

Organizational Inconsistency Prevailing in Jordanian Private Universities in the Capital Amman Governorate and its Relation to Productivity

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Abstract

This study aimed at finding out the level of organizational inconsistency prevailing in Jordanian private universities in the capital Amman governorate and its relation to productivity. The descriptive correlational methodology was used in this study. The study sample consisted of (224) members of the administrative and teaching staff. They were chosen by using a random method, from the Jordanian private universities in Amman. The questionnaire was used as a tool to collect the study data. The study reached the following results: (a) The level of organizational inconsistency prevailing in Jordanian private universities in the capital Amman governorate was low, (b) The level of productivity in Jordanian private universities in the capital Amman governorate was high, (c) There was a positive significant relationship at ($\alpha = 0.05$) between the level of organizational inconsistency and the level of productivity in Jordanian private universities in the capital Amman governorate.

In light of the results, the researcher recommended the following: (1) The need to examine the reasons that lead to the occurrence of organizational inconsistency between university employees and find appropriate solutions to manage it, (2) The need for Jordanian private universities to pay attention to the level of job satisfaction among employees through achieving justice, transparency, self – respect and establishing trust among employees.

Keywords

Organizational inconsistency; Productivity; Jordanian private universities.

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Introduction

Human resources are one of the main pillars on which organizations of all kinds are based. It is a source of thought and development. No organization whatsoever can work efficiently and effectively without the interaction and communication between individuals and different groups at all levels away from organizational inconsistency. Individuals and groups are indispensable to each other in many operations, such as the exchange of information, experiences, opinion and expertise, as well as cooperation, consultation and inquiry. This dependence can lead to cohesion, conflict and organizational inconsistency.

There is no doubt that the interest in the individual in the institutions leads to achieve job satisfaction, which is an essential component of happiness and satisfaction of individuals in life. As is known, job satisfaction is directly related to productivity. Several studies that dealt with the aspects of work and employees agreed that there is a clear positive relationship between the satisfaction of the individual with his work and the quality and quantity of production. From these studies, Al – Shahri (2002) study.

Organizational inconsistency is an important topic in administration science, but it has not received sufficient attention from research, as it relates to working in organizations. The following is a review of some topics related to the subject of the study.

The concept of organizational inconsistency: Organizational inconsistency is one of the modern topics in the science of administration defined multiple definitions according to the views of researchers. From these definitions that “the competitive situation in which the parties in the case of organizational inconsistency are aware of the conflict in the possibility of obtaining future positions so that this center conflicts with the wishes of other parties” (Al – Amian, 2004: 363).

It is also defined as the struggle over certain values and individuals' pursuit of career promotions, wages, and incentives that the conflicting parties aim to neutralize or end (Ayasrah & Bani Hamad, 2008: 18).

The researcher defines the organizational inconsistency as the natural organizational behavior that arises between individuals due to intense competition for rare resources or disagreement over routing methods.

Importance of organizational inconsistency: The importance of organizational inconsistency is highlighted in the following points (Hamid, 2011):

- Inconsistency as an adaptation and survival tool for organizations: The existence of inconsistency in organizations requires administrations to face it and address, which drives them to change, so that the organization can reconcile all variables in order to continue and grow.
- Inconsistency is a tool to develop and motivate directors' abilities: Confronting and managing inconsistency is one of the basic tasks of successful presidents, as it requires them to undertake appropriate change processes in order to confront and manage inconsistency to achieve results that serve these organizations. This demands the availability of competencies and skills of these presidents to contain the process of inconsistency.
- Inconsistency is a tool for creativity: There is a relationship between inconsistency, performance and creativity. In the absence of inconsistency, performance remains static, but if the conditions of inconsistency are limited they may generate individuals' willingness and motivation to initiate and innovate, and that a high level of inconsistency may negatively affect the performance and creativity of individuals in organizations.
- Inconsistency a tool to activate the administrative work of organizations: Inconsistency in any organization leads to confusion and may lead to its collapse, especially when properly managed. It may be one of the positive reasons to increase the effectiveness of the organization, so that it passes the stages of weakness and deficiencies towards achieving the desired goals appropriately.

Types of organizational inconsistency

Kalaldeh (2011) pointed out that there are several types of inconsistency, as the following:

1. Classification of inconsistency based on effects and outcomes: Here are three trends:
 - a. Positive or constructive direction: In other words, inconsistency is seen as an opportunity for organizations to solve their problems constructively, by thinking about and finding creative solutions to these problems.
 - b. Negative or destructive trend: Here, the inconsistency is seen as distracting efforts and distancing the organization from achieving its goals. It also

increases the pressure of work on individuals, which leads to waste of energies.

- c. **Balanced trend:** Inconsistency is seen as being required in one area and not required in another. As seen, it can be ignored at times and can be treated at other times in a balanced manner. According to the modern view of the inconsistency, it emphasizes the existence of moderate levels within the organizations to be effective and creative.
2. **Classification of inconsistency based on levels:** According to Abbas (2011) there are several levels of inconsistency classification:
 - a. **Self – inconsistency:** It arises from the individual's experience, expectations and reflections on the behavior and manner of dealing with the event.
 - b. **Inconsistency between individuals:** that arises from differences in work, especially when they are asked to accomplish certain tasks.
 - c. **Inconsistency between groups in the organization** arise from different cultures.
 - d. **Inconsistency between business organizations** because they differ in their interests, objectives and methods of access to resources.

Causes of inconsistency

Kalalkeh (2011) pointed out that there are many causes for the inconsistency, which are:

- Lack of consensus in the goals through limiting the exchange of goals and competition for resources and differences in temporal orientations.
- Problems in structural designs and work through lack of coordination between departments, duplication of work, lack of effective communication, lack of distribution of responsibilities, non-delegation of powers and lack of incentives.
- Role conflict through differing expectations, performance standards and rewards.
- The existence of an environment that encourages inconsistency through different perceptions and values of individuals and different cultures and the existence of different ideologies.

The concept of productivity

Productivity is a modern concept in management science that relates to the productivity of individuals at work. It is linked to the job satisfaction of individuals. Productivity is the process, by which individuals engaged in productive relations, produce material expertise in the form of means of production and consumer goods that are essential for their sustainability, so that the natural resources are adapted as needed by changing their forms or structure using different work tools (Tartar, 2003).

Productivity is defined as “Output achieved using certain inputs or factors, which in fact means a balance between all production factors covering the greatest output with minimal effort or minimal input (Sabah, 2010: 79).

The researcher defines productivity as the method used to measure the effectiveness of the use of certain sources by people, means and organizations in order to improve production.

Factors affecting productivity

Hamid (2011) explained that factors affecting productivity are as follows:

- Supervision: Through supervision, the supervisor can provide opportunities for employees to make decisions related to work, and when the employees here have a satisfaction from the work and the supervisors, this leads to a high productivity.
- Concern for employees: Where leaders work to care for employees leads to high productivity.
- Organization of work in the short and long terms, in which production supervisors spend their time organizing work, leading to increased productivity.

The relationship between job satisfaction and productivity

Abbas (2011) pointed out that there is a relationship between job satisfaction and productivity, where individuals in work environment are satisfied with the levels of justice, equality and appreciation in all material and moral matters. However, if the management of the organization prevails over the personal standard and the non – occupational factor, this has a significant effect on the performance and productivity of

employees, or their withdrawal from work in search of other opportunities through which they achieve ambitions.

The researcher believes that productivity levels can only be raised through continuous improvement and simplification of work methods and procedures, rationalization of performance standards and attention to the social aspects of employees through raising morale, increasing job satisfaction, satisfying needs, achieving justice, promotion and improvement of work environment and relations at all administrative levels.

Previous studies

The following related studies are presented in chronological order from most recent to oldest and as follows:

A) Arabic studies

Al – Khabb (2017) conducted a study to find out the degree of application of academic department heads in the capital Amman to manage knowledge and its relationship to scientific productivity of faculty members from their point of view. The study sample consisted of (260) faculty members. A questionnaire was used as a tool to collect data. The results of the study showed that the degree of application of knowledge management by academic department heads in private universities in Amman was moderate from faculty members' point of view, the degree of scientific productivity of faculty members in private universities in Amman was also moderate from their point of view and there is a positive significant correlation between the degree of application of knowledge management and academic productivity. There were no significant differences in the total score for the application of knowledge management attributed to sex variable, and there were no significant differences in the degree of scientific productivity of faculty members attributed to sex variable, but there were significant differences attributed to academic rank variable.

The Futer (2015) study aimed at identifying the factors that affect the emergence of organizational conflicts and their effect on the satisfaction of the staff at Khartoum teaching hospital. The sample of the study consisted of the entire study population of (4570) hospital staff. The descriptive – analytical methodology was used. After conducting the statistical analysis, the study found that the levels of organizational

conflict that arise among the staff at Khartoum Teaching Hospital were high, Managers and department heads resort to using calm and compromise techniques in order to avoid confrontation to resolve conflict between employees.

B) Foreign studies

Goksoy and Argon (2016) carried out a study aimed to study the impact of school tendencies on teachers, by identifying the causes, responses and effects. A qualitative research method was used. The sample of the study consisted of (57) teachers in the Polo Central Region during the academic year 2014/2015. Data were collected by using an interview model and analyzed through content analysis. The most important findings of the study are that conflicts are negative situations resulting from differences of opinion, as well as tension, incompatibility, lack of communication and ideological clashes. The study also revealed that conflicts have positive results in the psychological, social and organizational aspects. The study also found that conflicts generate feelings of disappointment, insensitivity, stress and sadness.

Al – Shourah (2015) conducted a study aimed at finding out the effects of conflict management on organizational effectiveness (A case study: Ministry of Higher Education in Jordan) and study the factors that generate interpersonal conflict. The sample of the study consisted of (100) subjects. A questionnaire distributed on the sample subjects. The descriptive – analytical methodology was used to determine the level of impact of organizational conflict management on the organizational effectiveness of the ministry. The study concluded that the adoption of work played an important role in addressing conflict management .

The study of Hossain, Bischoff, Willy, Roncase and Walsh (2015) aimed at investigating the effect of the application of knowledge management on increasing research productivity in universities. The population of the study consisted of four universities in New York. The descriptive analytical methodology was used in this study. The questionnaire was used as a tool to collect data. The results of the study showed that the role of knowledge management had been effective in improving and developing research outputs in the USA, and there was a positive relationship between the application of knowledge management and increasing research productivity in universities.

The problem of the study and its questions

Achieving job satisfaction for employees in institutions, including universities, is of a great benefit to them. Achieving satisfaction leads to achieving good performance and increasing productivity as it is clearly linked to satisfying the needs and aspirations of individuals. This needs to be of great care by investing, mobilizing and developing the human element and satisfying his social, human and economic needs, and create programs, policies and procedures that stimulate develop individuals, create an environment conducive to work, good treatment, achieve justice and equality between individuals which leads to the increase of the level of productivity at work.

Because of the scarcity of studies that dealt with the relationship between organizational discrepancy and productivity - within the limits of the researcher's knowledge - this is justification for conducting such a study, the problem of which is to investigate the relationship between the level of organizational inconsistency and productivity in Jordanian private universities. More specifically, this study comes to answer the following questions:

1. What is the level of organizational inconsistency in Jordanian private universities in the capital Amman governorate from the point of view of the members of administrative and teaching staff?
2. What is the level of scientific productivity in Jordanian private universities in the capital Amman governorate from the point of view of the members of administrative and teaching staff?
3. Is there a significant correlational relationship at ($\alpha = 0.05$) between the level of organizational inconsistency in the Jordanian private universities in the capital Amman governorate and the level of productivity?

Importance of the study

The importance of the study is represented in two aspects:

Theoretical importance

The theoretical importance of the study is represented in the educational literature it offers, and in the definitions of organizational inconsistency, types, stages, and the concept of productivity. This study is the first – within the limits of the researcher's

knowledge – which dealt with the relationship between organizational inconsistency and scientific productivity in Jordanian private universities in Amman. This is a new addition to the Jordanian and Arabic libraries.

Practical importance

The practical importance of this study is represented in the possibility of benefiting from the two tools used in the present study, as well as the possibility of benefiting the following parties:

- Officials in educational institutions to identify the relationship between organizational inconsistency and scientific productivity.
- The researchers, by adopting this study as a starting point for other studies.

Definition of terms

Organizational inconsistency

Is defined as “direct collision among individuals. It is similar to competition, but it is more severe. It demonstrates the behavior of individuals in organizations, which often hinders the efforts of different groups (Gaith, 2005: 82).

Productivity

Is defined as “the achievement of good comparisons between inputs and outputs, so that the overflow of inputs is variable, while outputs remain constant in order to improve productivity. The increase in outputs while keeping inputs constant leads to an increase in productivity (Obeidat, 2008: 30).

Limitations

This study is restricted to the following limits:

- Limits of the objective: This study was limited to researching the issue of the relationship between the organizational contradiction prevailing in the Jordanian private universities in Amman and scientific productivity.
- Spatial limits: The application of this study was limited to Jordanian private universities in Amman, namely: Middle East University, Al – Isra University, Petra University and Al – Zeitouna University.

- Temporal and human limits: The application of this study was limited to the members of the administrative and teaching staff at the Jordanian private universities in Amman in the academic year 2018/2019.

Method and procedures

- Research methodology: The descriptive – correlational methodology was used. The questionnaire was used to collect data.
- Study population: The study population consisted of all (4474) members of the administrative and teaching staff in the Jordanian private universities in Amman governorate (Ministry of Higher Education and Scientific Research, 2018).

Sample of the study

The sample of the study consisted of (224) members from the administrative and teaching staff who were randomly selected from the study population by (5%).

Study tool

The researcher has developed the tools of the study to investigate the relationship between the organizational inconsistency prevailing in the Jordanian private universities in Amman governorate and the scientific productivity from the viewpoint of the administrative and teaching staff members.

Validity of the tools

To verify the validity of the two questionnaires, the face validity was found for them, by presenting them to a group of arbitrators with specialization in the fields of administration, curricula, teaching methods and measurement and evaluation. It was considered the approval of (80%) judges on the content of each item an indication of its validity and retention. The arbitrators have made suggestions to amend some of the items.

Reliability of the tools

The two tools of the study were confirmed using the (test – retest) method, by applying them to a sample of (20) members from the administrative and teaching staff from outside the study sample.

After two weeks, the two tools were applied again to the same sample and the reliability coefficient was calculated using the Pearson correlation coefficient. The value of reliability coefficient was (0.89) according to table (1).

Cronbach – Alpha equation was also used to find the internal consistency of the two tools. Its value was between (0.92-0.86) for the organizational inconsistency questionnaire, and (0.87) for the productivity questionnaire, as shown in Table (1). These values are acceptable for the purposes of the present study.

Table 1. Reliability coefficient to identify organizational inconsistency questionnaire and its fields and productivity questionnaire

No	Field	Reliability by using (test – retest)	Reliability by using Cronbach – Alpha
1	The causes of organizational inconsistency and its importance.	0.78	0.88
2	Types of organizational inconsistency and trends.	0.79	0.90
3	Organizational inconsistency management strategies.	0.81	0.92
4	Effects of organizational inconsistency and its consequences.	0.82	0.86
5	Organizational inconsistency as a whole.	0.89	-
6	Productivity	0.85	0.87

Statistical processing

After the application of the tools, introduced data in computer memory. Data were analyzed using statistical package for social sciences (SPSS) to extract the means, standard deviations, Pearson correlation coefficient, Cronbach Alpha equation and (test – retest) method.

Results of the study

The results of the answer to the first question, which provides: What is the level of organizational inconsistency in Jordanian private universities in the capital Amman governorate from the point of view of the members of administrative and teaching staff?

To answer this question, means, standard deviations and ranks for the level of organizational inconsistency in Jordanian private universities in Amman from the members of administrative and teaching staff's point of view were calculated. Table (2) illustrates that.

Table 2. Means, standard deviation and ranks for the levels of organizational inconsistency in Jordanian private universities in the capital Amman governorate from the members of administrative and teaching staff point of view, in descending order

No	Field	Mean	S.D.	Rank	Level
2	Types of organizational inconsistency and trends.	2.41	0.86	1	Medium
1	The causes of organizational inconsistency and its importance.	2.28	0.70	2	Low
3	Organizational inconsistency management strategies.	1.66	0.78	3	Low
4	Effects of organizational inconsistency and its consequences.	1.55	0.63	4	Low
Total score		1.98	0.64	-	Low

Table (2) shows that the mean of the level of organizational inconsistency in Jordanian private universities in the capital Amman from the members of administrative and teaching staff point of view was low. It was (1.98) with a standard deviation of (0.64) and at a low level. The means of the fields ranged from (2.41-1.55).

This can be explained by the employees' dissatisfaction with the conditions surrounding their universities, or perhaps due to the nature of individuals who have to fulfill the following requirements when completing the first requirement according to Maslow's Needs Scale and within the organizational structure of which the individual belongs.

As for each field, the results were as follows:

a. Types of organizational inconsistency and trends:

Table (3) illustrates the means, standard deviations and ranks for the level of “Types of organizational inconsistency and trends” field in Jordanian private universities in Amman from the point of view of the members of administrative and teaching staff.

Table 3. Means, standard deviations and ranks for the level of the “types of organizational inconsistency and trends” field in Jordanian private universities in Amman from the point of view of the members of administrative and teaching staff, in descending order

No	Field	Mean	S.D.	Rank	Level
14	The administration is facing the types of organizational inconsistency according to its level.	3.31	0.60	1	Medium
12	Organizational inconsistency in the university is one of the ways to achieve work objectives.	3.02	1.03	2	Medium
15	The university administration develops solutions to its problems at work.	2.76	0.81	3	Medium
9	Organizational inconsistency occurs in the university between members of one department.	2.24	1.05	4	Low
11	Organizational inconsistency leads the university towards a positive constructive trend.	2.06	0.61	5	Low
16	The university administration believes that it is unable to cope with certain types of organizational inconsistency.	2.01	0.75	6	Low
13	The form of organizational inconsistency in university is perceived by this university.	1.98	0.96	7	Low
10	The organizational inconsistency between the university and other universities is developing.	1.88	0.81	8	Low
Total score		2.41	0.86	-	Medium

It is noted from Table (3) that the level of organizational inconsistency in the field of “types of organizational inconsistency and trends” from the point of view of the members of the administrative and teaching staff at the Jordanian private universities in Amman was Medium. The mean was (2.40) with a standard deviation of (0.86). The means of this field ranged between (3.31-1.88). Item (14) that states “The administration is facing the types of organizational inconsistency according to its level”, came in the first rank with a mean of (3.31) and a standard deviation of (0.60). Its level

was medium. While item (10) that states “The organizational inconsistency between the university and other universities is developing” came in the last rank with a mean of (1.88) and a standard deviation of (0.81). Its level was low.

This can be explained by the fact that there are several types of organizational inconsistencies in universities. These types must be tangible to the administration, so that it can detect the causes of this inconsistency and indicate the reasons for the existence of close cooperation between individuals and teamwork and other things that affect the university work and make it in the wrong destination. This requires identifying these types to be able to find appropriate solutions.

b. The causes of organizational inconsistency and its importance

Table (4) shows the means, standard deviations and ranks for the level of “the causes of organizational inconsistency and its importance” field in Jordanian private universities in Amman from the point of view of the members of administrative and teaching staff.

Table 4. Means, standard deviations and ranks for the level of organizational inconsistency and its importance field in Jordanian private universities in Amman from the point of view of the member of administrative and teaching staff in descending order

No	Field	Mean	S.D.	Rank	Level
1	Organizational inconsistency occurs at the university from a different culture of employees.	2.51	0.62	1	Medium
2	Organizational inconsistency occurs at the university because of different objectives and public interest.	2.40	0.68	2	Medium
3	Organizational inconsistency at the university is a tool for innovation, creativity and change.	2.29	0.74	3	Low
7	University administration has always sought to overcome employees' resistance to change.	2.27	0.72	4	Low
6	The university administration works to address the various reasons that lead to organizational inconsistency.	2.21	0.77	5	Low
8	The university administration tries to solve the problems facing the employees continuously.	2.21	0.69	5	Low
5	Organizational inconsistency occurs due to competition from individual and different departments.	2.19	0.74	7	Low

4	Organizational inconsistency leads individuals and groups to develop the capacity of the different departments of the university.	2.16	0.72	8	Low
Total score		2.28	0.70	-	Low

Table (4) shows that the level of organizational inconsistency in the field of “The causes of organizational inconsistency and its importance” from the members of the administrative and teaching staff’s point of view was low. Its mean was (2.28) and a standard deviation of (0.70). The means of the items of this field ranged from (2.51-2.16). Item (1) that states “Organizational inconsistency occurs at the university from a different culture of employees” came in the first rank. Its mean was (2.51) with a standard deviation of (0.62) and a level of medium. While item (4) that states “Organizational inconsistency leads individuals and groups to develop the capacity of the different departments of the university” came in the final rank. Its mean was (2.16) and a standard deviation of (0.72). The item’s level was low.

This can be explained by the fact that there are several reasons for organizational “inconsistency that may lead to find obstacles in university work, such as different cultures, the existence of conflict and competition between employees in universities, Weak coordination between senior management and staff, which leads to wasting efforts and failure to achieve the desired goals that universities seek to achieve through fruitful cooperative work between management and staff.

c. Organizational inconsistency management strategies

Table (5) shows the means, standard deviations and ranks for the level of “Organizational inconsistency management strategies” field in Jordanian private universities in Amman from the point of view of the members of administrative and teaching staff.

Table 5. Means, standard deviations and ranks for the level of the “Organizational inconsistency management strategies” field in Jordanian private universities in Amman from the members of administrative and teaching staff’s point of view in descending order

No	Field	Mean	S.D.	Rank	Level
20	Universities adopt the style of avoidance in the management of organizational inconsistency.	2.54	0.76	1	Medium

17	Universities use a force approach to reduce organizational inconsistency.	2.17	0.80	2	Low
22	The university administration cooperates with employees to reduce the level of organizational inconsistency.	2.15	0.74	3	Low
24	The university administration seeks to find effective methods to address the causes of organizational inconsistency.	1.43	0.79	4	Low
19	The university uses a third party to manage inconsistency between its members.	1.28	1.09	5	Low
21	Individuals work together to minimize the damage of organizational inconsistency in universities.	1.28	0.73	5	Low
23	The methods used by the university administration in the face of organizational inconsistency as futile.	1.23	0.72	7	Low
18	Universities adopt a palliative approach to reduce organizational inconsistency between individuals.	1.21	0.84	8	Low
Total score		1.66	0.78	-	Low

The results in Table (5) indicated that the mean for the field of organizational inconsistency management strategies was (1.66) with standard deviation of (0.78) and a low level. The means of the items of this field ranged between (2.54-1.21). Item (20) that states “Universities adopt the style of avoidance in the management of organizational inconsistency” obtained the highest mean. It was (2.54) and standard deviation of (0.76) with a medium level. Item (18) that states “Universities adopt a palliative approach to reduce organizational inconsistency between individuals” came in the last rank with a mean of (1.21) and a standard deviation of (0.84) and a low level.

This low result may be attributed to the fact that university administration should pursue various strategies to minimize or reduce organizational inconsistency, by following various strategies such as: avoidance and palliative strategies, so that it can detect the causes of organizational inconsistency in universities and among universities that lead to competitiveness, which enables the university administration to find innovative and constructive solutions through which to reduce organizational inconsistency as much as possible.

d. Effects of organizational inconsistency and its consequences

Table (6) illustrates the means, standard deviations and ranks for the level of the “effects of organizational inconsistency and its consequences” field in Jordanian private universities in Amman.

Table 6. Means, standard deviations and ranks for the level of organizational inconsistency and its consequences “field in Jordanian private universities in Amman from the point of view of the members of administrative and teaching staff in descending order

No	Field	Mean	S.D.	Rank	Level
29	Organizational inconsistency encourages universities to improve performance.	2.01	0.68	1	Low
25	The organizational inconsistency in universities requires that it be rebuilt once it is dissolved.	1.97	0.75	2	Low
30	Universities must identify the causes of organizational inconsistency to find appropriate solutions.	1.85	0.74	3	Low
32	The effects of organizational inconsistency are described as having no impact on the administrative process at the university.	1.77	0.68	4	Low
27	Organizational inconsistency improves communication within universities.	1.37	0.81	5	Low
26	Organizational inconsistency in universities requires the use of other parties, to benefit from their experience in managing organizational inconsistency.	1.28	0.76	6	Low
31	Universities are working to foster trust among individuals, thereby reducing organizational inconsistency.	1.13	0.87	7	Low
28	Organizational inconsistency increases the momentum of knowledge in different departments of universities.	1.04	0.66	8	Low
Total score		1.55	0.63	-	Low

It is noted from Table (6) that the level of organizational inconsistency in the field of “organizational inconsistency and its consequences was low. Its mean was (1.55) with a standard deviation of (0.63). The means of this field ranged from (2.01-1.04). Item (29) that states “Organizational inconsistency encourages universities to improve performance”, gained the first rank, with a mean of (2.01) and a standard deviation of (0.68). Its level was low. Item (28) that states “Organizational

inconsistency increases the momentum of knowledge in different departments of universities” was in the final rank. Its mean was (1.04) and a standard deviation of (0.66) with a low level.

This result can be attributed to the fact that there are several results and effects of organizational inconsistency in universities. Organizational inconsistency in universities is an obstacle to creativity and can be a catalyst for change. Universities often need the efforts of others and different parties in order to find a common formula through which see the reasons for this inconsistency and discuss with other parties in appropriate solutions.

The results of the answer to second question that states: What is the level of productivity in Jordanian private universities in the capital Amman governorate from the point of view of the members of administrative and teaching staff?

To answer this question, means, standard deviations and ranks for the level of productivity in Jordanian private universities in Amman from the members of administrative and teaching staff’s point of view were calculated. Table (7) shows that.

Table 7. Means, standard deviations and ranks for the level of productivity in Jordanian private universities in Amman from the point of view of the members of administrative and teaching staff in descending order

No	Field	Mean	S.D.	Rank	Level
6	Lack of trust and respect among individuals affects performance.	4.28	0.77	1	High
7	Distortion of work information reduces administrative performance.	4.12	0.68	2	High
5	My direct supervisor evaluates the performance of employees with all transparency.	3.93	0.95	3	High
11	The use of inappropriate leadership styles reduces the moral of employees.	3.93	0.71	3	High
4	My direct supervisor hears suggestions of employees with interest.	3.90	0.73	5	High
3	Instructions issued by university administrations are clear.	3.82	0.68	6	High
13	Administrative slack leads to a lack of effective communication between individuals.	3.68	0.86	7	High
8	Conflict among individuals leads to a lack of cooperation.	3.54	0.75	8	Medium
1	My direct supervisor helps me cope with work difficulties.	3.51	0.62	9	Medium
14	Disputes lead to conflict at all administrative levels.	3.51	0.91	9	Medium

9	Effectiveness among individuals increase achievement of strategic goals at work.	3.49	0.70	11	Medium
2	My direct supervisor distributes the powers fairly among the employees.	3.40	0.78	12	Medium
10	Lack of coordination leads to many differences among individuals.	3.34	0.68	13	Medium
12	Literality of the laws and regulations applied at work leads to a low level of job satisfaction.	3.26	0.86	14	Medium
Total score		3.69	0.64	-	High

Table (7) shows that the mean of the level of productivity in Jordanian private universities in Amman from the point of view of the administrative and teaching staff was high, reaching (3.69) and a standard deviation of (0.64). The means of the items ranged from (4.28-3.26). Item (6) that states “Lack of trust and respect among individuals affects performance” came in the first rank. Its mean was (4.28) and a standard deviation of (0.77) with a high level. While item (12) that states “Literality of the laws and regulations applied at work leads to a low level of job satisfaction” came in the last rank. Its mean was (3.26) and a standard deviation of (0.86) with a medium level.

This result may explain that the productivity of university employees is important as universities strive to reach high levels of production so as to achieve their competitive advantage among their parallels from other universities. This can only be achieved by increasing employees’ satisfaction, which can be reached with high levels of fairness, transparency, flexibility, integrity, honesty, Building trust, fruitful cooperation and effective and reciprocal communication between management and employees.

The results of the answer to third question that states: “Is there a significant correlational relationship at ($\alpha = 0.05$) between the level of organizational inconsistency in the Jordanian private universities in the capital Amman governorate and the level of productivity?”

To answer this question, Pearson correlation coefficient was calculated between the level of organizational inconsistency and the level of productivity in the Jordanian private universities in Amman. Table (8) shows that.

Table 8. Pearson correlation coefficient between the level of organizational inconsistency and the level of productivity in Jordanian private universities in Amman

No	Organizational inconsistency	Productivity
	Fields	
1	The causes of organizational inconsistency and its importance.	0.38**
2	Types of organizational inconsistency and trends.	0.37**
3	Organizational inconsistency management strategies.	0.42**
4	Effects of organizational inconsistency and its consequences.	0.36**
Total score		0.47**

** significant at ($\alpha = 0.05$)

Table (8) shows that there is a positive correlation at ($\alpha = 0.05$) between the level of organizational inconsistency and the level of productivity in Jordanian private universities in Amman. The correlation coefficient was (0.47).

This result may be attributed to the fact that the organizational inconsistency, if low, has an effect on employees' productivity, and was a catalyst for increasing employees' motivation and job satisfaction. If this inconsistency is high, it has become a hindrance to appropriate change and increased productivity in universities.

Recommendations

In light of the results of the study, the researcher recommended the following:

- The need for Jordanian private universities to pay attention to the level of job satisfaction of employees through achieving justice, transparency, trust and respect.
- The need to examine the reasons that lead to organizational inconsistency among employees in universities.
- The necessity of defining the roles and authorities of managers and employees, emphasizing clarity of objectives, participation in decision-making, and organizing horizontal and vertical communication in an appropriate manner in universities.
- The need for similar studies linking organizational inconsistency and other variables such as: organizational symmetry and job satisfaction.
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