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The Impact of Demographic and Organizational Variables on Organizational Loyalty among Employees of the Iraqi Public Sector

Hamza Hameed Yasseen

Hamza8333@yahoo.com

Physical Education & Sport College, Diyala University, Iraq

Abstract: The research aims to measure the organizational loyalty score among the Iraqi public sector employees in Iraq, and to determine the extent of statistical differences in organizational loyalty among respondents depending on personal and organizational variables, and the sources of variation in loyalty to each variable of variables, the study included 181 organ government spread over parts of Iraq have been choose a simple random sample Qguanmha (15) employees of each device to become the size of 2715 employees. The study relied on data on the 2200 questionnaire. The study found that the degree of staff loyalty Fayalqtaa year high in Iraq, to some extent, and that the level of loyalty Echtlvjohraa depending on the difference in both personal and organizational variables.

Keywords: demographic changes regulatory, organizational loyalty, employees of government public sector

Introduction:

It is the responsibility of the government administration in all the countries of the world, especially the developing countries, including

Iraq, which is primarily responsible for achieving the comprehensive development of society. Specifically, development means "increasing the productive capacity of the society in a manner that increases its level from a relatively low level to a relatively higher level Over a reasonable period of time (long, 1982: 7).

It is well known that Western countries are less dependent on the public sector than developing countries, as the private sectors in these countries are developed and bear great responsibilities instead of the state. In developing countries - and despite their serious attempts to rehabilitate their own sectors to play a key role in the development process - these sectors still play a modest role in the development of their societies. Therefore, the public sector in most developing countries - including Iraq - will remain the main player for a long time in assuming responsibility for the development of these countries economically and socially. Therefore, attention to the workforce in the government apparatus and determining the degree of loyalty and dedication to serve its organs, especially in light of the contemporary global changes we are now living, is very important.

Hence the importance of this study in its attempts to shed light on the issue of organizational loyalty in the public sector in Iraq to reveal its level and factors affecting it in order to enable the decision makers in this sector to deal with it on scientific grounds. It is well known that the studies conducted in this field in the Arab world in general and Iraq in particular are few and on the one hand not comprehensive.

Research goals:

This research aims specifically at:

First: To measure the degree of organizational loyalty among Iraqi public sector employees in Iraq.

Second: Determine the extent of statistical differences in the organizational loyalty of the respondents according to the following personal variables: age, educational level, social status, extent of service, and rank.

Thirdly: To determine the extent of statistical differences in the organizational loyalty of the respondents according to the following organizational variables: the career ladder (the cadre), the nature of the agency (ministry, institution, department, etc.), supervisory tasks, number of subordinates, General, etc.), competition of the number of employees for the work need, and the nature of the functions performed by the employee.

Fourth: Identify the sources of statistical differences in the organizational loyalty of the respondents for each variable of the previous variables.

Research questions:

This study seeks to answer the following questions:

1. How loyal are public sector employees in Iraq to the organizations in which they work?
2. Does the organizational loyalty of public sector employees vary according to the following personal characteristics: age, marital status, academic qualification, job rank, and length of service?
3. Does the organizational loyalty of public sector employees vary according to the following organizational variables: career ladder, machine name, supervisory functions, number of subordinates, organizational level of the administrative unit, number of employees suitable for the job need and the nature of the tasks performed by the employee?

Structured Research:

The remainder of this research is divided into three sections: The first is the theoretical aims to determine the theoretical framework of the study and review the most important previous studies related to the focus of this research, the second part explains the methodological procedures carried out by the researcher, the third section means analyzing the data and extracting the results to achieve the research objectives.

Section I - theoretical framework and previous studies

First: Theoretical Framework:

Although public loyalty has long been regarded by scholars and theorists in the field of psychology and sociology, it did not receive enough attention in the field of management until after the emergence of the behavioral school in the early sixties of this century, which clearly emphasized the importance of human relations in organizations. Since then, many studies have emerged, especially in Western countries, which examine organizational loyalty in terms of its outputs, its components and the factors influencing it (Maani, 1996). Although there is a strong consensus among researchers that organizational loyalty is based on the basic idea of the link between an employee and his organization, there is no agreement among researchers on a specific definition of organizational loyalty (Schappek and Doran, 1997).

In this regard, Mowday, Porter and Steers (1982) pointed out that there are ten definitions of allegiance in the literature. Morrow (1983) identified more than twenty-five concepts or measures related to allegiance, and found that the reason for the multiple definitions of organizational loyalty and variance There is a tendency among

researchers to define loyalty The basis of the expected results and not on the basis of the real sense of it. Porter et al. (1974) defines organizational loyalty as one of the most popular definitions in this area. Organizational loyalty is defined as "the power of conformity of the individual, his integration with and association with his organization, and the individual who shows a high level of organizational loyalty to his organization Has the following three qualities:

- 1 - Strong belief in accepting the objectives and values of the organization.
2. Willingness to make maximum effort for the Organization.
- 3 - strong desire to maintain the continuation of its membership in the Organization.

Second: Previous Studies:

Since the early sixties of this century, many studies and researches have been conducted on the subject of organizational loyalty to identify its causes, consequences and ways of forming it. With increasing interest in organizational loyalty by both academics and practitioners, Mowday, Porter and Steers (1982) reviewed the most important research and studies on organizational loyalty and categorized it into four groups:

1. Personal characteristics.
2. Organizational characteristics.
- 3- A set of characteristics related to work or role.
- 4- A group of practical experiences.

One of the studies that focused on personal factors was the Hrebiniak study, 1972, which found a fundamental relationship between the age of the employee and his organizational loyalty, and that employee loyalty increases with age. In 1977 Salancik concluded the same conclusion as Hrebiniak with regard to the nature of the relationship between age and loyalty, in addition to a fundamental relationship between the employee's position in the organizational pyramid and the duration of his service in the organization

In a study conducted by Heegan (1998) on a sample of (198) Saudi managers working in ten ministries of service nature in the Kingdom of Saudi Arabia, a statistically significant relationship was found between the personal variables (age, rank, duration of service in the current ministry and length of service in the country) In general) and organizational loyalty, while the study did not reach a significant relationship between the name of the ministry and the current name of the student and the educational level. The results also revealed differences in loyalty between the 9th and 14th rank And differences in loyalty between those aged 50 years and above who are between thirty and thirty-nine years of age and differences in loyalty among those who have served for 31 years and over and whose services are between six and ten years.

A study aimed at measuring the level of organizational loyalty among the directors of the Jordanian ministries was also conducted. The study found that the percentage of respondents in general is equal to 79.8%, but it varies according to the factors included in the study. Organization, salary, age and social status The results of the study did not show a statistically significant relationship between the organizational loyalty and Yin.

From the previous review of the previous studies we note that it focused on some personal and organizational factors, and neglected other factors such as career ladder (cadre) and nature of tasks and the appropriate number of employees for the size of work and the number of subordinates. Therefore, the researcher is expected to contribute to this research to fill the lack of existing in the literature of organizational loyalty.

Section II - Methodology of the study:

First: the society of the study and its eye:

The study population consists of all Iraqi men working in government agencies (ministries, institutions, departments, agencies, and departments). The study included 181 equipment distributed throughout Iraq. Due to the multiple variables of the study to be measured and the differences between them, the researcher chose a simple random sample of (15) employees from each administrative body to become the sample size selected (2715) employees of the total civil servants.

Second: Study tool and data collection:

The survey method was used to collect the data needed for the study. The questionnaire included questions about personal characteristics (age, education, social status, job rank, length of service) and questions related to organizational variables (career ladder, machine name, supervisory functions, number of subordinates, level of administrative unit,). The level of loyalty of staff to their equipment was measured using the five-point Likert scale, which describes the degree to which the inquisitor agrees with the words in question, where 1 is "totally disagreeable" and 5 is "strongly agree"

In order to achieve a high degree of credibility of the content of the questionnaire, it was distributed to a number of practitioners and academics to take their views on the appropriateness of the questionnaire to achieve the objective of the study. After the receipt of the notes, some modifications were made to the questionnaire and then distributed to a survey sample of 60 staff members enrolled in a general training program. After analyzing the collected data, the coefficient of Kronbach Alpha was calculated (0.82) The internal consistency of the study

instrument is acceptable and satisfies the purpose of study (Cramer, 1997: 343)

Third: Statistical Processing:

Statistical data were collected using the statistical analysis program (Spss). In light of the nature of the study variables, methods of measurement and analytical purposes, the following statistical methods were used:

1. Use percentages, arithmetical averages and standard deviations to identify the level of loyalty of public sector employees to the organizations in which they work.
2. Use the T-test to determine the extent of statistical differences in the level of organizational loyalty according to the social situation and in accordance with supervisory functions.
3. Use ANOVA to determine the extent of statistical differences in the level of organizational loyalty due to personal variables or organizational factors, and then use the Tukey Test to determine the sources of these differences in the level of organizational loyalty for each of these variables.

Section III: Results:

- Demographic Characteristics of Research Sample Members:

Table (1)

shows the distribution of the sample members according to their personal characteristics. This is shown in the following table:
Personal characteristics of the research sample vocabulary

variable	Repetition	The ratio(%)
Age		21.4
Less than 30 years	466	43.4
30-39 years	947	26.3
40-49 years	574	8.9
50 years and over	194	100%
Total	2181	
Education		25.3
- Less than high school.	528	41.4
- High school.	865	29.9
- College degree	626	3.4
- Master's and Ph.D.	72	100%
- Total	2091	-
Career rank		38.3
- 1-5	696	51.2
- 6-9	930	10.5
- 10-15	190	100%
	1816	

Length of service		23.7
- Less than 7 years	496	29.7
- 7-14	620	24.2
- 15-20	506	22.4
- 21 years and above	469	100%
- Total	2091	
Social status		89.1
- Married	1955	10.9
- single	240	100%
- Tota	2195	-

- Level of organizational loyalty in the government apparatus:

Table 2 shows the expressions of the Organizational Loyalty Scale, the frequencies, percentages, arithmetical averages, and standard deviations of respondents' responses to each term.

Table (2):

Frequency distribution, percentages, arithmetical averages, and standard deviations of respondents on the Organizational Loyalty Scale

	Not ok atall	not gree	I do not know	Agree	Strongly Agree	Anithmetic mean	Standard devion
I am prepared to do my best to improve my machine	60 2.9%	69 2.3%	75 3.6%	847 40.6%	1036 49.6%	4.31	0.91
He gave a good picture of my machine when talking to my friends	51 2.5%	89 4.3%	74 3.6%	943 45.8%	900 43.8%	4,24	0.90
I am proud to be working in this device	62 3.0%	93 4.5%	148 7.2%	761 36.9%	996 48.3%	4,23	0.98
My decision to work in this apparatus was a right decision	83 4.1%	104 5.1%	273 13.5%	813 40.2%	749 37%	4.01	1.04
It is not easy for me to think about leaving this machine	100 4.9%	213 10.5%	267 13.2%	725 35.7%	723 35.7%	3.87	1.04

I feel that there is a homogeneity between my personal values and the prevailing values in this organ	81 4.0%	145 7.2%	280 14.0%	885 44.2%	610 30.5%	3.90	1,16
I will not leave this job if I have a job with the same salary as another	234 11.5%	236 11.6%	302 14.8%	602 29.2%	665 32.6%	3.60	1,35
General arithmetic mean:						4,04	0.74

- Personal variables:

To determine the extent of statistically significant differences in the level of organizational loyalty due to personal variables (age, education, grade, duration of service) ANOVA and T were used as follows:

- Age:

The results of the variance analysis test in Table (3) show that the level of organizational loyalty among the sample of the study varies according to age groups.

**Table (3)
The results of the analysis of variance analysis of the age variable and the marital comparison test**

m	Educational levels	standard deviation	Differences between arithmetical averages			Value(p)
			2	3	4	
1	4,05	0,74	0,06	0,03	0,12	3,23
2	3,99	0,76	-	0,03	0,18	
3	4,17	0,72		-	0,08	
4	4,17	0,75			-	

- Education:

The result of the variance analysis in Table (4) shows that the level of organizational loyalty of the employees surveyed differs according to their educational levels

Table (4)
Results of the variance analysis test for the organizational loyalty of the variable of education and the test of marital comparisons

	educationallevels	Arithmetic mean	standard deviation	Differences between arithmetical averages			Value(p)
				2	3	4	
1	Less than high school	4,24	0,68				19,39
2	High school	4,08	0,72	—	0,22	0,29	
3	College degree	3,86	0,76		—	0,6	
4	Master and Ph.D	3,79	0,79			—	

Table (5)
Results of the variance analysis test for the variable duration of the service and the test of marital comparisons

M	Length of service	Arithmetic mean	standard deviation	Differences between arithmetical averages	Value (p)
1	Less than 7 years	4.05	0.74	3 3 4	4,77
2	From 18 to 14 years old	3.94	0.78	0.1 0.6 0.5	
3	From 15 to 20 years	4.10	0.71	0.16 0.15	
4	More than 20 years	4.09	0.75	0.01	

- Career Status:

Based on the results of the variance analysis test in Table (6), the level of loyalty of the respondents varies significantly according to their different functional levels.

Table (6)
Results of the variance analysis test for the organizational loyalty of the functional rank variable and the marital comparison test

M	Functional mattresses	Arithmetic mean	standard deviation	Differences between arithmetical averages	Value (p)
1	From 1-5	4.09	0.72	2 3	6,59
2	6-9	3.96	0.78	0.13 0.18	
3	From 10 to 15	3.91	0.67	0.05	

Social status:

As for the loyalty of married and unmarried employees, the "T" test was performed. The test result in Table (7) showed a significant difference between the degree of loyalty of married and unmarried employees.

**Table (7)
T test for organizational loyalty of married and unmarried couples**

Social status	Arithmetic mean	standard deviation	Degree of freedom	Value of "T"
Married	4,06	0.74	1865	2.98
single	3.90	0.76		

- Organizational variables:

- Career ladder:

The result of the variance analysis test in Table (8) shows that the level of organizational loyalty varies substantially according to the stairs or grades at the significance level ($P < 0.001$). In view of the results of the comparative comparison test in the table, the difference in the level of organizational allegiance is limited to public servants and health sector personnel.

**Table (8)
Results of the variance analysis test for the organizational loyalty of the career ladder variable and the marital comparison t**

m	Career ladder	Arithmetic mean	standard deviation	Differences between arithmetical averages					Value (P)
				2	3	4	5	6	
1	General peace	4,00	0.75	0.22	0.10	0.17	0.17	0.16	4.56
2	Health ladder	4.32	0.75	—	0.25	0.25	0.15	0.17	
3	Educational ladder	4,08	0.73			—	0.10	0.10	
4	Another ladder	4.17	0.68				—	0.01	
5	Wage item	4.20	0.60					0.04	
6	Other	4,15	0.71					-	

** Tukey Test was used at the level of 5%

- Machine Name:

In contrast, the results showed that there were significant differences in the level of loyalty of employees according to the names of the devices in which they work at the level of significance ($P < 0.001$).

Table (9)

Results of the variance analysis test for the organizational loyalty of the variable named machine and the test of marital comparisons

m	Nature of the device	Arithmetic mean	standard deviation	Differences between arithmetical averages				Value (P)
				2	3	4	5	
1	Ministry	4,00	0.75	0.22	0.06	0.18	0.18	4.56
2	Corporation	3.98	0,76	-	0.05	0.20	0.20	
3	presidency	4.94	0.78			0.25	0.25	
4	Administration	4.18	0.68				-	
5	Other	4.27	0.60					

** The comparative comparison test was used

- Nature of tasks:

With regard to the "nature of tasks" variable, the result of the variance analysis test in Table (10) indicates that the level of staff loyalty is fundamentally different depending on the nature of the tasks they perform. In view of the results of the marital comparison test we find that the level of loyalty of staff whose nature of their functions varied is different from the level of loyalty of employees of the nature of their routine tasks, and the level of loyalty of staff whose nature of their functions varied.

Table (10)

The results of the variance analysis test for the organizational loyalty of the nature of the tasks and the test of marital comparisons

m	Nature of tasks	Arithmetic mean	standard deviation	Differences between arithmetical averages		Value (P)
				1	2	
1		3.95	0.77	0.05	0.17 **	6.74 *
2	Routine	4,00	0.75	-	0.12 **	
3	Fairly diverse	4.12	0.72			

* ($P < 0.01$) ** The comparative comparison test was used.

- Suitable for staff:

The result of the variance analysis test in Table 11 shows that the level of organizational loyalty of the respondents varies significantly according to the number of employees in the administrative units in which they work at the level of significance ($P < 0.0001$). In view of the results of the marital comparison test, the degree of loyalty of staff in administrative units whose number of staff is less than the need for work is significantly different from the degree of loyalty of staff working in administrative units with the appropriate number of employees and the loyalty of staff working in administrative units The number of employees is less than the workload.

Table (11)

The results of the variance analysis test of the organizational loyalty of the appropriate variable number of staff and the test of marital comparisons

m	Suitable number employees	Arithmetic mean	standard deviation	Differences between arithmetical averages		Value (P)
				1	2	
1	Less than the need for work	4.10	0.73	0.05	0.61 **	23,46 *
2	Suitable for working size	4,04	0.72	-	0.55	
3	More than the size of the work	3.49	0.91			

* ($P < 0.01$) ** The comparative comparison test was used.

- Supervisory tasks:

In order to determine the extent to which there are significant differences in the level of organizational loyalty among the respondents, since they have supervisory functions or do not exercise supervisory duties, a "T" test was conducted for this purpose.

Table (12)

Organizational T test of supervisors and subordinates

Supervision	Arithmetic mean	standard deviation	Degree of freedom	Value of "P"
Supervisory functions	4.11	0.69	1514	3,16 *
Does not exercise supervisory duties	4,00	0.77		

- Organizational level of administrative unit:

In order to determine the extent to which the organizational loyalty of the supervisors differs from the organizational level of the administrative units supervised by them (department, division, administration, public administration, etc.), the analysis of variance was performed for this purpose.

Table (13)
Results of the variance analysis test for the organizational loyalty of the organizational level variable of the administrative unit

m	The level of the administrative unit	Arithmetic mean	standard deviation	Value of "P"
1	Department	4,06	0.70	1,65 *
2	Section	4,00	0.73	
3	Administration	4.15	0.69	
4	General Administration	4,00	0.65	
5	Other	4,04	0.69	

* Not significant at the degree of protection 5%

- Number of subordinates:

The difference in the organizational loyalty of the supervisors is due to the difference in the number of subordinates supervising them. The result of the analysis of variance showed that there were no significant differences in the level of supervisors' loyalty according to the number of subordinates supervising them (p. Given the table averages, we find that they seem to indicate that the degree of loyalty of supervisors supervising staff is more than (20) employees and staff who supervise a smaller number.

Table (14)
Results of the variance analysis test for the organizational loyalty of the variable number of subordinates

m	Number of subordinates	Arithmetic mean	standard deviation	Value of "P"
1	1 - 5 employees	4.09	0.70	2,17 *
2	1-10	4.17	0.63	
3	11-15	3.93	0.73	
4	16-20	4.07	0.65	
5	More than 20 employees	4.19	0.67	

* Not significant at the degree of protection 5%

Discussion of results:

The results of the study showed that the average organizational loyalty of the Iraqi employee is (4,04) with a standard deviation of (0.74). If we take into account that the organizational loyalty scores in the scale used in this study are between 1 and 5 degrees, this score is fairly high at the high

level of the scale. This result can be explained by the social and economic changes experienced by Iraqi society in recent periods of its history.

On the other hand, the economic conditions prevailing in any society have an impact on the degree of interest and dedication of an employee in the service of the organization in which he or she operates. When economic conditions are difficult and the availability of alternative jobs is limited, it is a pressure factor for the employee to maintain his job and to do more in his work (Mowday et al., 1982).

In order to determine the reasons for differences in the organizational loyalty of the employees in the Iraqi sector, a number of personal variables and organizational variables were tested. Regarding the personal factors, the results of the study showed that there are significant differences in the degree of organizational loyalty according to the different respondents in their age groups, indicating that age is a factor affecting the loyalty of employees. A comparative comparison test showed that the difference between those aged 50 years and over, aged between 30 and 39 years. The average responses show that staff aged 50 years and older are more loyal than employees of a given age Between 30-39 years. This can be explained by the fact that the increase in staff ages means that they have relatively fulfilled basic life requirements. This interpretation is consistent with the findings of Al-Qattan (1987) and Hijan (1998).

As for the educational level, the results of the study showed that the level of loyalty varies according to the level of education of the staff and the comparison of the matriculation examinations. Those who are less educated about secondary school differ in their level of organizational loyalty than those who have higher educational levels than the high school. Given the arithmetical averages of the various educational levels, they generally indicate that the level of organizational loyalty is low with the higher educational level of the respondents.

As for the duration of service, the results of the study showed that the employees differ in their level of organizational loyalty according to the duration of their services. In the comparative comparisons test, it was found that staff aged between 8 and 14 years differed in their level of organizational loyalty from staff serving between 15 and 20 years and from staff with services over 20 years. It is noted from the arithmetic averages that staff with more than 15 years of age are the most loyal compared with staff whose services have been extended for 14 years or less. This can be attributed to the fact that the length of service makes the employee more receptive to and understanding of the organization's goals and policies, and this is consistent with the findings of Al-Qattan (1987) and Hijan (1998).

The study also included the employee's career rank. The results showed that there are significant differences in the level of loyalty of employees due to their different ranks. Marital comparisons have shown that staff in the lower echelons have a higher degree of loyalty than those in the highest echelons.

The results of the study also showed significant differences in the level of organizational loyalty between married and unmarried employees in favor of married employees, which can be explained by the fact that the social and family obligations of married couples are higher than unmarried and thus less free to move and seek better job opportunities outside their institutions .

As for the variable "machine name", it includes the employees working in the organs with the following organizational names: (1) ministries, (2) institutions, (3) presidencies, (4) others. The employees who were employed and worked in devices not included in these names were classified in others. The study showed significant differences in the level of organizational loyalty of these employees, and this difference can be attributed to the nature and importance of the central role played by emirates of the regions and the reflection of that on the sense of employees. Staff working in ministries, institutions and presidencies show similar results in organizational level of loyalty.

With regard to the nature of the tasks performed by the staff, the results of the study showed significant differences in the level of loyalty of staff according to the nature of their functions. In conducting the comparative comparison test, it was found that the level of organizational loyalty of employees whose nature of work is "varied" differs substantially from the level of loyalty of employees Their functions are "fairly diverse" and about the level of loyalty of staff whose nature of their functions is "routine". In general, the study found that there is an impact on the nature of the functions of the employees in the level of organizational loyalty to the organs in which they work. This result can be explained by the fact that routine routines cause staff fatigue and morale, and limit their ability to innovate and innovate.

The results of the study also showed that the level of organizational loyalty of employees varies substantially according to the number of employees in the administrative unit in which they work. The results also showed that staff in administrative units with more staff than the need for work differed significantly in their level of loyalty to the level of loyalty of staff in managerial units with adequate or less than the number of employees. The result in general was in favor of staff who were less or less suited to the need for work, and explained that the increase in the number of employees on the workload had a negative impact on the degree of loyalty of staff.

The results of the study also showed that the degree of loyalty of employees who perform supervisory duties is significantly different from the degree of loyalty of employees who do not exercise supervisory duties in favor of those who work in supervisory duties, because they feel more valued for their work and tasks. The results of the study also showed that the degree of organizational loyalty for supervisors does not differ according to the organizational level of the administrative units supervised by them (department, division, management, public administration). The study showed that the degree of loyalty of supervisors is not different depending on the number of employees who supervise them.

We conclude from the foregoing that the personal variables (age, educational level, length of service, rank, social status), organizational variables (career ladder, machine name, nature of tasks, number of staff, Organizations. In conducting the comparative comparisons test, the sources of differences in the level of organizational loyalty were determined for each of these variables.

Recommendations

In light of the findings of this study, the study recommends the following:

- Giving the issue of organizational loyalty more attention by the senior administrative leaders of government agencies; because the loyalty of employees to their organs reflected on the ability of those organs to achieve their goals effectively.

- The administrative leadership of organizational loyalty should be seen as a reciprocal relationship between the employee and the agency. Therefore, employees should not be held responsible for their organizational weakness.

- Higher departments of government agencies should enhance the degree of loyalty of their employees through:

1- Involve staff if possible in the management decision-making process.

2. Adopting the career rotation principle to provide the employees with new experiences and reduce the boredom of performing specific tasks.

3. Define the powers and responsibilities of staff so that each employee feels that he has a clear role in his organization.

4 - Holding periodic meetings at the level of administrative units, sectors and the system in general as possible.

5. The administrative leadership of each government body should show its interest in the problems experienced by the employees through the activation of administrative communication channels within the system or the administration

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