The Relationship of Adaptation and Innovation with the Efficiency of Job Performance in Five-Star Hotels within the Limits of Greater Amman Municipality Area

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Abstract
This study aimed to analyze the impact of adaptation and Innovation on the efficiency of job performance of the five-star hotels within the limits of the Greater Amman Municipality area. To achieve this, the researcher developed and assessed a questionnaire and distributed it to a sample of 400 respondents in six five-star hotels. The researcher used some statistical methods (descriptive and analytical) to answer questions of the study and test its hypotheses. The study found several key results, including:
Results of the study showed that there was an application of the concept of adaptation and innovation in terms of their dimensions (analysis, connectivity, and flexibility of mind at individuals and groups level of the organization) in the five-stars hotel sector, and this indicates that the innovative organizational practices in the hotels are going towards increasing the efficiency of job performance with a "high" positive degree. The results of the study also showed there is a statistically significant relationship between job innovation and job performance in terms of the dimensions of job innovation at its different levels. As well as there is of a statistically significant relationship between adaptation in terms of its dimensions and the efficiency of job performance. Based on the results of the study, many future recommendations have been suggested.
Key words: Adaptation, administrative innovation, efficiency, job performance, cognitive culture, adaptive processes, five-star hotels within the Greater Amman Municipality area of the Hashemite Kingdom of Jordan.

I.   INTRODUCTION

The times in which we live is witnessing dramatic changes in most areas of life where the scientific and technological progress contributed to increase the awareness of change and development requirements in the present and the future and keep up with all the developments of civilization, which requires that organizations be creative so that they can adapt and react positively with the surrounding circumstances demanding that the organizations should have a high degree of efficiency and effectiveness.

There is no doubt that the topic of innovation and adaptability is one of the important topics in management. Adaptation is considered half of administration and deserves study and

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research, as there is no job but innovation and adaptation form an essential part in its accomplishment. The innovation and adaptability are of the precious and valuable resources in any organization. Any individual is one of the resources that are consumed quickly and consistently and accurately, and cannot be reproduced or re-planned.

The importance of this study stems from the subject of adaptation and innovation that interest in it is growing with the evolution of management thought, whose most schools agree upon the need to raise the efficiency of performance through the optimal use of resources, and the quick adaptation to the circumstances and response to developments.

This study aims to identify and understand the attitudes of the administrative staff in the five-star category of the hotel industry toward the role of adaptation and innovation and its impact on the efficiency of job performance and how do they contribute to the development of the staff in the tourism sector and to encouragement of the workers to innovate and exploit their adaptive and creative energy in working ideally making them a competitive capacity and a source of strength for hotel organizations. On the practical level, the identification of adaptation patterns and its shared responsibility between the worker and the organization represented by the hotel sector and ways to increase it, contribute to improve the efficiency of the use of available resources which will reflect positively on the society, the dimensions of adaptation and innovation and understanding them induces the renewal of thought and the increase of its importance to the management entrusted to upgrade the quality of services provided by all components of the organization. What already mentioned provides the administrative leader with a comprehensive picture of how to invest all assets and how to generate profits and benefits for all stakeholders and the efficiency of this investment to the current reality.

II. PREVIOUS STUDIES

Harem (2002) confirmed on the importance of the development and the promotion of innovation at the level of groups, the big challenges faced by organizations call for the development of innovative work groups, and in this regard, he pointed out that Innovation of the group is influenced by the following four factors:

Insight / Vision which refers to the shared ideas, the valued results of the group, Innovation among the group are more likely to increase when its members shared with a set of values related to the objectives of the group. Secure Participation: It is known that participation reduces the resistance of bias, so the environment and climate which encourage individuals to freely express their ideas (without a counter charge) are most likely to strengthen the successful innovation.

Robbins and David (1998) Indicate that there are factors that help to adopt creative behavior in organizations, the most notably are those factors related to human resources such as provision of training opportunities for workers to acquire skills and to help to change positively, then providing the security element and job stability, thereby enhancing the confidence of workers of their jobs so they do not feel the fear of expulsion, but self-development and providing career growth opportunities. Moreover, structural factors which

includes elements of structure or organic model that adopts the flexibility and decentralized decision-making and rapid response to changes in internal and external environment.

Arabiyat Study (2001) was about the reality of adaptation of the staff at the Ministry of Education in Jordan, the study sample consisted of 117 employees, the results showed that the employees who mostly waste time are the counselors as they waste 75% of the official working time without doing any official business, the size of the special departures in the ministry is represented by (11%) of the total lost time which is relatively large.

But Al-Lozi study (2004) aimed to identify the most important wasting time factors and the level of its availability in the Jordanian Civil Service organizations through the views of its staff, and its relationship with some personal variables, such as race, marital status, age, educational qualification, experience and job. The study also aimed to identify the most important available wasters of time, and the proposed methods to avoid them. Results of the study showed that the level of availability of wasters time in Jordanian Civil Service organizations was moderate, as the field of guidance ranked first in the level of availability of time wasters, while the field of organization holds the rank, as well as the study has shown that there is no statistically significant relationship between the level of availability of time wasters and personal variables of the employees except the variable of academic qualification and the variable of expertise in the areas of planning.

What distinguishes the current study from all the previous studies and the aspects to use them in the current study?

After reviewing previous studies that have been applied in various Arab environments that were counted six studies from which the researcher benefited the identification of the issues relevant to administrative innovation and adaptation, the researcher also benefited in the selection of the appropriate method and how to build the study tool and to formulate it and to interpret the results that will be reached by the current study and to compare it with the findings of the previous studies. The current study agrees with the previous studies in dealing with the subject of administrative innovation in general as the previous studies have addressed the constraints innovation and organizational climate for innovation, these studies were applied to some governmental agencies and commercial banks, but this current study differs from those studies in that it focuses on the role of adaptation in job innovation and that it will be applied to the five-star hotels.

III. PROBLEM OF THE STUDY AND ITS QUESTIONS

The problem of the study has been identified in the investigation of the impact of job Innovation within three levels (Innovation at the individual level, Innovation group level, Innovation at the enterprise level). And the investigation of the impact of adaptation as perceived by the individuals of study sample of workers in the five-star hotel sector workers e through the three axes of adaptation (adaptation at the individual level, adaptation at the group level, of adaptation at the social level). Through access to most of the studies that have addressed the issue of job performance, it was noted that they focused on the axis of performance evaluation while the current study dealt with the reality of job performance

through axes the researcher did not notice any of them addressed in the previous studies such as: the availability of job performance elements of the study population, what are the determinants and criteria of job performance of the study population? The feasibility and effectiveness of the performance evaluation system applied to the study population. The researcher hopes that the current study fills the gap in its attempt to determine the impact of these variables. The problem of the study confined to answer the following questions:

The first main question: does the job innovation have an impact on the efficiency of job performance. From this question the following sub-questions are emerged

1. Does the job innovation at the individual level have an impact on the efficiency of job performance?
2. Does the job innovation at the group level have an impact on the efficiency of job performance?
3. Does the job innovation at the enterprise level have an impact on the efficiency of job performance?

The second main question: - Is there an impact of adaptive flexibility on the efficiency job performance. The following sub-questions emerged for this question:-

1. Is there an impact of the analysis and connectivity to the efficiency of job performance?
2. Is there an impact of mental flexibility on the efficiency of job performance?

IV. HYPOTHESIS OF THE STUDY

The hypotheses were formulated in the zero negation way,

The first major hypothesis:

(Ho1): there is no statistically significant impact job innovation on the efficiency of job performance.

Sub hypotheses

(Ho1-1): there is no statistically significant impact job innovation at the individual level on the efficiency of job performance.

(Ho1-2): there is no statistically significant impact job innovation at the group level on the efficiency of job performance.

(Ho1-3): there is no statistically significant impact job innovation at the enterprise level on the efficiency of job performance.

The second main hypothesis:

(Ho2) There is no a statistically significant impact of the adaptive flexibility on the efficiency of job performance.

The second sub-The hypotheses:

(Ho2-1) there is no statistically significant impact of the analysis and connectivity on the efficiency of job performance.

(Ho2-2): there is no statistically significant impact of the mental flexibility on the efficiency of job performance.

V. Methodological framework of the study

This part deals with the methodological framework of the study represented in: study methodology and its limits and population, and how to choose its sample, and the characteristics of the study sample, also it shows how to build the study tool

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(questionnaire), and the procedures of its distribution as well as the procedures used by the researcher to make sure of the validity of the study tool and its reliability and the appropriate statistical methods to analyze data of the study that have been obtained.

VI. Statistical analysis, answering of the questions and hypothesis testing:

The study adopted the descriptive analytical method using a questionnaire about investigating the impact of adaptation as perceived by the study sample of workers and managers in the five-star hotel sector through the dimensions of adaptation as defined by the researcher (adaptation is the increase of the flexibility of mind of the sample of the study, adaptation at the level of analysis and connectivity between tasks and goals and obligations of the target study sample), also innovation within its three levels (innovation at the individual level, innovation at the group level, innovation at the enterprise level .)

This study is also trying to identify the efficiency of job performance and the criteria and parameters of sample evaluation. This approach helps to obtain realistic and comprehensive data and information from the real ground of the problem through distributing a questionnaire to the study population. This approach also includes scanning the Arab and references and resources, in order to build the theoretical framework of this study, along with the use of field survey method for data collection by the study tool, and statistically analyzing it to test the validity of hypotheses, and to answer study questions.

The population and the sample of the study:

The study population consists of all employees working in the five-star hotel sector in the regions of Greater Amman Municipality, according to the Association of Jordan Hotels The number of five-star hotels in the regions of Greater Amman Municipality equals 12 hotels that are: *InterContinental Hotel Amman*, *Le Meridien Amman hotel* , *Crowne Plaza Amman,* The *Amman Marriott Hotel*, *Radisson Sas Hotel Amman* , *Grand Hyatt Amman*, *Le Royal Amman*, *Regency Palace Amman*, *Holiday Inn Amman*, *Sheraton Amman* Al Nabil *Hotel*, *Four Seasons Hotel Amman*, *Kempinski Hotel Amman* Jordan, and *Landmark Amman Hotel*, (6) of these hotels have been selected to be the sample of the study, according to the criterion of size which has been identified based on the number of rooms, number of employees, and according to this criterion the following hotels has been selected as in Table 1.

Table (1) the study sample

Hotel's Name	No of rooms	No of employees	Sample size	No of restored questionnaires
The *Amman Marriott Hotel*	293	360	76	63
Grand Hyatt Amman	316	355	75	51
Holiday Inn Amman	218	220	47	40
Landmark Amman Hotel	260	255	54	35
Regency Palace Amman	273	381	81	62
Le Meridien Amman hotel	430	311	67	54
Total	1790	1882	400	305

The study sample included 400 (workers of the first class category) in the five-star hotels operating in Greater Amman Municipality area, through the comparison with the study population (2256) workers it appears that the percentage of the sample forms (9.3%). The researcher distributed questionnaire forms on 400 individuals distribute in proportion with the number of employees working in the above companies target of the study, the right answers has amounted 305 forms which forms 76.25% of the total study sample, this ratio is considered acceptable in this kind of research.

Description of personal characteristics of the members of the study sample

It can be seen from Table 2 that the number of males reached (194) representing (63.6%), while the female has reached the number of (111) representing (36.4%), which means low percentage of women in Jordanian hotels and this probably normal ratio although the difference is not much.

As for the age variable it is noticed that the high percentage tends to be the age group of (less than 30 years) with (164) representing (54.0%), while regarding the number of years of experience, results reveal that the majority of the study sample are those who have experience (5) years or less, counting (150) workers representing (49.0%). As illustrated from the table itself that the majority of the study sample holds a Bachelor degree, where their number reached (175) representing (57%) and the results indicate that most of the study sample are employees, where they numbered (158) which equals (51.5%).

Table 2: Distribution of study sample according to personal and functional characteristics and size

Variable		Frequency	Percentage
Gender	Male	194	63.6
	Female	111	36.4
Age	Less than 30 years	164	54.0
	31- 40 years	113	37
	41 – 50 years	25	8.1
	More than 50 years	3	1.0
Expertise	5 years or less	150	49.0
	6 – 10 years	49	16.2
	11 – 15 years	95	31.3
	16 years and more	11	3.6
Educational level	General Secondary Certificate	12	4.0
	Diploma	94	30.8
	Bachelor	175	57.0
	Higher studies	24	8.0
Job position	General Director / Deputy Director General	6	2.0
	The Director of Department	6	2.0
	Head of the Department / Division	135	44.4
	Employee	158	51.5

The study tool:

The study tool represented by the questionnaire was built of the exposed target type, that was clear from the nature of the questions contained in the questionnaire, as well as the study has benefited from previous studies and research as well as a good number of books and references on the subject of adaptation and its relationship to job innovation in both Arabic and English.

Statistical methods used:

Statistical Package for Social Sciences (SPSS) was used in the various statistical analyses; the (0.05) significance level was adopted, which matched the (95%) level of confidence to interpret the results of the tests that were made. The statistical methods that were used for the purpose of testing the hypotheses that have been formulated to answer questions of the study according the nature of each hypothesis were as follows:

1. Validity coefficient (Cronbach's Alpha) to identify the extent of the internal consistency of the questionnaire statements.
2. Frequencies and percentages: for the distribution of the main characteristics of the study sample, as well as the collection and tabulation of the perspectives of the study sample about the variables.
3. Descriptive statistics with respect to the arithmetic mean values and standard deviation for each question of the questionnaire, measuring the average of frequencies. Note that the study variables have been measured on Likert Quintet scale to indicate the degree of approval, the degrees of approval have been divided to (5) degrees: degree (1) is very low, degree (2) low, degree (3) moderate, degree (4) high, and degree (5) is very high that forms a total of 15 degrees, so the average = (15/5 = 3).
4. Simple and multiple regression analysis to identify the impact of the independent study in job Innovation variables. To test the main hypotheses subject of the study the simple regression was adopted to calculate the values of (t), which measures the possibility of a significant relationship between each independent variable and the dependent variable of the related hypothesis subject of the test and this test is based on the following formula for the null hypothesis and the alternative hypothesis:

$H_0 : B_1 = 0$ There is no linear relationship between the independent variable and the dependent variable

$H_a : B_1 \neq 0$ There is a linear relationship between the independent variable and the dependent variable

And the statistical rule for this test states that the null hypothesis H_0 is rejected if: The P value (Sig) is less than the level of its significance 0.05. The relationship between them is statistically significant

If $Sig \leq \propto \Rightarrow \text{Re } ject \, H_0$, Where as   P (Sig) $\leq$ 0.05

The Pearson correlation coefficient values (R) was adopted between each independent variable and the dependent variable, as the values P (Sig) of any correlation coefficient between the independent variable and the dependent variable is less than the level of its significance (P=0.05). The relationship between them is statistically significant.

The Variance test (ANOVA) was adopted to calculate The values of (F) that measure the significant level of the relationship between the group of the independent variables and the independent variable included in the regression model, this test is based on the following formula for the null hypothesis and the alternative hypothesis:

$$H0 : B1 = B2 = ... Bj = 0$$

There is no linear relationship between the independent variables and the dependent variable

$$Ha = \text{At least one } Bj \neq 0$$

There is no linear relationship between at least one of the independent variables and the dependent variable. The Statistical rule for this test states that the null hypothesis H_0 is rejected if:

The P(Sig) values of any correlation between the independent variable and the dependent variable is less than its level of significance (0.05) and the relationship between them is statistically significant:

$$\text{If Sig} \leq \propto \Rightarrow \mathrm{Re}\, ject\ H_0 \text{ , Where as } P\,(Sig) \leq 0.05$$

Validity and reliability of the study

In order to ensure the validity of the tool developed by the researcher using face validity, copies of the questionnaire were distributed to five arbitrators in the field of study and faculty members in Jordanian universities, by taking their estimates on the items of the tool and its relevance to the theme of the study, and the structure of those items in terms of formulation and content. The Questionnaire has got an agreement percentage of more than (80%) of the extent of the validity of the tool for application on the of the study sample according to the opinions of the arbitrators, the researcher conducted all amendments requested by the arbitrators, making it suitable for the intended purposes, (Bloom) has pointed out in this regard that if one got (75%) or more agreement percentage between the arbitrators, he can have a sense of satisfaction in terms of the validity of the test (Bloom et al., 1983: 126).

The reliability of the study

In order to ensure the reliability of the tool, Cronbach's alpha was used to measure the internal consistency of the tool as a whole, and the correlation coefficient of each item of the tool in it measuring field and in the tool as a whole, since this method helps to identify the items that lead to lower the value of the reliability of the tool to be excluded from the tool or to be modified. The Cronbach's alpha coefficient is considered statistically accepted when it equals 70% or more especially in behavioral and administrative research. It was indicated that the reliability coefficient equals 83% which is an acceptable reliability coefficient for the purposes of the practical research.

VII. Statistical analysis and answering questions and test hypotheses:

Part one: Answering the study questions:

The first main question: does the job innovation have an impact on the efficiency of job performance.

This question was answered through the following sub-questions:

1) Does the job innovation at the individual level have an impact on the efficiency of job performance?

Job innovation at the individual level: it is evident from the table 3 that the overall average at the individual level equals to (3.65) and standard deviation is (1.004), this result indicates that the degree of job innovation practice of the workers in five-star category of the hotel sector at the individual level was high. The dimension of keeping a periodically time record to make better use of time came in the first rank with a mean of (4.1). It is obvious that the means of the items ranged from 3.17 to 4.10 which indicate that the workers in five-star category of the hotel sector practice job innovation in their tasks with moderate to high degree.

Table (3) : the arithmetic mean and standard deviation of questions of innovation at the individual level

No.	Statement	Arithmetic mean	Standard deviation
1	I Delegate routine business	3.29	0.96
2	I know the rule (20-80) and use it at work. (This rule indicates that 80% of your effectiveness will appear when achieved only 20% of the goals).	3.42	1.22
3	I keep open schedule every day in the work in order to be ready for emergency and unexpected crises.	3.47	1.18
4	I can re-think again quickly in my business where I was, if I encountered wasters of time	3.84	0.90
5	I Prepared a list for daily work of what I should do at work and organize it according to their importance as soon as possible	3.91	0.96
6	I complete the due Business First	4.10	0.83
7	I record the important tasks on pieces of paper	3.85	1.10
8	I keep a time schedule periodically as a means to improve my utilization of time	4.01	0.83
9	I could take rest when I have free time in the office	3.44	1.08
10	I try to take care of every paper in my mail only once a time	3.17	0.98
	The overall average	3.65	1.004

Job innovation at the group level: it is evident from the table 4 that the overall average at the group level equals to (3.698) and standard deviation is (0.78), this result indicates that the degree of job innovation practice of the workers in five-star category of the hotel sector at the group level was high. It is obvious that the means of the items ranged from 3.17 to 3.91 which indicate that the workers in five-star category of the hotel sector practice job innovation in their tasks with moderate to high degree.

2) Does the job innovation at the group level have an impact on the efficiency of job performance?

Table (4) : the arithmetic mean and standard deviation of questions of innovation at the group level

No.	Statement	Arithmetic mean	Standard deviation
11	You Keep schedule of time for each week that shows you how to distribute your time in the coming days	3.87	1.01
12	I do an active effort to reduce the common provinces or wasters time (visitors, meetings, phone calls) encountered in my work constantly	3.84	0.97
13	You have clear goals of what you want to achieve when you start to perform a task	3.52	0.03
14	You Make the work dominates your phone calls	3.17	0.29
15	You Plan your calls in advance through a list of points that should be discussed	3.87	0.96
16	You encouraged Visitors to agree with you on a date instead of the visit you suddenly	3.87	1.01
17	Things are clear for you with regard to the priorities in your business	3.91	0.87
18	You perform classification of tasks so you do not have to switch from one type of work to another	3.70	0.78
	The overall average	3.87	1.01

3) Does the job innovation at the enterprise level have an impact on the efficiency of job performance?

Job innovation at the enterprise level: it is evident from the table 5 that the overall average at the enterprise level equals to (3.322) and standard deviation is (1.0.44), this result indicates that the degree of job innovation practice of the workers in five-star category of the hotel sector at the enterprise level was moderate. It is obvious that the means of the items ranged from 2.68 to 3.701 which indicate that the workers in five-star category of the hotel sector practice job innovation in their tasks with moderate degree.

Table (5) : the arithmetic mean and standard deviation of questions of innovation at the enterprise level

No.	Statement	Arithmetic mean	Standard deviation
19	The company adopt appropriate policies to support innovation	3.70	0.92
20	The company provides all the material and moral work requirements for workers with the aim of creativity	3.43	0.96
21	There is a special section in the company to adopt good ideas and study it for the development of the company	3.56	1.03
22	The company where I work encourages innovation	3.24	1.13
23	The company adopts a policy of implementation of the new ideas that achieve its goals	2.68	1.18
	The overall average	3.322	1.044

The second main question: - Is there an impact of adaptive flexibility on the efficiency job performance.

This question was answered through the following sub-questions:

1) Is there an impact of the analysis and connectivity to the efficiency of job performance?

Adaptive Flexibility of Analysis and Connectivity: it has shown from Table No. (6) of the overall average is equal to (3.788) and standard deviation (0.705), this result indicates the availability of high acceptance among individuals as evidenced from the items that averages have ranged between (3.42-4.17), meaning that the workers in the five-star hotels practice adaption in their tasks in moderate to high degree.

Table (6) items specific to connectivity and analysis

No.	Statement	Arithmetic mean	Standard deviation
1	Avoid over-intermingling and the establishment of social relations	3.29	0.96
2	You have a clear methods to end the interviews and talks with the reviewers and visitors once you get the information you want	3.42	1.22
3	Control your time when disturbed and get angry because of clashes with superiors or subordinates	3.47	1.18
4	You can say 'no' when necessary and stuck it out	3.84	0.90
5	When you give others guidance regarding the performance of work, it is clear that they do not need to return to you to inquire about these directives	3.91	0.96
6	I can say "No" when others ask my time, especially if that prevents the completion of the main tasks of my job	4.10	0.83
7	I Deal with the interruptions that come from the other with firm and polite manner	3.85	1.10
8	You know people whom one should refer to in order to obtain information and guidance when necessary	4.01	0.83
	The overall average	3.65	1.004

2) Is there an impact of mental flexibility on the efficiency of job performance?

Adaptive Flexibility of mental flexibility:

It has shown from Table No. (7) of the overall average is equal to (3.397) and standard deviation (1.1014), this result indicates the availability of high acceptance among individuals as evidenced from the items that averages have ranged between (3.66-2.29).

Table (7) items specific to connectivity and analysis

No.	Statement	Arithmetic mean	Standard deviation
9	I try to apply new ways and methods to resolve any problem facing us at work	3.66	0.83
10	I will be careful to express my suggestions even if it is contrary to my superiors at work	2.92	1.20
11	I Make sure to make suggestions and new ideas	3.22	1.21
12	I Make sure provide new ideas in the field of work, even if it could not be applied	3.70	1.16
13	I feel the joy and excitement in dealing with work problems	3.52	1.18
14	I prefer difficult and complex tasks over routine and simple tasks	3.34	1.08
15	I enjoy the ability to simplify and organize my thoughts when confronted with any problem	3.42	3.05
	The overall average	3.397	1.1014

Part two: results of hypotheses testing:

The first major hypothesis:

(Ho1): there is no statistically significant impact job innovation on the efficiency of job performance.

Sub hypotheses

(Ho1-1): there is no statistically significant impact job innovation at the individual level on the efficiency of job performance.

(Ho1-2): there is no statistically significant impact job innovation at the group level on the efficiency of job performance.

(Ho1-3): there is no statistically significant impact job innovation at the enterprise level on the efficiency of job performance.

It is evident from the values listed in table 8 that the determination coefficient R^2 interprets about 57% of the change occurred in the employee's ability to manage his time, and there is

a statistically significant relationship between sides of job innovation and the efficiency of job performance, the result of the analysis indicates to the significance of the F-value that is equal to (0.000) which is less than (0.05). based on the statistical decision, the null hypothesis is to be rejected and the alternative hypothesis is to be accepted due to the existence of statistically significant relationship.

Table 8 results of ANOVA analysis and the coefficients of the first main hypothesis

Independent variable	S. of Square	R^2	F	R	Sig.	Result
Job innovation	2.47	0.57	209.02	14.46	0.000	Reject null hypothesis

On the other hand table 9 refers that the results of the stepwise regression analysis to test the priority of entrance of the sides of job innovation in the regression analysis model in order to determine the interpretive capacity of each component of job innovation on the dependent variable (efficiency of job performance).

Table (9) the results of the stepwise regression analysis to identify entry priority of job Innovation components in the multiple regression model

Independent variables	Determination coefficient R^2	Change in the value of R^2	The proportion of cumulative interpretation of innovation components
innovation at the individual level	0.588	0.578	%58.8
innovation at the group level	0.618	0.030	%61.8
innovation at the enterprise level	0.624	0.016	%62.4

It is evident from final results in the preceding table, that innovation at the individual level came the first rank in the entry of the regression model, this variable interprets about (58.8%) of the value of the variation in the dependent variable (job innovation), followed by the variable (innovation at the group level) as it added to the interpretation of the former variable so that the overall interpretation has become (61.8%) of the value of the variation in the dependent variable, followed by the variable (innovation at the enterprise level), so the interpretive capacity is raised to (62.4%) of the value of the variation in the dependent variable.

Based on what previously mentioned, the aforementioned results indicate that all components of innovation are considered important in interpreting the variation in the dependent variable (efficiency of job performance).

The second main hypothesis:

(Ho2) There is no a statistically significant impact of the adaptive flexibility on the efficiency of job performance.

The second sub-The hypotheses:

(Ho2-1) there is no statistically significant impact of the analysis and connectivity on the efficiency of job performance.

(Ho2-2): there is no statistically significant impact of the mental flexibility on the efficiency of job performance.

It is evident from the values listed in table 10 that the determination coefficient R^2 interprets about 55% of the change occurred in the employee's ability to manage his time, and there is a statistically significant relationship between sides of adaptive flexibility and the efficiency of job performance, the result of the analysis indicates to the significance of the F-value that is equal to (0.000) which is less than (0.05). Based on the statistical decision, the null hypothesis is to be rejected and the alternative hypothesis is to be accepted due to the existence of statistically significant relationship.

Table 10 results of ANOVA analysis and the coefficients of the first main hypothesis

Independent variable	S. of Square	R^2	F	R	Sig.	Result
Adaptive flexibility	2.34	0.55	198.001	13.66	0.000	Reject null hypothesis

On the other hand table 10 refers that the results of the stepwise regression analysis to test the priority of entrance of the sides of adaptive flexibility in the regression analysis model in order to determine the interpretive capacity of each component of job innovation on the dependent variable (efficiency of job performance).

Table (11) the results of the stepwise regression analysis to identify entry priority of adaptation components in the multiple regression model

Independent variables	Determination coefficient R^2	Change in the value of R^2	The proportion of cumulative interpretation of innovation components
analysis and connectivity	0.443	0.558	%60.8
mental flexibility	0.723	0.041	%71.8

It is evident from final results in the preceding table, that mental flexibility came the first rank in the entry of the regression model, this variable interprets about (71.8%) of the value of the variation in the dependent variable (job innovation), followed by the variable (analysis and connectivity) as it added to the interpretation of the former variable so that the overall interpretation has become (60.8%) of the value of the variation in the dependent variable.

Based on what previously mentioned, the aforementioned results indicate that all components of adaptation are considered important in interpreting the variation in the dependent variable (efficiency of job performance).

VIII. DISCUSSION AND RECOMMENDATIONS

First: discussion of results

The study investigated the impact of adaptation and innovation on the efficiency of job performance in the Jordanian five-star hotels, the followings represented the most important results of the study:

The first main result: - There is a statistically significant impact of job innovation on the efficiency of job performance as it significance level of 0.000 and the value of F equals 200.02. For sub hypotheses, they have achieved:

1. Innovation at the enterprise level achieved the largest proportion of interpretation of 62.4%
2. Innovation at the group level achieved comes in the second place with a total of 61.8%
3. innovation at the individual level and it has achieved a proportion of 58.8%.

The second Main hypothesis: - There is a statistically significant impact of flexibility on the efficiency of job performance, where it has achieved significance level of 0.000 and the value of F equals 198.001. for sub hypotheses:

1. Mental Flexibility mental ranked first with an interpretative ratio of 71.8%
2. Analysis and connectivity: achieved a ratio of 60.8%.

RECOMMENDATIONS:

In light of the results that have been reached, the study recommends the following:

1) Create an incubator for innovation management or create what so-called Bank of ideas through a novelty section inside the hotel to be away from rigid traditions of the laws and regulations in the global system.
2) Set a strategy based on precise criteria for the detection of talented creators.
3) Work to follow decentralization and delegation of authority and participation of subordinates in making decision.
4) Activate the system of incentives on the basis of professional criteria include creativity and excellence in performance. Also reward creators, besides the existence of rank system among workers and the preservation of increased stability and reduce staff turnover.

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5) Review of performance evaluation system that includes objective criteria and clear evaluation, to ensure that the employees are informed of the results of the evaluation.

6) The success of job innovation necessarily depends first on how much administration are convinced and to extent does it commit to job innovation, and secondly its support to adaptation method and job stability, therefore the senior management in hotels should take care of the implementation of adaptation and creativity right in all departments and especially in human resources management.

7) The hotel management should seek to transform its environment into a creative environment that interactively evolutionary, highly elastic, and respond to the changes and developments in high-yield estimates on the market by offering programs using the latest tools and mental and behavioral routers for their workers.

8) Direct the staff to use a larger adaptation in the formal and informal relationships through the work of training courses in order to familiarize them with the importance of using adaptation.

9) Give the opportunity for individuals to makes initiatives and act as it deems appropriate and encourage them to experimentation and risk and rely on them and equip them to be responsible and able to face the challenges of the future.

10) Training programs are particularly of great importance in the innovative processes and should not be overlooked but the both types of training: internal and external should be considered. As the training emphasizes the importance of the subject and illustrates the best practices in this area and allow for the participation of everyone in the job innovation processes.

11) The researcher recommends conducting a prospective study in the same sector and in other service sectors such as comparative study to make sure the results of this study, and the emergence of variation in the results.

12) The researcher recommends conducting a prospective study in the same sector and in other sectors by linking them to the concept of total quality management and increase its activation instead of the standard concept applicable in hotels in order to increase the vitality of this kind of organizational communities in line with the culture of people.

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