job adaptation variable, it is evident that the level of perception is high, with a relative importance value of (%76.2) and a mean value of (3.808) with a standard deviation of (0.646). The coefficient of variation is low (20.9%), indicating a lack of dispersion in the opinions of the sample.

**Third: Hypothesis Testing**

**First Main Hypothesis:** A statistically significant positive connection exists between the organizational culture variable and all its components with job adaption. To evaluate the validity of this hypothesis, the researcher employed Pearson's correlation coefficient, as illustrated in Table 2, which displays the coefficient values for the organizational culture variable and its four dimensions in connection to the job adaptability variable. The table depicts the subsequent information:

**Table 2:** Matrix of the relationship between the dimensions of the organizational culture variable and the job adaptation variable

Variables		Organizational Culture	Organizational Values	Social Support	Recognition and Rewards	Learning and Development
Work Adaptation	Pearson	0.823	0.545	0.560	0.625	0.666
	(Sig)	0.000	0.000	0.000	0.000	0.000

The association is statistically significant at both the 0.01 and 0.05 levels.

**Source:** Compiled by the researcher utilizing the results from the SPSS program.

**A. There is a correlation between organizational culture and work adaptation**

There is a positive and significant correlation between the organizational culture variable and its four dimensions and the work adaptation variable, with a value of (0.823) at a significance level of (0.000), which is less than the standard significance level. This indicates a significant relationship between them, as the higher the organizational culture perceived by the surveyed organization, the higher the level of work adaptation. The results indicate a positive

correlation between organizational culture and work adaptation, thus accepting the first main hypothesis.

**B. There is a correlation between the dimensions of organizational culture and work adaptation**

From the results in Table 3, it is clear that the correlation coefficients between the dimensions of organizational culture and work adaptation were significant and positive. The dimension of learning and development ranked first with a correlation coefficient of (0.666), followed by the

dimension of appreciation and reward with a correlation coefficient of (0.625), then the dimension of social support with a correlation coefficient of (0.560), and finally the organizational values with a correlation coefficient of (0.545). All of these were significant at the (0.000) level, which is less than the standard significance level (0.05). These results indicate a positive correlation between these variables; as the application level of organizational culture increases in the surveyed organization and its concern for the administrative staff, granting them all the powers related to their work, the level of work adaptation in the organization also increases. The previous results indicate a positive (significant) correlation between the dimensions of organizational culture and work adaptation, thus accepting

the sub-hypotheses.

**2. Second main hypothesis**

**The aspects of organizational culture significantly influence work adaptability, leading to the following sub-hypotheses:**

**A. First sub-hypothesis**

There is a significant effect of the dimension of organizational values on work adaptation. A simple regression equation was developed to estimate work adaptation as a whole in relation to the dimension of organizational values. Table 3 shows the test of the effect of the dimension of organizational values on work adaptation.

**Table 3:** Results of the linear regression analysis for the effect of the organizational values dimension on functional adaptation

Dimensions	Regression Coefficient (β)	T-Value (Significance Level)	F-value (Significance Level)	(R <sup>2</sup> )	R <sup>2</sup> Coefficient of Determination
Organizational Values	0.665	17.948 (0.000)	321.92 (0.000)	0.44	0.439

Source: Compiled by the researcher utilizing the results from the SPSS program.

**From Table 3, the following can be observed**

1. Stability of the Regression Model: The value of (F) reached (321.92), which is significant at the 5% significance level, indicating the possibility of estimating organizational values in relation to functional adaptation and confirming the validity of the regression model.
2. Stability of the Significance of the Regression Coefficients of Organizational Values: The value of T for the constant term reached (17.948) at a significance level of (5%), confirming the significance of organizational values in functional adaptation.
3. The regression coefficient value was (0.665), indicating a positive effect.

4. The value of the coefficient of determination (R<sup>2</sup>) = 0.44, which indicates that the organizational values explain (44%) of the changes occurring in functional adaptation. Based on the above, the first sub-hypothesis is accepted.

**B. Second Sub-Hypothesis**

The social support dimension has a statistically significant impact on functional adaptation. A simple linear regression equation was developed to evaluate functional adaptation in relation to the social support dimension, in order to verify this hypothesis. Table 4 illustrates the examination of the impact of the social support feature on job adaptation.

**Table 4:** Results of the linear regression analysis for the effect of the social support dimension on functional adaptation

Dimensions	Regression Coefficient (β)	T-value (Significance Level)	F-value (Significance Level)	(R <sup>2</sup> )	R <sup>2</sup> Coefficient of Determination
Social Support	0.756	23.2 (0.000)	543.495 (0.000)	0.57	0.569

Source: Compiled by the researcher utilizing the results from the SPSS program.

**From Table 4, the following can be seen**

1. Stability of the Regression Equation Model, The value of (F) reached (543.495), which is significant at a significance level of (5%), indicating the possibility of estimating job adaptation based on the dimension of social support and confirming the validity of the regression equation model.
2. Stability of the Significance of the Regression Coefficients for the Social Support Dimension and the Constant Term: The T value for the constant term was (23.2) at a significance level of (5%), which confirms the significance of the effect of the social support dimension on job adaptation.
3. The value of the regression coefficient was (0.756),

indicating a positive effect.

4. The value of the coefficient of determination (R<sup>2</sup>) is 0.57, indicating that the social support dimension explains (57%) of the changes that occur in job adaptation. Based on the above, the second sub-hypothesis is accepted.

**C. Third Sub-Hypothesis**

There is a statistically significant effect of the dimension of appreciation and reward on job adaptation. To test this hypothesis, a simple linear regression equation was formulated to estimate job adaptation as a whole based on the dimension of appreciation and reward. Table 5 shows the test of its effect on job adaptation.

**Table 5:** Results of linear regression analysis for the effect of the dimension of appreciation and reward on job adaptation.

Dimensions	Regression Coefficient (β)	T-value (Significance Level)	F-value (Significance Level)	(R <sup>2</sup> )	R <sup>2</sup> Coefficient of Determination
Recognition and Rewards	0.595	14.965 (0.000)	223.546 (0.000)	0.353	0.352

Source: Compiled by the researcher utilizing the results from the SPSS program.

**The following can be observed from Table 5**

1. Stability of the Regression Model, The value of (F) is (14.965), which is significant at the (5%) significance

level, indicating the possibility of estimating functional adaptation based on the recognition and rewards dimension, thus confirming the validity of the



- regression model.
2. Stability of the Significance of the Regression Coefficients for the Recognition and Rewards Dimension and the Constant Term: The value of T for the constant term is (14.965) at the (5%) significance level, confirming the significance of the effect of the recognition and rewards dimension on functional adaptation.
  3. The value of the regression coefficient is (0.595), indicating a positive effect.
  4. The value of the coefficient of determination ( $R^2$ ) is 0.353, indicating that the recognition and rewards

dimension explains (35.3%) of the changes occurring in functional adaptation. Based on the above, the third sub-hypothesis is accepted.

**D. Third Sub-Hypothesis**

There is a statistically significant effect of the learning and development dimension on functional adaptation. To test this hypothesis, a simple linear regression equation was formulated to estimate functional adaptation as a whole based on the learning and development dimension. Table 6 shows the test of its effect on functional adaptation.

**Table 6:** Results of the linear regression analysis for the effect of the learning and development dimension on functional adaptation

Dimensions	Regression Coefficient ( $\beta$ )	T-value (Significance Level)	F-value (Significance Level)	( $R^2$ )	$R^2$ Coefficient of Determination
Learning and Development	0.664	17.948 (0.000)	321.92 (0.000)	0.44	0.439

Source: Compiled by the researcher utilizing the results from the SPSS program.

**Table 6 shows the following**

- **Stability of the Regression Model:** The value of (F) was (321.92), which is significant at the 5% significance level, indicating the possibility of estimating functional adaptation based on the dimension of learning and development, thus confirming the validity of the regression model.
- Stability of the Significance of Regression Coefficients of Learning and Development and the Constant: The value of T for the constant was (17.948) at a significance level of (5%), confirming the significance of the effect of the dimension of learning and development on functional adaptation.
- **Regression Coefficient Value:** The regression coefficient was (0.664), indicating a positive effect.
- **Coefficient of Determination ( $R^2$ ):** The value of the coefficient of determination ( $R^2$ ) = 0.44, indicating that the dimension of learning and development explains (44%) of the changes that occur in functional adaptation. Based on the above, the fourth sub-hypothesis is accepted.

adaptation process.

- Effective leadership is essential in developing and guiding the organizational culture to facilitate functional adaptation. Leaders who exhibit exemplary behavior and advocate for strong values contribute to creating an organizational culture that promotes adaptation.
- Mutual Influence: The ability to adapt functionally affects organizational culture, as individuals have the capacity to shape the culture through their behaviors and activities.

**Second: Recommendations**

**Encourage desired actions to improve the adaptation process, including**

- a) Enhancing a culture of open and transparent communication across all hierarchical levels.
  - b) Creating a safe and intellectually stimulating workplace.
  - c) Improving learning and development by providing continuous training programs to keep up with evolving trends.
  - d) Encouraging and promoting a culture of knowledge and experience sharing among employees.
1. **Enhance Organizational Flexibility:** Formulate contingency strategies to address unexpected disruptions, as well as encourage creativity and the adoption of new concepts.
  2. **Prioritize Leadership:** Select leaders who have the ability to cultivate a strong culture.
  3. **Provide Training for Leaders:** Equip leaders with skills to manage and develop strong relationships with employees, as well as empower them to exercise decision-making authority.
  4. **Define Organizational Culture:** Conduct periodic surveys to assess employee satisfaction with organizational culture and perform data analysis to identify strengths and weaknesses.
  5. **Recognize the Critical Importance of Company Culture:** A favorable culture significantly impacts individual and organizational performance. By fostering a supportive culture that enhances learning and development, organizations can improve their professional adaptability and achieve their strategic goals.

**Chapter Three**

**Conclusions and Recommendations**

**First: Conclusions**

- The process of functional adaptation is ongoing and requires continuous efforts from individuals and the organization.
- Organizational culture is highly dynamic and subject to continuous change and development over time.
- Employees' adaptation to work is significantly influenced by organizational culture. The values, beliefs, and standards present within the organization shape the work environment in which individuals engage. This, in turn, directly affects their ability to adapt and cope with changes and challenges.
- An organization that promotes a good culture fosters learning and development, facilitating work adaptation. By encouraging continuous learning and providing support to employees, the organization enhances their ability to adapt to new changes and challenges.
- A culture characterized by flexibility and adaptability enables employees to embrace environmental changes swiftly and flexibly. This fosters a more stable work environment for employees, thereby facilitating the

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