

THE IMPACT OF APPLY TRANSPARENCY IN RECRUITMENT PROCESS IN ACHIEVING ORGANIZATIONAL LOYALTY: AN EMPIRICAL STUDY OF THE TELECOMMUNICATION COMPANIES OF JORDAN

Yusra Tawfiq Mahmoud Abu Samak

Omdurman Islamic University, Strategic Planning, Sudan

Email: Yousamak2015@gmail.com

Abstract

The main aim of this paper is to study the impact of apply transparency in recruitment process in achieving organizational Loyalty of the telecommunications companies' staff in Jordan. The sample of this study is 121 from the telecommunications company's staff in Jordan. The findings indicted that there is a positive coloration between transparency in recruitment process, transparency in selection and recruitment, and transparency in attraction with organizational loyalty.

Keywords: Transparency, recruitment process, organizational Loyalty, Jordan.

Background of the study

The rapidly developments and the dramatically changes in the concepts and events in our world lead to influence the business organization , As we know, the globalization and the winds of change that blew on all countries of the world have created a political , economic, cultural and social climate, also, the hottest in the competition in the local and global markets have affected to the market organizations shares, or that seek to expand or maintain their market share. And in the midst of the transformations that taking place in business organizations for the conversion to the information society, which was produced by globalization and the great development of communication technology Interest in the human component has increased as it is considered the main engine for all activities of the organization and crucial resources because its interaction with internal and external variables and through his knowledge and abilities that will enable him to creativity and innovation for the organization be able to overcome the natural resource scarcity and exploitation of these resources so that they can grow and progress and achieve competitive advantage, which seeks to achieve (Jodeh.2010).

As a result of increased interest in the human component as the main source can achieve the competitive advantage that is difficult for imitate by competitors , Therefore, the interest of management that deals with this component and its different actions has been increasing , where the view to such actions has changed from being a set of procedural actions, which holds the implementation of policies and staff systems to strategy functions that deal with the most important resources of the Organization and is intertwined with the objectives and general strategy (Alqardahji, 2013) .

The recruitment practice on the top of human resource management practices The recruitment practice that enable organizations to get qualified and efficient component its play a key role

to provide human resources which have capacities and skills, also ensures that resources have greatest degree of appropriate with work environment , Which contributes to the transfer (tacit knowledge) for individuals, which is a valuable and costly origin for the organization and difficult to imitate it or get it from the experts persons , In addition to what has been achieved by relevance process of great satisfaction of needs at the individual level and increase the organization's ability to maintain the human resources, especially that group which owns the unique skills and capabilities to be able to get a high degree of productivity, and achieve their objectives .(Ambrosini & Billsberry, 2007) ,(Perdue, Readon & Gary, 2007).

Therefore, the institutions and organizations in order to achieve great success in winning the workers Loyalty and confidence, they must constantly investigate the behavior of their employees, and work effectively to achieve the full and long-term loyalty, like the rest of the businesses, they must secure organizational Loyalty through the workers satisfaction and that leading to motivate them and reduce the incidence of conflict ,absenteeism and job turnover and increase productivity because the organizational loyalty is reflected on job satisfaction (Khleifat and Malahmeh 0.2009).

The Researchers in the field of organizational behavior showed great interest in the subject of organizational Loyalty due to its impact and its connectivity relationship to many behavioral phenomena such as job rotation , satisfaction and performance , since it whenever a high level of organizational Loyalty led to a high level of performance, and vice versa (Sultan, 2002).

Transparency an important because of its positive effects on the public and private sectors, as it help to achieve many benefits, including the developing of the role of employees Loyalty and increase their productivity and job satisfaction, as well as for its role in reducing uncertainty and ambiguities and help to root out corruption wherever it is found (Mansour, 2000) .

That is why this study was to discuss the transparency key role that could play in the recruitment process , which considered the main characteristic of administrative behavior and its relationship with loyalty to the organization where this study tended to be organizational Loyalty followed for several variables and factors , the most important factors is transparency in employment on the grounds that Organizational Loyalty is a key and important goal of each organization or business enterprise, through which the organization may be up to the degree of excellence and strategic long-term success.

Research questions

1. What is the level of interest to apply transparency in the recruitment process in the Jordanian telecommunications companies?
2. What is the organizational Loyalty level among workers in the Jordanian telecommunications companies?
3. What is the role that could be played by transparency in the recruitment process to achieve a high level of organizational Loyalty among workers in the Jordanian telecom companies?

Research objectives

Based on the purpose of the study of identifying the role of transparency in recruitment processes to achieve organizational Loyalty in the Jordanian telecommunications companies, this study aimed to:

1. Identifying the level of the Jordanian telecommunications companies interest to transparency in recruitment processes.
2. Identify the level the Jordanian telecommunications companies interest to achieve organizational loyalty.
3. Identify the impact of transparency in recruitment processes in organizational Loyalty of dimensions: Affective loyalty, Continuous loyalty, normative loyalty.

4. Determining the level of statistical differences between the personal characteristics of the study sample items with regard to the study variables.

Importance of this study

This study is important for the following reasons:

1. The officials and decision-makers in Jordanian telecommunications companies want to develop a special standards for transparency in recruitment processes and the development of the scientific basis for the selection and recruitment processes which can positively affect to raise level of organizational Loyalty among workers .
2. To highlight the relationship between the transparency in recruitment processes and the organizational Loyalty in the Jordanian telecom companies. Particularly as these companies are service organizations depends on its reputation in the market to gain the largest possible number of customers ,therefore should be of extremely keen to achieve organizational Loyalty through administrative policies and procedures that are transparent and clarity, Particularly with selection and recruitment of personnel and development the polarization policies to gain the best scientific and professional skills and competencies and concern for the training and development and the preservation of rights and the use of reward and punishment method is discrimination or favoritism.
3. On the theoretical level, the results of this study and what it comes from theories of some writers and researchers and discussed it will add to the literature that dealt with this topic a significant contribution to enriches the Arabic library in the field of human resources.

Definitions of terms

This study is contained a several terminology had to be defined procedurally and functionally , so that it can recognize the concept of the study including:

organizational Loyalty : is the emotional state imposed voluntarily - not forcibly - the extent of the individual's loyalty to the work of the Organization according to objectives, values and policies that developed by the organization, even if some of these objectives and values not compatible with his personal objectives and values .

organizations can achieve a high degree of organizational Loyalty through programs and policies belong to human resources such as employment policies (to attract ,recruitment and selection) where the job classification and the required training , salaries and competencies (Ghoneim, 2012).

Transparency: It is the principle of creating an environment where information related to the circumstances, decisions and current business are available ,visible ,understandable and more specifically and make strategic decisions relating to community known through Published and openness to all relevant parties (Alfasaileh 0.2010).

Normative loyalty: this type of Loyalty Produces from the feelings of moral obligation and the individual's sense of obligation to remain in the organization, which refers to the associative relations between the personality of the individual and the culture of the organization. (kahtani, 2005)

Affective loyalty: It reflects the extent of affiliation to the organization employees and they relating with its objectives and the desire for continuity of work regardless of the financial returns that achieved by working at organization . also, indicate to the psychological state that relate to the Organization's values and principles (Alfares, 2011).

Continuous loyalty: Means the employee allocated his life for the viability of community life and continuity and this is by the sacrifice of the individual and personal investments. Also, refers to loyalty based on the costs that the employee associates with leaving the organization (kahtani, 2005)

Hypotheses of the study

H1: There is a relationship between transparency in recruitment process and organizational loyalty.

H1a: There is a relationship between transparency in selection and recruitment with organizational loyalty.

H2a: There is a relationship between transparency in attraction and organizational loyalty.

The theoretical framework and previous studies

Human resources is one of the most important available resources, the organizations depend on Human resources for projects implementation to achievement social, economic and organizational objectives. Therefore, a lot of literature that research at the administrative and accounting affairs had submitted proposals capitalizes the costs of these resources to be considered as a fixed assets because of this element have utmost importance in achieving the goals of organizations, especially service organizations such as schools, universities, banks and similar, That is why we find that the loyalty by employees to their organization of the most important foundations of the success of that organization, as the organizational loyalty is the strength of the individual match with his organization and his association with it, which is resulting from the job satisfaction which defines as the worker feel of satisfaction and the desire to make an effort for the success of the project and maintain the continuity and progress. This supports the say that organizational loyalty is a psychological state that reflects on the relationship between individual and organization "It also represents a continuous process which through it the workers in the organization express their interest and eagerness to the organization and the continued success and survival" (Lawzi, 2003).

However, the concept of organizational loyalty and employee loyalty to the organization is linked to several factors contribute to the individual's loyalty and loyalty to his organization or leave it, The most important of these factors is transparency in dealing with the employees since the recruitment, selection and appointment stage to the work stability and loyalty to achieving the objectives of the organization, as transparency is one of the most important terms that are used in the field of management and the relationship between the organization and its personnel and their relationship with other parties in the community, Thus, the term transparency tool be reflected on all the social, economic and political attitudes and behaviors of the business organization, (Alfares, 2011).

The conceptual framework of organizational loyalty

Others defined the organizational loyalty as "psychological state that reflects to the relationship of the individual with his organization, a case of the worker integration with the organization and with its objectives and his desire to maintain his membership and the willingness to work for it (Khleifat and Malahmeh .2009).

(Brown, 2002) see that as a result of the different individuals respond to feelings and emotions related to the phenomenon of organizational loyalty and also different response from one organization to another and from one individual to another. It is wrong to classification the organizational loyalty phenomenon as a fixed thing in one direction, but must develop a general and comprehensive definition of the loyalty concept where he sees that the basis on the organizational loyalty subject is centered around the idea of continuing to work even under the abusive feelings So can the concept of organizational loyalty is described as a loyalty in the job. Which is the individual's loyalty and support for the organization beyond the scope of the job or

the rewards expectations , as well as continue to support the organization, regardless of shifts and changes taking place in the feelings and circumstances, For example, we find that the loyalty of the individual may increase when he expected reward from work but is supposed to have this individual's loyalty even he haven't been rewarded by the organization .

These definitions also indicate that there virtually unanimous agreement by the researchers that the organizational loyalty concept multi-dimensional and reflects the harmony and interdependence between the individual and the organization, and the willingness of individuals to make more effort in order to achieve its goals and increase its effectiveness, as well as the desire to stay there.

And this dimension Could be restricted to three types of organizational loyalty as the following : (Alfares.2011).

- Affective loyalty : It reflects the extent of individuals belonging to the Organization and its relation with its objectives and the desire for continuity of membership in it regardless of financial returns that are achieved through the work. Also, it refers to the mental state and that relate to the values and principles of the organization.
- Continuous loyalty : The individual assessment to the costs associated with leaving the organization and the benefits of staying in, and the continuous loyalty mainstay means that the worker spent his life and sacrifice their interests for the survival of the organization or community and continuity.
- Normative loyalty : It produces from feelings of moral obligation and the individual's sense of loyalty to stay in the organization, it refers to the associative relations between the personality of the individual and the culture of the organization.

Organizations can achieve a high degree of organizational loyalty through programs and policies belong to human resources such as recruitment policies (attract, selection and appointment) and job design and analysis , training and performance evaluation ,compensation and competitive wages individual or collective , which leads to increased efficiency, effectiveness and productivity and encourages employees to be part of the Organization and working very hard and dedication in achieving its objectives (Al Wazzan 2006). And finally the researcher see that organizational loyalty is the worker direction towards acceptance and satisfaction with the work of the organization, which leads to adhesion to his work and to exploit the opportunities that achieve his progress and outstanding performance and accomplish his job satisfaction, which is a strong base for functional loyalty.

Organizational loyalty measurement

Many of the big companies are interested in mental health for workers and psychological research useful to the organization as well as the individuals themselves , the feeling of importance generated at individuals as a result interest of their administration interest on the one hand and on the other hand , by this research the organization achieved the ability to make changes in management and working conditions reaching to the harmony and compatibility with the work (al-Dossari, 2005).

Although that loyalty measurement carrying the organization significant costs and daunting efforts but it achieves great benefits to organization that helping to correct deviations and errors, in that it provides for the Organization indications on the level of job performance , And that these measures included in the installation of material and moral dimensions represented in feelings and trends so the good administration should recognize t feelings ,emotions and needs so that they can measure and find out what the individuals enjoyed of loyalty to this organization, It is also a encouragement tool that identifies problems and obstacles and analyzed it to determine the causes and find solutions . In short, if there is no interest by the organization on the personal and functional needs for employees will not be

successful or production in required efficient and its market share will back down and may be unable to intense competition between organizations (Ghoneim, 2012).

Accordingly, it can identify ways to measuring a organizational loyalty among workers , the ways developed by the organization based on the pre decree standards and metrics are divided according to those standards into two types: subjective and objective measures metrics (AL Ahmadi, 2004):

- a) Objectivity metrics: It is easy to use to identify the loyalty through behavioral phenomena analysis of the individual and which describe the loyalty such as:
 - Individual's desire to stay with the organization by listening to his talk with colleagues or with individuals outside work circle and reflects his desire to stay or a desire to leaving work.
 - Performance level: the high performance that often comes from individuals with high loyalty to the organization, and should be noted here that the performance evaluation process must be integrated process of all aspects and including criteria for measuring loyalty (Ghoneim, 2012).
 - Work rotation: where it can be considered a turnover resulting from leaving the workers to the work and the worker do not want to remain in the organization indication of the low level of loyalty.
 - occupational accidents: increased rate of accidents indicate on indifference to safety standards and procedures with the workers, due to lack employees interested in what will happen is that evidence of the low level of loyalty among those most vulnerable to accidents.
- b) Subjective metrics : This type of metrics based on set of questions directed to the employee from which to recognize the loyalty level of individuals and through the individuals themselves, and therefore directly measures of loyalty and subjective-metrics are the most widely used in organizations and researchers (AL Ahmadi, 2004).

Some researchers and writers have developed many of these metrics that can also be used for this purpose and the most important are the following (Al-Dosari, 2005):

- Porter and his colleagues measure called this measure (Questionnaire of organizational loyalty) and consists of (15) paragraphs are responding to these paragraphs scale ranging from (1-5 weights) start out of (OK strongly - to Strongly Disagree) designed to measure the degree of loyalty and loyalty through the individual harmony degree and association with his organization and dedication to the organization and the desire to stay there and double his efforts to achieve their goals (Ahmadi, 2004).
- (Mowday) measure this measure consist of (15) question called Maowday and his colleagues questionnaire, the Quintet Likert scale was used to determine the degree of response, the experiments showed this measure has a high degree of validity and reliability (Khleifat and Malahmeh 2009).

After reviewing these standards the researcher noticed that the Porter measure and the Mowday measure incompatible at many paragraphs because they focus on organizational loyalty measure from the perspective of the correlation degree between the organization and the employee and the desire to stay in the organization , as well as from matching the objectives between the organization and the employee .also, a desire to stay in the organization and his interested to the organization fate ,t he Baron Jrenberg measure of, it focuses on three types of loyalty and measured accurately, and identifies the type of loyalty among employees. whereas the Baron Jrenberg measure , it focuses on three types of loyalty and measured accurately, and identifies the type of loyalty among employees.

Conceptual framework for transparency

It can be said that the disclosure and transparency principle in addition to being one of the most important pillars of corporate governance and a free economy in the modern era, in the era of corporate governance and information technology at the time was a recognize the significant role principle disclosure and transparency principle in achieving credibility and the importance of information and data, which are in turn play a significant role in aspects of commercial and economic life. In general, they are considered the most important terms that are used in the field of management and the relationship between organizations and their employees and the relationship with other parties in the community. Thus, the term transparency tool be reflected on all the social, economic, political and administrative behaviors that are the focus of this study. Although, consensus that transparency to the need for a balance between transparency and disclosure accepted to the organizations, which accepted that you want multilateral level. As well as we need to make a balance between transparency and disclosure of accepted to the organizations and acceptable that all other parties As well as you need to make a balance between transparency and disclosure of accepted to the organizations and acceptable level that all other parties want.

The issue posed by the researcher in this study revolves around the transparency level to be achieved in the behavior of minorities and its dealings with all employees and administrative levels in business organizations as well as with the outside community and this term has a very important impact on the Organization productivity and smooth functioning of its performance and an important element of the efficiency evaluating of the organization and its performance and effectiveness in their interaction with the community.

Themes of Transparency

Many people believe that the principle of transparency is only required on accounting and data financial related to the national economy or companies and public institution but the principle of transparency should extend to include all political and social aspects like transparency in the economic aspects and we must identify these aspects to provide further clarification (Abd AL Aal, 2005):

1. economic aspects: the economic indicators that published periodically aimed to guidance the fiscal and monetary policies of the state in redistribution of resources as efficiently as possible. Overall, there is transparency required at the total of the national economic level such as unemployment and inflation indicators and other economic performance measure of the state indicators. and there is transparency At the microeconomic level and also where there are dozens of transparency requirements to be taken into account whether for shareholders, consumers or competitors direction. As well as by the various state agencies. The government entities have already issuing monthly bulletins describes the evolution of various of indicators indicated. However, there are many questions about the accuracy of these indicators and the absence of intervention from the state directly or indirectly to affect the influencing factors in determining these indicators, which does not reflect on the true value and loses the purpose of the calculation (Mansour, 2000).

There are many questions about many of the indicators related to the national economy and that estimates vary widely without specific numbers on which Issued by the competent authorities which constitutes a psychological burden on citizens on the one hand and frustrates the determination of investors and confirms thier doubts about their ability to make profits in the medium and long term on the one hand other.

2. political aspects: the required transparency in the political side are endless and include methods and cadres within the parties as well as public and private institutions, and this is the focus of this study, which is independent change that achieves loyalty and loyalty. It

also includes the required goals of every official at every stage and deploy these goals and strategies after discussion in the various civil and legislative organizations in all its themes and this can be said that transparency and accountability are two sides of the same coin and that put us on the beginning of the road to progress and to encourage local and foreign investment (Abd ALAal 0.2005).

3. social aspects: This is a side of the aspects that are connected to transparency and is considered an effective tool to achieve justice and equality among citizens, in all aspects of the citizens social life and through real and declared standards for all individuals in society and not personal standards as happening in the field of contracting and anchoring bidding on some contractors without others and manipulation in educational policies and criteria for admission to the universities and public hospitals for health care or for treatment at the expense of the state internally and externally (for example) and recruitment Criteria for jobs at public and private sectors Acceptance to school without a mediator many other fields which customize the economy operations for some individuals with favoritism and nepotism (AL Ameri, 2011)

Transparency and the tools that resulting from it and mechanisms for a successful fight against corruption in the countries which concerned with the issue of transparency became preoccupation of all the international community organizations where formed a network of a group of these organizations working to achieve greater transparency of the international financial institutions And the associations that apply the principle of transparency in the political, administrative and social behaviors was formed , The network has drafted a "Transparency Charter for international and financial institutions."

The researcher considers that transparency and accountability are two sides of the same coin stands at the beginning of the road towards progress and success of local and foreign enterprises are both, the transparency absence means there is no accountability and both lead to corruption and the only power that do not accept the opposition and thus disadvantages directly reflected on the flow of investments and that due to weak performance of business organizations relying on worker is unskilled and non-expert skilled who entered to organizations and occupied the jobs that have undoubtedly lead to weak performance or deformed output does not achieve the desire of consumers while we find that the high-level skills and chairmanship do not find an opportunity to work and to employ those skills or expertise to achieve the goals of the Organization efficiently and effectively.

The relationship between transparency in the recruitment and Organizational Loyalty:

Recruitment systems are considered, including the selection and appointment policies from the systems that contribute to raising the employees morale When the selection is based on the substantive rules under which the selection employee who are meet the preparations, capabilities and tendencies to do the jobs tasks and responsibilities . In other words, put the right man in the right place and that in addition to providing objective clear rules of transfer and promotion all contribute to raising worker morale and reflected the increased level of enthusiastic loyalty from the staff to the organization (Al-Otaibi 2006).

Referring to the importance of Organizational Loyalty to easy attract competencies to the organization because its members loyalty feels is high become a good reputation for making the organizational loyalty development with regard to attracting and selecting new employees who have values correspond to the values of the organization, we find that whenever a new employees values are identical with the values of the organization led to a high level of loyalty among members to the organization.

Thus, it can concluded to a number of results that show the relationship between recruitment and selection policies and loyalty to the organization, namely:

1. The selection and appointment procedures are the first actions in dealing between the employee and the organization, the first impression that might as an employee of the organization significantly related to these procedures.
2. There are some individual's have more Scalability for the loyalty from others , to do so, the organization administration develop plans and procedures to ensure employment of those by employees who their goals and values are compatible with the values of the organization.
3. it can influence to the direction of loyalty among individuals by adopting many of strategies , policies and procedures for organizational climate and organizational culture.

Previous studies:

Several studies have addressing the organizational loyalty subject as the dependent variable for several variables including job satisfaction and motivation policies and selection policies depend to other variables and their relationship to organizational loyalty and from these studies:

First: Arabic Studies

(Alfasaiyleh, 2012) The Impact of Transparency Implementation on the Level of Administrative Accountability in Jordanian Ministries

This study aimed mainly to investigate the impact of transparency implementation on the level of administrative accountability in Jordanian ministries. To achieve the objectives of the study, a questionnaire was developed to collect the data. It was distributed to a sample from the study population, which was consisted of all employees in Jordanian ministries. The sample size consisted of (661) employees, which represents (40%) of the total employees working in the centers of (6) Jordanian ministries. The Statistical Package for Social Sciences (SPSS V-10) was utilized to analyze the data of the questionnaire.

The Study revealed the following findings:

The respondents perceptions of the degree of transparency implementation, and the level of administrative accountability in the surveyed ministries were medium.

There is a significant statistical impact of the degree of transparency implementation, both collectively and individually, on the level of administrative accountability in the ministries under study, as the transparency of decision-making has the highest effect among areas of transparency at the level of administrative accountability, while the transparency of legislation has the least effect.

The Study recommended the need to strengthen the concept of transparency among the ministry's employees, since this plays a positive role in creating the appropriate environment and provides the conditions and prerequisites for improving the level of administrative accountability to increase its effectiveness depending on transparency in the various areas of work.

(Ghoniem, 2012) The relationship between organizational loyalty and job satisfaction among staff members at. An Najah National university

The study aims at investigating the relationship between organizational loyalty and job satisfaction among staff members at. An Najah National university and the effect of gender, qualification, academic rank, college years of experience and age on the relationship between organizational loyalty and job satisfaction among staff members at Najah National university. A sample of 144. Staff members is chosen and measure tool of three parts is preferred to conduct the study. The first part included personal data about staff members. The second part consisted of the organizational loyalty measure which contained items. The third part is the job satisfaction measure which consisted 53 items distributed on six axions. The results of the study show that the degree of organizational loyalty and job satisfaction is high among An Najah employees. There are differences with some statistical significance in the level of organizational

loyalty attributed to gender and academic rank. The results, however show no difference with statistical significance in job satisfaction attributed to the variable of gender and, there are no differences of statistical significance between the level of organizational loyalty and job satisfaction attributed to the variables of university. Experience, age, on income.

(Dawodi and AlAmry 2011) Impact of regulatory transparency in reducing the administrative corruption in the Iraqi environment organizations

This study aimed to confirm the role of regulatory transparency in reducing the administrative corruption and achieve the efficiency reform and work to prevent corruption and to reduce its negative impacts on administrative the research aimed at the importance of conducting analytical prospective study to determine the impact of regulatory transparency in reducing the administrative and financial corruption in the Iraqi environment organizations, to test that three hypotheses were used the first to the link relationship and the second to the impact and third to the differences, And a number of statistical tools were used such as T-test, standard deviations, the correlation coefficient, and regression analysis to test the validity of hypotheses, The study reached a number of conclusions, including:

- there is effect relationship between regulatory transparency, and the reduction of administrative and financial corruption
- There is significant differences between the organizations productivity and the reduction of administrative and financial corruption.
- There is significant differences between production organizations and service organizations.

(AlFares, 2011) The impact of motivation policies in organizational loyalty in public institutions

This study aimed to clarify the relationship between motivation policies and loyalty theoretically based on what was stated in this regard in administrative literature, the Researcher selected his study population as a stratified sample consisted from four institutions and determine the number of its members (324) of staff at different levels, the data and information collected by a questionnaire designed for this purpose. then, the researcher analyzed the data statistically using appropriate statistical methods and verified hypotheses by ci standard deviations, multiple regression and (T-test) on single sample, and the Researcher suggested several conclusions as follows:

- There is no consensus in the visions of employees on the concept of stimulus policies and organizational loyalty and the degree of organizational loyalty existence.
- There are statistically significant positive relationship between the study variables (age, professional experience, educational qualification).
- There is a positive relationship between organizational loyalty and professional experience.
- There is no relationship between the used stimulus policies and the factors of personal staff factors with a strong and positive relationship between motivation and organizational loyalty
- There is no statistically significant differences in positions (supervisory or not) to the employees vision towards organizational loyalty and incentive policies.

Second: Foreign Studies

(AL- Kahtani, 2005) Evaluating the level of Organizational performance of the Education committee and shed alight upon the relationship between Organizational loyalty with its three attitudes (Emotional, Standardized and continuous)) with the relates factors of job

Evaluating the level of Organizational performance of the Education committee and shed alight upon the relationship between Organizational loyalty with its three attitudes (Emotional,

Standardized and continuous)) with the relates factors of job to recognize the impact of demographic variables (gender, age, nationality, educational qualification) in organizational loyalty they have , In order to achieve these objectives the researcher have been select a sample study of 285 faculty members the questionnaire was designed for this purpose to obtain data and information from primary sources then analyzed this data statistically and according to the system (SPSS) for statistical packages then the researcher tested the validity of the study hypotheses by circles, standard deviations, multiple regression in and (T-test) for single sample . The study reached a number of results, most notably: demographic variables of the study sample (gender, work, educational qualification and annual salary)and Institutional classification are closely linked to the continuous loyalty , Affective loyalty and normative while the Qualification associated only to continuous loyalty whereas (age, sex, educational qualification and job level) had a significant impact on the continuous loyalty. . The Distinguishing of this study: Several studies addressed the organizational loyalty as the dependent variable because it is the main objective to any organization to achieve success in activity and excellence in performance. However, most of these studies did not address the level of transparency in the recruitment, selection and appointment and its impact on organizational loyalty . Therefore, this study is unique in linking the transparency in the recruitment and its impact on organizational loyalty and thereby this study that may have addressed the most important tow variables affecting the achievement of organizational loyalty namely transparency in attraction and transparency in the selection and recruitment , and this tow variables is the most important factors that affect the employees loyalty to their organization.

Methodology

The type and nature of the study:

This is a field study and Explanatory in terms of purpose as it works to discover the cause and effect (Causal & effect) between variables, is also considered the deductive study for its reliance on administrative theories and previous studies, but in terms of the study planning are unplanned (Non Contrived), because it takes place in the natural environment of the organizations (study population) without the intervention from the researcher, but in terms of the time horizon they are cross-sectional study where conducted on a sample at one time

The study population

The study population consisted of all workers in the communication companies have been listed in the Amman Stock Exchange until the end of the year (2014), and its three companies.

The study sample

A simple and random sample probability from the study population are withdrawn its size totaled three telecommunications companies , the vocabulary of study that all have the same opportunity of choice and appearing , This is the simplest and best kind of samples because of having impartiality adjective , it is used in heterogeneous societies.

The researcher distributing (200) questionnaire by (50) questionnaires to each company , and has been recovered (160) questionnaire, representing (80%) of the number of distributed questionnaires to study sample, and this ratio is good, and after reviewing the questionnaire show that there are (39) questionnaires are not valid for statistical analysis for incomplete fill in the data , and thus the number of questionnaires that conducted the analysis is (121) by response rate (86.4%) of the number of questionnaires that were distributed to companies, look table (1):

Table (1): Distribution of the study sample according to the personal variables:

%	number	class	factor
57	69	male	sex
43	52	Female	
100	121	Total	
28.9	35	less than 30 years	age
36.4	44	30-40 years	
20.7	25	41-50 years	
14	17	More than 50	
100	121	Total	
10.7	13	Diploma	Scientific qualification
36.4	61	Bachelor	
20.7	47	Higher studies	
100	121	Total	
12.4	15	Director	Job Title
13.2	16	Deputy Director	
19	23	Head of the Department	
55.4	67	Employee	
100	121	Total	
23.1	28	less than 5 years	Years of Experience
38.8	47	5 - less than 10	
38.6	46	10 - less than 15	
100	121	Total	
19.8	24	none	Number of training courses
32.2	39	One course	
74.9	58	courses 5-2	
100	121	Total	
26.4	32	Less than 500 JD	Gross salary
28.9	35	JD 800-500	
24	29	JD 1100 -800	
20.7	25	JD and more 1100	
100	121	Total	

Data collection

In order to achieve the objectives of the study descriptive analytical method were used which is defined as search way dealing with events and phenomena and practices are available for study , and measured as they are without the researcher intervention at its events, and the study relied on collected data from two main sources:

1. Secondary data: the researcher reviewed books, specialized magazines , and published and unpublished studies on the subject of the study, in order to clarify the concepts related to the study, and the statement of the study variables , and their causes and impact to develop hypotheses for the study, and to enrich discussion process .
2. Preliminary data: the researcher developed a questionnaire to measure the study variables, include a series of questions to collect data from the study sample.

And to collect preliminary data from workers in telecommunications companies, and to answer questions about the study and to identify its settlement with the different paragraphs, the researcher has adopted on a Quintet Likert scale for measuring the study sample responses which consists of (1-5) degrees, with regard to the limits adopted by this the study to determine the importance degree of each paragraph of the study when commenting on the arithmetic mean of the variables, the statistical standard were used which is based on the division of computational circles into three levels, (high, medium, low) ,also, based on the following equation:

Category length = 1 (upper limit alternative - lower limit alternative) / the number of levels .

Category length = $(5-1)/3=4/3=1.33$ and thus the levels as follows:

Low level of importance: (1 - 2.33).

The average level of importance: (2.33- 1 3.66).

A high level of importance: (3.66- 5).

The study tool:

To achieve the objectives of the study, the study tool (questionnaire) were developed and judged to Appear on its final form to include the following parts:

Part I: aimed to collect a personal and functional data for the study sample, which included Gender, age, educational qualification, job title, years of experience, and the number of training courses , in addition to the gross salary .

Part II: the independent variable of transparency in recruitment processes which emerged from it the following subsidiary variables:

First: the measurement of transparency variable in the attractions in the telecommunications companies.

Second, the measurement of transparency variable in the selection and appointment in telecommunications companies.

Part III: the measurement of organizational loyalty variables among the employees in communication companies, which emerged from it the following subsidiary variables:

First : the measurement of the Normative loyalty variable among employees in the telecom companies.

Second, the measurement of Continuous loyalty variable among employees in telecommunications companies.

Third: the measurement of Affective loyalty variable among employees in the telecom companies .

Reliability

accessibility to the same data when re-using the same study tool for individuals themselves under similar circumstances , the stability of the study variables tool has been tested using internal consistency scale (Cronbach Alpha) -scale to the study sample answers were obtained, and is statistically acceptable value for this measure (60%) and Table (3) shows that.

variable	No of paragraph	(internal consistency) Reliability factor
Transparency in attraction	8	.76
Transparency in selection and recruitment	6	.81
Organizational loyalty	19	.76

The previous table shows the results of (Cronbach Alpha) for each variable for study fields by reviewing (Cronbach Alpha) calculated values we find that it was high and acceptable.

Appropriateness of model

1. a correlation matrix between the variables of the study : Regression model was examined to verify the absence of Multicollinearity between the independent variables , the existence of these links makes it difficult to determine the contribution of each variable in explaining the changes that occur in the dependent variable , the correlation of more than (70%) between two variables or more independent is a high correlation could result distortion in the relationship between one of the two variables and the dependent variable distortion , and to verify the absence of this problem for models that used regression in this study has been prepared a correlation matrix between independent variables of the study, and table 6 shows that.

No	Domain	Mean
1	Transparency in Attraction	3.59
2	Transparency in selection and recruitment	3.53
	Transparency in recruitment	3.57

Shows Table (6) that the arithmetic mean of the dimensions of the area of transparency ranged between (3.53-3.59) moderately assessment of the two, came in the first place the field of "transparency in polarization" a mean (3.59), and in the second field of "transparency in the test came the designation "a mean (3.53), and the arithmetic average of the area of transparency (3.57) degree assess the medium, which indicates the existence of the average level of transparency in the recruitment process in the operating telecommunications companies in the Irbid Governorate from the viewpoint of its staff.

Analyze and discuss the results of the study and test hypotheses:

Was extracted arithmetic mean of the items area of transparency dimensions, Table (6) shows that. Table 6 arithmetic mean of the dimensions of the field of "transparency" in descending order (n = 120)

As it was extracted arithmetic means and standard deviations for the answers respondents study paragraphs of each dimension of the area of transparency on end dimensions, tables (7-8) illustrate this.

Table 7 averages and standard deviations for the answers respondents for paragraphs after the "transparency of Attracting" in descending order

No		mean	standard deviation		Rank
1	The company interested in developing a job description for the vacant posts.	4.36	0.95	High	1
2	The Company interested in setting clear specification for incumbents of posts	3.88	0.85	High	2
3	The company is announcing vacancies through visual aids and / or audible and / or readable.	3.60	0.99	Medium	3
4	The company is determining the period of receiving employment vacancies requests.	3.45	1.05	Medium	4

6	The company gives priority to internal recruitment then external recruitment	3.44	1.07	Medium	5
5	The company is committed to sort applicants according to criteria which laid down in the Declaration.	3.38	1.00	Medium	6
8	The company invite candidates applying and inform them that the right place to work and to build and develop their careers.	3.36	1.33	Medium	7
7	Applicants already know the selection basis and criteria	3.28	1.10	Medium	8
Transparency in Attraction		3.59		Medium	

Shown in Table (7) that averages vertebrae after the "transparency of polarization" has ranged between (3.28-4.36), was the highest (1) " The company interested in developing a job description for the vacant posts " highly evaluated high, while the lowest paragraph (7) " Applicants already know the selection basis and criteria " highly evaluate the medium, and arithmetic average of the post as a whole (3.59) degree assess medium.

Table 8 means, and standard deviations items after "transparency in the selection and appointment" "in descending order

No		Mean	Standard deviation	Rank
1	The company is interested to interview the candidates for vacancies	4.09	1.14	1
2	The company is interested to conduct tests for the candidates to differentiate between them and choose the most suitable.	3.55	1.05	2
3	The company is interested to change interviews committees.	3.55	1.03	2
4	Interview questions pre-determined and known to the candidates	3.36	1.06	4
5	Diversity tests for vacant positions.	3.36	1.10	4
6	The company formed a recruitment committee and selection Committee of candidates for the positions from qualified and competent	3.27	1.28	6
	Transparency in selection and recruitment	3.53		

Shown in Table No. (8) that the arithmetic mean items after "transparency in the selection and appointment" had ranged between (3.27-4.09), was the highest of (1), " The company is interested to interview the candidates for vacancies " highly evaluated high, while the lowest of paragraph (6) " The company formed a recruitment committee and selection Committee of

candidates for the positions from qualified and competent " Degree evaluation of medium and arithmetic average of the post as a whole (3.53) degree assess medium.
 Was extracted arithmetic mean of the answers respondents study the dimensions of the field of organizational loyalty, Table (9) shows that.

Table 9 arithmetic mean of the answers respondents from the field of " Organizational loyalty " dimensions in descending order

No	Domain	mean
1	Normative loyalty	3.57
2	Continuous loyalty	3.53
3	Affective loyalty	3.52
Organizational loyalty		3.54

The table shows the number (9) that averages the field of loyalty dimensions ranged between (3.52-3.57) assess the degree of medium to all areas, came in the first place the field of "continuing loyalty" with a mean (3.57), and in the second field of "emotional loyalty came" an arithmetic mean (3.53), and in third place, "the standard of loyalty" with a mean (3.52), and the arithmetic average of the field of organizational loyalty (3.54) degree assess the medium, which indicates the presence of an average of organizational loyalty among workers in Irbid Governorate from a corporate level of view.

Hypotheses testing

This hypothesis states that "There is a relationship between transparency in recruitment process and organizational loyalty."

To investigate the effect is statistically significant at the level of significance ($0.05 \geq \alpha$) to the level of transparency in the recruitment to the achievement of organizational loyalty among workers in telecommunications companies operations, "To test these hypotheses were used linear regression gradient analysis (Stepwise Regression), Table 20 shows the results of that was Alhsoa them when testing this hypothesis.

The table shows (10) that the multi-correlation coefficient between the level of transparency in the recruitment and achieve organizational loyalty among workers in Alatsalathblg companies operations (0.0469) where interpreted the changes in the variation level of transparency in the recruitment process is forgotten (.421) from changes in the variation in organizational loyalty workers in telecommunications companies.

Table 10. Results steep gradient of the effect of the level of transparency in the recruitment at the organizational loyalty among workers in telecommunications companies operations analysis

Independent variable	(β)	Standard error	T	Statistical significance	(R)	(R) ²	(F)	Significance
(Constant)	1.21				0.64	0.42	42.91	0.00
Transparency in selection and recruitment	0.41	0.05	5.42	0.00				
Transparency in Attraction	0.35	0.07	4.62	0.00				

Table (10) value (F) and the level of significance to determine the impact denote moral gradient between the level of transparency in recruitment processes to achieve organizational loyalty, as is clear from the above tables that the value of (F) was (42.91) and the level of statistical significance (0.00), the lowest from (0.05), and this is what model for measuring the power, it is also indicative of a variation in the ability of the independent variables influence the dependent variable.

As it turns out, and there is a positive correlation between transparency in recruitment, testing and organizational loyalty, as the value of (T) (5.42) statistical terms (0.00) and therefore there the level of transparency in the appointment and test the organizational loyalty, as the value of (β) (0.41) this explains that transparency in the recruitment and testing lead to the achievement of organizational loyalty, this is the logical outcome the more transparency in the appointment and test the more organizational loyalty.

As it turns out, and there is a direct correlation between the transparency of the polarization and organizational loyalty, as the value of (T) (4.62) statistical terms (0.00) and therefore there the level of transparency in the polarization at the organizational loyalty, as the value of (β) (0.35) explains so that transparency in polarization lead to the achievement of organizational loyalty, this is the logical outcome the more transparency in the polarization greater organizational loyalty.

Discussion of the findings

The study showed a number of results are as follows: There is a clear evidence of a level of organization of the three dimensions of loyalty in telecom companies mainly be due to the presence of a certain level of transparency in recruitment, however, this level remains on average limit does not live up to the high level in most companies because of differences among the banks . There is a clear impact of transparency in the polarization loyalty regulatory standard as well as there is also the effect of selection and appointment in terms of transparency in the procedures and methods on organizational loyalty and standard all located at the middle level and the reason for this difference between the study sample banks. There is a clear impact of transparency in the ongoing polarization loyalty as well as the selection and recruitment, all located at the middle level and high level or elevate the level that achieves the required loyalty. And with these results, this study correspond to the study (Jugun, 2009) in terms of the three dimensions of organizational loyalty level but in the ministries of the Palestinian state in Gaza as a result of what was produced by polarization, selection and recruitment policies that marred many of the social and political factors. However, that study (Ghoneim 0.2012) showed a much higher level of organizational loyalty, which showed a high level of standard and continuing loyalty to their relationship to job satisfaction. There is a clear influence of the polarization of transparency in the regulatory emotional loyalty as there is the same level of impact of the policy of selection and appointment and the level of transparency in the procedures at the organizational and emotional loyalty, but this effect in the middle class in general is located. However, the study (Allowesan 0.2008) and conducted applied to border management of public administration in the Kingdom of Bahrain officers have shown up from Organizational Loyalty emotional higher than the emotional loyalty level in this study and the general level, there are many studies are consistent with this study in loyalty level Organizational and its relationship to other variables, and there are also several studies contradict these results with the results of our study. Figuring (Ahmadi, 2004) showed similar results to the results of our study exactly where these three dimensions organizational loyalty realized (emotional, normative and continuous) on the average level of loyalty and the impact of the methods and policies of recruitment, selection and appointment.

Future studies

Future studies should be study and investigate the impact of apply transparency in recruitment process in achieving organizational loyalty in different sectors. In addition, future studies could be apply this study on different sample and increase the sample.

Conclusion and Recommendations

Based on the results of the study have been out of the proposed recommendations in the light of the results of the analysis and testing of hypotheses to provide and contribute recommendations to address and correct the weaknesses and strengths and satisfaction, and on the basis of what has been reached from the results, the researcher offered to State as follows: It is necessary to raise the level of transparency in the selection and appointment processes and should be the basis of selection and appointment based on the actual need to tack vacancies identified with academic qualifications and practical experience necessary for the job required. it is necessary to activate the role of the committees of selection and appointment owners competencies and experiences to members of such committees with the need to put some checks and covenants of the swearing-in because his work is practiced in all honesty and sincerity. To achieve full loyalty to his employees and make them eager to work and contribute to the Bank's objectives and that makes them approach marketing and propaganda must work to activate all the material and moral stimulation methods. It is necessary to activate the foundations started to upgrade and act with the necessary amendments to keep pace with changes and developments in this area Hadkah. It is necessary to carry out the necessary training courses and timetables to train workers in the bank on the banking business both within the bank or held banking sessions on the Jordanian Banking segment in addition to a career recycling operations within the bank so that the employee or worker to acquire work skills and proficiency in all sections. It is necessary to have the announcement of job vacancies in local newspapers and magazines, or any other means of currently visible or audible at the right time and much of the time or newspaper so that all the candidates or job seekers to get the chance of employment in this bank or other.

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