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Burhan Hamad Idham
Sunni Endowment Office, Iraq

The role of administrative transparency in enhancing organizational loyalty in private universities in Kirkuk governorate

Burhan Hamad Idham

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Abstract

This study aims to explore the role of transparency in enhancing organizational loyalty in private universities in Kirkuk Governorate. Additionally, it seeks to measure the role of administrative information systems transparency in promoting organizational loyalty within the universities included in the research sample. The study population consists of a random sample of employees in the universities, totaling 110 individuals. The researcher used a questionnaire comprising 39 items as the main tool for the study and adopted the descriptive-analytical approach to achieve the study's objectives. The SPSS program was utilized to analyze the study data. The results revealed a statistically significant effect of transparency on organizational loyalty, ranked according to statistical importance. The study recommended that employees be informed about the workflow to ensure their loyalty and passion for work, as success stems from the working individual.

Keyword: Transparency, organizational loyalty, private universities

Introduction

The concept of transparency is one of the modern administrative principles that organizations must adopt due to its significance in achieving successful administrative development. It contributes to the growth of administrative structures and the establishment of sound organizational systems capable of addressing new challenges and surrounding changes. Many pioneers in administrative thought have emphasized the need to exert efforts to tackle administrative problems and identify obstacles to administrative development, such as administrative corruption, bureaucracy, and ambiguity in work methods and procedures. Consequently, implementing transparency in administrative processes has become a crucial aspect of administrative practices in various institutions.

Organizational loyalty is closely tied to the psychological state of individuals and is considered one of the most significant factors that serve as positive indicators of organizational performance. It acts as a measure of how effectively individuals perform their roles. High morale among employees leads to the achievement of desired organizational outcomes. Therefore, institutions must focus on fostering the morale of their employees. Morale refers to the prevailing mood among a group of individuals characterized by mutual trust, their defined roles, their sense of loyalty to their organization, and their willingness to work towards achieving the institution's objectives.

Research Problem

All institutions, particularly universities, strive to retain their employees as much as possible and foster a sense of loyalty among them. Organizational loyalty plays a vital role in bridging the gap between employees and the organization, creating a sense of trust and alignment that fosters a cooperative and harmonious environment. This dynamic contributes to achieving the balance and stability necessary for the institution's continuous progress and development in pursuit of its established goals.

Therefore, every institution must make concerted efforts to retain its employees by meeting their needs, fulfilling their desires, and creating a supportive environment characterized by transparency. Such efforts are essential to cultivating a high level of organizational loyalty among employees (Saada, 2022: 50) ^[7].

Correspondence
Burhan Hamad Idham
Sunni Endowment Office, Iraq

Given this context, it is crucial to study the role of transparency in private universities in Kirkuk and its contribution to enhancing organizational loyalty within these institutions.

Research Problem

The research problem is encapsulated in the following main question:

What is the role of transparency in enhancing organizational loyalty in private universities?

From this main question, the following sub-questions arise

1. Is there a role for the transparency of administrative information systems in enhancing organizational loyalty in private universities?
2. Is there a role for the transparency of administrative communication in enhancing organizational loyalty in private universities?
3. Is there a role for the transparency of administrative accountability in enhancing organizational loyalty in private universities?

Research Objectives

This study aims to achieve the following:

1. Measure the role of administrative information systems transparency in enhancing organizational loyalty in private universities.
2. Measure the role of administrative communication

transparency in enhancing organizational loyalty in private universities.

3. Measure the role of administrative accountability transparency in enhancing organizational loyalty in private universities.

Significance of the Study

The significance of this study primarily stems from its attempt to identify the extent to which transparency is practiced in enhancing organizational loyalty in private universities in Iraq. The study also focuses on highlighting the latest required changes based on scientific principles to elevate the level of transparency in the administrative bodies of private universities. This, in turn, aims to increase efficiency, effectiveness, and the achievement of desired goals, as well as to identify the factors influencing the implementation of transparency.

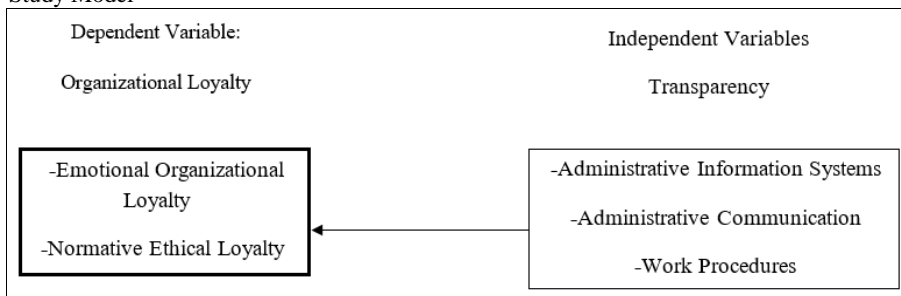
Research Hypotheses

Based on the elements of the research problem, the study seeks to test the following hypotheses

Main Hypothesis 1

There is a statistically significant role, at a significance level of ($\alpha \leq 0.05$), for the dimensions of transparency namely, administrative information systems, administrative communication, administrative accountability, and work procedures on organizational loyalty in private universities in Kirkuk.

Study Model



The preparation of the researcher with the assistance of previous studies: First: Transparency: Concept of Transparency: Transparency is considered one of the most important concepts that attracts attention from organizations and international scientific and professional bodies due to its role as a tool for credibility. It makes the practices carried out by institutional management clear to society and demonstrates its intent to combat any form of corruption, which has become a widespread phenomenon threatening to undermine all reform efforts. Transparency also plays another role in administrative transparency, which focuses on the development and continuity of administrative units. Administrative transparency helps reduce uncertainty and the risks associated with administrative decisions (Al-Awij, 2022: 23) ^[11].

Al-Lawzi defined transparency as "the clarity of regulations and the accuracy of tasks completed within organizations, following instructions, and adopting efficient and precise administrative mechanisms to make decisions that are highly objective and balanced" (Al-Lawzi, 2000, p. 148) ^[2]. Besley defined it as "the free flow of information within the

organization and between it and its various stakeholders, including the public" (Besley, 2002, p. 3) ^[15].

Al-Harbi defined administrative transparency as "a philosophy and administrative practice based on clarity, openness, continuous and accurate flow of information at various administrative levels within the organization, effective accountability and responsibility, and adherence to objectivity, neutrality, and integrity" (Al-Harbi, 2012, p. 312) ^[1].

The researcher defines it as revealing all the details of work to the employees, making them feel secure about what is happening at work and avoiding the dark corners in decision-making.

Importance of Administrative Transparency

Administrative transparency holds significant importance and offers multiple advantages, stemming from its concept. In the business context, administrative transparency works to prevent incorrect administrative practices within the organization (Suleiman, 2020: 35) ^[8] (Husien, 2020: p 217) ^[22]. It helps build strong relationships with stakeholders,

fostering positive interactions and growth. Administrative transparency also reduces ambiguity and confusion among those involved in performance. Additionally, it enhances the administrative levels' abilities to keep pace with surrounding changes, developments, and new trends. It contributes to achieving administrative progress and plays a crucial role in promoting administrative development (Akram, 2018: 43) [5].

Dimensions of Transparency: Administrative Information Systems: Information forms one of the strategic resources for modern institutions and companies, and it must be provided with the required specifications such as accuracy, reliability, focus, timing, etc. This information can be used in various areas to meet community needs, facilitated through an administrative information system whose task is to provide information to all administrative levels in the organization. Therefore, it is necessary to define the meaning of information and the administrative information system (Rabeh, 2003, p. 40) [3].

Administrative Communication

Administrative communication characterized by transparency requires cooperation among employees, with the organization's management refraining from concealing any important information from the staff. Transparent communication ensures the flow of information in both directions, with mutual cooperation between the parties involved in the communication process to guarantee free access to and exchange of information (Ahmed, 2020: 15; Al-Tarawneh, 2010, p. 115) [21].

Work Procedures

The principles of transparency emphasize that administrative work procedures in institutions should be clear and accessible to all, ensuring they do not require excessive time or effort. They also highlight the need to simplify procedures and accelerate work completion rates by only performing necessary steps in the most effective manner. The goal is to minimize costs as much as possible, adopt the most efficient methods of handling tasks, and provide management with accurate information when needed (Al-Safi, 2020: 25; Ferriera, 2009, p. 26) [10, 17].

Second: Organizational Loyalty Introduction

Organizational loyalty is considered one of the key elements in achieving organizational goals, fostering creativity, and building trust between the organization and its management on one hand, and between the organization and its employees on the other. It also contributes to strengthening and developing the organization's ability to survive and grow continuously, which enhances employees' sense of the importance of the time they spend within the organization.

Concept of Organizational Loyalty

The concept of organizational loyalty remains a topic of debate among researchers, both in terms of finding a specific definition and agreeing on a theory or model that can explain the dimensions of this concept, due to the many influencing factors and variables. Al-Maani defined it as "a psychological state that reflects

the relationship between the individual and the organization in which they work" (Al-Maani, 2013: 878) [14].

Pandey defined it as "the commitment of employees to the success of the organization and the belief that working with the organization is the best option, planning to stay with the organization but not seeking alternatives or responding to offers" (Pandey, 2012, p. 27) [19].

Rathi and Rastogi defined organizational loyalty as "the relative strength of an individual's attachment to a particular organization and their understanding of it" (Rathi and Rastogi, 2009, p. 94) [24].

The researcher defines organizational loyalty as the spiritual bond that connects the employee to the workplace, making the individual feel that this place is their second home and their livelihood, which they must preserve, continuously develop, and improve.

Importance of Organizational Loyalty

Creating and enhancing organizational loyalty plays a significant role in the success of any institution. This importance is evident through the correlation of organizational loyalty with various employee attitudes and behaviors, which in turn contribute to improving organizational efficiency. Most studies have shown that organizational loyalty helps reduce employee absenteeism and increases their commitment to the organization (Carmel and Gefen, 2005, p. 67; Chang *et al.*, 2007, p. 360) [16].

Employees with high organizational loyalty are more willing to make sacrifices, which extends to the organization's relationship with its customers. Studies have proven that employees with high loyalty are more inclined to demonstrate behaviors that lead to higher customer satisfaction with the services and products provided by the organization (Greenberg and Baron, 2003) [18].

Characteristics of Organizational Loyalty

Organizational loyalty is characterized by interrelated features, including the following:

Organizational loyalty is a psychological state that describes the relationship between the employee and the organization. It has the power to influence the individual's decision to stay with or leave the organization. Additionally, organizational loyalty leads to both leaders and subordinates gaining a clear and conscious understanding of work requirements and performing effectively (Robbins, 2003, p. 17) (Ahmed *et al.*, 2018, p. 221) [26, 21]. Organizational loyalty also fosters a positive feeling in employees toward their organization, reflecting their connection with it and their desire to remain an active member (Al-Sukkar, 2012, p. 529). Furthermore, organizational loyalty contributes to outstanding job performance (Paul & Brian, 2006) [23].

Dimensions of Organizational Loyalty

Emotional Organizational Loyalty: This refers to the employees' sense of belonging to the organization and their understanding of the unique aspects of their work, such as the degree of independence, its importance, required skills, and the availability of supervision and guidance. (Alkhwilani *et al.*, 2018, p. 25) [25] An employee's loyalty is influenced by the extent to which they feel that the work environment allows them to actively participate in decision-making or related matters (Hussein, 2024, p. 261) [6].

Normative (Ethical) Loyalty: This refers to the employees' sense of commitment to the organization and their decision to stay with it. It is driven by the organization's support for its employees, allowing them to participate and engage socially, not only in how work procedures are implemented but also in contributing to the development of organizational goals, planning, and policy-making (Mohammed, 2023, p. 24) ^[12].

The Impact of Organizational Loyalty on Employee Performance in the Organization

Organizational loyalty affects absenteeism rates, turnover rates, and both significantly impact individual productivity, which in turn influences the overall productivity of the organization. These rates are considered indicators of human performance, which is the cornerstone of the organization's overall performance (Mazawar, 2012, p. 187). Since organizational loyalty positively influences these variables, it follows that it also positively impacts the overall performance of the organization. The effect of organizational loyalty on the performance level of the organization is not only through increased productivity, but it also helps reduce costs. The absenteeism and turnover rates can cost the organization significant amounts, potentially up to 30% of the annual wages (Mohammed, 2023, p. 56) ^[12].

Employee turnover results in two types of losses: direct losses, such as the costs of leaving a job and expenses related to training a replacement, and the costs of replacement, including the recruitment process for new employees, particularly for qualifications and skills. (Al-Sabaawe *et al.*, 2024, p. 72) ^[20] There are also transition costs associated with adapting to the absence of a skilled employee, transferring responsibilities to a new employee. Indirect losses include a decline in production due to

repeated work errors, skill and training deficiencies, lower performance levels, unnecessary work hours due to inefficiency, and reduced morale, leading to secondary effects (Mazawar, 2012, p. 187).

Organizational loyalty increases the competitiveness of the organization by gaining the loyalty of its customers. An employee with high loyalty promotes this sense to the customer, who, in turn, becomes loyal to the organization because they trust and enjoy dealing with familiar, reliable individuals (Mazawar, 2012, p. 187).

Practical Aspect

Private universities in Kirkuk Governorate were established in 2009, starting with Al-Qalam College, followed by Al-Kitab College, which later became a university, and Imam Ja'far Al-Sadiq College. These institutions began providing services to the community, including education and development. Since then, the colleges have been offering services to enhance and develop the skills of the university staff and employees from various disciplines, as well as employees from state institutions, utilizing the best trainers, both academics with higher degrees from within and outside the university. The goal is to achieve objectives that provide opportunities for learning, development, and acquiring expertise and knowledge for professional growth. This helps individuals gain skills to face societal, technological, and civilizational changes and developments. In addition, intellectual and cultural seminars are organized, and there is an open space for the free exchange of ideas. Conferences are held in the field of education and training, where the best researchers from inside and outside the university discuss modern and appropriate training methods. The university continues to develop plans aligned with its strategy for ongoing development, organization, and education for the present and future.

Table 1 Study Sample.

Sample of the Study

Sample Size	Number of distributed questionnaires	Number of retrieved questionnaires	Number of questionnaires subjected to analysis
110	110	98	92

Source: Prepared by the researchers based on data from the center.

Statistical Analysis

First: Reliability of the Scale

The reliability of the scale is critical to ensure that the scale is highly reliable and produces consistent results under different conditions (Zikmund *et al.*, 2013:302). To verify

the reliability of the research scales, the researchers used Cronbach's alpha, which should be greater than 0.70 to be statistically acceptable (Morgan *et al.*, 2004:122). Table (2) shows that the values exceeded the accepted value, indicating the reliability of the research scale.

Table 2: Cronbach's Alpha Coefficient

Variables and Dimensions	Number of items	Cronbach's Alpha
Administrative Information Systems	9	.931
Administrative Communication	10	.947
Work Procedures	7	.931
Transparency		.932
Emotional Organizational Loyalty	13	.934
Normative (Ethical) Organizational Loyalty		.937

Source: Outputs of the (SPSS v.26) program after reorganization.

Secondly: Descriptive Statistics of the Study Data

This section presents the descriptive statistics of the research data, addressing their appearance, classification, and summarization clearly, and utilizing them to describe the opinions of the sample regarding the research variables

and their dimensions and items, which are transparency and organizational loyalty. These were obtained from the survey outputs using a three-point scale (Agree, Neutral, and Disagree). To clarify the statistical description of the survey respondents' answers, the researchers used the arithmetic

mean and standard deviation.

In light of the presentation regarding the statistical description of the variables and their dimensions, it can be said that the levels of the dimensions were relatively consistent. All dimensions fell within a moderate range between these two levels, which is a positive indicator of the

presence of this organizational phenomenon in its dimensions. This result suggests that the respondents are aware of the variables and their dimensions. We can summarize the levels of these dimensions in the light of Table (3).

Table 3: Arithmetic Means and Standard Deviations of the Main Dimensions and Variables

Variables and Dimensions	Mean	Standard Deviation
Management Information Systems	1.90	.763
Administrative Communication	1.98	.535
Work Procedures	1.91	.502
Emotional Organizational Loyalty	1.89	.531
Normative (Ethical) Organizational Loyalty	1.60	.602

The source: Prepared by the researcher based on the results of statistical analysis

Testing the Research Hypothesis-Correlation

In this research, the researcher relied on the Pearson correlation coefficient to test the main hypothesis, which focuses on the correlation relationships between the independent variable (transparency) and the dependent variable (organizational loyalty). Table (4) shows the correlation matrix between the dimensions of these variables. It is necessary to clarify some terms presented in the tables below. The strength of the correlation coefficient is assessed based on the rule from Cohen & Cohen, 1983, as follows:

Table 4: Correlation Relationship Strength

S	Correlation Coefficient	Level of Correlation
1	Less than 0.10	Low correlation
2	Between 0.10 and 0.30	Moderate correlation
3	Greater than 0.30	Strong correlation

Source: Prepared by the researcher based on the literature.

Table (4) shows the correlation between the independent variable (transparency) and the dependent variable

(organizational loyalty). The correlation coefficient is 53.3%, indicating a strong relationship between the two variables at a significance level of 1% (R = 0.533), (P < 0.01). This correlation indicates a strong relationship between the study variables, which means accepting the hypothesis.

Table 5: Correlation between the independent and dependent variables.

Variable Name	R Value
Transparency and Organizational Loyalty	.533
Transparency and Emotional Organizational Loyalty	.528
Transparency and Ethical Organizational Loyalty	.246
. Correlation is significant at the 0.01 level (2-tailed).	

Hypothesis Testing

The researchers used simple linear regression with the SPSS V.26 program to test the effect hypothesis. The primary objective of the regression analysis is to determine whether to accept or reject the relationships between the study variables.

Table 6: Variance (ANOVA) for Examining the Effect between Modern Training Strategies and Traditional Training

Main Hypothesis

Sig	F	β	t	R Adjusted Square	R Square	R	The first main hypothesis
.000	42.917	.812	6.551	.278	.284	.533 ^a	

Source: Outputs of the program (SPSS v.23)

From the table (6) mentioned above, we observe that the value of (t) is (6.551), which is statistically significant based on the significance (sig) value. This indicates a significant effect relationship between transparency and organizational loyalty. The results of the simple regression analysis confirm that there is a statistically and meaningfully significant effect between the independent variable (transparency) and the dependent variable (organizational loyalty), which suggests the acceptance of the hypothesis.

Fourth: Conclusions and Recommendations

Conclusions

The study concluded that private universities rely on effectively using transparency in the process of gaining employees' organizational loyalty. This is achieved through the high awareness and understanding of senior management, who realize that today productivity is directly linked to organizational loyalty. The more an employee

loves their work, the more innovative and productive they will be. Conversely, when employees dislike their work, they cannot achieve even the minimum productivity levels. Especially in universities, where intellectual effort is more critical than physical labor, it is essential for management to create a work environment that encourages employees to love their work and view it as their second home. This will enable the institution to achieve the highest productivity levels, as it stems from job satisfaction.

Recommendations

We recommend the need to hire specialists in training programs, both academic and non-academic, who hold suitable training certifications to develop the skills of employees. There should always be encouragement to foster an atmosphere of love and peace, and it is essential for both professors and staff to be aware of the university's work progress, which will help achieve organizational loyalty. We

hope that future studies will focus on designing programs that assist faculty and employees in gaining a broader understanding of their work, as knowing the details of the job leads to greater job satisfaction and love for the work.

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