Global Scientific Review
A Peer Reviewed, Open Access, International Journal
www.scienticreview.com
Volume 34,December 2024 ISSN (E): 2795-4951

Evaluation of the potential of functional Hibernation in industrial facilities: a case study of Kirkuk Cement Factory

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Abstract: Career hibernation is a phenomenon that refers to a state of stagnation or stagnation in the employee's career path, where individuals feel that there is no progress or new challenges in something, and share this belief in feelings of boredom, encourage it, and reduce performance and productivity, so this research aims to understand its causes and its effects on employees in the research sample, and the research model and its hypotheses were built based on research literature, and the following studies were referred to for research criteria, and a research data questionnaire was designed, where (207) questionnaires were distributed, and (207) of them were retrieved to join (97%) and to ensure the stability of the data, the Volkswagen Cronbach test was used, and the path method and matching equations structural hypotheses were used, and the research reached a set of results, the most important of which is that the factor (the psychological factor and the social factor) had an impact on employees, while the factor in which the Functional was involved in organizing research (the professional, organizational and personal dimension) does not support the hypothesis, and therefore this factor has no impact on career hibernation in organizing research.

Keywords: Functional hibernation, Functional hibernation dimensions, Kirkuk Cement Plant

Introduction:

Functional hibernation requires a comprehensive study of the factors that contribute to this phenomenon within the organization, and it can be a situation in which the employee faces a lack of motivation and challenge at work, which leads to a sense of boredom and dissatisfaction to evaluate Functional hibernation or it is a condition that affects employees or work teams, where activity and enthusiasm for work decrease, which negatively affects productivity and efficiency, and their failure to achieve professional development or effective productivity, this hibernation occurs when employees feel that they are stuck in their Functional without new challenges or Opportunities for development and growth, where employees feel unmotivated or satisfied with their work, this hibernation can have significant negative effects on the general performance of companies in general and on the laboratory of the study sample in particular, and this study can address several axes The first axis includes: the procedural structure of the research and the second converter deals with the

Volume 34,December 2024 ISSN (E): 2795-4951

theoretical side and the third axis will clarify the practical side and the fourth axis includes conclusions and recommendations.

The first axis: the procedural structure of the research

First: The intellectual dilemma of the research: Some questions related to the intellectual dilemma have been formulated:

1- What is the extent to which the employees in the Kirkuk Cement Factory are aware of the reality of Functional hibernation and its dimensions?

2- Is there a significant correlation between the dimensions of hibernation in industrial institutions and the workers of the research sample?

Second: The importance of research: lies in providing a new scientific addition represented in hibernation as an entry point for activating industrial institutions and activating workers to provide a service to the community so that the aforementioned laboratory becomes more interactive and influential in society, which in turn can develop it at all levels?

Third: Research Objectives: (Research Objectives): The research aims at the following:

1- Identify correlations and contribute to determining the reality of Functional hibernation to activate the employees of the research organization.

2- Determining the capabilities of the surveyed sample and its current and future aspirations about the research, its dimensions, and variables in the researched organization.

3- Description and diagnosis of variables and their dimensions in the researched organization.

Fourth: Research Model: In the light of the current research through its problem, importance, and objectives, the hypothetical scheme can be designed in Figure No. (1).

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Volume 34,December 2024 ISSN (E): 2795-4951

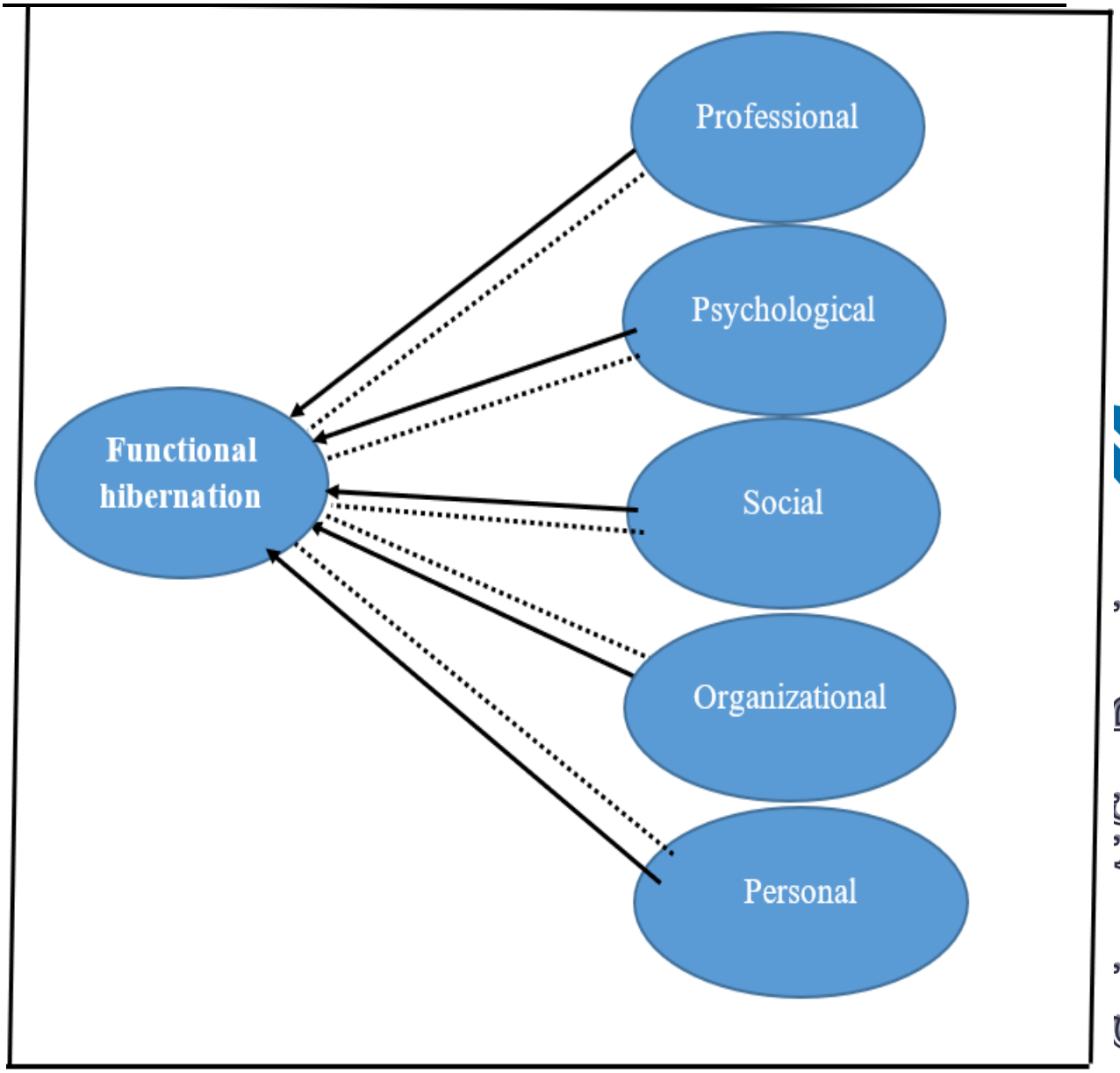

Figure No. (1): The hypothetical scheme.

Fifth: Research hypotheses:

The first main hypothesis:

The dimensions of Functional hibernation are available in the Kirkuk Cement Plant and are branched from:

1- The professional dimension is available in the Kirkuk Cement Plant.

2- The psychological dimension is available in the Kirkuk Cement Plant.

3- The social dimension is available in the Kirkuk cement plant.

4- The organizational dimension is available in the Kirkuk Cement Plant.

5- The personal dimension is available in the Kirkuk Cement Plant.

Second hypothesis:

There is a significant correlation between the dimensions of Functional hibernation in the researched organization.

Sixth: The research community and its sample:

A research community is the entire set of individuals or objects studied in a particular research. A sample is a subset of this population that is selected for study. The sample is selected so that it is representative of the total population for the results to be generalizable to the larger community, Kirkuk Cement Plant has been chosen as a field of research because it is one of the important cement plants in the industrial sector, which seeks to keep pace with industrial developments in the environment, The research community included several workers at various administrative levels in the laboratory, either the study sample consisted of several workers in the Kirkuk Cement Factory, as for the research sample, it amounted to (50) individuals of them were selected to represent the research community, and on this basis the questionnaire forms were distributed to the research sample was adopted in the statistical analysis processes.

Second Theme: Theoretical Study;

First: the theoretical aspect of Functional hibernation, definition, concept, importance, elements, and dimensions:

A - Functional hibernation: Definition: The term "hibernation" refers to a state of stagnation or stagnation during an individual's career, where a person feels that he is not advanced in his Function or has not achieved any growth or professional development. This may be due to repetition of the same tasks, lack of promotion opportunities, boredom, and loss of motivation. Functional hibernation can negatively affect Functional satisfaction and mental health, so it is advisable to look for ways to motivate yourself and develop skills to overcome this condition. (SHABBIR, et al,(2020),80)

B- The concept of Functional hibernation:

It is a condition that an employee feels at work, where he loses enthusiasm and motivation to perform his tasks effectively or think about development and innovation. It can be the result of several factors such as repetitive routines, lack of new challenges, lack of adequate appreciation, or lack of opportunities for growth and career advancement, this condition may lead to low productivity, boredom, and dissatisfaction with work, and is characterized by reducing the individual's response to external stimuli and reducing awareness of the surrounding environment.) Krzysztofik, et al(2016). 320.)

Functional hibernation is a state of sleep characterized by the inability to fully respond to external stimuli, considered a normal part of our sleep cycle, in which energy is replenished and the body and mind are rebalanced. Functional hibernation contributes to maintaining mental and physical health and contributes to enhancing daytime performance and the ability to focus and think. (Perdhana, et al,(2022). 291)

C- Its importance, which is represented in the following:

Negative Functional hibernation, or "Functional stagnation", refers to the state in which the employee feels stagnation or lack of development in his function, this matter can have a significant negative importance affecting individuals and companies alike and the importance of hibernation can be clarified through the following points:(Seki, M. (2015). *35*, 50)

1- Low productivity: When employees feel that they are not progressing or learning new skills, their interest and enthusiasm may decrease, leading to low productivity and overall performance.

2- High employee turnover: Functional stagnation can push employees to look for other opportunities outside the company, leading to increased employee turnover and loss of talent.

3- Negative impact on morale: Recession can negatively affect employee morale, leading to an unmotivated and frustrating work environment.

4- Impact on innovation and creativity: Employees who feel sluggish may be less likely to submit new ideas or innovative solutions, limiting the possibilities for innovation within the company.

5—Increased stress and psychological pressure: Feelings of lack of progress can lead to increased levels of stress and psychological pressure among employees, which can affect their mental and physical health.

Hence, companies need to monitor and deal with Functional hibernation by providing opportunities for professional development, and training, and motivating employees to ensure they feel progressed and continued growth in their careers. (Ukpere, W. I. (2014).725)

D. Elements of Functional hibernation:

Functional hibernation, also known as professional stagnation, refers to a condition in which an employee is bored or dissatisfied with their Function as a result of several factors. One of the most prominent elements of hibernation:(Gullotta, D., & Lin, L. (2023),8)

1. Boredom and routine: Repeating the same daily tasks without a new change or challenge makes the employee feel bored and lose enthusiasm.

2. Lack of appreciation: The employee does not receive appropriate recognition for his efforts and achievements, whether through words of thanks or rewards.

3. Lack of challenges: There are few opportunities to learn new skills or face professional challenges, which leads to a sense of lack of development.

4. Lack of promotion opportunities: The lack of a clear path to promotion and career advancement makes the employee feel stuck in place.

5. Negative work environment: The presence of constant tensions or conflicts in the work environment, or an unencouraging work culture that can contribute to the employee's sense of hibernation.

6. Uninspired work: The employee is not attached to his Functional tasks in a way that makes him feel important or valuable in what he does.

7. Poor work-personal balance: Too much work pressure and inability to balance work and personal life can lead to burnout and Functional hibernation.

The researchers believe that dealing with these elements requires various interventions such as improving the work environment, providing training and development opportunities, and creating an effective recognition and reward system to motivate employees.

F- Dimensions of Functional hibernation (Dimensions of Functional hibernation:

Hibernation refers to the state of stagnation or stagnation that an employee can experience in the workplace, this state is manifested in several dimensions or aspects, including:

1- Professional dimension:

Refers to the aspect related to professional life or work in the life of the individual, this dimension includes many elements and skills that affect performance and professional success, lack of challenges such as the lack of new projects or tasks that interest the employee and determine his capabilities, as well as the lack of opportunities for development such as the absence of opportunities for training or continuing education that can enhance skills and knowledge, technical skills, the ability to perform tasks related to the profession effectively, and include technical knowledge and specialized expertise, professional development striving to improve skills and knowledge of During continuing education and training, work-life balance the ability to achieve a healthy balance between professional and personal commitments, Functional satisfaction which is a sense of accomplishment and satisfaction with the work performed by the individual, as well as adherence to work ethics and professional standards in the field of specialization.(Ukpere, W. I.:2014,5)

Building professional relationships: The ability to build strong and useful professional networks, including colleagues, managers, and partners, (Larasati, A., et.al:2020.55),and the researchers believe that caring for and developing the professional dimension can lead to professional and personal success, and increase Functional satisfaction and professional achievements.

2- Psychological dimension:

It refers to aspects related to human emotions, thoughts, behaviors, and interactions. It can be divided into several main aspects:(Raurich, X., & Sorolla, V.2014:50)

A - The emotional aspect: includes feelings and emotions such as joy, sadness, anger, and fear. These emotions affect how a person interacts with the environment around them and with others.

B - The intellectual aspect: includes ideas, beliefs, and decisions. It relates to how an individual processes information, solves problems and makes decisions.

C- The behavioral aspect: deals with the actions and behaviors performed by the individual. It is related to how a person interacts with others and with the environment through his actions.

D- The social aspect: deals with relationships and interactions with others. It includes how to form and maintain relationships and interact with the community.

F- Personal aspect: related to personal identity and self-esteem. It includes an individual's understanding of himself, his values, needs, and goals.

The researchers believe that understanding the psychological dimension helps improve mental health, and enhances the ability to cope with stress and life challenges. On the contrary, low motivation generates in the employee a feeling of unwillingness to work or achieve achievements, as well as a feeling of boredom as a result of repeating routine tasks without variety or renewal.

3- Social Dimension:

It is a concept that deals with the influence of social and cultural factors on the behavior of individuals and groups. It can be explained by several aspects:(Foster, C. C., & Diab, D. L.2017:640)

1- Social interactions: includes relationships between individuals within society, and how communication and interaction affect behaviors and attitudes. For example, family relationships, friendships, and teamwork.

2- Cultural influence: includes values, beliefs, and traditions that are passed down through generations and that shape the behavior of individuals and their worldviews. Different cultures greatly influence lifestyle, habits, and daily practices.

3- Social structure: refers to how society is organized in terms of different social groups such as economic classes, races, and religions. This regulation affects individuals' chances of life, access to resources, and the overall standard of life.

4- Social institutions: include various institutions such as family, school, religion, and government. These institutions play a crucial role in shaping social behavior through laws, rules, and norms.

5- Social mobility: measures the ability of individuals to move between different social classes. This aspect examines how an individual's social background affects their opportunities for education, employment, and standard of living.

The researchers believe that the social dimension is important to understand how individuals interact with their environment and with each other, how social identities and behaviors are formed, and that employee isolation and lack of social interaction or cooperation with colleagues in the team leads to weak social bonds, and the lack of strong or supportive relationships in the workplace.

4- Organizational Dimension:

It refers to how activities within an organization are organized and coordinated to achieve its goals. This dimension includes several aspects, including:(Gullotta, D., & Lin, L. (2023:10)

Volume 34,December 2024 ISSN (E): 2795-4951

1- Organizational structure: how power and responsibilities are distributed between individuals and departments. This structure can be a hierarchical lattice or a combination of the two.

2- Functional division: The division of work into units or sections based on specialized functions or tasks, such as the marketing department, finance department, human resources department, etc.

3- Coordination and integration: The methods used by the organization to ensure concerted efforts and coordination between different units to achieve common goals. It can include periodic meetings, internal communication systems, and joint task forces.

4- Authority and responsibility: Determine who makes decisions and who is responsible for implementing them. Authority levels are clearly defined to ensure efficient and effective workflow.

5- Rules and Procedures: Policies and procedures that determine how work is performed within the organization. These rules help guide the behavior of employees and ensure compliance with the required standards.

6- Organizational culture: Common values, beliefs, and practices that prevail within the organization and affect how individuals deal with each other and their work.

The goal of the organizational dimension is to create an integrated and organized work environment that enables the organization to achieve its goals efficiently and effectively, and researchers believe that the absence of a clear vision, which is the lack of clarity of the company's goals or the expected role of the employee, as well as weak leadership such as poor supervision and management by leaders and officials leads to confusion of work and thus reflects on the performance of the employee or worker.

5- Personal dimension:

refers to the individual and unique aspects of human life that constitute his identity and personality, values and beliefs The principles and ideas that a person believes in and forms the basis of his actions and decisions, emotions, feelings and emotional experiences that a person goes through and how he deals with them to achieve his goals and ambitions What a person seeks to achieve in his life, whether professional or personal goals, and personal relationships that he builds A person with others, how he interacts with friends, family, and colleagues, his life experiences, experiences and events that the person went through that affected the formation of his personality, his hobbies, interests and activities that the person enjoys that help him achieve psychological balance, and self-development through the efforts made by the person to improve himself and develop his skills and knowledge, attention to the personal dimension is important because it contributes to achieving balance and happiness in life, and enhances the person's ability to adapt to various challenges, example

Fatigue: Feeling tired and constantly stressed as a result of work pressure,

1- Low Functional satisfaction: Low level of Functional satisfaction as a result of these factors combined, addressing hibernation requires a multidimensional intervention that includes improving the work environment, offering

opportunities for professional development, and enhancing communication and social support among employees.(Ukpere, W. I.2014: 5.)

Methodology

Sampling and Research Design

Using a quantitative design, we gathered pilot data through an online survey conducted via Google Forms, targeting a selected sample of 207 employees at the Kirkuk Cement Plant. This sample consisted of 151 females (75.5%) and 49 males (24.5%). Most participants (150) were under the age of 30, while 23 were between the ages of 30 and 39. A small number were aged 40 to 49 (15) and above 50 (12). Additionally, the majority of the participants had an education level of less than a diploma (166), followed by Postgraduate Studies (34), In terms of functions of participants in Employees at Kirkuk Cement, the greatest proportion of participants were from Employee (87.5%) and the rest were from Assistant Director (6%), Assistant Head of Department(3%), Head of Department(2%) & director(1.5%), The Experience of most participants (141) From 5 and less than 10 years (39)Experience LESS THAN 5; and few have Experience years (15)above.

Instrument and Analysis Methods

The evaluation framework's instrument is composed of five constructs, each corresponding to one of the five functional hibernation areas: Professional dimension, Psychological dimension, Social dimension, Organizational dimension, and Personal dimension, The Resource Value Theory (RBV) was relied upon in selecting the dimensions of functional hibernation, as it is one of the variables that has not been previously addressed in any research paper. In this case, the Resource Value Theory is relied upon in selecting the most appropriate dimensions for the variable, as it works to enhance moral or latent capabilities, in addition to reviewing the theoretical aspect by the researchers through reviewing studies related to the research topic, which helps in adopting the objectives of the organization being studied.), Each construct included six indicators. All indicators were assessed using a 5-point Likert scale, ranging from Strongly Disagree (= 1) to Strongly Agree (= 5). The overall reliability of the research instrument, as measured by Cronbach's alpha, was 0.78, indicating a high level of reliability. For data analysis, confirmatory factor analysis (CFA) was performed using AMOS 25 software (Hu & Bentley, 1999) to evaluate model fit, as well as to assess the validity and reliability parameters of the Functional Hibernation instrument (Hair et al., 2017).

Results and Discussions

Normality and Multicollinearity Test

The skewness and excess kurtosis parameters were utilized to assess the normality of the data. Skewness scores ranged from 2.886 to -0.105, while kurtosis scores varied from 1.911 to 0.078 for each indicator, indicating no significant violation of multivariate normality, as values should fall between -3 and +3 (Kline, 2016:1800). Regarding multicollinearity, the variance inflation factor (VIF) for individual

indicators ranged from 2.212 to 1.208, and for construct relationships (between independent and dependent constructs), the VIF values ranged from 1.20 to 1.97, all below the recommended maximum of 3 (Hair, Black, et al., 2019; Kock, 2022). This suggests that there were no redundancy issues among the indicators (Kline, 2016). These findings indicate that neither multicollinearity problems nor common method bias were detected in the research questionnaire and survey design (Kock, 2022:4).

Results of Model Fitting Test

Exploratory Factor Analysis

The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was .856, and Bartlett's Test of Sphericity indicated that the correlation matrix was suitable for factor analysis ($\chi^2(210) = 2147.063$, $p < .000$). Additionally, the measures of sampling adequacy in the diagonals of the anti-image correlation confirmed that all items should be included in the factor analysis, as they all exceeded .5 (Hauben, Hung & Hsieh, 2017:10). Furthermore, all commonality scores were above .2, indicating that there was common variance among the items (Child, 2006). The factor analysis utilized principal axis factoring with varimax rotations to identify the factors related to the adoption of Big Data. The analysis revealed a five-factor solution that accounted for 68.265% of the variance, with the scree plot indicating that values began to stabilize after six factors. According to the Eigenvalues, the first factor explained 15.600% of the variance, the second factor 14.381%, the third factor 14.103%, the fourth factor 12.114%, and the fifth factor 12.068%. Table 3 illustrates that there were no cross-loadings in the final rotated factor loading matrix.

The Twenty-one items for the Five-factor model Remaining after exploratory factor analysis (EFA)explaining Functional hibernation of Data in Kirkuk Cement were analyzed through the CFA. AMOS (Analysis of Moments of Structure) was utilized to conduct the confirmatory factor analysis for the model, as this software is designed to test hypotheses regarding the presence or absence of relationships between the variables and their underlying factors. Confirmatory factor analysis also assesses how well the factor model fits the actual dataset and allows for the comparison of multiple factor models in this context. Figure 2 below illustrates the Confirmatory Factor Analysis for the study variables.

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
Organizationa2	**.834**	.076	.260	.064	.206
Organizationa1	**.819**	.119	.196	.064	.178
Organizationa4	**.817**	.078	.290	.173	.161
Organizationa3	**.795**	.063	.245	.065	.128
Personal2	-.013	**.778**	.162	-.010	.054
Personal1	.036	**.760**	.035	.122	.077

Personal4	.045	**.752**	.041	.124	.039
Personal5	.100	**.749**	.058	.058	.087
Personal3	.138	**.747**	.032	.103	.040
Psychological2	.230	.078	**.819**	.120	.141
Psychological3	.241	.140	**.815**	.088	.208
Psychological4	.196	.125	**.813**	.059	.229
Psychological1	.263	.024	**.738**	-.085	-.001
Professional3	.092	.045	.043	**.825**	.055
Professional2	.058	.066	-.010	**.755**	.240
Professional4	.015	.093	.111	**.747**	.216
Professional1	.133	.185	.007	**.722**	-.011
Social1	.031	.074	.098	.139	**.811**
Social2	.412	.102	.117	.225	**.730**
Social4	.386	.098	.082	.105	**.727**
Social3	.105	.073	.302	.121	**.675**
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.[a]					
KMO, 0.826; Bartlett's Test of Sphericity, 2147.063; Total Variance Explained, 68265.					

Fig.2: Confirmatory Factor Analysis for study variables

The fit indices from the confirmatory factor analysis indicate that the measurement model aligns well with the data: Chi-square/degrees of freedom (cmin/df) = 164.350; incremental fit index (IFI) = .978; comparative fit index (CFI) = .978; root mean square error of approximation (RMSEA) = .040; and P Close = .000. All items were significantly associated with their respective constructs, each exhibiting substantial coefficients with significance at the 0.001 level.

The validity measurements summarized in Table (...) suggest that Model (...) depicted in Figure 1 met the criteria for evaluating the validity of the measurement model. Given the model's satisfactory fit with the data, it was selected as the final model to explain the factors influencing organizational adoption of Big Data. It is noteworthy that the model was fitted without any modifications to its specifications.

Fit Index	**Value Recommended**	**Measurement Model Value**
χ2	N/A	164.350 (P = 0.068)
df	N/A	125
χ2/df	< 3.0	1.315

Volume 34,December 2024 ISSN (E): 2795-4951

TLI	> 0.95	0.973
NFI	> 0.95	0.914
GFI	> 0.95	0.973
CFI	> 0.95	0.978
RMSEA	< 0.08	0.03

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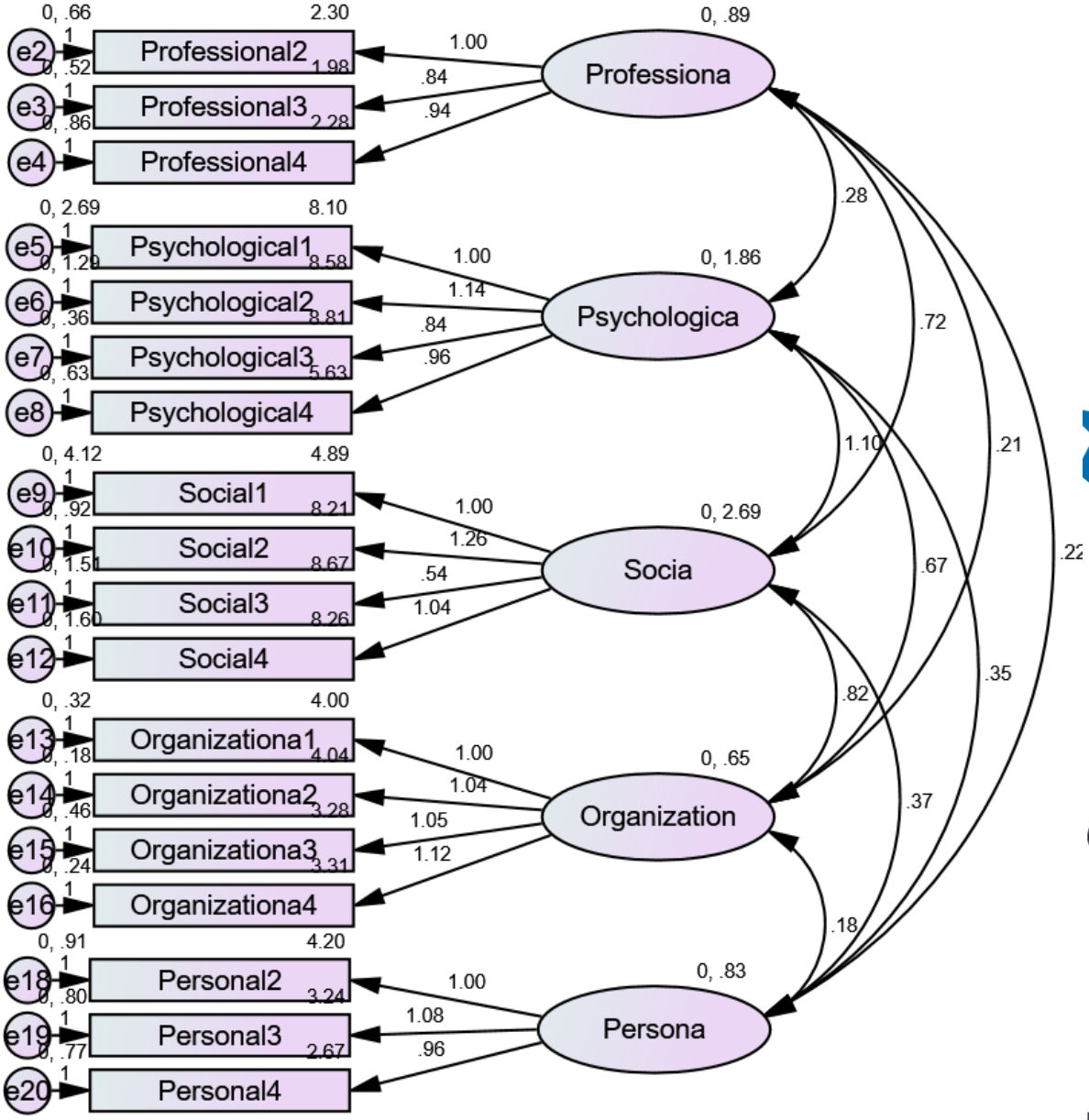
Volume 34,December 2024 ISSN (E): 2795-4951



Specific values that fit the model to the data

164.350	Chi-square
125	Freedom filter
.010	Significance level
1.315	Elastic chi-square
.978	Comparative fit index
.973	Tucker-Louis index
.040	Ramsey index

Table 2: Reliability, Convergent Validity, and Item Loadings Results

	CR	CA	AVE	MSV	MaxR (H)	1	2	3	4	5
Professional	0.773	0.788	0.532	0.217	0.776	**0.729**				
Psychological	0.876	0.852	0.643	0.371	0.898	0.217*	**0.802**			
Socia	0.827	0.815	0.552	0.387	0.884	0.465***	0.491***	**0.743**		
Organization	0.908	0.905	0.712	0.387	0.916	0.279**	0.609***	0.622***	**0.844**	
Personal	0.755	0.79	0.507	0.077	0.757	0.257**	0.277**	0.245**	0.241**	**0.712**

Validity Concerns

Confirmatory factor analyses (CFA) were conducted following the model fitting process to evaluate the validity and reliability of the measurement model. Cronbach's alpha (CA) and composite reliability (CR) were utilized to assess the measurement reliability of each construct within the Functional Hibernation framework. The results indicated high internal consistency for all constructs. As shown in Table ..., CA scores ranged from 0.905 to 0.788, while CR scores ranged from 0.905 to 0.755, all exceeding the threshold of 0.7, which signifies strong reliability (Hair, Risher, et al., 2019:12). Overall, the analysis results suggest that the Functional Hibernation framework exhibited an excellent fit with the pilot data, as indicated by various model fit indices. Furthermore, the CA demonstrated satisfactory reliability and validity for the Functional Hibernation framework, indicating that its measurement instruments are suitable for the main study and future research. The findings of this study align with previous literature that also affirmed the validity and reliability of the Functional Hibernation framework in diverse contexts.

4.4. Hypothesis Testing: Following the preliminary analyses, this section addresses the hypothesis testing and findings from the study.

Having established a satisfactory measurement model, the second-order Confirmatory Factor Analysis (CFA) model was then tested. The aim of evaluating this second-order CFA model was to assess whether the theoretical relationships posited

Volume 34,December 2024 ISSN (E): 2795-4951

are supported by the relevant empirical data. The connections between the measurement of structural relationships and the constructs were appraised according to the definitions of the constructs.

The initial model was adjusted based on the modification indices suggested by the outputs from the linear structural relations (Amos v25). Each modification involved adding a new path as indicated by the modification indices. The X2/df ratio and the RMSEA were calculated for each instance to determine whether the modifications were warranted. The results derived from applying the modified model are presented in Table 2 below.

Fit Index	Value Recommended	Measurement Model Value
χ2	N/A	179.239 (P = 0.003)
df	N/A	130
χ2/df	< 3.0	1.379
TLI	> 0.95	0.967
NFI	> 0.95	0.907
GFI	> 0.95	0.912
CFI	> 0.95	0.972
RMSEA	< 0.08	0.044

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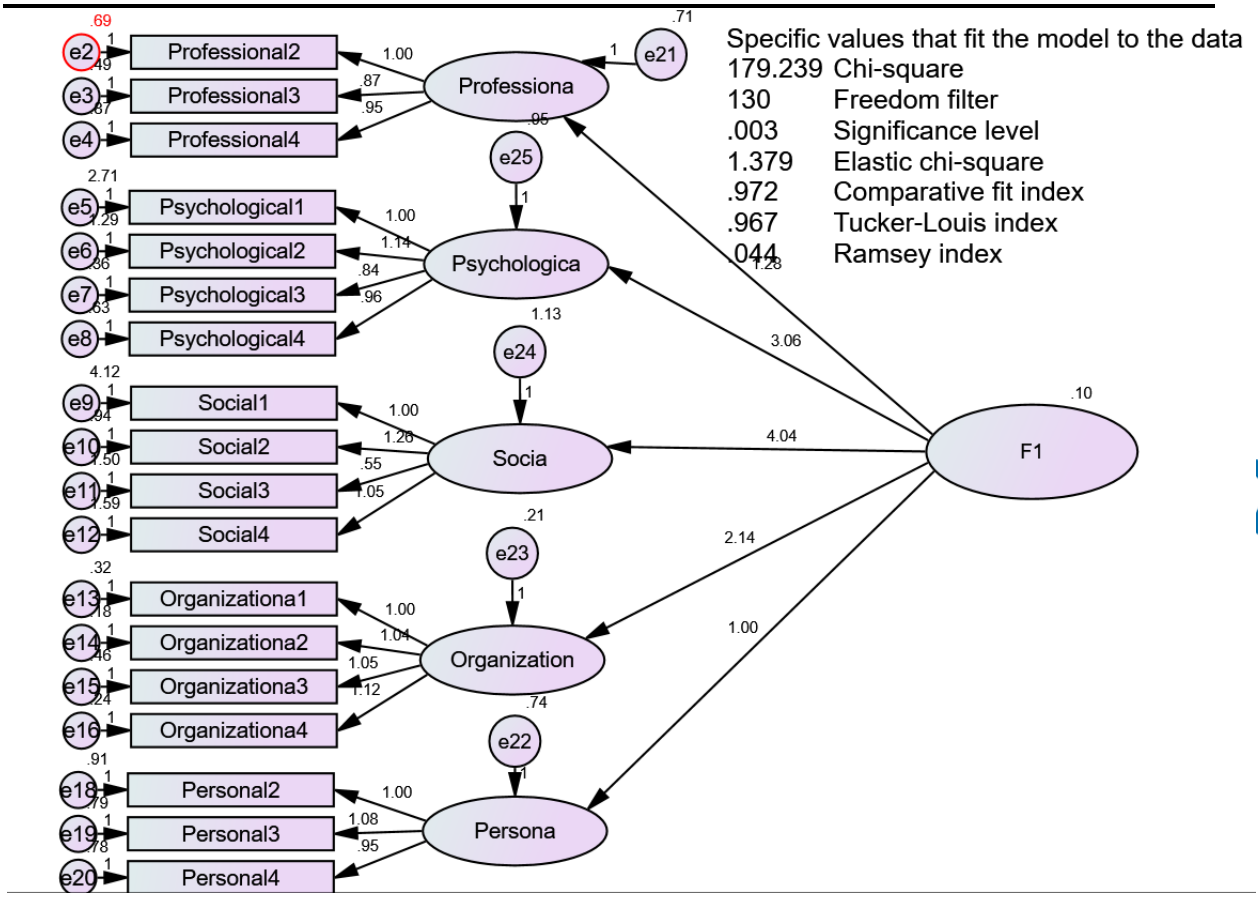

The modified second-order Confirmatory Factor Analysis (CFA) model was identified as the preferred model, meeting all fit statistics as outlined in the guidelines. The X2 test was significant, and other indices indicated a good fit for the second-order CFA model. Specifically, the X2/df ratio was 1.379, the RMSEA was 0.044, the Standardized RMR was 0.00, the CFI was 0.972, and the AGFI was 0.884. Additionally, the Critical N exceeded 200. The conclusion regarding the modifications is that the overall fit of the second-order CFA model demonstrated favorable results. This section presents the findings related to hypothesis testing, along with a discussion of the conclusions. For hypothesis testing in this study, Amos v25 was utilized as the statistical software for Structural Equation Modeling (SEM), with the results summarized in the table.

Hypothesis 1: Functional hibernation has a positive relationship with the Professional dimension. It was found that Functional hibernation significantly positively influences the Professional dimension. Respondents who perceived a higher level of Functional hibernation also exhibited a correspondingly higher level of the Professional dimension. Hypothesis 1 was supported (t=4.007**) with a standardized coefficient of 0.417.

Hypothesis 2: Functional hibernation has a positive relationship with the Psychological dimension. Functional hibernation was shown to significantly positively influence the Psychological dimension. Respondents who perceived a higher level of Functional hibernation tended to exhibit a corresponding increase in the Psychological

dimension. Hypothesis 2 was supported (t=4.007**) with a standardized coefficient of 2.398.

Hypothesis 3: Functional hibernation has a positive relationship with the Social dimension. The findings indicated that Functional hibernation significantly positively influences the Social dimension. Respondents perceiving a higher level of Functional hibernation tended to show a higher level of the Social dimension. Hypothesis 3 was supported (t=4.047**) with a standardized coefficient of 3.171.

Hypothesis 4: Functional hibernation has a positive relationship with the Organizational dimension. The analysis revealed that Functional hibernation significantly positively influences the Organizational dimension. Respondents perceiving a higher level of Functional hibernation also demonstrated a correspondingly higher level of the Organizational dimension. Hypothesis 4 was supported (t=4.303**) with a standardized coefficient of 1.678.

Hypothesis 5: Functional hibernation has a positive relationship with the Personal dimension. It was found that Functional hibernation significantly positively influences the Personal dimension. Respondents who perceived a higher level of Functional hibernation also exhibited a higher level of the Personal dimension. Hypothesis 5 was supported (t=2.885**) with a standardized coefficient of 0.784.

Furthermore, the Social dimension is typically regarded as the most significant variable for Functional hibernation (standard loading of 3.17), followed by the Psychological dimension (standard loading of 2.40), the Organizational dimension (standard loading of 1.68), and the Professional dimension (standard loading of 1.00). The Personal dimension had a standard loading of 0.78, indicating that Functional hibernation must demonstrate strength across all dimensions, not just one. This finding emphasizes that Functional hibernation should exhibit competency in the Professional, Psychological, Social, Organizational, and Personal dimensions. Additionally, all indices in testing this model showed a strong significance level at 0.05, as detailed in Table 3 below.

Table 3: Result of Hypothesis Testing of the Second Order CFA Model

Hypothesis	Path Std.			Std.	S.E.	t-value	P	result
H1	Professional	<---	F1	1.000	.104	4.007	***	supported
H2	Psychological	<---	F1	2.398	.598	4.007	***	supported
H3	Social	<---	F1	3.171	.783	4.047	***	supported
H4	Organization	<---	F1	1.678	.390	4.303	***	supported
H5	Persona	<---	F1	.784	.272	2.885	.004	supported

*indicates significance at the .05 level. **indicates significance at the .01 level.

This study introduces a novel model that enables human resource professionals and managers to devise and implement both short-term and long-term strategies, effectively analyze budget allocation, and appropriately manage resource distributions in a manner conducive to Functional hibernation. This model can be particularly

Volume 34,December 2024 ISSN (E): 2795-4951

beneficial for companies seeking to understand the structure of Functional hibernation, allowing them to develop and maintain robust competency development programs.

Conclusion

This research establishes a foundation for further exploration into various aspects of Functional hibernation. Moreover, it offers a fresh perspective on examining Functional hibernation, highlighting the significance of the second-order Confirmatory Factor Analysis (CFA) model. The researchers identified a substantial relationship between the Professional, Psychological, Social, Organizational, and Personal dimensions of Functional hibernation. Consequently, this study serves as a valuable resource for managers, human resource professionals, and researchers, providing them with a comprehensive understanding of the importance of Functional hibernation as presented by the researchers.

The current study validates the applicability of the Functional hibernation instrument within the context of a non-Western country, contributing to the literature on industrial establishments by confirming the Functional hibernation framework in Iraq. The analysis yielded empirical evidence supporting the validity and reliability of the Functional hibernation model through both confirmatory factor and composite analyses. However, the study is limited to a pilot design based on a cross-sectional survey and convenience sampling, which may affect the assessment of the framework's validity and reliability due to sample size constraints. Future research should utilize adequate sample sizes and various analytical methods, such as t-tests, to explore potential gender differences in Functional hibernation. Ultimately, the findings of this study can enhance the understanding of Functional hibernation and aid in developing strategies to promote it.

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