

2023

The Degree of Achieving Organizational Rigidity at Umm Al-Qura and Ajloun National Universities: Faculty Members' Perspective

Amjad M. Daradkah

Department of Educational Administration, Faculty of Educational Sciences, Ajloun National University, Ajloun, Jordan, amdaradkah@yahoo.com

Turki kdims alotaibi

Educational Administration, Faculty of Education, Umm Al-Qura University, Makkah, Saudi Arabia, amdaradkah@yahoo.com

Buthiana E. Awais

Department of Educational Administration, Faculty of Educational Sciences, Ajloun National University, Ajloun, Jordan, amdaradkah@yahoo.com

khaled S. A. Momani

Department of Educational Administration, Faculty of Educational Sciences, Ajloun National University, Ajloun, Jordan, amdaradkah@yahoo.com

Sayah I. Al-Shamali

Department of Special Education, Faculty of Educational Sciences, Jadara University, Irbid, Jordan, amdaradkah@yahoo.com

Follow this and additional works at: <https://digitalcommons.aaru.edu.jo/isl>

See next page for additional authors

Recommended Citation

M. Daradkah, Amjad; kdims alotaibi, Turki; E. Awais, Buthiana; S. A. Momani, khaled; I. Al-Shamali, Sayah; and A. S. Alomari, Mohammad (2023) "The Degree of Achieving Organizational Rigidity at Umm Al-Qura and Ajloun National Universities: Faculty Members' Perspective," *Information Sciences Letters*: Vol. 12 : Iss. 7 , PP -.

Available at: <https://digitalcommons.aaru.edu.jo/isl/vol12/iss7/39>

This Article is brought to you for free and open access by Arab Journals Platform. It has been accepted for inclusion in Information Sciences Letters by an authorized editor. The journal is hosted on [Digital Commons](#), an Elsevier platform. For more information, please contact rakan@aarj.edu.jo, marah@aarj.edu.jo, u.murad@aarj.edu.jo.

The Degree of Achieving Organizational Rigidity at Umm Al-Qura and Ajloun National Universities: Faculty Members' Perspective

Authors

Amjad M. Daradkah, Turki kdims alotaibi, Buthiana E. Awais, khaled S. A. Momani, Sayah I. Al-Shamali, and Mohammad A. S. Alomari

The Degree of Achieving Organizational Rigidity at Umm Al-Qura and Ajloun National Universities: Faculty Members' Perspective

Amjad M. Daradkah^{1,}, Turki Kdums Alotaibi², Buthiana E. Awais¹, Khaled S. A. Momani¹, Sayah I. Al-Shamali³, Mohammad A. S. Alomari⁴, and Maha I. Al-Momani⁵*

¹Department of Educational Administration, Faculty of Educational Sciences, Ajloun National University, Ajloun, Jordan

²Educational Administration, Faculty of Education, Umm Al-Qura University, Makkah, Saudi Arabia

³Department of Special Education, Faculty of Educational Sciences, Jadara University, Irbid, Jordan

⁴Department of Special education, Faculty of Educational Sciences, Ajloun National University, Ajloun, Jordan

⁵Department of Basic Requirements, College of Literature, Ajloun National University, Ajloun, Jordan

Received: 24 May 2023, Revised: 20 Jun 2023, Accepted: 25 Jun 2023.

Published online: 1 Jul. 2023.

Abstract: The paper pinpoints the degree of achieving organizational rigidity at Umm Al-Qura University and Ajloun National University from the faculty members' viewpoint in line with the faculty, academic rank, and number of years of experience. The nature of the research necessitates using the descriptive survey research approach. A questionnaire adopted as a research instrument is applied to a 410-member sample of (410) randomly designated from the two universities. It is found that the organizational rigidity achievement is of a medium degree with a mean of (3.48). The results also show no statistically significant differences thanks to the variables of the number of years of experience and academic rank. However, it is found that there are differences caused by the faculty variable in favor of scientific faculties. The research recommends activating the methods of evaluating job performance, activating accountability and accounting systems, dividing work at the university according to the competence and experience of workers, and defining the tasks and duties of employees.

Keywords: Career stagnation, faculty members, Inefficiency, Low Productivity, Organizational Rigidity, Umm Al-Qura University, Ajloun National University.

1 Introduction

Modern universities today face numerous challenges arising from the multiplicity of their missions or the diversity of their activities. The said challenges put those universities under the influence of their organizational environment and the events accompanying that environment and the repercussions raising the degree of impact of these changes. Accordingly, these universities are prompted to confront these changes and events by adopting many mechanisms to confront these changes, regardless of their content, breadth of scope, and the strength of their impact (Al-Garaidih & Al-Reasi, 2020).

These mechanisms are represented in the adoption of new organizational divisions, complex rules, and work procedures in their implementation, as well as the approval of new appointments. New appointments appear to supply these systems with new energies, fill vacancies and gaps, and enhance other capacities that may be under the weight of truth and reality represented by the emergence of unjustified increases and inefficient competencies, coupled with the emergence of dependence between the work parties, in a manner that reveals the phenomenon of inefficiency. Some signs appear that can be counted as early warning signs such as low productivity and a decline in growth cases, which may reveal several implications that lead to draw many conclusions (Hussein, 2016).

In the same context, this may also be represented in the misuse of organizational resources and the emergence of some career blocs associated with the rule of anarchism to the point of indulging in excessive bureaucracy. Job inflation is represented by rates that exceed the actual need for work and a rise in the number of jobs. The expansion in the government sector has led to the expansion of the career bureaucracy, the emergence of organizational problems represented by the difficulty of defining terms of reference, the difficulty of distributing responsibilities and tasks required to implement the goals, and the often conflict between the employees' exercise of their administrative responsibilities and work, and thus the decline in the level of administrative performance of the employees and their productivity (Najm, Ghanem, & Mohammad, 2022). With this detailed introduction, the literature review and research

*Corresponding author e-mail: amdaradkah@yahoo.com

problem are furnished in the next sections.

2 Literature Review

The concept of inefficiency is represented in lethargy and indifference to job tasks and lack of interest in the regulations and instructions that govern the work environment. Inefficiency is one of the main factors for the emergence of administrative corruption since inefficient individuals tend to bypass the rules, regulations, and procedures that govern work (Hasegawa et al., 2016). Parkes (2017) indicates that inefficiency is represented by the individuals' negative behaviors, such as deliberate routine, disrespect for work times, and failure to complete the work tasks entrusted to them in the required time. Inefficiency is also represented by the behavior of the individual represented by deliberately disabling devices and equipment related to work, and other aggressive behaviors towards the work environment, which have significant negative consequences on the professional environment for workers (Al-Dabjawi, Al-Janabi, & Al-Hadrawi, 2020).

One of the most important reasons that may lead to the emergence of negative behavior in individuals is the failure to obtain appropriate and fair wages, which makes them feel unfair in dealing with the fact that wages are an important incentive to raise the productivity of the worker in performing the tasks entrusted to them (Kumari & Pandey, 2011). Likewise, the decision to punish an individual in the work environment without knowing the reason creates a behavior of lack of interest and concern for work rules and thus leads to laziness and lateness in performing their job, and this is called inefficiency.

More tellingly, if obesity in the field of public health is associated with obesity and weight gain beyond the limits set by health, it is considered one of the four enemies of man: smoking, laziness, fat, and obesity. However, in the field of organization, it is considered an organizational defect resulting from cases of inefficiency in the job and the spread of cases of inefficiency in a way that contributed to the decline in productivity and organizational growth rates (Al-Douri & Saleh 2009; Al-Husseini, 2000). If the indicators of rigidity are investigated, it is found that it is a combination of causes and reasons, as the inefficiency is due to the legislation's loss of its credibility and true meaning, as well as the overlapping of policies and, more severely, the imposition of unjustified appointment opportunities due to the presence of pressures based on nepotism (Al-Sayed, 2008). This context, accordingly, frames the idea of an unjustified increase in the number of workers without corresponding with more productivity, which reveals the predominance of cases of inefficiency to the point of workers relying on each other to perform tasks, coupled with attempts to seek evasion of responsibility (Khleif, 2012).

The phenomenon of organizational rigidity can be avoided by facing the restrictions through the availability of proportionality between the numbers of workers and the tasks assigned to them, the ability to secure needs and face developments to achieve productivity, the presence of a positive attitude towards job work, and the progress of work towards an actor that acknowledges officialdom and recognizes authority just as it takes into account the humanitarian aspects and cares about workers (Khleif, 2012). Abu Al-Rous and Al-Qasas (2021) assert that the experience of workers and their possession of the essential information and skills to do the work, and the discipline of the university's systems and its controlling regulations maintain relative stability in the level of productivity. Inefficiency represents a fundamental pillar of job instability, as it makes the organization weak and unable to achieve its goals and verify the practical reality of its internal environment concerning employees (Al-Nabhawi, Al-Janabi, & Al-Hadrawi, 2020).

Job inflation includes the existence of several employees that exceeds the size and type of services they provide, inflation in the number of organizational units that provide similar services, poor performance, poor productivity, instability of goals and individual diligence at work, failure to study defects and shortcomings, and concealment of problems (Al-Daradkeh, 2021). Among the obstacles that cause poor productivity are absenteeism, waste of resources, and inaccuracy in operation (Maalla, 2015). Other obstacles rest in unproductive time due to the low level of management efficiency, failure to plan for maintaining buildings and securing good working conditions, and the inability of management to ensure continuity of resources to implement work in the appropriate quantity, time, and quality (Mansour, 2010). Other problems lie in the weak human resources management programs and the weak efforts to create and strengthen the positive attitudes of the individual toward his work and his institution (Hasnain, 2016, Abu Al-Rous, & Al-Qasas, 2021).

A related study conducted to identify the impact of organizational rigidity on the process of excessive bureaucracy indicates that the level of rigidity is of a medium degree and that there is a relationship between organizational rigidity and excessive bureaucracy (Khleif, 2012). Also, Al-Rashaida and Al-Taani (2017) identify the level of organizational decline and its causes from the standpoint of educational supervisors in southern Jordan, and its relationship to the educational qualification and experience variables. Thanks to the nature of the study, the descriptive correlational approach is utilized. A questionnaire is also developed and applied to a sample of (136) supervisors working in the directorates of education in southern Jordan. The results show that the level of organizational regression is medium with

no statistically significant effect for the educational qualification variable. Moreover, it is indicated that an effect at the significance level of the years of service variable on the areas of resistance to change and hindering creativity and innovation.

Moreover, Gharib (2017) identifies the impact of inefficiency on government work performance. The descriptive correlational approach is also used thanks to the nature of the research. The questionnaire used as an instrument is applied to a sample of (384) workers. The findings show a significant relationship between inefficiency and job performance decline. Likewise, Al-Arkawazi (2018) examines the impact of applying electronic governance in addressing organizational rigidity through a three-dimensional strategic perspective. The findings indicate two main relationships, namely the direct and indirect relationship. A model including the mediating relationship of the strategic perspective in supporting the impact of electronic governance in the face of organizational rigidity is also suggested.

In the same vein, Al-Jarida and Al-Riasi (2020) conduct a study investigating the association between the level of school principals' practice of organizational stagnation and administrative control. The descriptive correlational approach is also used thanks to the nature of the research. The questionnaire used as an instrument is applied to a sample of (420) teachers and principals. The findings show a high level of administrative stagnation and a low level of the administrative control. Furthermore, Al-Khudari and Khader (2020) investigate the relationship between inefficiency and both the vitality of conscience and the flexibility of ego among workers in the government sector. The descriptive correlational approach is also utilized due to the nature of the study. The questionnaire used as an instrument is applied to a sample of (400) individuals working at Al-Azhar University. The results show an inverse relationship between inefficiency, vitality, and ego flexibility, with differences due to the variables of gender and years of experience.

Besides, Al-Issa (2022) identifies the degree of inefficiency among school leaders in the Directorate of Education for the northeastern Badia region and its relationship to work alienation among teachers. Achieving the research objectives requires the use of the descriptive correlational approach. The questionnaire used as an instrument is applied to a sample of (320) teachers. The findings show that the level of organizational stagnation and work alienation is moderately high with differences due to the gender variable in favor of females. The findings show a statistically significant and positive relationship between organizational stagnation and work alienation.

Al-Azmi (2022) examines the degree of organizational stagnation among governmental school principals in Kuwait and its relationship to job frustration, using the descriptive correlational approach. The questionnaire used as an instrument is applied to a random sample of (1169) male teachers. The results show that the level of organizational stagnation is medium, with a statistically positive and significant correlation between organizational stagnation and job frustration. Against this review, the current work aims to bridge the gap related to the level of organizational rigidity in institution of higher education from the perspective of instructors, and the significance of the current work as it tackles this topic from the faculty member's perspective. Accordingly, the research problem is offered in the following section.

3 Research Problem

Numerous developing countries suffer from administrative and economic problems, including the inflation of the job structure, the decline in economic growth and productivity, the complexity of procedures, and the expansion of their government administrative bodies. All these problems are a sign of the phenomenon of bureaucracy, as it is noted that administrative stagnation in those agencies is the clear expression of this phenomenon. In today's world, attention is directed to the issue of reducing excessive administrative costs, which have become a burden on the budgets of many countries (Najm, Ghanem, & Mohammad, 2022).

The university administration suffers from defects and problems that hinder the achievement of the goals set for it and low levels of performance. Universities host large crowds of workers from different walks of life, which puts them under the burden of commitments and obligations in exchange for asking these employees to make maximum efforts, which means the emergence of the so-called contributions of employees in the field of work. The contributions of workers in the field of work represent one of the methods to move these organizations such as universities to present their temptations and provide what they can. In other words, they may be exposed to complex of procedures, which leads them to assert their personality within the framework of a series of directives that they adopt, whether by providing appointment opportunities under the pretext of filling vacancies or filling shortages that indicate dependency and inefficiency, leading to lower productivity.

With that, this is a starting point for saying the birth of some organizational ills and the predominance of the state of decline, i.e. the absence of the health status of the organization as a whole. These ailments may be manifested in weak achievement, inefficiency, as well as stagnation. This is also a description of the rigid system and an indication that the system, instead of being a source of richness and radiance, has become a subject of decline and failure. The productivity

of workers is the outcome of the effort exerted by the individuals to perform their tasks to obtain incentives as a result of the energy they expend. The productivity of workers is also the outcome of both the individuals' previous characteristics, experiences and abilities and the individuals' realization of their job tasks, which gives them awareness of the activities and behavior that make up how they perform their work in the institution, and the availability of an appropriate organizational climate for workers that increases the degree of their loyalty, which is reflected in their productivity (Abu Al-Rous & Al-Qasas, 2021).

Today, organizational rigidity has become one of the obstacles that constitute a major challenge that limits the aspiration of universities to keep pace with development and catch up with progress and development, which necessitates the need to study this phenomenon. Some studies, such as Khalif's study (2012), recommend the necessity of confronting any bottlenecks resulting from work, whether related to the lack of proportionality between the numbers of workers at work and the tasks assigned to them, or the dependency on work that demonstrates a decline in productivity. The indicators of the organization have an impact on the rigidity of functional work paths, as the inflation index helps to establish a dependency, the predominance of inefficiency, and low productivity. The effects of organizational rigidity can be reduced through constant vigilance in the organization's environment, learning and creativity, analysis of the needs of workers, transparency, the use of information technology, and investing opportunities (Administrative Development Institute, 2019). Against this, the problem of the research is reflected in identifying the degree of achieving organizational rigidity at Umm Al-Qura University and Ajloun National University from the faculty members' perspective.

4 Research Questions

Given the research problem, the research questions are:

1. What is the degree of achieving organizational rigidity at Umm Al-Qura University and Ajloun National University from the faculty members' viewpoint?
2. Are there statistically significant differences at the significance level ($\alpha \leq 0.05$) between the means of the faculty member's response to the degree of achieving organizational rigidity at Umm Al-Qura and Ajloun National Universities due to the "variables of faculty, academic rank, and the number of years of experience"?

5 Research Objectives

The following research objectives are articulated to answer the research questions:

1. Identify the degree of achieving organizational rigidity at Umm Al-Qura University and Ajloun National University from the faculty members' viewpoint.
2. Find out if there are statistically significant differences at the significance level ($\alpha \leq 0.05$) among the means of the faculty member's responses to the degree of achieving organizational rigidity at Umm Al-Qura University and Ajloun National University due to the "variables of faculty, academic rank, and the number of years of experience".

6 Research Significance

The research significance is reflected in its subject and title, which is organizational rigidity, which can be considered as one of the main issues related to the success of the organizations' work, leading to raising the level of their desired organizational environment. Raising the level of its desired organizational environment can enhance the positivity of its organizational environment and thus provide everything that enhances organizational behavior and achieve its strategic goals, in addition to being one of the modern topics that need more research and investigation. The current piece of research also derives its significance from the vitality of the existing topic, as the research deals with a vital topic in modern administrative thought represented in the search for the causes of organizational rigidity and its dimensions such as inefficiency, career stagnation, and low productivity, which may prevail whenever organizations suffer from problems related to their organizational structure, not to mention the need to improve the role required in the development of university education management system. The current study also enriches Arabic libraries and theoretical literature.

Moreover, this study can help officials in universities and those in charge of the educational development process to identify the level of achievement of organizational rigidity, examine its causes, and develop the necessary solutions to confront it. This piece of research may be considered a new study in the field of educational administration. It is hoped that this study will be a starting point for other studies in which other variables will be added.

7 Research Terms and Definitions

Job Inflation: It is "the situation in which the number of employees in the state's administrative body is greater than the

Inefficiency: It is “a type of management disease represented in the tendency of certain individuals within the group to exert less effort than they would perform the same task if they were alone” (Williams, 2006, p. 5). It is defined as “the lack of performance at work by the employee or the slowdown and dependency in his work that leads to negative actions that affect the functioning of the production process of the enterprise, negatively affecting the overall productivity of the enterprise” (Al-Taie & Mohammad, 2017, p.169).

Low Productivity :It is “the decrease in the ratio of outputs compared to inputs, as indicators of low productivity appear with the presence of job inflation and an increase in inefficiency in the organization, which prompts the organization to search for effective ways to raise productivity, whether by replacing ordinary employees with others with a high degree of skill and knowledge” (Khleif, 2012, p. 129).

Organizational Rigidity: It is “the unhealthy state of the system in which unjustified increases in the number of workers at the expense of work, coupled with the predominance of inefficiency, contributing to the decline in productivity and the approval of the decline” (Khleif, 2012, p. 130). It is procedurally defined as “the degree obtained from the responses of faculty members at the Universities of Umm Al-Qura and Ajloun to the items of the 21-item questionnaire related to organizational rigidity distributed over 3 domains (inefficiency, career stagnation, and low productivity).

8 Research Limitations

1. **Human Limitations:** It is a sample of faculty members at Umm Al-Qura University and Ajloun National University.
2. **Spatial Limitations:** It is Umm Al-Qura University and Ajloun National University.
3. **Temporal Limitations:** It is the 1st semester of the academic year 2022/2023.
4. **Objective Limitations:** The generalization of the findings of the current research is determined by the psychometric characteristics of the adopted instrument in light of the validity and reliability.

9 Method

Research Approach

The descriptive survey method is used to achieve the objectives of the study, as it is the most applicable approach for these studies, together with using the questionnaire as an instrument for data collection.

Research Population & Sample

With the nature of the research objective and problem, the research population comprises (2195) academic staff at Umm Al-Qura University and Ajloun National University with the rank of “professor, associate professor, and assistant professor”. A sample of (410) faculty members is randomly designated and distributed as Table (1) illustrates.

Table 1: The Research Sample Distribution According to the Variables of the Research

Variable	Categories	Number	Total
Faculty	Scientific	119	410
	Humanities	291	
Academic Rank	Assistant Professor	220	410
	Associate Professor	115	
	Professor	75	
Number of Years of Experience	From (1) to Less Than (5) Years	208	410
	From (5) to Less Than (10) Years	109	
	(10) Years and Above	93	

Research Instrument

Using theoretical literature and studies (Khleif, 2012; Najm, Ghanem, & Mohammad, 2022), a 2-part research instrument is developed.

1. Participants’ Information: It comprises “faculty, academic rank, and number of years of experience”.
2. The Degree of Organizational Rigidity: It contains (21) items distributed into three domains; career stagnation, inefficiency, and low productivity. A 5-point Likert scale is also utilized, as five levels are recognized as follows:

“(5) very high, (4) high, (3) medium, (2) low, and (1) very low”.

Content Validity of the Research Instrument

The content validity is used to check the research instrument validity by reviewing the questionnaire in its initial forms from (10) specialized academic staff in Saudi and Jordanian universities. The comments and modifications proposed by the reviewers are considered, as the items have attained an approval rating of (80%). The required action is taken with the items suggested to be amended, omitted, or reformulated, and thus the final form of the questionnaire contains (21) instead of 23 items.

Research Instrument Reliability

The research instrument reliability is checked by calculating the reliability coefficient by applying Cronbach's Alpha formula on all domains. The Cronbach's Alpha formula measures the extent of consistency in the respondents' responses to all the questionnaire items as Table (2) shows.

Table 2: The Reliability Coefficients of the Questionnaire of the Organizational Rigidity Using the Internal Consistency Reliability Method

Domains	Internal Consistency Reliability Method
Career Stagnation	0.80
Inefficiency	0.81
Low Productivity	0.76
The Entire Organizational Rigidity	

As revealed in Table (2), the reliability coefficients of the questionnaire of the organizational rigidity have ranged between (0.76) and (0.81), where the highest reliability coefficient is inefficiency and the lowest is low productivity, demonstrating the presence of appropriate stability coefficients for the research instrument.

Variable of the Research

1. Independent Variables

Faculty: Scientific and Humanities

Academic Rank: Assistant Professor, Associate Professor, and Professor

Number of Years of Experience: This is “From (1) to Less Than (5) Years, From (5) to Less Than (10) Years, and (10) Years and Above”.

2. Dependent Variables

It is the degree of achieving organizational rigidity at Umm Al-Qura University and Ajloun National University from the perspective of faculty members.

Statistical Processing & Statistical Methods

- Means, standard deviations, ranks, and degrees are used to answer the first research question.
- The three-way analysis of variance test is used for the variables of “faculty, academic rank, and number of years of experience” to answer the second question.
- Cronbach's Alpha coefficient is utilized to find the internal consistency coefficient of the research instrument.

The degree of organizational rigidity is also determined by applying the following equation:

“Length of One Category = (the Highest Value of the Alternative - the Minimum Value of the Alternative) ÷ Number of Levels = $(5-1) \div 3 = (4 \div 3) = 1.33$ ”

Thus, the mean between (1) and (2.33) points to a low degree.

The mean between (2.34) and (3.67) points to a medium degree.

The mean between (3.68) and (5) points to a high degree.

10 Results & Discussion

First: Results of the First Question

What is the degree of achieving organizational rigidity at Umm Al-Qura University and Ajloun National University

Table 3: Means, Standard Deviations, Ranks, and Degrees of Individual Responses to the Three Domains of the Research Instrument and of the Entire Instrument

Organizational Rigidity Domains (ORDs)	Means	Standard Deviation	Rank	Degree
Career Stagnation	3.34	0.8	3	Medium
Inefficiency	3.46	0.69	2	Medium
Low Productivity	3.66	0.78	1	Medium
Total	3.48	0.75		Medium

As shown in Table (3), the degree of the reality of organizational rigidity is medium, with a mean of (3.48) and a standard deviation of (0.75). All domains of the research instrument are of a medium degree, as the means have ranged between (3.34) and (3.48). It can be attributed to the high level of the organizational environment within universities due to the high level of the scientific status of faculty members and the development of tight policies in the selection of academic leaders. The order of the domains in terms of the mean is as follows: low productivity in the first rank, inefficiency in the second rank, and career stagnation in the third rank. The finding is in line with the studies of (Khleif, 2012; Al-Rashaida & Al-Taani, 2017).

Second: Results of the Second Question

2. Are there statistically significant differences at the significance level ($\alpha \leq 0.05$) between the means of the faculty member's response to the degree of achieving organizational rigidity at Umm Al-Qura and Ajloun National Universities due to the "variables of faculty, academic rank, and the number of years of experience"?

This question has been answered as follows:

1. Faculty

Table 4: Means and Standard Deviations of Individual Responses to the Items of the "Organizational Rigidity" and the Entire Instrument According to Faculty Variable

Domain	Faculty	Number	Mean	Standard Deviation
Career Stagnation	Scientific	119	3.40	0.50
	Humanities	291	3.31	0.55
Inefficiency	Scientific	119	3.56	0.52
	Humanities	291	3.41	0.57
Low Productivity	Scientific	119	3.70	0.48
	Humanities	291	3.64	0.61
The Entire Domains	Scientific	119	3.55	0.45
	Humanities	291	3.45	0.53

2. Academic Rank

Table 5: Means and Standard Deviations of Individual Responses to the Items of the "Organizational Rigidity" and the Entire Instrument According to Academic Rank Variable

Domain	Academic Rank	Number	Mean	Standard Deviation
Career Stagnation	Assistant Professor	220	3.36	0.515
	Associate Professor	115	3.33	0.559
	Professor	75	3.31	0.547
Inefficiency	Assistant	220	3.47	0.563
	Professor	115	3.47	0.554
	Associate	75	3.43	0.557
Low Productivity	Assistant	220	3.66	0.556
	Professor	115	3.69	0.593
	Associate	75	3.63	0.597
The Entire Domains	Assistant	220	3.49	0.493
	Professor	115	3.49	0.530
	Associate	75	3.45	0.524

3. Number of Years of Experience

Table 6: Means and Standard Deviations of Individual Responses to the Items of the "Organizational Rigidity" and the Entire Instrument According to Number of Years of Experience Variable

Domain	Number of Years of Experience	Number	Mean	Standard Deviation
Career Stagnation	From (1) to Less Than (5) Years	208	3.26	0.525
	From (5) to Less Than (10) Years	109	3.35	0.552
	(10) Years and Above	93	3.41	0.496
Inefficiency	From (1) to Less Than (5) Years	208	3.41	0.562
	From (5) to Less Than (10) Years	109	3.44	0.586
	(10) Years and Above	93	3.58	0.472
Low Productivity	From (1) to Less Than (5) Years	208	3.64	0.601
	From (5) to Less Than (10) Years	109	3.62	0.577
	(10) Years and Above	93	3.76	0.531
The Entire Domains	From (1) to Less Than (5) Years	208	3.43	0.518
	From (5) to Less Than (10) Years	109	3.47	0.528
	(10) Years and Above	93	3.58	0.447

The three-way analysis of variance test is also conducted as Table (7) shows.

Table 7: Three-Way Analysis of Variance Test Results for the Differences among the Means of the Faculty Members' Responses of the Organizational Rigidity Questionnaire According to the Research Variables

Effect	Hotelling's Trace	Value	Sig.
Faculty	Hotelling's Trace	.020	.049
Academic Rank	Wilks' Lambda	.979	.192
Number of Years of Experience	Wilks' Lambda	.996	.959

Table (7) shows that there are statistically significant differences for the faculty variable. For further clarification, a variance analysis is conducted for the variables according to the domains. Table (8) illustrates those results.

Table 8: Variance Analysis Test Results for the Differences among the Means of the Faculty Members' Responses of the Organizational Rigidity Questionnaire According to the Research Variables

Source	Dependent Variable	Type IV Sum of Squares	Df	Mean Square	F	Sig.
Faculty	Career Stagnation	.562	1	.562	1.977	.160
	Inefficiency	1.397	1	1.397	4.541	.034
	Low Productivity	.179	1	.179	.540	.463
Number of Years of Experience	Career Stagnation	.872	2	.436	1.534	.217
	Inefficiency	.922	2	.461	1.498	.225
	Low Productivity	1.042	2	.521	1.575	.208
Academic Rank	Career Stagnation	.051	2	.026	.090	.914
	Inefficiency	.092	2	.046	.149	.861
	Low Productivity	.186	2	.093	.282	.755
Error	Career Stagnation	114.846	404	.284		
	Inefficiency	124.324	404	.308		
	Low Productivity	133.625	404	.331		

As shown in Table (8), statistically significant differences due to the variables of academic rank and number of years of experience are not found. It is also found that there are differences due to the faculty variable. As indicated by Table (4), there are differences in favor of the scientific faculties due to the high level of academic leaders from the scientific disciplines due to the high level of their qualification and administrative discipline. This result differs from the studies of (Al-Rashaida & Al-Taani, 2017; Al-Khudari & Khader, 2020).

11 Recommendations

Given the previous results and the discussion demonstrating that the degree of organizational rigidity is of a medium degree, the research recommends activating job performance evaluation methods, activating accountability systems, dividing work at the university according to the competence and experience of the workers, and defining the tasks and duties of the workers, motivating workers financially and morally, and setting up training programs for professional development that workers are nominated for with work needs, encouraging work skills within functional work teams, preserving the work environment and justice among workers, and conducting future correlational studies to clarify the

Conflict of interest

The authors declare that there is no conflict regarding the publication of this paper.

References

- [1] Abu Al-Rous, A & Al-Qasas, Y. (2021). The impact of the mediating role of organizational loyalty on the relationship between the application of social responsibility towards human resources and the productivity of workers in Palestinian universities in the Gaza Strip. *Arab Journal of Management*, 41(3), 63-88.
- [2] Administrative Development Institute. (2019). Administrative agility and rehabilitation of organizations in the Japanese way. Administrative Development Conference in light of the Kingdom's Vision 2030, Riyadh, in the period 18-20 March 11, 2019.
- [3] Al-Arkwazi, A. (2018). The impact of applying electronic governance in addressing organizational rigidity through a three-dimensional strategic perspective: A field study at Al-Najaf International Airport. [Unpublished Master's Thesis]. College of Administration and Economics, University of Kufa.
- [4] Al-Azmi, S. (2022). Inefficiency among public school principals in Kuwait and its relationship to job frustration among teachers. *International Journal of Educational Research*, 46(1), 210-241.
- [5] Al-Batani, A. (2006). The Impact of Functional Practices of Human Resources Management on Job Inflation. *Journal of Social Studies*, 11(22), 207-255.
- [6] Al-Daradkeh, M. (2021). The concept of administrative stagnation from a scientific point of view. Retrieved on 20-5-2023 from <https://www.ammonnews.net/article/601026>
- [7] Al-Douri, Z & Saleh, A. (2009). *Strategic thought and its implications for the success of business organizations*. Dar Al-Yazuri, Jordan.
- [8] Al-Garaidih, S & Al-Reasi, A. (2020). The degree of school principals' practice of administrative control and its relationship with organizational slack of teachers in Al Batinah North Governorate in the Sultanate of Oman. *Uluslararası Eğitim Araştırmacıları Dergisi*, 3(1), 84-105.
- [9] Al-Husseini, A. (2000). *Strategic management, its concepts, its approaches, its contemporary operations*, Wael Publishing House, Amman.
- [10] Al-Issa, H. (2022). The rate of organizational inefficiency among school principals in the Education Directorate of the Northwestern Badia District and its relationship to job alienation among teachers. *Middle East Journal for Scientific Publishing*, 5(4), 215-237.
- [11] Al-Khudari, A & Khader, I. (2020). Inefficiency and its relationship to the liveliness of conscience and flexibility of ego among workers in the government sector amid some demographic variables. *International Journal of Educational and Psychological Sciences*, 1(49), 12-90
- [12] Al-Rashaida, S & Al-Taani, A. (2017). The level of organizational decline in the directorates of education and its causes from the point of view of educational supervisors in southern Jordan. *IUG Journal of Educational and Psychology Sciences*, 25(3), 106 -125
- [13] Al-Sayed, A. (2008). *Developing the leadership capabilities of university workers*. House of Knowledge and Faith, Egypt
- [14] Al-Taie, H & Mohammad, A. (2017). The strategic response and its role in reducing job inactivity: A field study in the governorate office. *Al-Ghari Journal of Economic and Administrative Sciences*, 14(2), 159-181.
- [15] Gharib, M. (2017). Job stagnation and its impact on government work performance: A field study. *Scientific Journal of Commercial and Environmental Studies*, 8(2), 449-469.
- [16] Hasegawa, E, Ishii, Y, Tada, K, & Kobayashi, K, & Yoshimura, J. (2016). Inefficient workers are necessary for long-term sustainability in insect societies. *Scientific Reports*, 6:20846.
- [17] Hussein, J. (2016). *The interaction between leaders and employees*. Dar Al-Yazuri Scientific Publishing House, Amman. Jordan
- [18] Khleif, A. (2012). Organizational rigidity and its impact on the job process: An exploratory study of the views of a

- sample of employees at the Mosul Technical Institute. *Journal of the College of Administration and Economics*, 5(9), 123-147.
- [19] Kumari, G & Pandey, M. (2011). Analysis of an Individual's Behavior in Work Environment for a Better Output. *International Journal of Innovation, Management, and Technology*, 2(2), 1-22.
- [20] Maalla, A. (2015). *Finance and financial institutions: Concept, objectives, and policies*. Dar Amjad for publication and distribution. Amman. Jordan
- [21] Mansour, N. (2010). *Production Operations Management*. Dar Al-Hamid for publication and distribution, Jordan
- [22] Najm, A, Ghanem, S, & Mohammad, J. (2022). The role of administrative stagnation in expanding the area of the hidden economy. *Journal of Business and Management Studies*, 4(2), 492-500.
- [23] Parkes, W. (2017). *How to spot a hard worker and avoid hiring a dud*. The Executive Shortlist Pty Ltd Management Consultants, Senior Human Resources, Leadership Development.
- [24] Williams, W. (2006). Effects of social loafing on individual satisfaction and individual productivity. *Journal Personality and social psychology*, 7(3), 142–154.