

FUNCTIONAL ISOLATION CHALLENGES AND THE IMPACT ON INSTITUTIONAL PERFORMANCE: RESULTS FROM AN ANALYTICAL STUDY ON THE STATE COUNCIL AND SHURA COUNCIL IN THE SULTANATE OF OMAN

Fahad bin Khalfan bin Nasser ALyahyaei (PhD)

**Corresponding Author,*

State Council, Sultanate of Oman

fahad-aly1@hotmail.com

ABSTRACT

Determining the degree of influence of functional isolation on organizational performance efficiency and investigating the extent to which the effects of functional isolation are reflected on how they impact institutional performance. Thus, the purpose of this article is to understand the impact of functional isolation on the organizational performance efficiency of employees in the State Council and Shura Council in the Sultanate of Oman. The researcher adopted a quantitative approach as a method for data collection, distributing the study tool to the population, which consisted of 171 individuals. The results revealed a low level of perceived functional isolation as one of the aspects of occupational alienation among employees of the State Council and Shura Council in Oman. There were no statistically significant differences in the respondents' answers regarding the impact of functional isolation on the institutional performance efficiency of the study sample, attributed to personal variables. The study recommends establishing clear parameters and providing a clear job description for each career path within the State Council and Shura Council, informing employees of these roles. It also suggests setting clear performance evaluation criteria linked to job competencies that employees can access.

Keywords: Functional Isolation, Institutional Performance Efficiency, Shura Council, State Council.

INTRODUCTION

Functional isolation experienced by employees is considered one of the factors attributed to the loss of standards, relying on clear rules that directly contribute to preserving the rights of workers and ensuring their fair access to tasks and functional competencies associated with promotions. This is fundamentally reflected in establishing clear standards for performance reports. Furthermore, management that neglects specialization in task performance or assignment, whether in recruitment or in assuming administrative positions within the organization, inadvertently facilitates the spread of functional isolation issues. This, in turn, negatively impacts both the institution and the employee, creating an unhealthy work environment where professional and social relationships are diminished. It also contributes to the employee's sense of non-belonging or the absence of job security. All these factors emphasize the need for senior management to strive towards developing plans and strategies aligned with the institution's goals and vision. They should work towards addressing this issue by outlining clear strategies or a roadmap that guides all departments within the organization, from top management to human resources, in achieving objectives, defining responsibilities, and fostering collaboration among employees (Abdullah & Abdullah, 2020).

Amid the ongoing developments, transformations, and rapid changes in various fields that organizations, in general, and the Arab world, in particular, are experiencing, institutions are compelled to continue and maintain performance levels to keep up with global developments. This ensures they remain efficient and competitive in fulfilling their tasks and duties (Dahmeh, 2018). In light of these considerations, it has become imperative for senior management in organizations to establish clear strategies to deal with changes in business environments. On another note, organizations often characterized by some ambiguity and complexity resulting from decisions made by top management to cope with previously discussed circumstances undoubtedly touch on employees' social and psychological aspects. Therefore, organizations need to develop clear human resource management policies that help achieve their set goals. These policies should serve as a guiding framework for the decision-making process, contributing to reducing the visible impact on both institutions and society as a whole (Dahmeh, 2018).

Based on that, the researcher formulated the study questions and objectives as follows:

Research Questions

- 1) What is the degree of functional isolation among employees of the State Council and Shura Council in the Sultanate of Oman?
- 2) What is the impact of institutional performance efficiency, represented by (self-confidence, proficient task accomplishment, and effective social communication), on the degree of functional isolation among employees of the State Council and Shura Council?
- 3) Are there differences in respondents' answers regarding the achievement of institutional performance efficiency attributable to personal variables (educational qualification, age group, years of service, administrative level, legislative institution)?

Research Objectives

- 1) Measuring the degree of functional isolation among employees of the State Council and Shura Council in the Sultanate of Oman.
- 2) Analysing the impact of institutional performance efficiency on the degree of functional isolation among employees of the State Council and Shura Council.
- 3) Clarifying the differences between institutional performance efficiency and personal variables.

The study hypotheses were formulated as follows:

First Main Hypothesis (H01): There is no statistically significant effect at the α level (≥ 0.05) of functional isolation on institutional performance efficiency, represented by (self-confidence, proficient task accomplishment, and effective social communication) in the study sample.

Second Main Hypothesis (H02): There are no statistically significant differences in respondents' answers regarding the impact of functional isolation on institutional performance efficiency from the perspective of Islamic management in the study sample. These differences are not attributed to personal variables, including educational qualification, age group, years of service, administrative level, and legislative institution.

LITERATURE REVIEW

Procedural Definitions

Functional Isolation "is the employee's sense of solitude or isolation in their work environment, prompting them to distance themselves from direct interaction with other employees or establishing professional or social relationships in the workplace" (Al-Azawi, 2012). This illustrates

the problems arising from isolation and its negative repercussions on self-esteem, thoughts, and its reflection on the ability to work in the work environment.

Institutional Performance Efficiency: According to the clarification of the interconnectedness of meaning between performance efficiency and organizational performance and effectiveness in task accomplishment, it has been emphasized that performance efficiency refers to the appropriate and specific method or approach adopted by the employee to achieve the desired results in carrying out assigned tasks. On the other hand, performance is the actual completion of the assigned work without any additions by the employee. To achieve efficiency, the work must be accomplished with precision, organization, and proper planning of time and effort, leading to cost reduction or the minimization of resource waste, whether material, human, or technological (Salem, 2006).

Procedurally, the effort exerted by employees in the legislative institutions, the State Council and the Shura Council, to achieve the goals and strategies set by senior management, is done with integrity and dedication. They utilize all available material and moral resources, relying on the interconnected relationships between them and other employees to accomplish **assigned** tasks. This is carried out with confidence and personal strength in facing obstacles that hinder the achievement of the desired goal, adhering to set deadlines, whether in task completion or in attendance and departure times.

Previous Studies

The researcher aimed to uncover the relationship between dimensions of job alienation and motivation for goal achievement, which are considered complementary elements to functional isolation and institutional performance efficiency. This was achieved by applying a scale measuring the feeling of job isolation and an objective measurement of motivation for goal achievement. The study included a sample of 232 psychological counselors in the Republic of Iraq. The overall result indicated an extremely high level of job isolation and a low level of motivation. Additionally, an inverse correlation relationship between them was confirmed (Al-Etbabi, 2019).

Another study sought to explore the impact of values and organizational expectations on raising institutional performance efficiency. It was conducted on a sample of general factories in Khartoum. The researcher used a descriptive-analytical approach to describe phenomena and events related to the subject. The researcher employed a questionnaire as the primary tool for collecting primary data. The results showed a positive and significant relationship between organizational values and expectations and institutional performance efficiency (productivity). On the other hand, there was no significant positive relationship between organizational values and expectations and institutional performance efficiency (customer satisfaction). The recommendations emphasized the need to create organizational values aligned with the organization's goals for enhancing performance efficiency. The study also highlighted the importance of understanding employees' expectations and working to meet them, as it has an impact on their satisfaction (Al-Hakem, 2018).

Causes and Factors of Functional Isolation

Many management and human resources development enthusiasts wonder about the impact of functional isolation on both the organization and its employees. They seek to understand the reasons behind its occurrence, as well as the factors affecting performance efficiency or the elements contributing to this impact. Functional isolation is considered a negative indicator that manifests in the work environment. Therefore, it is essential to shed light on the significant causes and factors contributing to its occurrence in any organization. In this article, we will explore these factors, classifying them into two main categories: those related to the organization and those related to the employee. Additionally, we will discuss the psychological, social, and organizational causes.

Factors Related to the Organization

In organizations where cases of functional isolation among employees occur, the organizational climate is often identified as the reason. Job isolation is not attributed to a single cause or relationship; rather, it stems from various factors, as elaborated below (Abu Al-Nasr, 2012).

- One factor leading to diminished functions' importance is the division of work and specialization within the organization. When jobs become restricted, losing their significance and reducing their scope, employees may lose passion for their work. Consequently, results and achievements may be at a lower level, and feelings of boredom may prevail, diminishing the desire to accomplish tasks and leading to reduced working hours.
- The hierarchical structure of an organization can contribute to a sense of restriction, complexity, and power loss for employees. In such structures, employees may feel unable to make decisions or execute tasks without explicit orders, leading to a sense of isolation.
- Certain leadership styles, characterized by authoritarianism and formality, can create conflict and loss of rapport between leaders and employees. This kind of leadership may result in a lack of effective social communication between employees and leaders.
- Organizations embracing digital transformation, in alignment with the fourth industrial revolution, may introduce changes that affect employee interactions. The shift towards electronic transactions and increased reliance on technology can impact social ties among employees. Moreover, cases of psychological illnesses may emerge as employees face a shift from individually completing tasks to technology taking over. Additionally, the reduced dependence on the human workforce contributes to the decline in the importance of human resources (Al-Bakri, 2007).
- Performance Efficiency Reports: Many of these reports are often far from achieving the results that the organization is supposed to seek through performance reports. In reality, these reports are merely formalities, detached from reality, and lack any basis of objectivity. They do not rely on truthful metrics that contribute to realizing the employee's right to receive an evaluation corresponding to their work or effort. For this reason, most of them, if not the majority, are dominated by an individualistic or personal aspect, whether in the evaluation, obtaining results, or in their formulation. They lack continuity or flexibility, making them unsuitable and incompatible with various job positions, functional specializations, work styles, and their quality. Therefore, most employees do not take performance reports seriously, and they may not contribute positively to development. On the contrary, the assessment results are at the discretion of the immediate supervisor, seeking to focus on gaining favour with them. This may lead to the loss of colleagues' support, evolving into a breakdown of communication and social relationships with other employees, affecting work productivity (Al-Mutairi, 2016).
- The size of the organization significantly contributes to the existence of job isolation or its influencing factors on performance efficiency levels. The reason for this is attributed to the expansion of administrative and structural divisions, reflecting on the volume of tasks and responsibilities assigned to the manager. This, in turn, leads to the loss of assigned tasks and the necessary follow-up on the work of subordinates in such conditions. Employees may feel neglected by their direct supervisor, and trust may be limited to a specific group of employees, making others feel that their efforts do not satisfy the supervisor. Conversely, others receive appreciation and praise, causing diligent employees to surrender to feelings of isolation, injustice, and dissatisfaction in their organizational environment (Al-Mutairi, 2016).
- Intense competition is a positive factor that motivates employees to improve their performance and develop their work. However, if this competition deviates from professional ethics among employees, it can lead to severe consequences for both the

individual and the organization. Unethical methods used by employees for personal gains, whether material or moral, can result from this deviation. Moreover, this can lead to the spread of rumours and exploitation of others' mistakes among employees, negatively impacting their performance and compliance with the organization's laws and regulations. This, in turn, may cause employees to feel frustrated, desperate, and even experience job isolation (Abdullah & Abdullah, 2020).

- Training inadequacy and the lack of necessary training and development courses are among the most dangerous factors causing job dissatisfaction. Training and education are essential factors in enhancing employee competence and increasing productivity rates. Organizations that do not give sufficient attention to providing training courses and development for their employees face numerous administrative problems and encounter delays in resolving them. On the other hand, organizations that prioritize development and provide training courses enjoy lower error rates. According to training and development experts, the relationship between education and development and the employee is mutually beneficial. Therefore, organizations must pay significant attention to training and education as means to unleash employees' capabilities and help them think, achieve, and, consequently, reduce the chances of job isolation in the work environment (Al-Mutairi, 2016).

Factors Relating to the Employee

- Feeling a lack of job security is a crucial yet often overlooked factor by some senior management in an organization. This feeling is defined by Throop Katz as the employee's response to events or situations where they experience fear or danger, triggering the fight-or-flight instinct. When an employee reaches a level of feeling "job insecurity," their initial reaction is often to consider escaping the work environment. The result is a sense of distraction, lack of focus on work, and reduced productivity in the workplace, leading to the emergence of job isolation (Ben Zahi & Nour El-dien, 2010).
- Weak Compatibility and Adaptation: Employee struggles with weak compatibility and adaptation within the organization are among the most significant obstacles they face in their professional lives. The nature of employees seeking continuous satisfaction of their desires and needs encounters various obstacles. Whether material or moral, these obstacles can frustrate the efforts made to achieve goals set for self-realization within the organization. Consequently, the employee ends up with a lack of compatibility or adaptation to the environment, leading to a sense of job isolation (Ben Zahi & Nour El-dien, 2010).
- Low Competence Level: Low employee competence within the organization is a contributing factor to decreased productivity. In this situation, many employees attribute the decline to the specific conditions of the organization. With low competence levels, employees often lack the motivation to find solutions or make efforts to uplift the organization. Absenteeism rates rise, work hours are not adhered to, and the quality of work decreases. These factors contribute to increased conflicts and competition among employees, marking this stage as a form of job isolation (Al-Mutairi, 2016).
- Divergence of Attitudes and Considerations: Divergence between the organization and the employee due to weak alignment can lead to employee isolation. This occurs when job objectives set by the employee do not align with the management's higher vision or when the organization cannot provide what the employee needs. Conversely, if the organization's goals do not match the employee's beliefs and values, the employee tends to isolate themselves or succumb to feelings of fear, entering a stage of job isolation (Al-Kubaisi, 2005).

- The absence of specialization in hiring practices by the organization, directing human resources towards non-specialized tasks or departments, adversely affects production levels and employee performance. Persistent lack of specialization leads to widespread feelings of job isolation among employees (Abdullah & Abdullah, 2020).
- Psychological factors have a significant impact on an employee's behavior and feelings in the work environment. These psychological factors can lead to feelings of isolation. For instance (Wardiyah, 2012).
 - Frustration: Stemming from depriving employees of basic desires, such as incentives (material, moral, and social), frustration is strongly linked to feelings of disappointment, loss of purpose, and a lack of desire to continue. It can result in a sense of helplessness, oppression, and may lead to non-compliance with working hours or isolation from social interaction with colleagues.
 - Negative Experiences: Past negative experiences act as constraints on employees, planting preconceived negative ideas about the organization to which they belong. Such experiences define the employee's negative perception, painting a bleak picture of the new work environment. Employees lacking trust may isolate themselves from their work environment, fostering negative energies among surrounding colleagues.

The researcher believes that job isolation is divided into two parts: the reasons and factors that affect the organization and the employee. It serves as a cause for the employee's psychological, physical, and intellectual detachment from the institution on one hand, and from colleagues on the other. The employee under the influence of job isolation is someone incapable of social interaction with those around them and unable to make appropriate decisions that benefit the institution and contribute to the development of work. They remain caught in a spiral of fear, anxiety, and oppression, distant from the required levels of achievement, and indifferent to the laws and regulations of the institution.

Types of Functional Isolation

Social Isolation: The employee naturally seeks to create their social identity in the work environment or their social context. Humans, being social creatures, impact and are influenced. In normal situations, individuals may be compelled to accept the social system in the institution or the environment in which they find themselves. If there is a misunderstanding or conflict during the performance of tasks or roles, insisting on non-compliance with social regulations can lead to tension and disturbance in the relationship between the employee and their social environment. Social isolation is described as a disturbance in the relationship between the employee and their social surroundings, ultimately leading to rupture and separation affecting the self and the external environment (Al-Naily, 2014).

Job Isolation: Job isolation is a central focus of this study, and the researcher highlights the stages of isolation and methods to overcome it.

The researcher emphasizes that job isolation within the work environment has become a significant issue due to its prevalence and impact on employees. Despite the varied reasons and factors leading to job isolation in different societies, the outcomes of isolation tend to be similar. Notable effects on employees within institutions include diminishing enthusiasm for work, non-compliance with laws and regulations, neglect of working hours, weakened communication among employees, and more. Such feelings lead employees to detach from themselves without even realizing it (Hassanien, 2014).

After discussing the types of isolation, the researcher concludes that this issue arises in any environment where humans exist, regardless of its nature or characteristics. The main challenge for senior management in various environments is how to limit the spread of job isolation. This is

evident in the diversity of studies addressing the topic of job isolation, covering economic, educational, cultural, and administrative environments.

Stages of Functional Isolation

Job isolation involves various stages that an employee experiencing isolation goes through. Researchers who have studied the phenomenon of job isolation have identified three stages, each with its own harms. The danger increases with each stage, and the cumulative effect of feelings, factors, and reasons intensifies as the individual progresses through the stages (Saeed, 2017). These stages are:

- **First Stage – Psychological Job Isolation:** In this stage, the employee begins to feel that the relationship with the organization or its higher management is no longer as it used to be. The mutual respect and appreciation seem to diminish, tension arises between the parties, and the employee justifies this by forming a negative perception of the organization or its representatives. The employee might feel neglected, leading to a sense of marginalization and oblivion (Abdullah & Abdullah, 2020).
- **Second Stage – Mental Functional Isolation:** This stage is considered an extension of the previous stage (psychological isolation) but is more dangerous. The negative effects extend not only to the isolated employee but also affect the organization and its employees. The danger lies in the mental distraction and decreased ability to concentrate on tasks, leading to sadness, depression, decreased job performance, increased errors, and a loss of interest in learning. Some employees may actively seek opportunities to distance themselves from the organization, resulting in increased leave requests (Abdullah & Abdullah, 2020).
- **Third Stage – Physical Job Isolation:** In this stage, job isolation goes beyond feelings and perceptions, manifesting in behavioral reactions such as increased absences, indifference, non-compliance with working hours, late arrivals, early departures, and mass resignations. Open conflicts between employees and management become more prevalent, and individuals prioritize personal interests over collective ones. The top management loses control over events, and the organization faces challenges in maintaining stability (Al-Mutrefi, 2005).

The researcher suggests that employees may experience these stages intermittently, and some may go through all three stages based on the conditions prevailing in the organization and the extent to which the organization is affected by negative accumulations that impact the employees. Physical job isolation is considered one of the highest levels of isolation, requiring fundamental solutions to help the affected employee and potentially necessitating changes in the work environment, leadership, or organizational policies and systems.

Criteria for Organizational Performance Competence

It is emphasized that organizations must continuously work on developing performance to achieve a level of organizational performance competence. This process is crucial for attaining the required performance level and is guided by criteria set by the organization to measure performance indicators. These criteria provide clear indications when compared to the **standards**, reflecting the organization's strategy and goals through its structured mechanism. Targets are set and measured based on these criteria (Abdullah K. , 2019).

Setting of Criteria

One of the essential steps for an organization to develop its measurement system and achieve performance competence is to focus on defining or setting the criteria upon which the measurement process will be based. The criteria should possess specific characteristics:

- They should be derived from the organization's strategy and vision.

- They should be directed towards improving the activities and operations of the organization.
- They should be flexible, measurable, and applicable based on internal and external variables.
- The formulation should involve a group of employees within work teams representing various departments of the organization.

Types of Performance Competence Criteria

Various criteria are utilized to measure organizational or human performance. These criteria can be categorized into the following types (Abdullah K. , 2019):

Employee Performance Competence:

This criterion focuses on the outputs achieved through employee performance, associated with specific time frames. It measures how effectively the organization benefits from human resources. For instance, the time an employee needs to complete a specific task or provide a service within a designated time. The organization considers factors influencing the achievement of performance competence, such as the provided training or working hours.

Operational Performance Competence:

This criterion addresses the adopted work mechanisms and specific procedures for handling errors, like the number of complaints, the rate of returns and adjustments required for tasks. Factors influencing operational performance competence include the duration of maintenance needed for machines and technical resources.

Achievement Competence:

This type of criterion pertains to the efficiency of tasks and job completion, measuring the appropriate time required for execution. It focuses on operational time, preparation, completion, and problem-solving (returns or necessary adjustments). Factors affecting achievement competence include system malfunctions or breakdowns in working devices. Thus, necessary software maintenance requirements should be considered.

The researcher believes that the success of any organization lies in the mechanisms on which standards and indicators are built, aligning with its strategy, vision, and plans. Clear, applicable, and measurable indicators help employees understand their roles, contribute to goal achievement, and reach performance competence levels. Consequently, clarity in indicators outlines the path for employee work, aids in goal attainment, and increases satisfaction and accomplishment rates.

Factors Influencing Organizational Performance Competence

As mentioned earlier, the process of improving and developing organizational performance is a fundamental factor for the success of any institution. However, this improvement should not be limited to completing tasks only; it should be carried out through scientific methods and applicable standards. According to Al-Salmi, to achieve organizational performance competence, administrations must understand the influencing factors that hinder this competence and attempt to address or avoid them based on the type of impact. Before discussing the factors influencing organizational performance competence, it is essential to emphasize that these factors can be divided into two categories: internal and external, and technical and human factors (Al-Salmi).

Internal and External Factors

Nasser, A. (n.d.) points out that factors leading to the decline of organizational performance competence are divided into two types: internal and external. Internal factors are those that the institution's management can change or control, while external factors are often caused by global,

regional, or local variables. These are circumstances surrounding the organization's environment, and the organization cannot impose its capabilities to change them. Examples of external factors include economic and political conditions that affect the world and impact a large number of countries. These external factors are discussed further when highlighting the effects of external factors.

○ Internal Factors:

Administrations strive to achieve performance competence, relying significantly on the success of the organization in managing and motivating employees to perform their duties effectively. This ultimately leads to achieving production goals. However, this goal will only be achieved through the availability of necessary competencies and experiences and their ability to deal with employees. Ensuring these capabilities requires proper human resource planning, selection, and appointment based on HR needs, as well as providing clear salary schedules, incentives, promotions, and a well-defined job classification. Effective and specific training opportunities and educational programs are also required. The organization can provide and achieve these factors to help achieve the required performance competence (Nasser, Adwan, unpublished). Nevertheless, it should be acknowledged that many successful and enthusiastic employees face difficulties due to regulations and complexities imposed by the organization or senior management. Lack of senior management reliance on proposed projects and ideas is among the obstacles hindering employee progress and performance improvement. Additionally, a lack of collaboration between departments within the organization impedes the necessary support, whether in providing essential data and information or establishing policies and designing necessary plans to improve employee and departmental performance.

○ External Factors:

External factors, such as legislative and legal regulations imposed by countries and governments, influence how the organization deals with them and can negatively impact individual employees. Organizations also face economic and political variables that require rearranging financial matters associated with these variables, with the individual being the primary affected party. These external factors affect the ability to be creative and achieve within the work environment, limiting the individual's planning and positive innovation, thus reflecting on the final results of the outputs. The researcher believes that considering the mentioned factors has a direct and significant impact on improving productivity levels and raising the efficiency of both the organization and the individual. The interconnection between technical and human factors, such as technology and the human element, has a direct effect on the contribution to the improvement of productivity levels and efficiency for both the organization and the individual. The researcher emphasizes the importance of creating a healthy work environment as a protective shield for the institution in case of external conditions deterioration. The loyalty of the employee to the institution is crucial in their readiness to sacrifice. If the employee does not feel loyalty or if there are signs of job isolation among employees, it represents a significant threat (Sabah, 2010).

Technical and Human Factors

All variables, including those mentioned in our topic, have a direct and significant impact on improving productivity levels and raising efficiency rates for both the organization and the individual. The researcher explains that technical and technological factors, which are considered fundamental facilities needed by the organization and many others, are closely related to human factors or human efforts. This is due to their importance in operating the technical element and their impact on the level of performance efficiency, as illustrated in the figure below which shows the correlation between the two factors (Sabah, 2010).

The researcher believes, after examining the mentioned factors, that they have an impact on organizational performance efficiency. This is evident through the influence of external and

internal factors on organizational performance levels. There is a clear presence of a set of key factors that control the level of organizational performance efficiency, whether this control is direct on the organization, such as external factors like legislation and laws, or economic conditions. The researcher discusses how this reflects on the organization or the employee, whether negatively or positively, leading to an increase or decrease in performance levels based on surrounding circumstances. It also explains how this reflects on internal factors within the organization, either directly, such as technical factors, or indirectly, such as the ability to work and the desire to work. Therefore, the management must realize that improving technical factors reflects on individual performance and, consequently, affects the level of organizational performance efficiency. The researcher emphasizes the importance of creating a healthy work environment as a protective shield for the organization in case of deteriorating external conditions. The loyalty of the employee to the organization is a pivotal factor in their willingness to sacrifice. In case of a lack of loyalty or the spread of signs of job isolation among employees, this represents a significant threat (Sabah, 2010).

Characteristics and Components that Achieve Organizational Performance Efficiency

Those interested in management sciences have made numerous contributions to the development and improvement of the quality and efficiency of performance. One of these contributions emphasizes the importance of defining and understanding the characteristics and components of organizational performance efficiency (Abbas, Jaheem, & Jabbar, 2016). In this regard, the concept of (Abdullah K. , 2019) is discussed, pointing out its distinguishing features and components that help top management in organizations formulate their policies and systems based on a clear scientific foundation (Abdullah K. , 2019).

Firstly, the characteristics that achieve organizational performance efficiency:

- 1) **Alignment with Organizational Strategy:** To achieve organizational performance efficiency, the goals, plans, and systems must align with the organization's strategy. Employee goals should be consistent with organizational goals to ensure the achievement of mutual objectives and prevent conflicts of interest.
- 2) **Comprehensiveness:** To attain a high level of organizational performance efficiency, the organization should exhibit comprehensiveness in several aspects:
 - a. **Comprehensive Evaluation:** Evaluation should encompass all employees in the organization without exception, covering various levels and not limited to lower-level job occupants.
 - b. It should include everyone throughout the year, rather than focusing only on the last month of the year.
 - c. **Comprehensive Feedback:** Feedback should cover all observations, addressing both positive aspects and areas for improvement. The evaluation should not solely focus on performance deficiencies.
- 3) **Clarity of Tasks:** Employees should receive job descriptions and be familiar with job competencies, serving as a guide for the work plan throughout the year. Clarity about expectations enables employees to reach organizational performance efficiency.
- 4) **Justice and Transparency:** To achieve organizational performance efficiency, the institution should rely on fairness in task distribution and incentives. The criteria for measuring results should be clear and transparent. This way, the institution can ensure the acceptance of decisions, policies, and strategies by its employees. To achieve organizational justice and transparency, several dimensions must be realized:
 - a. **Distribution Justice:** Efficiency elements should be distributed to all employees, encompassing all tasks. Some tasks may carry more weight in the evaluation due to their connection to the operational plan of the organization. Justice should extend to rewards and compensation for employees.

- b. Procedural Justice: The organization should ensure fairness in setting goals, building indicators, conducting regular reviews, and linking evaluation results to rewards and incentives.
- c. Informational Justice: Employees have the right to know the expected goals and performance levels. They should receive sufficient information to achieve the required objectives. Informational justice also involves receiving feedback on performance levels, and helping employees improve and develop their capabilities.

Several characteristics achieve organizational performance efficiency (Jbairat, 2019):

- 1) Participation in Decision-Making: The organization seeks to involve its employees in decision-making by listening to them, engaging in dialogue on matters that concern them, and including them in the decision-making process. Encouraging employees to participate in decision-making, urging them to experiment and make mistakes fosters a sense of responsibility and encourages them to think and innovate.
- 2) Continuous improvement is a strength of the organization aiming to achieve high-performance efficiency from its employees. It relies on clear strategies for development and improvement that distinguish it from other institutions. The organization demonstrates its ability to direct human resources to keep up with changes in the external environment. Top management not only relies on this level to maintain its development but also measures progress in the field of development and improvement, preparing a monitoring report accordingly.
- 3) Quality of Teamwork: Efficient organizations excel in the strength and quality of their teams, created to identify complexities and encourage innovation for the development of human resources. This may involve suggesting training programs, emphasizing education, and consequently producing creative human resources capable of bearing the responsibility of business results. They contribute to proposing necessary solutions by relying on advanced and scientific research methods to achieve the desired results.

Figure 1 illustrates the interconnection of the characteristics of organizational performance efficiency. Each element complements the other, emphasizing the importance for organizations to prioritize and incorporate these characteristics into their strategies.

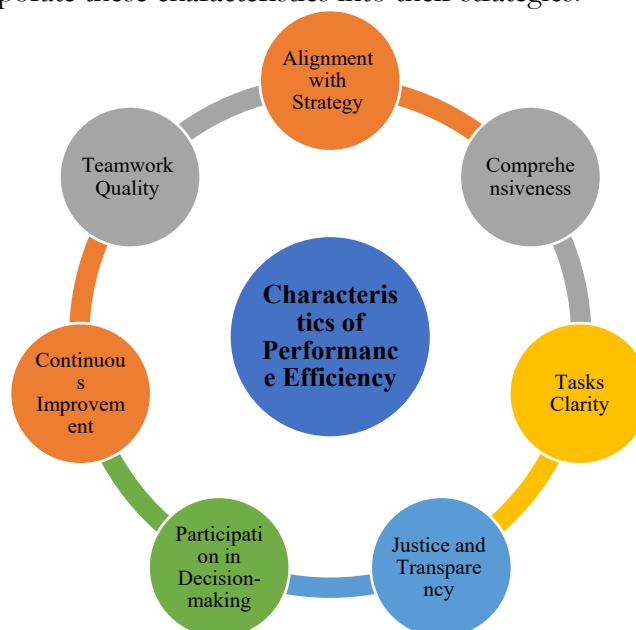


Figure 1: The characteristics of organizational performance efficiency (prepared by the researcher).

Secondly, Components that Achieve Organizational Performance Efficiency

To discuss the components that achieve organizational performance efficiency, we refer to what was addressed by (Miner, 2002), who outlined the components contributing to achieving performance efficiency through five key components, as follows:

1. **Employee Participation in Decision-Making:** In the absence or weakness of organizational performance in some institutions, a contributing factor is the lack of emphasis on involving employees in the planning and decision-making process. Some organizations neglect the importance of employee participation, viewing their role merely as task performers without engaging them in decision-making. Implementing methods such as suggestion boxes, proposals, roundtable discussions, or brainstorming sessions can enhance organizational performance efficiency.
2. **Delegating Authority to Work Teams:** Empowering work teams by granting them the freedom to manage, formulate strategies, and assess work stages is a modern management approach. Empowering teams instil a sense of responsibility for decisions made, harnessing employee expertise for the benefit of the organization. This empowerment has positive effects, such as utilizing and investing in employee skills, creating a competitive environment, and fostering a high level of trust.
3. **Organizational Education and Training:** Refers to employees learning independently within the organization. This involves providing information and data needed by employees without restrictions, allowing them to benefit when necessary. Easy access to data enables employees to overcome challenges, and studies emphasize the importance of organizational education and training in achieving organizational performance efficiency.

The researcher believes that the success of an organization depends significantly on its application of the characteristics and components to achieve organizational performance efficiency. By establishing a strong foundation through aligning vision and mission with plans and indicators, inclusivity, and engaging human resources in decision-making or empowering them, providing continuous education and training, an organization creates a workforce capable of directly contributing to achieving organizational performance efficiency. This not only distinguishes the organization but also creates an environment capable of adapting to internal and external changes, maintaining its human resources, and attracting other highly qualified individuals. Additionally, employees feel a sense of loyalty and commitment to the organization, leading to the successful execution of decisions and encouraging their colleagues to accept and implement them.

DISCUSSION

Discussion of the study tool axes and answering questions and testing the study hypotheses. Answering the first main question of the study: What is the degree of functional isolation among the employees of the State Council and the Shura Council in the Sultanate of Oman?

To answer this question, the researcher calculated the means and standard deviations of the functional isolation among the employees of the State Council and the Shura Council in the Sultanate of Oman, aiming to determine whether the average agreement score of the study sample individuals on items had reached a higher degree than the neutrality level.

Axis of Functional Isolation

Table 1: Mean, Relative Weight, and Standard Deviation of Study Sample Responses to Items of Functional Isolation Ranked in Descending Order by Means.

Sl. No.	Item	Mean	Relative weight	Standard deviation	Response	Rank

1	My relationship with my colleagues at work is weak.	2.02	%40.4	1.227	Somehow disagree	7
2	Social relationships at work hold no meaning for me.	2.49	%49.8	1.403	Somehow disagree	5
3	I do not understand the internal rules and regulations of the workplace.	1.53	%30.6	0.954	Completely disagree	8
4	My professional future does not seem clear.	3.21	%64.2	1.480	I do not know	2
5	I find no benefit in exerting effort at work.	2.83	%56.6	1.507	I do not know	4
6	I do not feel any sense of belonging to the council.	2.42	%48.4	1.422	Somehow disagree	6
7	I do not feel that my professional situation will improve.	2.95	%59.0	1.446	I do not know	3
8	I feel a lack of clarity regarding my career path.	3.60	%72.0	1.349	Somehow agree	1
All dimension items		2.63	%56.6	1.016	I do not know	

The answers to the previous axis illustrate the average responses of the study sample individuals to the items of functional isolation and their arrangement according to the means from the most important to the least important from the perspective of the study sample individuals.

The responses of the study sample individuals to the items of the functional isolation axis came with arithmetic means ranging from (3.60 - 1.53) and response levels ranging from "Somehow agree" to "Completely disagree" for each item of the axis.

Answering the second main question of the study: What is the impact of institutional performance efficiency represented by (self-confidence, proficient task completion, and effective social communication) on the degree of functional isolation among the employees of the State Council and the Shura Council in the Sultanate of Oman?

To answer this question, the researcher calculated the dimensions - institutional performance efficiency among the employees of the State Council and the Shura Council in the Sultanate of Oman by calculating the means and standard deviations, aiming to determine whether the average agreement score of the study sample individuals on the items of each dimension had reached a higher degree than the neutrality level.

Axis of Self-confidence

Table 2: Mean, Relative Weight, and Standard Deviation of Study Sample Responses to Items of Self-Confidence Ranked in Descending Order by Means.

Sl. No.	Item	Mean	Relative weight	Standard deviation	Response	Rank
1	I believe that the management contributes to building future managerial leaders among the employees.	2.59	%51.8	1.446	Somehow disagree	6
2	I find that the management provides a democratic and collaborative work environment that helps employees to present creative ideas.	2.40	%48.0	1.370	Somehow disagree	7
3	I feel sufficiently prepared to take on responsibility.	4.49	%89.8	0.800	Completely agree	1

4	The management allows me the opportunity to participate in decision-making at work.	2.60	%52.0	1.404	Somehow disagree	5
5	I strive hard to achieve my goals positively.	4.43	%88.6	0.736	Completely agree	2
6	I feel like I am among the family at my workplace.	3.01	%60.2	1.293	I do not know	4
7	I feel that I am more deserving than my colleagues at work.	3.57	%71.4	1.084	Somehow agree	3
All dimension items		3.30	%66	0.736	I do not know	

The answers to the previous axis illustrate the average responses of the study sample individuals to the items of self-confidence and their arrangement according to the arithmetic means from the most important to the least important from the perspective of the study sample individuals.

The responses of the study sample individuals to the items of the dimension, totaling (7) items, came with arithmetic means ranging from (4.49 - 2.40) and response levels ranging from "Completely agree" to "Somehow disagree" for each item of the dimension. Generally, the mean for all items reached (3.30) with a relative weight of (66.0%), indicating the existence of a moderate level of self-confidence as one of the dimensions of institutional performance efficiency among the employees of the State Council and the Shura Council in the Sultanate of Oman from the perspective of Islamic administration, according to the study sample individuals' perspective.

Axis of Proficient Task Completion

Table 3: Mean, Relative Weight, and Standard Deviation of Study Sample Responses to Items of Proficient Task Completion Ranked in Descending Order by Means.

Sl. No.	Item	Mean	Relative weight	Standard deviation	Response	Rank
1	I complete assigned tasks to the best of my ability.	4.59	%91.8	0.750	Completely agree	1
2	I believe that the council relies on a policy of placing the right person in the right position.	2.23	%44.6	1.279	Somehow disagree	8
3	I adhere to attendance and departure times (except in emergencies).	4.39	%87.8	0.863	Completely agree	2
4	I believe that the council uses performance indicators for strategic objectives as a primary measure to evaluate the efficiency of task completion.	2.37	%47.4	1.283	Somehow disagree	6
5	The council seeks to introduce modern technology that contributes to improving proficient task completion.	2.83	%56.6	1.398	I do not know	4
6	I feel that the council's policy encourages and rewards creative employees.	2.30	%46.0	1.355	Somehow disagree	7
7	I complete my job duties within clear and defined responsibilities.	3.52	%70.4	1.339	Somehow agree	3
8	The council relies on job description cards for hiring and promotion.	2.60	%52.0	1.425	Somehow disagree	5

All dimension items	3.10	62%	0.906	I do not know
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The responses to the previous axis illustrate the average responses of the study sample individuals to the items of Proficient Task Completion and their arrangement according to the arithmetic means from the most important to the least important from the perspective of the study sample individuals.

The responses of the study sample individuals to the items of this dimension, totaling (8) items, came with means ranging from (4.59 - 2.23) and response levels ranging from "Completely agree" to "Somehow agree" for each item of the dimension. Generally, the mean for all items reached (3.10) with a relative weight of (62.0%), indicating the existence of a moderate level of proficient task completion as one of the dimensions of institutional performance efficiency among the employees of the State Council and the Shura Council in the Sultanate of Oman from the perspective of Islamic administration, according to the study sample individuals' perspective.

Axis of Effective Social Communication

Table 4: Mean, Relative Weight, and Standard Deviation of Study Sample Responses to Items of Effective Social Communication.

Sl. No.	Item	Mean	Relative weight	Standard deviation	Response	Rank
1	I feel that the officials within the council value the employees' circumstances and strive to improve them.	2.59	%51.8	1.446	Somehow disagree	7
2	I have a harmonious and empathetic relationship with my colleagues at work.	2.40	%48.0	1.370	Somehow agree	1
3	I participate in social events with colleagues at work.	4.49	%89.8	0.800	Somehow agree	3
4	The relationship between employees and their supervisors is characterized by appreciation and respect.	2.60	%52.0	1.404	Somehow agree	2
5	The management facilitates communication between different levels of administration within the council.	4.43	%88.6	0.736	I do not know	6
6	My relationship with my colleagues at work is characterized by trust.	3.01	%60.2	1.293	Somehow agree	3
7	My direct supervisors handle issues with colleagues at work professionally, away from personal biases.	3.57	%71.4	1.084	I do not know	5
All dimension items		3.30	%66	0.736	I do not know	

The responses to the previous axis illustrate the average responses of the study sample individuals to the items of Effective Social Communication and their arrangement according to the means from the most important to the least important from the perspective of the study sample individuals.

The responses of the study sample individuals to the items of this dimension, totaling (7) items, came with means ranging from (3.75 - 2.78) and response levels ranging from "Somehow agree" to "I do not know" for each item of the dimension. Generally, the mean for all items reached (3.30) with a relative weight of (66.0%), indicating the existence of a moderate level of effective social communication as one of the dimensions of institutional performance efficiency among the

employees of the State Council and the Shura Council in the Sultanate of Oman from the perspective of Islamic administration, according to the study sample individuals' perspective.

Answering the third main question of the study: Are there statistically significant differences in the respondents' responses regarding the impact of functional isolation on the institutional performance efficiency among the employees of the State Council and the Shura Council in the Sultanate of Oman attributed to their demographic and personal characteristics?

To answer this main question, the researcher tested the second main hypothesis of the study by calculating the mean, sum of squares, mean squares, F-value, and its significance, by conducting a One-Way ANOVA test to determine differences between groups.

Second main hypothesis: There are no statistically significant differences in the respondents' responses regarding the impact of functional isolation on the institutional performance efficiency among the study sample attributed to personal variables (educational qualification, age group, years of service, administrative level, legislative institution).

- Educational Qualification:

The results of the arithmetic mean of the sample individuals' responses and the One-Way ANOVA test results for the educational qualification variable in all study axes indicate that the significance level for all study axes reached a value of (0.451), which is greater than the significance level ($0.05 \geq \alpha$), indicating no statistically significant differences in the respondents' responses regarding the impact of functional isolation on the institutional performance efficiency among the study sample attributed to the educational qualification variable.

- Age Group:

The results of the arithmetic mean of the sample individuals' responses and the One-Way ANOVA test results for the age group variable in all study axes indicate that the significance level for all study axes reached a value of (0.703), which is greater than the significance level ($0.05 \geq \alpha$), indicating no statistically significant differences in the respondents' responses regarding the impact of functional isolation on the institutional performance efficiency among the study sample attributed to the age group variable.

- Years of Service:

The results of the arithmetic mean of the sample individuals' responses and the One-Way ANOVA test results for the years of service variable in all study axes indicate that the significance level for all study axes reached a value of (0.777), which is greater than the significance level ($0.05 \geq \alpha$), indicating no statistically significant differences in the respondents' responses regarding the impact of functional isolation on the institutional performance efficiency among the study sample attributed to the years of service variable.

- Administrative Level:

The results of the arithmetic mean of the sample individuals' responses and the One-Way ANOVA test results for the administrative level variable in all study axes reached a value of (0.612), which is greater than the significance level ($0.05 \geq \alpha$), indicating no statistically significant differences in the respondents' responses regarding the impact of functional isolation on the institutional performance efficiency among the study sample attributed to the administrative level variable.

- Legislative Institution:

The results of the arithmetic mean of the sample individuals' responses and the Independent Samples Test results for the legislative institution variables in all study axes indicate that the significance level for all study axes reached a value of (0.752), which is greater than the significance level ($0.05 \geq \alpha$), indicating no statistically significant differences in the respondents'

responses regarding the impact of functional isolation on the institutional performance efficiency among the study sample attributed to the legislative institution variable.

RESULTS

After discussing the study axes in general, answering the questions, and testing the hypotheses, the current study yielded the following results:

1. There is a statistically significant effect at a level of significance ($\alpha \geq 0.05$) of occupational isolation on the institutional performance efficiency of employees in the State Council and the Shura Council in the Sultanate of Oman, as perceived by the study participants.
2. There are no statistically significant differences at a level of significance ($\alpha \geq 0.05$) in the respondents' answers regarding the impact of occupational isolation on the institutional performance efficiency of the study sample attributed to personal variables.

Recommendations

In light of the study's results and after revisiting the discussion of the various study axes, the researcher proposes several recommendations as follows:

1. Encourage cooperation among employees of the State Council and the Shura Council and provide assistance to each other in completing various job tasks.
2. Activate financial and moral incentives for employees of the State Council and the Shura Council, such as granting job bonuses to deserving employees.
3. Establish clear guidelines and job descriptions for each career path within the State Council and the Shura Council and inform employees accordingly.
4. Ensure equal treatment of employees of the State Council and the Shura Council based on their work without bias towards any party.
5. Establish clear performance evaluation criteria accessible to employees, linked to job competencies, and consider utilizing globally recognized performance assessment models.

CONCLUSION

This study holds great significance for the legislative institutions in the Sultanate of Oman, particularly the State Council and the Shura Council, as well as the government and private sectors in general. It provides recommendations regarding the importance of focusing on human resources and the work environment, striving to create an attractive work environment where employees can contribute their expertise and knowledge without bias or inequality resulting from the lack of clear promotion, reward, or adherence to globally accepted evaluation principles. Additionally, it addresses the need to avoid randomness in appointing leadership positions, which could have adverse effects on the institution and the state. By addressing these factors, we can all strive to achieve the goals of the wise government under the governance leadership of His Majesty Sultan Haitham bin Tariq, may God protect him, to realize Oman's vision through its integrated axes or the axis of economic leadership and institutional performance improvement. The researcher has made every effort to contribute to providing solutions and enriching the knowledge aspect.

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