

The Learning Organization and its Impact on the Development of Organizational Prowess in Private Hospitals in the City of Irbid

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Abstract

The study aimed to identify the learning organization and its impact on the development of organizational prowess in private hospitals in the city of Irbid. The Researchers adopted a quantitative approach that relies on studying the phenomenon as it is, describing it accurately, and then analyzing the correlations. The study community consisted of (250) employees in private hospitals operating in the city of Irbid. The researchers drew a random stratified sample of (105) individuals and he adopted the questionnaire as a tool for the study. The results showed that there is a statistically significant role at the level of significance of learning organization and its impact on organizational prowess and showed that there is a statistically significant role for the dimensions (network organization and administrative empowerment) on organizational prowess in private hospitals in Irbid. The results of the study indicated that the organization's learning dimensions in private hospitals in Irbid came at a high level of evaluation, thus recommended the following: The need to support the efforts of Jordanian private hospitals to adopt the best practices in the field of organizational, exploratory and exploitative prowess, and to benefit from successful experiences in the world in a way that contributes to the development and strengthening of the learning organization, The need to support the efforts of Jordanian private hospitals to adopt the best practices existing in the field of organization prowess, exploration and exploitation, and to build on successful experiences in the world, thereby contributing to the development and strengthening of the educating organization; and the need to work on providing the necessary requirements to facilitate the process of personal excellence such as developing a supportive organizational culture, adopting a clear vision, encouraging innovation and creativity processes and the need to work to strengthen the organizational structures by the surveyed hospitals by moving and transforming from the traditional structure to a flexible and differentiated structure.

Keywords: Learning Organization, Organizational Prowess, Private Hospitals, Irbid, Jordan.

Introduction

The Learning Organization possesses a new philosophy in the field of administrative work that emphasizes the need for creation and acquisition, as well as objectives of knowledge and its rapid transfer to all levels of administration, and other organizational objectives of the reality that requires the participation of all workers in its knowledge inventory, and working to enhance it with their experiences and expertise they gained over time. The advantage of the organization is in its ability to learn continuously, moving itself from a certain level to a better one of performance, growth and excellence. It is an organization capable of enabling its members to learn continuously, at the individual, working and collective levels, so that individuals are in permanent career growth. It is also. The learning organization is the 21st. century's rapidly changing, challenging, technical and communications advancement, knowledge generation and management, interest in intellectual capital and the human component with confidence, motivation for learning and innovation, participation in vision formulation, strategic development and decision-making

Organizational prowess has been prominent in strategic management over the past decade as successful business organizations such as hospitals need to be proficient to achieve a relative balance between exploratory and opportunity-exploiting activities simultaneously. business organizations can look for new possibilities to align with the changing business environment while at the same time employing the possibilities available to them for effectiveness and efficiency, Organizational prowess means seeking to exploit existing resources and explore new capacities to reconcile operations focusing on the Organization's exploitation of its competitive position, and exploration focusing on new opportunities in the future, bearing in mind that the two directions are essential for success in the competitive environments faced by these organizations, Thus, it needs dynamic capabilities that can move from protective to variable

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deliberately moving beyond the status quo, and implementing through a focus on current activities in existing areas

The Problem of Study

The problem of the study was formulated with the following main question: Is there a role of the learning organization (personal excellence, network organization and administrative empowerment) in developing organizational prowess with its components (investing opportunities, exploiting opportunities) in private hospitals in Irbid?

Study Questions

A number of sub-questions emerge from this question:

First Main Question: Is there a role of personal excellence in the development of organizational ingredients in private hospitals in Irbid?

Second Main Question: Is there a role for network organization in the development of organizational prowess with its ingredients combined at private hospitals in Irbid?

Third Main Question: Is there a role for administrative empowerment of those involved in organizational prowess development with its elements combined with private hospitals in Irbid?

Objectives of the Study

The main objective of this study is to clarify the role of the dimensions of Learning Organization (personal excellence, network organization and administrative empowerment) in developing organizational prowess (investing opportunities, exploiting opportunities) in private hospitals in Irbid.

The Importance of The Study

The most important aspects of the study are the following:

By the Reserarchers familiarizing himself of the sources of the study, he found that this study is one of the few field attempts carried out in the city of Irbid, aimed at identifying the role of the dimensions of the Learning Organization in the development of organizational prowess in the health organizations in the city of Irbid and in particular the private hospitals in the city of Irbid.

This study will enrich the Jordanian and Arab library with literature on the subjects of learning organization and organizational prowess.

This study may benefit officials in identifying the need for health organizations to develop professional and cognitive expertise in the organization's fields of learning organization and organizational prowess in Irbid by using the appropriate dimensions to activate the learning organization in developing organizational prowess.

Through the results and recommendations of the field study and future research directions, research and education agencies can conduct similar studies in other sectors within Jordan

The Study Model

To achieve the purpose of the study and reach its specific objectives in determining the impact of independent variables on the dependent variable, the Researchers has developed a study model.

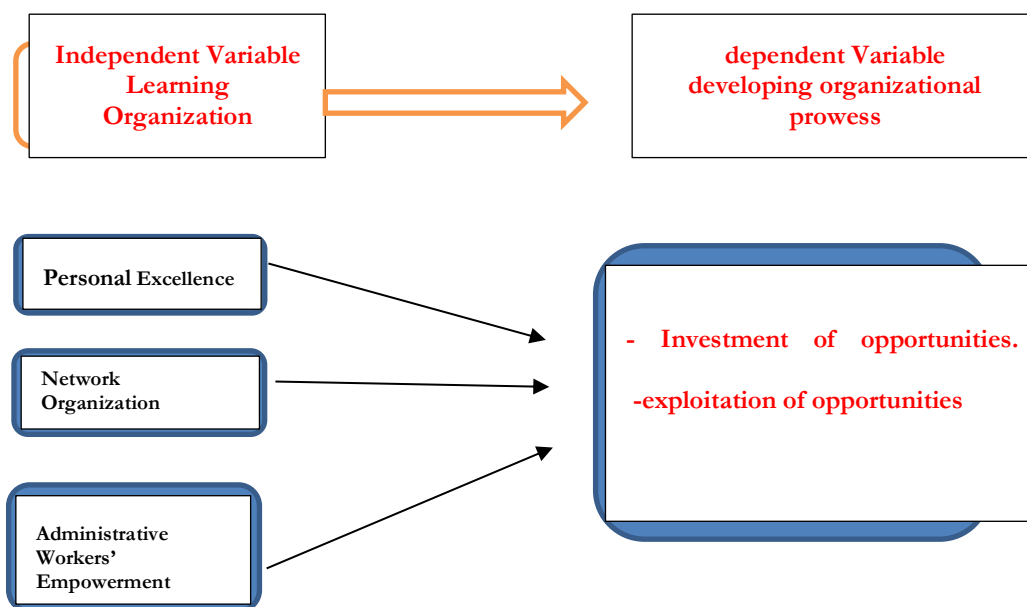


Figure (1) Model and variables of study

Source: (Researcher's preparation based on references and previous studies of Senge (2016), Al-Alousi study (2018), and Amen Study (2019).)

The Study Hypotheses

Based on the problem and questions of the study, and in order to achieve the study's objectives, the following hypotheses have been formulated:

Main Hypothesis I: There is no statistically significant role at the indicative level ($\alpha \leq 0.05$) For the organization's learning dimensions (personal excellence, network organization and management empowerment) in developing organizational prowess with its components (investing opportunities, exploiting opportunities) at private hospitals in Irbid.

The following sub-hypotheses emerged from this hypothesis:

Sub-Hypothesis I: There is no statistically significant role at the indicative level ($\alpha \leq 0.05$) for personal excellence in developing organizational prowess with its components at private hospitals in Irbid.

Sub-Hypothesis II: There is no statistically significant role at the level of " $\alpha \leq 0.05$ " for network organization in the development of organizational prowess with its components combined at private hospitals in Irbid.

Sub-Hypothesis III: There is no statistically significant role at the indicative level

($\alpha \leq 0.05$) for administrative empowerment of workers involved in the development of organizational prowess by its components combined at private hospitals in Irbid.

Limitations and Determinants of the Study

The limits of the study are as follows:

Spatial Limits: This study was applied to workers in private hospitals in the city of Irbid.

Temporal Limits: This study was completed during the year 2023.

Human Limits: The study relied, in particular, on a sample of (105) employees working in private hospitals in the city of Irbid.

Objective Limits: This study discussed topics of importance in the field of human and behavioral resources (which are the dimensions of the learning organization (excellence and personal excellence, network organization and administrative empowerment) and the elements of organizational prowess (investing opportunities, exploiting opportunities) in private hospitals in the city of Irbid.

Previous Relevant Studies

Previous Arab Studies

The study Al-Alousi (2023), entitled “The Impact of the Learning Organization on Organizational prowess in Workers' Organizations (2018), an applied study on a sample of employees of Jordanian commercial banks”; The study aimed to demonstrate the impact of the Learning Organization in organization prowess in Jordanian commercial banks. The study community is made up of Jordanian commercial banks “The general administrations” of 12 banks. The sample of the study consisted of 364 individuals. In order to achieve the study's objectives, the (quantitative) approach was used through many statistical methods. The study found a number of findings, notably a statistically significant impact on the learning organization's dimension (learning, applying knowledge and applying technology) in organizational prowess, exploitation and exploration prowess. In the light of the findings, the study made recommendations, the most important of which are:

The need for Jordanian commercial banks to encourage their employees to take risks, be creative and able to explore new ideas, and try new operations and develop new services, in addition to getting acquainted with the best practices in the field of the characteristics of the learning organization and a reflection on the dimensions of organizational prowess to catch up with contemporary and pioneering organizations. The Reserarcherss of this study developed the study model and formulated the study problem and questions (Daoud et al 2023).

Amin study (2019), entitled "Diagnosis of the availability of dimensions of an educated organization: exploratory study of the views of a sample of teachers at the University of Nowruz in Dohuk Province, Iraq" The study aimed at identifying the dimensions of the Learning Organization in accordance with the vision of the faculty of the University of Nowruz, representing the study community of the University of Nowruz, and was selected as an important organization in the city of Dohuk and witnessing a significant expansion in both the number of students and the opening of new scientific departments or the recruitment of competent teaching staff (355 staff members). The results of the descriptive analysis indicated that the Reserarchers's responses were focused on the availability of indicators of the joint vision dimension at the University researched as an input for development at the University researched, and provide continuous learning opportunities for the University's personnel. Raising the faculty's competence in a manner commensurate with contemporary technological development. The development of a system of proposals at the university level supervised by a special committee, and the establishment of clear and published procedures to ensure the effectiveness of the system. The study recommended that the Learning Organization's dimensions should be pursued in Iraqi universities as a philosophy and applied method

because it is the basis of progress, prosperity, leadership and excellence for these universities. The Reserachers has benefited from this study in developing an analytical practical framework for the study.

Shatnawi (2023), the study aimed to identifying the impact of the characteristics of the learning organization in the management of crises in light of the Corona pandemic among the employees of the Social Security Corporation in the city of Irbid. To achieve the objectives of the study, the quantitative approach was used, the study population consisted of the employees of the central departments in Irbid, (649) employees, and the study sample consisted of (250) employees. The Reserachers used the questionnaire as a tool of scientific research out of which (153) were retrieved which was sufficient for the purposes of analysis. The study reached several results, most notably: The employees of the Social Security Corporation practice the characteristics of the learning organization (organized thinking, personal prowess, common vision, team learning and administrative empowerment) in close degrees. The organized thinking variable came first, with an arithmetic average of (4.14) and a standard deviation of (0.601). The study ended with some recommendations, the most important of which are: working on the need to consolidate the concept of learning organization among administrative leaders and all employees in the corporation, the introduction and application of the contents of the learning organization because of its importance in developing the work of the corporation, achieving goals and a high level of performance. The Reserachers benefited from this study in formulating the problem of the study and developing its theoretical framework.

Vashdi, et .al (2019). Entitled Transformational Leadership Behaviors Related to Organizational Learning Processes in Malaysia, the study aimed to examine the relationship between transformational leadership behaviors and organizational learning sub-processes and explain these relationships based on the framework of motivational ability opportunity. To achieve the objectives of the study, the quantitative approach was followed, the questionnaires evaluating leadership behaviors and learning unit operations were filled out by (520) employees from (30) units in (9) organizations. The study reached a set of results, most notably was that each organizational learning sub-process is related to different leadership behaviors. The results also showed that there is a statistically significant effect of transformational leadership behaviors on organizational learning sub-processes. The Reserachers benefited from this study in developing and formulating the theoretical framework of the study.

Teresa (2019): The study aimed to explore the nature of the relationship between the learning organization and its dimensions (personal excellence, mental models, learning teams, shared vision, and organized thinking) and to transform training into learning strategies and knowledge management to improve performance and achieve competitive advantage. To achieve the objectives of the study, the quantitative approach was adopted, as the study was conducted on (212) companies in the United States of America, and one of the most important results of the study: There is a positive relationship between the learning organization and the transition to training, which indicates that the learning organizations are more suited to the transition to training. The study also showed that the learning organization and the transformation to training are important factors to improve the company's performance and achieve a competitive advantage, and the Reserachers benefited from this study in developing and formulating the study problem and formulating the study model.

Jurksiene & Pundziene.(2019). This study aimed to provide a theoretical illustration of the relationship between dynamic capabilities, organizational prowess and the company's competitive advantage, as well as the intermediate role of organizational prowess in the relationship between dynamic capabilities and the company's competitive advantage. To achieve the objectives of the study, the Reserachers conducted a conceptual and theoretical review of dynamic capabilities and organizational prowess and the theory of dynamic capabilities and organizational prowess. The study arrived at several findings, notably that both dynamic capabilities and organizational prowess are linked to competitive advantage, and that organizational prowess plays an intermediary role in the relationship between dynamic capabilities and the company's competitive advantage. The study recommended the need to develop theoretical frameworks related to both organizational prowess and dynamic capabilities by focusing on their relationship with competitive advantage. The Reserachers has benefited from this study in developing and formulating the objectives and problem of the study.

Dekoulou & Trivellas ,(2019)." The study aimed to measure the impact of the learning organization on job satisfaction and job performance. The study community consisted of 49 advertising companies operating in Greece. The study sample consisted of 251 employees working in advertising companies in Greece. The study found many results, most notably that the learning organization positively affects job satisfaction and individual performance, and that job satisfaction plays a mediating role in the relationship between the learning organization and job performance. The study recommended the importance of enhancing individual and organizational performance by promoting knowledge-based work. The Reserarchers has benefited from this study in developing and formulating the theoretical framework of the study.

Weldy (2020): This study was designed to explore the relationship between learning organization and the transfer of training as learning and knowledge management strategies to make performance improvements and gain or maintain a competitive advantage. The study was conducted on (212) Companies in the United States of America, and reached several results, the most important of which are: There is a positive relationship between the learning organization and the transformation of training, and this indicates that the learning organization is more suited to the transformation of training, Thus, the relationship between an educational institution and the transfer of training can lead to improvements in performance, maximizing the benefits gained and enabling enterprises to remain competitive in the face of global competition, the ever-changing environment, and unstable economic conditions. The study showed that the learning organization and the shift to training are important factors for improving the company's performance and achieving its competitive advantage. The Reserarchers has benefited from this study in developing the study's theoretical framework.

Theoretical Framework of The Study

The Learning Organization

Serrat identified the learning organization as:" the way companies are built through equipment, organization, knowledge and routine for their effectiveness as well as their internal culture and the adoption and development of organizational competence for the skills of the workforce", (Serrat, 2019). Desler considers that the learning organization is "the one that becomes skilled in creating, acquiring and transmitting knowledge as well as modifying behaviors to reflect these new knowledge and perceptions". (Desler. A, 2015)

Ramadan (2016) pointed out to the factors that justified the need for organizations to shift to the concept of the learning organization, including the following:

in the economy , the money, market and the global economy.

Globalization.: Globalization is a success in the economy, the financial market and the global economy.

Technology. One of the elements guiding strategic change in the world is innovation and technological innovation.

Radical shift in working methods.In which work methods were radically changed through the transition from quality management to administrative process re-engineering.

Increase of the customer influence.This shows the great impact of the organizations' customers in determining the work strategy of those organizations and the mechanisms for implementing their strategies.

Knowledge .Knowledge has become one of the greatest and most important assets of the organization, and has been considered one of the cornerstones of the organization in developing success, growth and survival when building bridges and interconnected relationships with customers.

Changing the roles and expectations of workers. Both knowledge and insight generated by employee learning increases in value with use and practice, while the values of other assets in the organization (machinery, raw materials) decrease with use.

One of the characteristics of the learning organization (Abu Al-Nasr, 2019) :

Commitment to the principles of management: The most important of these principles are: division of labor, authority, responsibility, order, unity of command and guidance, reward of individuals, equality, and cooperation.

Orientation towards management functions: through decision-making, planning, organization, guidance and supervision.

Commitment to the principles of comprehensive quality management: development of internal and external customer satisfaction, zero errors, focus on the quality of processes and results, continuous improvement.

Effectiveness: Developing the results and reaching the goals, improving the selection of appropriate elements to achieve the desired results, and accomplishing the required work.

Efficiency: The optimal use of resources, and the correct completion of work.

Creativity and Innovation: Through renovation and positive change, innovation and creativity in the performance of work.

Taking into account the values and ethics of society: commitment to justice, equality, integrity, objectivity, participation, democracy and honesty.

The concept of the learning organization is one of the modern management concepts, whose founder and spiritual father is (Senge Peter). Senge (2016) confirmed the existence of six characteristics that organizations are supposed to have to become learning organizations: (excellence and personal excellence, mental models, network organization, learning teams, building a shared vision, systemic thinking, and empowering workers). The following is an explanation of these characteristics according to the Senge (2016) model of the learning organization:

- *Personal Excellence*

It is the process that continuously clarifies and deepens the personal vision, focuses on the energy of individuals and their patience, and makes them look at the truth objectively. Excellence and personal excellence consist of two main components: the first relates to the need to determine what the individual is trying to achieve (the vision), and the other revolves around the need to possess the honest criterion to determine the degree of access to that vision. Excellence and personal excellence include:

skills and abilities, individuals who are characterized by excellence and personal excellence make a difference. They think in a systematic way, including the associative relationship between all the things around them, and such are what organizations need to be Learning Organizations (Mubaraki, 2015).

Excellence and personal excellence apply to individuals The learning of the organization is closely related to the learning of individuals, and support the latter by constantly clarifying and deepening the personal vision, charging energies, strengthening patience, perseverance, and looking at reality objectively.

- *Network Organization (Learning Teams)*

Learning teams represent the process of adjusting and rotating the ability of any team to develop the results it desires by sharing a common vision. It also depends on personal empowerment because talented groups or teams are composed of talented individuals. Group learning or learning teams is a vital element because groups and teams, not individuals, are the basic learning units in modern institutions. The learning organization cannot do so if the teams and groups are not able to learn (2020).

Senge (2016) pointed out that learning teams rely on personal excellence, as it is a process that includes aligning and developing the team's capabilities to achieve the goals that its members actually want, while one-on-one learning is important at one level, it doesn't matter at another level, where individuals can learn but the organization as a whole may not learn.

Senge stated that there are three key components to of teams' learning, these are:

Teams should explore complex issues by relying on each other's talents, knowledge and experience.

They should work in coordination of their efforts and communicate openly and clearly, as trust is essential; because members should be able to rely on each other.

Teams should interact with each other so they can share what they are learning.

Teamwork or team learning is often seen as a very important issue in learning organizations; because it represents an organization thumbnail and as a result it gives different visions and perceptions. (Senge) pointed out that it is a fruitful and productive process, so he mentioned that he provided a very positive vision of what its members can provide and also stressed that without having proper leadership this is not going to happen.

Among the characteristic of team learning: (Amiriyah, 2020)

Membership and Cohesion.

Having the team's goals based on the organization's goals, plans and philosophy.

Self-management and independence of decision.

Emotional and productive participation.

Empowering Employees

The concept of empowerment is a contemporary concept that elevates the human element in the contemporary organization to high levels of cooperation, team spirit, self-confidence, creativity, independent thinking and initiative.

This, and other chapters show, despite different definitions and concepts, that the essence of empowerment is about giving the employee: freedom to perform work, broader participation in taking responsibility, greater awareness of the meaning of the work he does. Empowerment needs long-term elements of positive relationship, trust and a sense of partnership between management and the employee or worker.

Empowerment is not a mere delegation of privileges or responsibilities, but rather a state of feeling equal against the principle of class in dealing, so that the manager recognizes the employee and the role he plays without diminishing the importance of that role. (Al Ameri, 2017), (Daoud et al 2024)

However, contemporary writings on empowerment have touched on several trends and methods of empowerment:

Leadership method: which is based on the role of the leader or manager in empowering employees. This approach particularly focuses on delegating powers or authorities from the top down.

Individual Empowerment method: This method is centered on the individual in what is called “self-empowerment”. Empowerment accentuates here when the cognitive factors of the individual begin to move towards acceptance of responsibility and independence in decision-making, but there are other methods based on collective empowerment and team empowerment.

Team Empowerment Method: Focusing on individual empowerment may lead to ignoring the team's work, so some Researchers saw great importance in empowering the group or team because of the benefits of teamwork beyond individual work.

The learning organization encourages workers who are empowered to create and test new methods and approaches. Empowerment allows workers to unite with the organization's goals. Empowered workers seek to integrate tasks and always find better ways to satisfy workers' needs at a lower cost. (Saqr, 2015)

In order for the organization to be able to adopt empowerment, a set of requirements is needed, the most important of which are: (Al-Doury and Salih, 2020,)

The sincerity and seriousness of the organization in granting freedom to all levels and formations in the organization.

The organization's commitment to back-up and support workers based on participation, integration and empowerment.

Rejecting direct control and replacing it with self-censorship within the mutual trust between management and employees.

Adoption of systematic planning by the organization when applying empowerment.

The commitment of the organization to train individuals and qualify them to practice new roles under empowerment.

Giving the opportunity for employees.

- *Organizational Prowess*

From a strategic perspective, it was clear that "organizational prowess represents a contemporary model and input in the field of strategic management, the main objective of which is to exploit market opportunities and identify competitive threats facing the organization,". It was confirmed that "organizational prowess" is a reflection of the organization's ability and its simultaneous pursuit to formulate its exploratory and exploitative strategies (Venugopal, et al., 2017, p55).

There are five basic conditions for the success of the organizational prowess of the organization, namely: (Ibrahim, 0217), (Daoud et al 2023)

Characterizing the strategic objective by clarity that shows the importance of each of the two dimensions of organizational prowess (exploration and exploitation).

Understanding the content of both the vision and values of the organization through the units specialized in exploration and exploitation activities.

Distinguishing the units of the organization by a balance between exploration and exploitation activities with the aim of being able to deal with environmental developments and changes.

The management of the organization's possession of distinctive characteristics that make it able to withstand and solve stressors and tensions.

Variation between exploration and exploitation units to enhance their respective activities by utilizing the available resources of the organization.

From a strategic perspective, organizational prowess is characterized by the following: (Celly & Han,2018, p99).

Improving the strategies followed.

Alignment of activities across different organizational levels.

In the current study, the Reserarchers has identified the dimensions of organizational prowess, these are:

First: Prowess in exploitation. Exploitation represents organizational learning activities such as refinement, efficiency, and implementation. Exploitation is reflected in the organization's assessment of opportunities effectively in the environment, which does not necessarily fall within the scope of its strategies. This is reflected in the identification of future opportunities (Mothe & Brion,2017)

Exploitation has been defined as knowledge for continuous improvement, M-modulation, refinement, and gradual change of existing products, processes, and servers. Exploitation prowess refers to the learning gained in an organization through research, development, experimentation, and innovation where the organization aims to reuse the knowledge gained from research processes in future actions. It is efficiency, control, ascertainment and reducing the variation according to the views of O'Reilly & Tushman (2013).

Second: Discovery prowess. Exploration refers to organizational learning activities such as research, variation, risk taking, experimentation and innovation (Birkinshaw & Hill, 2016). Exploration is known as the knowledge to research, originality, experimentation, innovation and radical change, creation of new products, processes and services. It is to investigate, search for, and discover opportunities creatively (Tushman & Reilly'O,2018). (Abuzaid, 2016), identified exploration as involving a range of things such as flexibility and creativity; so exploration often involves trans boundary regulatory and technological searches.

Method and Procedures

- The study approach. In this study, the Reserarchers adopted a quantitative approach that relies on the study of the phenomenon as it is in reality, and describes it accurately.
- The study population. The study population consisted of 250 workers in private hospitals operating in the city of Irbid.
- The study sample. The Reserarchers withdrew a stratified random sample from the study population, as the size of the withdrawn sample was determined by the total population size. The margin of error allowed in this study is (0.05) (according to the table determining the size of the required samples Sekaran, (2016). Thus the Reserarchers distributed (105) questionnaires to the members of the study sample, all were retrieved.
- The study tool: The Reserarchers developed a 56-item questionnaire and used the Likert five-point scale for approval scores.

Stability of the study tool. Stability means stabilizing results if applied more than once in similar circumstances, depending on the Cronbach Alpha coefficient, as shown in Table 4, high Cronbach Alpha

values indicate a high level of stability, with values ranging from (0-1), so that these values are acceptable at the ratio of the coefficient (0.105) and above. . (Amir and Sonderpandia, 2019).

Table (1):Stability Coefficients Using (Cronbach Alpha)Method for The Fields of the Study Tool

Field	No. of Paragraphs	Dimension	(Cronbach alpha Coefficient
	7	Personal Excellence	0.859
	7	Network organization	0.858
	7	Administrative empowerment	0.805
	35	The Leaning Organization as a Whole	0.891
Organization Prowess	7	Investing Opportunities	0.853
	7	Exploiting Opportunities	0.804
	21	Organization Prowess as a Whole	0.865

Source:(Prepared by Reserarchers in light of the results of the statistical analysis SPSS, 2023)

Table (1) shows the stability values of the study variables, which amounted to (0.949) for the field of the learning organization as a whole, and (0.967) for the field of organizational prowess as a whole. The above Cronbach indicators indicate that the study tool in general has a high stability coefficient and is able to develop the purposes of the study. It is clear that the Cronbach alpha values indicate a high degree of consistency between all dimensions of the study as a whole.

Statistical Processing Methods Used

The Reserarchers used the SPSS program and adopted the following statistical methods:

- Variance inflation coefficient (VIF): Tolerance test to verify that there is no high correlation between the dimensions of the independent variable.
- Regression Linear Multiple: To test the first major hypothesis.
- T- test: to test the differences in the responses of the individuals surveyed for gender (male and female).
- Analysis of single variance (ANOVA Way One): To test the second main hypothesis.

Testing of study Hypotheses

Before starting testing the hypothesis, the Reserarchers diagnosed the problem of the internal correlations of the independent variables. The calculation of the tolerance coefficient (for each of the independent variables as well as the inflation coefficient (VIF: Factor Inflation Variance) were adopted, so that the values of (VIF) should be less than (10) for all independent variables and the values of (Tolerance is greater than 0.05), and the following table shows this. (Sekaran, 2016)

Table (2) Testing Variance Inflation Coefficient and Variance Allowed for The Dimensions of The Independent Variable

Dimension	Permissible variance (Tolerance)	coefficient of variance inflation (VIF)
Building a Shared Vision	0.40	2.49
Personal Excellence	0.29	3.49
Network Organization	0.30	3.37
Structured Thinking	0.22	4.61
Administrative empowerment	0.33	3.39

Source:(Prepared by Reserarchers in light of the results of the statistical analysis SPSS, 2023)

It is clear from table (2) that:

The VIF test values for all dimensions of the independent variable were less than (10), while the Tolerance test value for all dimensions was greater than (0.05), which means that there is no high correlation between the dimensions of the independent variable, and therefore all of them can be used in a model of regression, and knowing which of these dimensions has a statistically significant role on the dependent variable, as well as knowing the percentage of that role, if any. After confirming that there is no significant correlation between the dimensions of the independent variable, the hypotheses of the study will be tested as shown below:

1-4-4 The first main hypothesis: There is no statistically significant role at the level of significance ($\alpha \leq 0.05$) of the learning organization in its dimensions of personal excellence, network organization and administrative empowerment (in the development of organizational prowess with its elements (investment of opportunities, exploitation of opportunities) among workers in private hospitals in the city of Irbid.

To verify this hypothesis, the multiple regression equation was applied to study the role of the dimensions of the learning organization on the dimensions of organizational prowess as a whole. The following table shows this:

Table (3) Results of Applying the Multiple Regression Equation to The Study of The Learning Organization and Its Impact on The Dimensions of Organizational Prowess as A Whole

Dimension	β	T	Statistical significance	R	R ²	Adjusted R Square	F	Statistical significance
Personal Excellence	0.10	1.75	0.08	0.87	0.75	0.75	205.14	0.00
Network Organization	0.34	6.08	0.00					
Administrative Empowerment	0.48	6.76	0.00					

Source:(Prepared by the Researchers in light of the results of the statistical analysis SPSS, 2023)

Table (3) shows: The presence of a statistically significant role at the level of significance $\alpha \leq 0.05$ of the learning organization by its dimension on the development of organizational prowess in private hospitals in the city of Irbid, as the value of the correlation coefficient (R) (0.87), which is a value between the independent variables and the statistical variable, and the value of (R-square) was (0.75) and indicates the degree of correlation of a statistical function that explains the ability of the dimensions of the learning organization to develop organizational prowess as a whole, this explains how that the learning organization interprets the value (73%) of the change in organizational prowess. The value of the F test was 205.14 (which is a statistically significant value) with statistical significance 0.00. This indicates a discrepancy in the ability of independent variables to affect the dependent variable, thus accepting the first main hypothesis with the proven formula that "there is no statistically significant role at the level of significance ($\alpha \leq 0.05$) of the learning organization in its dimensions of personal excellence, network organization and administrative empowerment (in the development of organizational prowess with its elements) Investment of opportunities, exploitation of opportunities(among workers in private hospitals in the city of Irbid)."

- The presence of a statistically non-significant role at the level of significance ($\alpha \leq 0.05$) for the dimension of (personal excellence) on organizational as a whole prowess where values of (β , T) are statistically insignificant.
- The presence of a statistically significant role at the level of significance ($\alpha \leq 0.05$) for the dimension (Building a shared vision and network organization, organized thinking, administrative empowerment, and on organizational prowess as a whole), where the values of (β , T) are statistically significant. From the first main hypothesis emanate the following sub-hypotheses:

2-1-4-4. The second sub-hypothesis: There is no statistically significant role at the level of significance ($\alpha \leq 0.05$) for personal excellence in the development of organizational prowess with its elements combined among workers in private hospitals in the city of Irbid.

To validate this hypothesis, the simple regression equation was applied to study the role of personal excellence elements of organizational prowess, the following table illustrates this.

Table (4) The Results of Applying the Simple Regression Equation to Study the Dimension of Personal Excellence on The Elements of Organizational Prowess

Independent Variable	Dependent Variable	β	T	Statistical Significance	R	R ²	Adjusted R Square	F	Statistical Significance
Personal Excellence	Organizational Prowess & its elements combined	0.26	4.32	0.00	0.84	0.71	0.105	160.81	0.00

Source:(Prepared by the Researchers in light of the results of the statistical analysis SPSS, 2023)

Table (4) shows the following:

- The existence of a statistically significant role at the level of significance ($\alpha \leq 0.05$) for the dimension of personal excellence in the development of elements of organizational prowess as a whole in private hospitals in the city of Irbid. The value of the correlation coefficient (R) between the independent variable and the dependent variable was (0.84). This is a statistically significant value and indicates a degree of statistical correlation between the independent and independent variants. (Square-R) value was (0.71) which explains the dimension of personal excellence in organizational prowess with its elements as a whole. In the sense that the dimension of personal excellence explains the value of (71%) of the change in the elements of organizational prowess. The value of the (F) test was (160.81) with statistical significance (0.00) which Indicates a variation in the ability of the independent variable to affect the dependent variable.
- Thus, the second sub-hypothesis accepts the proven formula that states: "there is no statistically significant role at the level of significance ($\alpha \leq 0.05$) for personal excellence in the development of organizational prowess with its elements combined among workers in private hospitals in the city of Irbid," and rejects the alternative, which states that : -There is a statistically significant role at the level of significance ($\alpha \leq 0.05$) for personal excellence in the development of organizational prowess in its combined elements among workers in private hospitals in the city of Irbid.
- The presence of a statistically significant role at the level of significance ($\alpha \leq 0.05$) for the variable of personal excellence on the dimensions of organizational prowess in its combined elements (the investment of opportunities, the exploitation of opportunities, and the flexible organizational structure) where the values of (β , T) were statistically significant.

3-1-4-4 The third sub-hypothesis: There is no statistically significant role at the level of significance ($\alpha \leq 0.05$) of network organization in the development of organizational prowess in its elements combined among workers in private hospitals in the city of Irbid.

To validate this hypothesis, a simple regression equation was applied to study the role of network organization on elements of organizational prowess. The following table shows this:

Table (5) Results of Applying the Simple Regression Equation to Study the Role of Network Organization Dimension on The Elements of Organizational Prowess

Independent Variable	Dependent Variable	β	T	Statistical Significance	R	R ²	Adjusted R Square	F	Statistical Significance
Network Organization	Organizational Prowess & its elements combined	0.38	5.25	0.00	0.76	0.58	0.57	90.78	0.00

Source:(Prepared by the Researchers in light of the results of the statistical analysis SPSS, 2023)

The above table shows the following:

The existence of a statistically significant role at the level of significance ($\alpha \leq 0.05$) for the dimension of network organization on the elements of organizational prowess as a whole in private hospitals in the city of Irbid. The value of the correlation coefficient (R) between the independent variable and the dependent variable was (0.76). This is a statistically significant value and indicates a degree of statistical correlation between the independent and independent variants. (Square-R) value was (0.58) which explains the dimension of network organization in organizational prowess. In the sense that the dimension of network organization explains the value of (58 %) of the change in the elements of organizational prowess. The value of the (F) test was (90.78) with statistical significance (0.00) which Indicates a variation in the ability of the independent variable to affect the dependent variable.

Thus, the third sub-hypothesis accepts the proven formula that "the third sub-hypothesis: There is no statistically significant role at the level of significance ($\alpha \leq 0.05$) for network organization in the development of organizational prowess with its elements combined among workers in private hospitals in the city of Irbid." It rejects the alternative hypothesis that: There is a statistically significant role at the level of significance ($\alpha \leq 0.05$) for network organization in the development of organizational prowess with its elements combined among workers in private hospitals in the city of Irbid.

The presence of a statistically significant role at the level of significance ($\alpha \leq 0.05$) of the network organization variable on the dimensions of organizational prowess combined (The optimal investment of opportunities, exploiting opportunities and the flexible organizational structure) where values (β , T) are statistically significant.

-5-1-4-4 The fifth sub-hypothesis: There is no statistically significant role at the level of significance ($\alpha \leq 0.05$) to administratively empower workers in the development of organizational prowess with its elements combined among workers in private hospitals in the city of Irbid.

To validate this hypothesis, the simple regression equation was applied to study the role of administrative empowerment dimension on the elements of organizational prowess. The following table shows this:

Table (6): Results of Applying the Simple Regression Equation to Study the Role of The Administrative Empowerment Dimension on Elements of Organizational Prowess

Independent Variable	Dependent Variable	β	T	Statistical Significance	R	R ²	Adjusted R Square	F	Statistical Significance
Workers' Administrative	Organizational Prowess & its elements combined	0.29	4.15	0.00	0.78	0.61	0.60	104.07	0.00

Empowerment									
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Source:(Prepared by the Researchers in light of the results of the statistical analysis SPSS, 2023)

The table shows that:

The presence of a statistically significant role at the level of significance ($\alpha \leq 0.05$) for the administrative empowerment of workers on organizational prowess in private hospitals in the city of Irbid. The value of the correlation coefficient (R) between the independent variables and the dependent variable was (0.78)), which is a statistically significant value and indicates the degree of statistical correlation between the independent and independent variants. (Square-R) value was (0.61) which explains the dimension of workers' empowerment in organizational prowess with its elements as a whole. In the sense that the dimension of workers' empowerment explains the value of (61%) of the change in the elements of organizational prowess. The value of the (F) test was (104.07) with statistical significance (0.00) which Indicates a variation in the ability of the independent variable to affect the dependent variable.

Thus, the fifth sub-hypothesis accepts the proven formula that "There is no statistically significant role at the level of significance ($\alpha \leq 0.05$) for the administrative empowerment of workers in the development of organizational prowess with its elements combined among workers in private hospitals in the city of Irbid." It rejects the alternative hypothesis, which states that: There is a statistically significant role at the level of significance ($\alpha \leq 0.05$) for workers' administrative empowerment in the development of organizational prowess with its elements combined among workers in private hospitals in the city of Irbid.

The presence of a statistically significant role at the level of significance ($\alpha \leq 0.05$) for the variable of administrative empowerment on the dimensions of organizational prowess combined (investment of opportunities, searching for new opportunities, flexible organizational structure where (β , T) values were statistically significant.

Conclusions

The study obtained some important findings:

The results of the study indicated that the dimensions of the educating organization in the private hospitals in the city of Irbid came at a high evaluation level, as it came first after "organized thinking" with an arithmetic average (3.89). In second place came "personal excellence" with an arithmetic average (3.88) and a high evaluation level. This result may be attributed to the fact that private hospitals in the city of Irbid are learning organizations that rely on reviewing their work plans periodically by receiving continuous feedback from various parties to ensure the development of their objectives. This result also indicates that these institutions seek to excel, generate and disseminate knowledge among their employees, as well as encourage teamwork to align the visions of their workers, in private hospitals in the city of Irbid, with the general vision of the institution.

This result differs from that of Al- Qawasmeh and Al-Omari study (2015), which indicated that the dimensions of the learning organization were at an average level, and also differs with the study of Al-Sharifi et. al (2016); and the study of Ilyas et al. (2019) which showed an average availability score in the dimensions of the learning organization.

This result may be attributed to the efforts of private hospitals in the city of Irbid to refine the skills and experiences of their employees and provide them with the necessary knowledge to perform their work. This may be achieved by subjecting them to various training programs and workshops, after evaluating their performance and knowing their strengths to enhance them and their weaknesses to work to address and

overcome them. This result also indicates that private hospitals give their employees more benefits when they complete their work, which contributes to the prior perception of the job positions they will occupy. This result agreed with the findings of the study of Al-Mahasneh (2017), the study of Issa (2018) and the study of Abbas (2019), which showed high assessment levels of organizational prowess and its components, but varied with study of Rekha et. al. (2016) Boukamel & Emery (2019).

Recommendations

Based on the previous results, our study recommends the following:

- Working on encouraging the network organization /learning teams to discuss the problems that appear in private hospitals in the city of Irbid and take appropriate decisions to solve these problems, working on giving members of this organization and teams more authority in the completion of their work, working on providing an appropriate work environment, and encouraging growth and continuous development.
- Stimulating increased delegation of authority at various administrative levels in private hospitals in the city of Irbid to encourage employees to excel and practice personal excellence, promote effective administrative empowerment, participate in decision-making and help solve various problems.
- Supporting the efforts of Jordanian private hospitals to follow up on best practices available in the field of organizational prowess, exploration and exploitation, and to benefit from successful experiences in the world, which contributes to the development and strengthening of the learning organization.
- Working to provide the necessary requirements to facilitate the process of personal excellence; such as developing a supportive organizational culture, adopting a clear vision, encouraging innovation and creativity processes, and taking a holistic and organized thinking approach to deal with the future.
- Working on the establishment of organizational units specialized in exploitation and exploration activities and having clear management practices and work procedures for these units, as well as working to provide the necessary resources for the work of these units and support the senior management through the harmonization of strategies to explore and exploit opportunities and differentiate their structures.

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