

Received: December 2023 Accepted: January 2024

DOI: <https://doi.org/10.58262/ks.v12i2.255>

The Relationship between the Academic Promotion Foundations at Jordanian Universities and the Psychological Adjustment Among Faculty Members There

Dr. Hussein Mohamad Atoom¹, Dr. Osama Adel Hasouneh², Dr. Dania Basheer Arabyat³, Dr. yumna Ahmed Mousa Atoom⁴, Prof. Mohammed Qasem Al. Magableh⁵, Dr. Eman Basheer Arabyat⁶

Abstract

The study aimed to identify the degree of application of the foundations of academic promotion at Jordanian Universities, indicate the level of Psychological Adaptation among faculty members, and indicate whether there was a correlation between the application of the foundations of Academic Promotion at Jordanian universities and Psychological Adaptation due to the variables: type of University, College, and Academic Rank. among faculty members there. The analytical descriptive correlation approach was used. The study population consisted of all faculty members at Jordanian Universities, (8600) faculty members at the academic year 2022/2023 (Ministry of Higher Education, 2022), The sample was chosen randomly, it consisted of (269) faculty members at the Jordanian Private and Public Universities. A questionnaire was used as a tool for data collection, after conducting the appropriate statistical treatment. The study found the following results: The degree of application of Foundations Promotion at Jordanian Universities among faculty members came with a medium degree, and the level of Psychological Adjustment among faculty members at Jordanian Universities was also medium, and there was a positive correlation at the significance level ($\alpha=0.05$) between the Academic Promotion Foundations at Jordanian Universities and the Psychological Adjustment of faculty members there were due to the variables (type of University, College, Academic Rank).. The study recommended the need to reconsider and pay attention to participatory and to give the faculty members the opportunity to participate in decision-making and to explain the justifications to them in line with the interest of the work, and to hold periodic meetings between faculty members and departments to exchange views.

Keywords: Foundations of Academic promotion, Psychological Adjustment, Jordanian Universities, faculty members

Introduction

the study comes to reveal the relationship between the foundations of academic promotion at Jordanian Universities and the Psychological adjustment of its faculty members. The study Problem the faculty members are considered one of the important pillars of society, especially with regard to the development of the educational system within the University and the

¹ Faculty of Educational Sciences / Email: h.atoum@jpu.edu.jo /Jerash University/00962792683846/

² Faculty of Educational Sciences /Jerash University Email: / osahassonah@jpu.edu.jo /0962799193013

³ Faculty of Educational Sciences / The World Islamic Sciences & Education University/ Email: dania.arabiyat@wise.edu.jo/ 00962799220673

⁴ Faculty of Educational Sciences, Al al-Bayt University, Mafraq, Jordan/ Email: yumnaatoum@aabu.edu.jo / 00962776627025

⁵ Faculty of Educational Sciences /Jerash University/, Email: m.magableh@jpu.edu.jo /00962778041243

⁶ Faculty of Educational Sciences/ Email: emanarabiyat36@gmail.com / 00962790458465

subsequent supply of these inputs to the community, and there are many obstacles that may put the faculty members under constant pressure in order to keep up these developments, and being aware of all new in investigation and conducting research and perhaps the most important pressure faced by faculty members with regard to the basis for academic promotion, as the results of many studies indicated that there was a complaint from faculty members about the absence of justice and transparency regarding the basis for their promotion, such as Marjin and Al-Sharkasi's study (2021), as well The problem of the study also appears that we are still as a faculty member at a university, and we have sensed a mood in applying the Foundations and criteria for academic promotion of faculty members, which justifies the need to conduct this study. More specifically, the problem of the study is to answer the following main question:

What is the relationship between the foundations of academic promotion and psychological adjustment among faculty members in Jordanian Universities?

More specifically, the problem of the study is to answer the following questions:

- 1- What is the degree of application of the foundations of academic promotion at Jordanian Universities among faculty members?
- 2- What is the level of Psychological Adjustment among faculty members at Jordanian Universities?
- 3- Is there a correlation at the level of significance ($\alpha = 0.05$) between the foundations of academic promotion at Jordanian Universities and the Psychological Adjustment among faculty members due to the variables (type of University, College, Academic Rank)?

The importance of this study is represented in the subject it deals with, which is the study and analysis of the relationship between the foundations of academic promotion at Jordanian Universities and the Psychological Adjustment among the faculty members there. The theory demonstrates the importance of achieving Psychological Adjustment for faculty members at universities, which enables them to integrate into the practical field, and the ability to deal with elements of the University community in general. The current study will also be presented through its results in providing scientific knowledge to the Arab and Jordanian library studies Theoretical and cognitive foundations of academic promotion at Jordanian universities and the Psychological Adjustment among faculty members there.

It is hoped that the current study will provide University officials with information about the foundations of academic promotion at Jordanian Universities and the Psychological Adjustment among faculty members there. Relationships within the university and work to improve learning outcomes through solid scientific research. It is hoped that this study will open the way for researchers and those interested to conduct more studies and research on the foundations of academic promotion at Jordanian Universities and the Psychological Adjustment among faculty members in various other aspects.

The main aim of the study was to reveal whether there was a correlation between the degree of application of the foundations of academic promotions among faculty members at Jordanian universities, because the foundations of promotions are great importance in improving and developing the performance of the faculty member and improving the teaching and learning processes through the faculty member doing Publishing scientific research to solve realistic community problems, academic teaching and community service, and Psychological Adaptation among faculty members, is one of the important topics that directly affects the Jordanian educational environment in accordance with renewable and emerging requirements. The importance of achieving psychological adaptation for faculty members in universities,

which enables them to Integration into the practical field and the ability to deal with elements of the university community in general.

The study attempted to achieve the following objectives:

- 1- Showing the degree of application of the foundations of academic promotion at Jordanian Universities among faculty members
- 2- Indicating the level of psychological adjustment among faculty members at Jordanian universities.
- 3- Showing if there is a correlation at the level of significance ($\alpha = 0.05$) between the foundations of academic promotion at Jordanian Universities and the psychological adjustment of faculty members there due to the variables: (Type of University, College, Academic Rank).

Academic Promotion: titles, relative importance, and power of professors, researchers, and administrative staff in academic environment. (Wikipedia, 2020).

Psychological adaptation: the ability of any individual to improve his mood, psychological status, and self-acceptance, to stay away from pressures, tensions, any conflict, and any psychological disorder, to enjoy intimate social relationships, and to participate positively in community activities (Al-Jawazneh, 2018).

The limitations of the study included: human limit: which was limited of faculty members at Jordanian Universities, place limit: the application of this study was limited at Jordanian Universities, Time limit: This study was applied in the academic Year (2022/2023), and the subject limit which it was limited to reveal the foundations of academic Promotion at Jordanian Universities and the psychological adjustment of the faculty members there. Determinants of the study: The generalization of the results of this study remains dependent on the following determinants: the extent of the sincerity of the response of the study sample to the items of the study tool that were prepared by the researchers in the light of previous studies, and the psychometric characteristics (validity and stability) of the study tools after they were prepared by the researchers.

Literature Review

As a result of the developments that have taken place in various life fields at all levels, these developments have been reflected in Educational Institutions, which are the main incubator for societies and their development, and this necessarily requires the presence of effective and highly qualified institutions, so it has become a duty for institutions to develop their human resources in order to do its role to the fullest to serving its pioneers.

On the other hand, the development of human resources is one of the most important and relatively recent terms concerned with institutional development, career development, and practical training, which means that human resource development is an essential part of the organization's strategy to improve the behaviors and skills of employees, and improve the overall performance of them and the organization as a whole. (Al Halboosi, 2018).

Jennwu, Huang, kao & Chin, (2018) pointed that the educational systems seek to establish a practical and applied system that aims to improve and develop the practices and skills of its faculty members, to be more efficient and effective to achieve their needs and the needs of

Universities and Society. These efforts come in light of her deep belief in the role of the faculty member, who represents the cornerstone of the Educational Process. The faculty member is the key to improving student performance inside the Educational Institutions

Psychological adaptation is one of the most important terms in Psychology, as it enables individuals to harmonize with the environment in which they live, and they can also satisfy their needs, as well as achieving all social and physical requirements. Several definitions of psychological adaptation have emerged, including "individuals' satisfaction of psychological and social needs, self-acceptance, enjoyment of a life free from tension, conflict, and psychological distress, enjoyment of intimate social relations, participation in social activities, and acceptance of customs, traditions, and societal values." (Abu Al-Tayeb, 2017).

Thus, the promotion of faculty and teaching staff at universities is also an important matter, as it is an incentive for them and a motive for more effort and giving. It also works to organize the relationship between universities, faculty members and the scientific programs in which they teach, as there are several conditions upon which academic promotion at universities must be based on. (Marjin and Al-Sharkasi, 2021); Academic promotion is defined as "the process of obtaining an academic and advanced rank through several foundations and conditions required by this scientific promotion. (Al-Baqami, 2021).

As it is known, the concept of scientific promotion for a faculty member is linked to the researcher and the scientific research requirements, as well as the University in which the faculty member works, as each university adopts certain rules in promoting faculty members. (Al-Damirat & Al-Tarawneh, 2021).

There are several scientific ranks at universities, (lecturer, assistant professor, associate professor, professor), as a faculty member must serve at the rank for years which determined by the University and Publish research approved by the University (Ghanayem, 2019).

As for the benefits of obtaining the academic rank for a faculty member, as indicated by Al-Baqami (2021), they are: (obtaining better financial compensation, the possibility of competition for university positions, adjusting the job and scientific title of a faculty member, increasing motivation to work as a faculty member in universities, increasing knowledge and science of a faculty member).

On the other hand, Marjeen & Al-Sharkasi (2021) indicated that there are several obstacles to the promotion of faculty members in universities, namely: (lack of transparency and objectivity in the promotion process, lack of accountability in universities with regard to the basis for promoting faculty members, the inability of a faculty member to do research due to lack of sufficient time The length of the period for arbitration of scientific research, some universities stress the foundations of the academic promotion of faculty members.

While Abu Al-Tayeb, (2017) pointed that as for psychological adaptation, it is a continuous dynamic process through which individuals aim to change their behavior so that there is compatibility with the environment in which they live, so that the individual feels comfortable and happy and moves away from stress, anxiety, depression and all psychological pressures

AL-Shadiadeh& AL-Eafeh's study (2022) aimed to reveal the degree of satisfaction of the faculty member Universities of the rank of (professor) at Jordanian Public Universities and the presence of difference in the degree of satisfactions according to the variables: gender, collage type. The descriptive analytical approach, a questionnaire was built consisting of (25) items and extracted indications of validity and reliability, the sample was chosen randomly, (126) the study sample of

faculty members, the results showed that the degree of satisfaction of faculty members in Jordanian public Universities was moderate and there were no statistically significant differences in the degree of faculty members satisfaction there due to gender and college type. While Al-Baqami's study (2021), aimed to reveal the relationship between psychological burnout and the functional performance of faculty members at Najran Universities /in Sharurah branch. The analytical descriptive approach was used, and two scales were used: the job performance scale and the psychological burnout scale, they were applied to the sample of (107) faculty members, the study found a number of results, including: the existence of a very low level of psychological burnout and a high level of job performance among the sample members, as well as the existence of statistically significant differences between job performance and psychological burnout according to the gender variables. The purpose of Marjeen and Sharkasi's study (2021), to reveal the importance of scientific promotion for faculty members as one of the entrances to quality assurance in several Libyan Universities, the descriptive approach was used, and the study sample consisted of (6) universities, and documents were relied on showing the foundations of academic promotion in them. After reviewing these models, the study reached several results, the most prominent of which was that Universities rely on several standards to promote their faculty members. Al-Najjar, Shehadeh, Omar, and Jarrar (2021) conducted a study aimed to reveal the human security of academics in Jordan through a field study, then using the descriptive analytical approach. The study sample consisted of (140) faculty members at Jordanian Universities, and the questionnaire was used as a tool for collecting study data. The study found that faculty members at Jordanian Universities do not enjoy human security in several aspects. And the study of Ghanayem (2019), which aimed to reveal the creation of the system to offer promotions of faculty members in several Egyptian Universities between reality and hope. The descriptive approach was used, and the study sample consisted of (8) Egyptian Universities, the study reached that the most prominent of which was that there are several problems in applying the criteria for promotions of faculty members at Egyptian Universities The most prominent of which was favoritism. The purpose Betonio's study (2021) was to determine the level of effort exerted by university faculty members related to work, family, economic status, relationships with friends, university administrative practices and policies, and the level of their teaching performance in managing the educational process. The analytical descriptive approach was used, and the questionnaire was used as a tool for collecting the data, and the study sample consisted of all faculty members at LaSalle University in Philadelphia, and the study reached several results, the most prominent of which was the presence of a moderate level of stress among faculty members with regard to the economic aspect and management practices and policies. The study of Visotskaya, Cherkashina, Katcin & Lisina, (2020), aimed to identify the psychological characteristics associated with emotional burnout among professors at Siberian universities. The analytical descriptive approach was used based on the questionnaire as a tool to measure the level of professional and emotional burnout. From (22) University Professors at the Siberian Federal University, the study reached that there was a high degree of emotional burnout among Siberian University professors, as well as a direct correlation between the high level of emotional burning, tension, anger, despair and discontent among University Professors. While Rehman, Qingren, Latif & Iqbal's study (2020) aimed to investigate the effect of the relationship between positive psychological capital and professional burnout among faculty members from technical and vocational training institutions in Punjab province in Pakistan. By using a questionnaire to collect data, the study sample consisted of (17) technical and professional institutions, and the study showed that there was a direct correlation between professional burnout and the performance of faculty members in technical and professional institutions

Materials and Methods

The analytical descriptive correlation approach was used to suit the objectives of the current study. The study population consisted of all faculty members at Jordanian Universities, (8,600) faculty members in the Academic Year 2022/2023 (Ministry of Higher Education, 2022). The number of sample members was (269) faculty members, and (280) were distributed.) questionnaire, and (269) questionnaires were retrieved from it, valid for analysis, at a rate of (96%), which is an appropriate percentage for the purposes of analysis. The study tool was developed in the light of the study's questions and objectives, and it was a questionnaire whose validity and reliability indications were confirmed and based on and based on previous studies and the theoretical framework of the subject of the study, such as the studies of: Al-Baqami (2021) and the study of Al-Najjar, Shehadeh, Omar, & Jarrar (2021).

Stability of the Study Tool: The stability of the tool used to measure the variables included in the questionnaire was confirmed, by calculating the value of Cronbach's Alpha Coefficient, where the result was statistically acceptable if its value was greater than (0.70), and the closer the value was to (1) one, this is indicated. higher stability scores for the study tool, as shown in Table (1).

Table (1): The Values of the Internal Consistency Coefficient (Cronbach Alpha) for the Effectiveness of the Training Program.

Cronbach Alpha	Domains
0.837	Promotion criteria at Jordanian Universities
0.787	Promotion procedures at Jordanian Universities
0.779	Research publication field
0.797	Psychological adaptation of faculty members

Cronbach Alpha Domain Based on the information contained in Table (1), it was noted that the result of Cronbach Alpha, which ranged between (0.779-0.837), so the study tool can be described as stable, and that the data obtained.

To achieve the objectives of the study, SPSS program was used to answer the study questions as follows: Using means and standard deviations, using multiple analysis of variance, using the Pearson correlation coefficient.

Results and Discussion

The researchers review the results of the study after extracting the results and then analyzing them using the SPSS program, as follows:

Results of the analysis of the first question: What are the foundations of academic promotion at Jordanian Universities among faculty members?

In order to answer this question, means and standard deviations were extracted for the foundations of academic promotion at Jordanian Universities among the faculty members there. Table (2) shows this.

Table (2): Arithmetic Means, Standard Deviations, and Rank for the Foundations of Academic Promotion at Jordanian Universities Among Faculty Members.

Item number of a tool	Domains	Number of paragraphs	Arithmetic mean	Standard deviation	Rank	Degree of application
1	Promotion criteria in Jordanian Universities	9	3.53	1.11	2	Medium
2	Promotion procedures in Jordanian universities	7	3.58	1.14	1	Medium
3	Research publishing field	12	3.50	0.98	3	Medium
Total degree			3.54	1.08		

Table (2) indicates that the foundations for academic promotion at Jordanian universities among faculty members came in a medium degree with arithmetic mean of (3.54), where the promotion procedures at Jordanian Universities came in the first place with an arithmetic mean of (3.58), and in the second place the promotion criteria in universities Jordanian, with an average of (3.53), and in the third place, the field of publishing research, with an average of (3.50). This can be explained by the fact that the study sample believes that the foundations for academic promotion adopted at universities came to a medium degree, and this requires more attention to standards and procedures for promotion, as well as publishing research that leads to improving the foundations for promotion in these Universities and achieving justice for all faculty members. Also, this can be explained by the fact that the estimates of the study sample regarding the standard of promotion procedures in Jordanian universities are acceptable to some extent and they aspire to improve these procedures. The Deanship of Scientific Research and these procedures take a long time, and this may also be due to the discriminatory treatment among academics applying for promotion and their feeling of inequality in the implementation of promotion procedures related to the completion of promotion files on time, which delays the applicant in obtaining promotion, while the field of research publication came in the third place in Estimates of the study sample, and this result may be attributed to a discrepancy with regard to justice, the need to set one conditions for all disciplines, the public colleges focus on the applied practical side, while the related research in the humanities colleges focus on the theoretical side, so this requires the existence of different conditions and criteria for promotion

Below is a presentation of the arithmetic means and standard deviations for each domain:

First: Promotion Criteria at Jordanian Universities:

The following tables show the arithmetic mean, standard deviation, and the order of the respondents' answers, as follows:

Table (3): Means and Standard Deviation of the Answers of the Study Sample Individuals Towards Promotion Criteria at Jordanian Universities.

No	item	means	standard deviation	rank	Application degree
1	All requirements for applying academic promotion	4.01	1.10	1	High
2	Set requirements for the promotion of faculty members	3.57	1.04	2	Medium
3	The laws stipulate a specific period for the promotion of faculty members	3.51	1.05	3	Medium
4	Seniority is taken into consideration for the promotion of faculty members	3.48	1.08	4	Medium
5	It is required to publish a certain number of research papers in international journals in order to be promoted	3.48	1.14	5	Medium
6	Adopt one Criteria for the promotion of faculty members	3.40	1.15	9	Medium
7	The promotion of faculty members is approved six months after the issuance of the promotion letter	3.42	1.00	7	Medium
8	Faculty members are promoted according to their academic output	3.41	1.21	8	Medium
9	For each academic rank, certain conditions are set for its occupancy	3.43	1.22	6	Medium
Total indicator		3.53	1.11		Medium

It is noted in Table (3) that this domain achieved an arithmetic mean (3.53) of the total scale area, which indicates that the criteria for academic promotion came within the average level, from the sample point of view. It was clear from the results that item No. (1), which indicated that " All requirements for applying academic promotion." It ranked first with an arithmetic mean of (4.01) and with a high degree of application and a standard deviation of (1.10). On the lowest arithmetic mean, which amounted to (3.40), with a medium degree of application and a standard deviation of (1.15), and this can be explained by the fact that universities take all the conditions for academic promotion and that they work to achieve fairness and transparency among faculty members, however, faculty members find that the approved standards do not apply to all members, which creates discrepancies in the promotion process for them. The result may be explained by the fact that the promotion criteria center on the academic output of the faculty member, and that there are no unified criteria for promotion in Jordanian universities and that there is variation and difference between universities in the promotion criteria in terms of the number of research papers published in international journals, and the faculty members believe that the promotion criteria are acceptable to To some extent, they aspire to be better than they are now.

Second: Promotion procedures at Jordanian Universities:

Table (4): The Arithmetic Mean and Standard Deviation of the Responses of the Study Sample Towards Promotion Procedures at Jordanian Universities.

No	item	means	standard deviation	rank	Application degree
10	Adopt the principle of (transparency and fairness) in the promotion process	3.88	1.09	1	High
11	Research submitted within a specific period of time for the promotion of faculty members	3.61	1.08	2	Medium
12	The faculty member discusses with the promotion committee regarding his promotion.	3.58	1.09	3	Medium
13	Develop accurate standards in the procedures for promoting faculty members	3.58	1.18	4	Medium
14	Select promotion committees characterized by (objectivity and impartiality).	3.52	1.17	5	Medium
15	Clarifies (conditions and procedures) for promotion of faculty members.	3.44	1.15	6	Medium
16	It facilitates the upgrade process.	3.42	1.22	7	Medium
Total indicator		3.58	1.14		Medium

It is noted that this domain achieved an arithmetic mean (3.58) of space for the total scale, which indicates that the level of promotion procedures at Jordanian Universities came with a medium level, from the sample point of view. It was clear from the results in Table (4) that item No. (10), which stipulated that " Adopt the principle of (transparency and fairness) in the promotion process." It ranked first with an arithmetic average of (3.88) and a high degree of application and a standard deviation of (1.09). Average of approval with a standard deviation of (1.22). This can be explained by the fact that the promotion procedures at Jordanian Universities are characterized by transparency and fairness, which achieves justice for all. Also, the respondents believe that the promotion procedures at universities are not simplified, which obstruct the promotion process. There are complications in applying promotion procedures.

Third: Research publication field:

Table (5): The Arithmetic Mean and Standard Deviation of the Responses of the Study Sample Towards the Publication of Research.

No	item	means	standard deviation	rank	Application degree
17	Providing a model for the mechanism of submitting scientific production for the purpose of promotion.	3.61	1.14	3	Medium
18	Lectures with faculty members about publishing research.	3.90	1.02	2	High
19	Setting specific points for publishing scientific research.	3.90	.910	1	High
20	Unified conditions apply for the publication of supported scientific research in universities.	3.51	1.09	4	Medium
21	Create opportunities for scientific publishing	3.45	1.04	5	Medium
22	It puts a clear classification of points for the magazines for the purposes of promotion.	3.41	1.00	6	Medium
23	Supports teamwork to publish scientific research.	3.39	.001	7	Medium
24	The requirement to publish the research within the rules of journals and not the letter of acceptance for promotion.	3.38	1.13	8	Medium
25	Encourages faculty members to publish research to increase chances of promotion	3.37	1.14	9	Medium
26	Emphasizes the need to publish research within the Scopus databases for promotion	3.34	1.10	12	Medium
27	Requiring the presence of a number of research within the different classifications of international journals	3.35	1.06	11	Medium
28	Approval of research published two months before applying for promotion	3.36	1.09	10	Medium
	Total indicator	3.50	0.98		

It is noted that this domain achieved an arithmetic mean (3.50) from the area of the total scale, which shows that the domain of publishing research came within the average level,

from the point of view of the individuals of the sample. To "set specific points for the publication of scientific research." It ranked first with an arithmetic average of (3.90) and with a high degree of approval and a standard deviation of (0.91). It reached (3.34), with a medium degree of approval, and a standard deviation of (1.10). This can be explained by the need to publish research in order to obtain promotion in scientific journals. However, the procedures for publishing in international journals are difficult for researchers. It may be explained that publishing procedures in international journals are related to mastering the English language, as the majority of faculty members do not master the language well. The result may also be explained by the fact that publishing research in international journals is financially expensive, and it may also take a long time to publish.

Results of the Analysis of the Second Question: What is the level of psychological adjustment among faculty members at Jordanian universities?

Table (6): The Arithmetic Mean and Standard Deviation of the Responses of the Study Sample Towards Psychological Conditioning.

No	item	means	standard deviation	rank	Application degree
29	I feel very comfortable when my scientific research is accepted for publication in peer-reviewed journals.	3.51	1.14	2	Medium
30	I am satisfied with the promotion procedures set by the university.	3.77	1.10	1	High
31	I trust my academic abilities when I accomplish all that is required of me at the university.	3.48	.001	3	Medium
32	I feel valued among my colleagues when I attain an academic rank.	3.41	1.06	4	Medium
33	I make an effort to fulfill the requirements of my academic work	3.40	1.09	5	Medium
34	I persevere to be distinguished among faculty members from different universities.	3.35	1.13	6	Medium
35	I fit in with the demands of fast-paced college life.	3.34	1.10	7	Medium
36	I enjoy a position in society as a result of my work as a faculty member at the university.	3.33	1.11	8	Medium
37	I will be sad when I retire.	3.32	1.00	9	Medium
38	I feel a sense of belonging to the university in which I work.	3.31	1.10	10	Medium
39	My university provides me with my full employment rights	3.30	1.14	11	Medium
40	The university enhances my outstanding performance to increase my motivation.	3.29	.001	12	Medium
41	Academic work fulfills my ambition.	3.24	1.14	17	Medium
42	My work as a faculty member provides an adequate standard of accommodation.	3.27	1.09	14	Medium
43	I collaborate with faculty from other universities.	3.26	1.13	15	Medium
44	I agree with my colleagues on effective communication methods.	3.25	1.10	16	Medium
45	I can feel the various problems in universities and seek to solve them.	3.28	1.06	13	Medium
	Total indicator	3.43	0.97		Medium

It is noted that the level of Psychological Adjustment among faculty members at Jordanian Universities achieved an arithmetic mean (3.43) of the total scale area, which indicates that the level of public facilities came within a medium level, from the sample members point of view. It was shown from the results of table (6) item No. (30), "I am satisfied with the promotion procedures set by the university." It ranked first with an arithmetic mean of (3.77), a high level, and a standard deviation of (1.10), and on the other hand, Paragraph No. (41), which states "The academic work achieves my ambition that I seek" on the lowest arithmetic average, which amounted to (3.24), with an average level and a standard deviation of (1.11). This can be explained by the fact that achieving a level of psychological adjustment among faculty members is important, and this requires conviction in promotion procedures as well as a sense of psychological security. However, faculty members find that university work does not achieve their ambition. He fulfilled their ambitions to some extent, and they hope that their ambitions will be achieved better than they are. The result may also be explained by the economic conditions in which the faculty members live, the high costs of living, social requirements and obligations, and society's view of the faculty member. Therefore, we see that university work did not achieve their ambitions in the desired manner.

Results of the Analysis of the Third Question: Is there a correlation at the level of significance ($\alpha = 0.05$) between the foundations of academic promotion at Jordanian Universities and the psychological adjustment of faculty members there due to the variables: (Type of University, College, academic Rank)?

To answer this question, the arithmetic means and standard deviations were extracted between the foundations of academic promotion in Jordanian universities and the psychological adjustment of the faculty members therein due to the variables (type of university, college, academic rank), and table (7) shows this.

Table (7): Means and Standard Deviations Between the Averages of the Study Sample's Responses to the Foundations of Academic Promotion at Jordanian Universities and the Psychological Adjustment of Faculty Members Attributable to the Variables (Type of University, College, Academic Rank).

Variables		statistical methods	criteria for promotion in universities	procedures for promotion in universities	publishing research	psychological adjustment
University type	Public	means	3.20	3.18	3.05	3.03
	private	standard deviation	0.82	0.78	0.71	0.61
the college	Scientific	means	3.27	3.15	3.03	3.02
	humanity	standard deviation	0.80	0.75	0.74	0.62
academic rank	lecturer	means	3.21	3.16	3.03	3.05
	Assistant Professor	standard deviation	0.81	0.76	0.73	0.64
	Associate Professor	means	3.28	3.16	3.12	3.18
	Professor	standard deviation	0.60	0.65	0.77	0.62

Table (7) shows an apparent variation in the arithmetic means and standard deviations between

the averages of the study sample responses due to the study variables.

To show the statistical significance differences between the arithmetic means of the impact of the study variables, multiple analysis of variance was used, as shown in Table (8).

Table (8): Multiple Variance Analysis of the Relationship Between the Foundations of Academic Promotion at Jordanian Universities and the Psychological Adjustment of Faculty Members Attributable to the Variables (Type of University, College, Academic Rank).

Source of variance	Domains	Sum of squares	Degrees of freedom	Mean of squares	P-value	Statistical significance
University type Hotelling = 0.011 h=.555	University promotion criteria	1.037	1	0.439	0.265	0.605
	Promotion procedures in universities	0.057	1	0.036	0.064	0.792
	Publication of research	1.464	1	0.054	0.059	0.808
the college Hotelling = 0.011 h=.555	University promotion criteria	0.063	1	0.023	0.079	0.778
	Promotion procedures in universities	0.044	1	1.026	0.079	0.605
	Publication of research	1.488	1	0.058	0.070	0.792
academic rank Hotelling = 0.011 h=.555	University promotion criteria	1.011	1	0.339	0.070	0.792
	Promotion procedures in universities	0.022	1	1.242	0.059	0.808
	Publication of research	1.033	1	0.672	0.268	0.605
The error Hotelling = 0.011 h=.555	University promotion criteria	180.197	1	1.037		
	Promotion procedures in universities	159.046	1	0.057		
	Publication of research	169.591	1	1.464		
Total Hotelling = 0.011 h=.555	University promotion criteria	3145.063	1			
	Promotion procedures in universities	3304.400	1			
	Publication of research	3382.000	1			

It is clear from the results in Table (8) that there is a positive correlation that is statistically significant at the significance level ($\alpha = 0.05$) between the foundations of academic promotion at Jordanian Universities and the psychological adjustment of faculty members there due to the variables (type of university, college, academic rank). There are no statistically significant differences in the variables of the type of university, whether it is a public university or a private university, the college variable: scientific/humanities, and the type of rank: assistant professor, associate/professor.. This means that the higher the degree of practicing foundations of academic promotion, the higher degree of psychological adjustment of faculty members there due to the variables (type of university, college, academic rank). This can be explained by the fact that if justice is achieved among faculty members, then this increases their motivation and loyalty to work at universities. It also leads to improving their psychological adjustment and

achieving high levels of achievement related to academic work at Jordanian universities. The result is explained by the fact that whenever the foundations for promotion are fair, clear, unified and transparent, this reflects positively on the faculty member's psychological adaptation and thus job performance and improvement of the teaching and learning processes.

Conclusion

Depending on the discussion of the results of the study, and the answer to its inquiries, and in the light of the conclusions drawn, the following recommendations can be made at the applied and theoretical levels:

- 1- It is necessary for Jordanian Universities to adopt fair foundations for academic promotion by directing plans and programs that raise and enhance the skills of faculty members and clarify the importance of this aspect in the work environment and its positive and negative effects on the employee and the university in general.
- 2- The administration should reconsider and pay attention to participatory and give the faculty members the opportunity to participate in decision-making and explain the justifications to them in line with the interest of the work, and hold periodic meetings between faculty members and principals to exchange views.
- 3- The time has come to adopt the scientific method in selecting faculty members and provide organizations with scientific competencies and qualifications commensurate with the vacancies required for jobs, and adopt the scientific method to determine the requirements of the leadership position within clear and firm foundations, provided that competencies and skills are an integral part of these requirements.
- 4- The study recommends providing these results in the researched universities, provided that they take the above recommendations, then the test is re-measured after a year of conducting this study to find out the extent of benefiting from the recommendations and the employees' response to that
5. Reducing paper-based routine procedures as a basis for promoting faculty members at Jordanian Universities.
- 6-Setting different standards between research in the applied scientific field and other standards for research in the theoretical human field.

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