

## **The Impact of the Administrative Hypocrisy on the Career Path from the Perspective of the Administrative Staff at Al- Balqa' Applied University**

**Dr. Hamdan Salim Alawamleh**

Faculty of Business  
AL-Balqaa Applied University  
Al-salt , Jordan

### **Abstract**

*This study aimed to diagnose the behavior of administrative hypocrisy on the Career Path at Al- Balqa' Applied University by volume, nature, causes, and aspects, from the perspective of employees, and the impact of the administrative hypocrisy on the efficiency and effectiveness of the organization, the planning, and development and management career path for employees. (SPSS) used to the analysis of a sample of (229) individuals, the study found: that administrative hypocrisy is widespread phenomenon and it is a form of the administrative corruption that affecting the efficiency and effectiveness of the university and the career path for workers, there is a correlation between administrative hypocrisy and the career path except for the area of planning, because of the lack of planning for career path. The study recommendations the need to take a series of measures for reducing the administrative hypocrisy.*

**Key Words:** Administrative hypocrisy, Al- Balqa' Applied University, Career Path

### **1. Introduction**

Communities as a general social environment affecting organizations to with varying degrees depending on the degree of compatibility between the variables and the activity of the organization, and the variation in the structure (composition. Despite the demise of limits spaces of transfer of information and the impact of tools of globalization on the different cultures in the world, the Arab culture stuck to some concepts of social and behavioral patterns, which are linked structure of the tribal, regional, and economic class, relevant objectivity and impartiality, which emptied its system of legislative essence, be one of the reasons failure of administrative organizations, and even sink the various forms of corruption, that kills the spirit of creativity and ambition among workers.

The human interaction and communication within the organization on the basis of regulatory principles: including the principle of obedience and respect for superiors and reverence, and dealing with peers politely and courteously, within the framework of transparency, and opinion, and openness, and submit proposals beneficial to work, but that these principles vanished in front of the sovereignty of the phenomenon of the administrative hypocrisy among coworkers and between them and the presidents, the employee is not what appears especially for heads, bending, maximize, impressed ..... His views and his words and deeds, and transmits information, which is right and which wrong for peers and others, closing to the official, is an effort to achieve his personal interests, which include:

Upgrades the award, the transition from work or place to another, or run to a training course, or study, or obtain additional financial benefits, or to protect itself from accountability ..... etc., So that his career is affected positively and negatively to others, and have generated a sense of justice, and the contrast between personal goals and organizational goals, which will reflect on the efficiency and effectiveness of the organization.

Birnamwood (1998) finds that all the policies of the organizations, especially human resources policies, can create a gap between the declared values and the actual values or operational, as unintended results, considering that the values, rules or limits on the behavior of individuals, the administrative hypocritical one of these results.

Michal & Lipson (2006) explain that the criticism of administrative hypocrisy generates pressure for reform, to reconcile between speech and non-harmonic behavior. Therefore the phenomenon of administrative hypocrisy causes for study in all sectors, public, private and international organizations.

## **2. Problem of the Study and Questions**

All bad precedents begin as justifiable measures (Julius Caesar 44 to 100 BC) hypocrisy generally is a dumped phenomenon in the depths of history, heavenly religions (Islam, Christianity) agreed that it is a punishable behavior. However deepened the phenomenon of hypocrisy in the communities, especially the Arab the administrative hypocrisy is one form of hypocrisy in the Arab institutions both public and private, and is considered one of the sources of corruption, and at the same time one of its results, where it became this phenomenon cast a shadow on the organizational aspects, process, and affect the level of efficiency and effectiveness organizations.

From the organizational aspects that are affected by the phenomenon of hypocrisy in the administrative area, management career path for workers and planned (promotion, transportation and job enrichment, training, management bonuses and incentives, discipline, and performance measurement), as one of the functions of human resource management, where it is important to know the employee and director both career development opportunities available to him in the future given their impact on the good investment of human resources and putting the right person in the right place, to achieve the efficiency and effectiveness of the university. The problem can be expressed in the study the following questions:

1. What is the extent of the hypocrisy among administrative workers, especially superiors and subordinates in the university and how it is seen working, you hypocritical behavior of administrative a positive or a negative?
2. What is the perception of the impact of hypocrisy on the administrative efficiency and effectiveness of Al- Balqa' Applied University?
3. What are the main reasons for the administrative hypocrisy from the perspective of workers at Al- Balqa' Applied University?
4. What degree of the significantly of correlation between the administrative hypocrisy and the career path management?
5. What is the impact of hypocrisy in the management of Al- Balqa' Applied University administrative career path for the workers?

## **3. Hypotheses of the Study**

Consistent with the theme of the study and its problem and questions order to achieve its objectives the following hypotheses were tested:

The first hypothesis (H1): There is a significant correlation with statistical significance between the independent variable hypocrisy and the dependent variable administrative career path at the significantly ( $0.05 \leq p$ ) in Al- Balqa' Applied University.

The second hypothesis (H2): There is a statistically significant effect of hypocrisy in the management of administrative career path for workers in Al- Balqa' Applied University at the level of the signified ( $0.05 \leq p$ ), and the ramifications of which the following sub-hypothesis:

2-1 sub-hypothesis: No impact of administrative hypocrisy in career planning for employees at the university when the level of significance ( $0.05 \leq p$ ).

2-2 sub-hypothesis No impact of the hypocrisy in the promotion of administrative staff at the Al- Balqa' Applied University at the abstract level ( $0.05 \leq p$ ).

2-3 sub-hypothesis: No impact to the hypocrisy in the administrative job enrichment and transfer of personnel at Al- Balqa' Applied University when the level of significance ( $0.05 \leq p$ ).

2-4 sub-hypothesis: No impact of administrative hypocrisy in giving workers bonuses and commissions overtime during the official working hours at Al- Balqa' Applied University when the level of significance ( $0.05 \leq p$ ).

2-5 sub-hypothesis: No impact of administrative hypocrisy in the training and education of employees at Al- Balqa' Applied University when the level of significance ( $0.05 \leq p$ ).

2-6 sub-hypothesis: No impact of the hypocrisy in the process of disciplining administrative staff at Al- Balqa' Applied University at the abstract level ( $0.05 \leq p$ ).

2-7 sub-hypothesis: No impact of administrative hypocrisy in the process of measuring the performance of employees at the university when the level of significance ( $0.05 \leq p$ ).

#### **4. Objectives of the Study**

The study seeks to achieve the following objectives:

1. Detection of the extent of the administrative hypocrisy in the work environment at Al- Balqa' Applied University, and workers look to this behavior, in terms of how positive or negative, and the extent of their awareness of the impact on the efficiency and effectiveness of the university.
2. Indicate the extent of correlation between moral hypocrisy and administrative planning and career management for workers at the university.
3. Knowing the impact of hypocrisy administrative levels in the planning and career management; terms of: (promotion, transfer, job enrichment, training and education, reward, discipline, performance measurement).

#### **5. The Importance of the Study**

The study shows the importance of the study in terms of scientific being covered for the first time in the limits of the researcher, the administrative hypocrisy in the Jordanian environment, as is clear in its objectives, and the studies that dealt with the career path or in conjunction with other variables in the environment, not many of the Jordan. In practice, contribute to the understanding of managers to one of the dimensions of the organizational climate that surrounds them, and affects the planning and career management for workers, and the level of efficiency and effectiveness of the university, with the ability to generalize to other organizations.

#### **6. Study Method**

Based on the nature of the study and the information required to answer the questions of the study and the achievement of its objectives was to use descriptive analytical method to describe the phenomenon under study (hypocrisy management and its impact in the management career path for workers in Al- Balqa' Applied University) and analysis of data and the statement of the relationship between the components, in the hope of reaching generalizations contribute to the balance and enrich knowledge on the subject.

#### **7. Literature Review**

##### **7.1. Administrative Hypocrisy**

Hypocrisy in general "Behavior contrary to popular belief, principles and values" it takes several forms, according to the area of behavior, such as social hypocrisy, and political hypocrisy, and hypocrisy of the organization "Organizational Hypocrisy" and " Administrative Hypocrisy" it is intended "Show is the truth inherent in the same person, contrary to his beliefs, principles and values that are believed and believes in it" In the view of (Al-Harbi, 2008) that hypocrisy administrative is "to suggest the Director to accept everything he says, contrary to his opinion on the absence of the Director," and he calls the behavior of Subliminal offers him some employees without realizing or remorse, and became part of the work culture in the Arab institutions.

And see (Alta'ani, 2012), that administrative hypocrisy "negative behavior, has a significant impact on the working life of the employee, which is a disease that affects the rights, and leaves an impact on the work environment and production", and is considered a manifestation of poor organization or as a result of the behavior of management about the staff, and a negative phenomenon threatening the success of the work. The (Yousif, 2011) generally is defined hypocrisy as "the show does not line the individual word or deed or consent to achieve a particular goal," and indicates that there is hypocrisy among humans long ago, which is prevalent in regulatory environments, practiced by people possess the capabilities and skills high on the exercise of this disgraceful behavior, seeking to achieve their own interests.

He says (Tawfiq, 2008), hypocrisy administrative is "the practice of word and deed, and maneuver or wear the appropriate mask for the event proper, the employee about the charge," and is considered one of the problems facing the productivity, and weakens the government services, and is practiced in several aspects is the behavior of the employee in their interaction with the work environment, one of the door lying reverse right and truth.

The hypocrite shows several aspects, according to (Alta'ani) (Yousef, 2011), (al-Harbi, 2008), (Tawfiq, 2008) are:

Pro always saying "yes", and Impressed genius, behaviors and actions and sayings of the President, and the clown who enters on the same Director of joy and pleasure, and guardian sponsor, which prevents the occurrence of any damage to the manager and hastens to advice and guidance, and runner-up who is trying to convince the manager full-time planning and thinking, a leading business executive nagging, and the researcher believes that these practices are a common phenomenon in various institutions.

## 7.2. Administrative Hypocrisy Reasons

All human behavior throw to achieve extremely or goal lies behind the motives or reasons, see (Hemaizia, & et al, 2011) The hypocrisy administrative widespread phenomenon, and its causes: the bureaucracy and authoritarianism, discrimination between employees by superiors, and policy managers in dealing with staff, such as access to information through coworkers (snitching), and try to satisfy the employee in charge of hypocrisy, and poor organization in terms of the lack of clarity and the application of criteria for obtaining privileges, or that it was printed in the employee return it until it became a way of life for him.

Baloch (2010) explained that the administrative hypocrisy reasons are: personal interest shared between the employee and the manager, and the preservation of function and privileges taken by the employee, or the fear of loss. Adam Galnski quoting (Jassim, 2010) says that those who occupy more jobs influential are the most hypocritical in private acts, and tougher when judging others, and adds that the patterns hypocrisy dedicated social inequality; the stronger are imposing rules and restrictions, while ignoring these restrictions on themselves.

Thus, influence and power becomes one of the reasons the administrative hypocrisy, as researcher believes that the of hypocrisy administrative reasons, to get a promotion, training, motivation ..... any material gain leads to improve his career without maturity, or any significant gain, the appearance of the employee in front of colleagues that his influence, because of its proximity to the Director, hypocrisies to perceive that he is weak in capacity, skills and performance, or because of hatred and envy of hypocrites about their colleagues to tarnish their image in front of the director, or because of the affiliation of regional or tribal, or degree of sense of working for justice organization, where A study (Awamleh, Hamdan, 2008) that the level of a sense of organizational justice workers were moderately and have an impact on career commitment, which may contribute to learning some of the workers to a culture of hypocrisy in light of this level of justice.

## 7.3. Administrative Hypocrisy Effects

Consequent administrative hypocrisy several effects on both the organization and the employee junkie and these effects are:

1. Mislead the managers, and they make the decisions and measures and improper behavior.
2. Lack of career commitment, and the low morale of the workers, because of a sense of injustice, inequality, and lack of job security.
3. Leave highly qualified individuals to work, and move on to another organization.
4. The rule of the regulatory environment characterized by tension and conflict.

5. Low productivity of workers, due to low morale and laxity of the work.
6. Low production efficiency and organizational effectiveness of the organization.
7. Loss of employee hypocritical self-respect (for himself) and long-sense otherwise.

## **8. Career Path**

### **8.1 The Concept of Career Path**

Hall define the career path as "a sequence of experiments and work activities geared towards the objectives of individual and organizational experienced by the individual during his career" (Al-Hiti, 2004), and you know (Maaytah, 2007) as "a series of positions and functions performed by the individual during his lifetime, or what looks the individual to achieve in his work by taking advantage of career opportunities available in the organization "and see (Salem, 2009) that the career path is" experiences that we win the business that achieved through life and personal learning, "and he knew (Dessler, Cary, 2003) that "a functional centers which graded which the individual during his career "these definitions reflect the following elements:

- Career path based on the cumulative experience and skills acquired by the individual.
- The career path is related to the perception and identify the individual for personal goals and the proportionality of the expertise and skills to achieve its goals and aspirations.
- Extends the concept of a career path beyond job satisfaction, and the current level of performance, to what he is doing individual activities, with the theme, and include it in the career ladder, moving from one business to another or to another organization.
- Career path vehicle participatory process between the organization and the individual.
- The possibility of the individual and the organization in addition to social factors influence and career path planning and guidance so as to achieve a balance between the goals and hopes of everyone.

### **8.2 Definitions and Importance of Planning and Career Development**

The planning and career development regulatory process, clarify and define the future career of the employee, and what can be achieved from future ambitions (Aqili, 2005) Maher (2009) defines it as a planned operation, designed to create a consensus between the individual and the job that operated to increase productivity, and achieve job satisfaction. Shows (Salem, 2009) it is primarily the responsibility of the individual, in light of the career opportunities available, and inclinations, interests and abilities.

It also says (Allaqi, 2007) and (Porras, 2008) as a joint operation between the individual and the organization stems importance of the benefits to the organization and the individual is the most important of these benefits according to (Mr. Abdul Aziz, 2011), achieving the objectives of the organization and the individual, to ease restrictions on Promotion and transfer of personnel to launch the capacities of individuals and creativity, and keep up with the change in the external environment through the revitalization of skills of individuals and equip them with new skills required, and to achieve economic efficiency of spending on planning and career development by putting the right person in the right place, and the growth ambitions of individuals and retain elements of human talented ambitious, and improve the reputation of the organization, which helps to attract distinctive competencies in the future, a tool to achieve equality and functional quality of life and reduce the frustration of workers in the light of freedom, flexibility and realism, which finally process encourages diversity of cultures.

### **8.3 The Objectives of the Planning and Career Development**

The researchers (Al-saied. Abdul Aziz, 2011) and (Valley and Madi, 2007) and (Hiti, 2004) and (Porras, 2008) and other objectives of the planning and development of a career path leading to putting the right person in the right place at the right time and balancing between job requirements and production on the one hand and the goals and interests of workers on the other hand, the most important of these goals:

- Development of human resources management policies, to enable the organization to adapt and achieve efficiency and effectiveness, though keep up with the changes of the environment, and interests of workers and their interests and goals.

- Achieve job satisfaction, to enhance organizational loyalty, through their sense of job security, while not compromising the objectives of the organization.
- Evaluating and measuring the capacity of individuals and their performance.
- Achieve coordination and integration between human resources management policies (polarization, selection, appointment, transfer, promotion, training, performance measurement, motivation ...).
- Achieve a balance between the job and the organization, and between social attitudes towards job status and reputation of the organization.
- Contributes to the capacity of individuals to launch production and creativity, through the formation of strong incentives for individuals to enable them to develop their abilities and skills.

#### **8.4 Career Management**

The Department of Human Resources in several practices, implementation of human resources policies that interfere integrated and consistent, with a management career path during the employee's career. Bouras (2008) explained that the human resource management practices at the stage of joining the organization, starting the training of students, and then use the policy to attract, select and hire successful, and rotate the work, in order to give new employees a cumulative skills and experience useful in the shortest possible time. And explained the methods of human resources management at the stage of compatibility between the individual and the organization, the most important assessment of public performance, but in the case of a mismatch between the individual and the organization emphasized the need for good management of several functions:

Transport of all kinds, and promotion, and the use of maps of substitution, to reconcile the interest of the work and goals of the individual and, finally, showed that the methods used by the Organization when to refer the employee to retire. Cary Dessler (2003) explains the role of each of the employees, the manager, and the organization in the planning and career development and the most important roles that addressed, policy management training, transfer, promotion, performance measurement, discipline.

The study showed done by Altarawneh and Baluchi (2010) the effect of management functions of human resources (training, development, transportation, performance assessment, performance bonus) on the career path. From here, researcher finds that the entrance organizational structure, which focuses on the role of the organization in the management career path neutrality and justice, especially in case of a mismatch between the individual and the organization, after the disclosure of the absence of compatibility, it can be the entrance right in principle to reduce the impact of various factors on the planning and development path career, in particular the reduction of administrative hypocrisy.

#### **9. Previous Studies**

- (Al fadel. Abdul Aziz, 2011), the aim of this study was to explain the planning and career development, and its impact on job security, was the study sample B (356) Single workers in the Ministry of Education, in Riyadh - Saudi Arabia, the most important findings : The Ministry's contribution to the management career path, came to a fair degree, and there are strong trends among workers about job security, and showed that the management functions: transport, promotion, motivation, training, one of the most important requirements of the job security.
- (Tarawneh and Baluchi, 2010), the aim of this study was to investigate the impact and management functions of human resources on a career path to the staff of the Ministry of Finance in Jordan, and the study sample (315) single, and reached there after the functions of the human resources management: training, development, transportation, performance assessment, performance bonus, collectively and individually in the career path of ministry staff.
- (Boreas, Faizah, 2008), this study examined the career planning in the institution cement Algeria, and was the study sample B (50) members of the incumbents leadership, the most important findings: the existence of shortcomings in the system applied in an institution cement, With regard to the planning, management and career development, and its inability to achieve its objectives in terms of its impact on workers and production in the organization.

- (Wade and Madi) this study was to analyze the factors affecting the career path for managers at the Islamic University / Gaza from the viewpoint of the directors and the number of managers (26) Director surveyed, the study found: Not for director freedom to choose his job, there is a clear concept of the career path to the managers, do not help university legislation on career planning for managers, there is a link between the experience and the appropriate manager's job.
- Hiti (2004) on the impact of career development in the satisfaction of employees at three universities Jordanian government and in the analysis relied on (90) Single. And concluded that there was an average correlation between career development and satisfaction of employees and the presence of the impact of positive relationship between the surveyed institution's interest in developing career satisfaction among workers.
- (Mustafa, Imad, 2003) is the study of the theory of trends in contemporary human resource development, and the experience of enterprise Sudanese oil in order to know the methods that can maximize the benefit of training through blending between consulting and training, where the most important findings of the study, the need to adopt Arab organizations entrance to the standard functional capabilities based on training and development and follow the methodology pairing with the development of a career path system
- (Awamleh, Nael, 1995) this study is to analyze the career path theoretical and practical, in organizations Jordanian government, which included the sample (400) Director of the various administrative levels and the most important results, poor opportunities for career advancement in organizations Jordanian government, the most important motive among managers to change their current jobs, material incentives.
- (Michal, Lipson, 2006) addressed the behavior of organs of the United Nations, and how it would deal with international crises, especially peacekeeping missions, and clarity of the contradiction between the statements and acts, which he considers writer (the hypocrisy of the organization), which arranges raised at the level of the reform efforts of the World, but he believes to criticize the hypocrisy of this organization may lead to harmony between the discourse and behavior, and contribute to the reform.

## ***10. Society of the Study Sample and Tool***

### **10.1 Study Tool**

The researcher designed questionnaire as a tool to collect data and information to know the views of workers in the Al- Balqa' Applied University on the topic (hypocrisy management and its impact in the management career path), by (17) paragraph to measure the independent variable (hypocrisy administrative) and (17) paragraph to measure the dependent variable (management track path), where he was guided by when building some of the paragraphs to measure management career path in some research studies, (Alheithe, 2004), (Wadi & Madi, 2007), (Nael, Nael, 1995), (Al fadel Abdul Aziz, 2011), (Tarawneh and Baluchi, 2010).

Was used Likert scale quintet to determine the weights of paragraphs devoted to the measurement (hypocrisy management and its impact in the management career path), a (totally agree, agree, agreed to a certain extent, I do not agree, do not completely agree), which represent digitally degrees following (1,2,3 , 4,5), such as option number (5) the highest degree of approval of the applicability of the content of the paragraph actually a (totally agree), such as option number (1) the lowest grades to approve the applicability of the content of the paragraph on a reality (not totally agree).

### **10.3 Veracity of the Study Tool**

To verify the veracity of the tool, the researcher viewing in its initial three arbitrators to ascertain the extent of paragraphs belong to the fields and make sure drafting language and how it fits, has been taking observations and opinions of arbitrators and professors carry out the required amendment.

### 10.3 Reliability of the Study Tool

To verify the stability of the tool and then applied to all members of the school community, the reliability coefficient was extracted according to the Cronbach's alpha to make sure the internal consistency of variables based on the answers of the respondents, and Table 1 illustrates the value of reliability coefficient.

**Table (1) the value of reliability coefficient (internal consistency of the paragraphs of the resolution)**

Study Variables	Internal Consistency
Administrative Hypocrisy	0.82
Career Path	0.88

Notes from the Cronbach's alpha values in Table (1) The reliability coefficients for fields of study a high proportion of high fastness and acceptable for the purposes of the study.

### 10.4 Population of the Study and Sample

The selected Society at the University of Al- Balqa' Applied University second-largest university in Jordan, was founded in 1997 and now includes seven colleges scientific center in addition to the Deanship of Scientific Research and Deanship of Student Affairs and (12) College scattered in all regions of the kingdom, and gives several degrees except for a doctorate degree in many disciplines humanitarian and applied works (3052) administrative Officer those working at the University Centre (1398) Employee:

(Manager, head of department, assistant manager or department, unit manager), were distributed (300) questionnaire to a random sample of employees Center University which includes management major and (9) colleges and scientific service, recovered from (229) questionnaire is valid for analysis by (16.38%) for the number of workers the status of the university and of (7.50%) for all employees at the university and (76.33%) for the number of questionnaires distributed, as shown in table 2 below:

**Table (2) community and study sample**

The Number Of Administrative Staff At The University	The Number Of Employees At The University Centre	The Number Of Questionnaires Distributed	The Number Of Questionnaires Distributed Questionnaires Suitable For Analysis	The Percentage For All Employees At The University	The Percentage Of Workers In The University Center	Percentage Of Valid Questionnaires For Analysis For Distributed
3052	1398	300	229	7.50%	16.38%	76.33%

### 10.5 Hypotheses Test

**The first hypothesis (H1): There is a significant correlation with statistical significance between the independent variable hypocrisy and the dependent variable administrative career path at the significantly ( $0.05 \leq p$ ) in Al- Balqa' Applied University.**

To test the hypothesis of the first study, the researcher using the Pearson correlation coefficient and the following table shows:



(Table 2) Pearson correlation coefficients to test the hypothesis of the first study

	Administrative Hypocrisy	Magnitude	Impact	Nature	Causes	Manifestations
Career Path	.594(**)	.411(**)	.302(**)	.381(**)	.577(**)	.476(**)
Career Planning	0.01	0.017	-0.049	-0.002	-0.004	0.03
Promotion	.490(**)	.384(**)	.299(**)	.304(**)	.465(**)	.389(**)
Transportation And Job Enrichment	.562(**)	.427(**)	.349(**)	.396(**)	.555(**)	.410(**)
Remuneration For Overtime And Commissions	.494(**)	.259(**)	.252(**)	.280(**)	.502(**)	.410(**)
Training And Learning	.570(**)	.365(**)	.333(**)	.353(**)	.543(**)	.466(**)
Disciplinary	.491(**)	.326(**)	.177(**)	.313(**)	.479(**)	.409(**)
Performance Evaluation	.430(**)	.322(**)	.218(**)	.318(**)	.415(**)	.324(**)

Through the table (2) observe that the strength of the link between the hypocrisy administrative whole and career path was strong and amounted to (0.594), and there was a strong correlation between all the variables subsidiary of hypocrisy and administrative career path except variable "career planning" which indicates that the administrative hypocrisy does not contribute to the development plan and career path clear, from the above we can accept the hypothesis which states: no significant correlation with statistical significance between the independent variable hypocrisy and the dependent variable administrative career path at the level of significance ( $0.05 \leq p$ ) in Al- Balqa' Applied University.

**The second hypothesis (H2): There is a statistically significant effect of hypocrisy in the management of administrative career path for workers in Al- Balqa' Applied University at the level of the signified ( $0.05 \leq p$ ), and the ramifications of which the following sub-hypothesis:**

2-1 sub-hypothesis: No impact of administrative hypocrisy in career planning for employees at the university when the level of significance ( $0.05 \leq p$ ). To test the first sub- hypothesis of the second hypothesis, the researcher using simple regression analysis test, the following table shows:

**Table 3: Result of regression analysis to test the hypothesis first sub- hypothesis of the second hypothesis**

	B	T	Sig.
Administrative Hypocrisy	0.01	0.01	0.01
R2	0.001		
F	0.024		

The table (3) that the administrative hypocrisy does not exercise a significant impact on career planning and shows through F value of amounting (0.024), a value that is not significant at the level of 0.05, which also shows the significance model. From the previously we are able to accept the hypothesis which states: No impact of administrative hypocrisy in career planning for employees at the university when the level of significance ( $0.05 \leq p$ ). 2-2 sub-hypothesis: No impact of the hypocrisy in the promotion of administrative staff at the Al- Balqa' Applied University at the abstract level ( $0.05 \leq p$ ). To test the second sub- hypothesis of the second hypothesis, the researcher using simple regression analysis test, the following table shows:

**Table 4: Result of regression analysis to test the hypothesis second sub- hypothesis of the second hypothesis**

	B	T	Sig.
Administrative Hypocrisy	0.747	8.478	0.000*
R2	0.24		
F	71.879		

The table (4) to that hypocrisy administrative exercise significant influence on the upgrade and workers demonstrate through F value of amounting (71.879), a significant value at the 0.05 level, which also shows the significance model. The results also show that 24.0% of the variations occurring in workers belonging to upgrade administrative spending. From the previously we are able to accept the hypothesis which states: No impact of the hypocrisy in the promotion of administrative staff at the Al- Balqa' Applied University at the abstract level ( $0.05 \leq p$ ).

2-3 sub-hypothesis: No impact to the hypocrisy in the administrative job enrichment and transfer of personnel at Al- Balqa' Applied University when the level of significance ( $0.05 \leq p$ ).

To test the third sub- hypothesis of the second hypothesis, the researcher using simple regression analysis test, the following table shows:

**Table 5: Result of regression analysis to test the hypothesis third sub- hypothesis of the second hypothesis**

	<b>B</b>	<b>T</b>	<b>Sig.</b>
<b>Administrative Hypocrisy</b>	0.663	12.839	0.000*
<b>R2</b>	0.421		
<b>F</b>	164.83		

The table (5) to that hypocrisy administrative exerts significant effect on job enrichment and transfer of personnel is shown by the value of F \$ (164.83), a significance value at the 0.05 level, which also shows the significant model. The results also show that 42.1% of the variations occurring in the job enrichment and transfer of personnel belonging to the administrative hypocrisy.

From the previously we are able to accept the hypothesis which states: no impact to the hypocrisy in the administrative job enrichment and transfer of personnel at the university when the level of significance ( $0.05 \leq p$ ).

2-4 sub-hypothesis No impact of administrative hypocrisy in giving workers bonuses and commissions overtime during the official working hours at Al- Balqa' Applied University when the level of significance ( $0.05 \leq p$ ).

To test fourth sub- hypothesis of the second hypothesis, the researcher using simple regression analysis test, the following table shows:

**Table 6: Result of regression analysis to test the hypothesis fourth sub- hypothesis of the second hypothesis**

	<b>B</b>	<b>T</b>	<b>Sig.</b>
<b>Administrative Hypocrisy</b>	1.091	8.5554	0.000*
<b>R2</b>	0.244		
<b>F</b>	73.167		

The table (6) that the hypocrisy practiced administrative significant effect on commissions and bonus overtime during the office working hours at the university and it shows through the value of F \$ (73.167), a significance value at the 0.05 level, which also shows the significant model. The results also show that 24.4% of the variations occurring in bonuses, commissions and overtime due to administrative spending.

From previously we are able to accept the hypothesis which states: no impact to the hypocrisy administrative committees bonuses and overtime during the official working hours at the university when the level of significance ( $0.05 \leq p$ ).

2-5 sub-hypothesis No impact of administrative hypocrisy in the training and education of employees at Al- Balqa' Applied University when the level of significance ( $0.05 \leq p$ ).

To test the fifth sub- hypothesis of the second hypothesis, the researcher using simple regression analysis test, the following table shows:

**Table 7: Result of regression analysis to test the hypothesis fifth sub- hypothesis of the second hypothesis**

	<b>B</b>	<b>T</b>	<b>Sig.</b>
<b>Administrative Hypocrisy</b>	0.726	14.592	0.000*
<b>R2</b>	0.484		
<b>F</b>	212.93		

The table (7) to that hypocrisy administrative exercise moral influence in the training and education of employees at the university and shows through F value of amounting (212.93), a significance value at the 0.05 level, which also shows the significant model. The results also show that 48.4% of the variations occurring in the training and education of workers belonging to the University of administrative spending. From previously we are able to accept the hypothesis which states: no impact of administrative spending in the training and education of employees at the university when the level of significance ( $0.05 \leq p$ ).

2-6 sub-hypothesis No impact of the hypocrisy in the process of disciplining administrative staff at Al- Balqa' Applied University at the abstract level ( $0.05 \leq p$ ).

To test the sixth sub- hypothesis of the second hypothesis, the researcher using simple regression analysis test, the following table shows:

**Table 8: Result of regression analysis to test the hypothesis sixth sub- hypothesis of the second hypothesis**

	<b>B</b>	<b>T</b>	<b>Sig.</b>
<b>Administrative Hypocrisy</b>	0.611	11.58	0.000*
<b>R2</b>	0.371		
<b>F</b>	134.102		

The table (8) that the hypocrisy administrative exercise moral influence in the process of disciplining workers at the university is shown by the value of F amounting (134.102), a significance value at the 0.05 level, which also shows the significant model. The results also show that 37.1% of the variations occurring in the process of discipline at the university back to the administrative spending.

From previously we are able to accept the hypothesis which states: no impact to the hypocrisy in the process of disciplining administrative staff at the University at the significant level ( $0.05 \leq p$ ).

2-7 sub-hypothesis No impact of administrative hypocrisy in the process of measuring the performance of employees at the university when the level of significance ( $0.05 \leq p$ ).

To test seventh sub- hypothesis of the second hypothesis, the researcher using simple regression analysis test, the following table shows:

**Table 9: Result of regression analysis to test the hypothesis seventh sub- hypothesis of the second hypothesis**

	<b>B</b>	<b>T</b>	<b>Sig.</b>
<b>Administrative Hypocrisy</b>	0.69	7.175	0.000*
<b>R2</b>	0.185		
<b>F</b>	51.477		

The table (9) to that hypocrisy administrative exercise moral influence in the process of measuring the performance of employees at the university and shows through F value of amounting (51.477), a significance value at the 0.05 level, which also shows the significant model. The results also show that 18.5% of the variations occurring in the process of measuring the performance of employees at the university back to the administrative hypocrisy. From previously we are able to accept the hypothesis which states: no impact for administrative hypocrisy in the process of measuring the performance of employees at the university when the level of significance ( $0.05 \leq p$ ).

## **11. Results and Recommendations**

### **11.1 Results**

Based on the analysis of data the study found the following results:

1. The study revealed the existence of a strong correlation between administrative hypocrisy and career path, and the lack of correlation between the hypocrisy of the administrative and planning a career path, because of the lack of planning for career paths for employees at the university.
2. The study sample agreed that the administrative hypocrisy, a widespread phenomenon, not an individual behavior and represents one of the forms of administrative corruption, and has a significant impact on the efficiency and effectiveness of the university.
3. The study showed that the most important causes of administrative hypocrisy order are: closer to the officials, to obtain the advantages of functional and financial does not deserve the employee, the desire employee to appear in front of others that his influence, fear of an employee of the power possessed by the administrator, contacts and personal relations, regional and kinship.
4. The study showed that the employee is a hypocrite when: laughing or smiling in front of the official Liked whatever he said or did in charge, Seeks to share charge for special occasions, a lot of support for the actions and words of the official, seek or assess banquet administrator or attendance at the banquet, hesitate to charge in order to get closer it is not working, trying or give gifts to officials and influential people.
5. Lack of planning for career paths for workers at the university, where I got all the paragraphs of career planning on average account is low (2.26).
6. Agreed that all members of the study sample and the degree of approval are high on that hypocrisy administrative affects and contributes, in for the employee: (promotion, transportation and job enrichment, bonus, overtime, commissions, training and education, assessment of the performance is high, and discipline).

### **11.2 Recommendations**

The study confirms the fact that the phenomenon of hypocrisy as a social phenomenon, she moved to organizations and exacerbated by Unfortunately, in universities, which is supposed to lead the operations of societal change, and bring prescription magic to be treated is a matter not easy, but the researcher recommends that, to reduce raised on the road to be treated as follows:

1. Following a media policy at the state level, to criticize this phenomenon, especially in the administration, to reduce its practices, and raise the level of awareness of their impact.
2. Disarmament fear inherent in individuals, rooted from their family and enhanced management through holding workshops and counseling for workers in the field of communication, participation and delegation of authority, and organizing meetings frankness among workers along the lines of what was done by some companies in developed countries, and the use of organizational justice as an entry point to address phenomenon.
3. Reconsider the foundations of assigning leadership positions in both organizations, and beginning in the universities, to create an alternative culture, as well as managers to resist their desire to hear what they want to hear and accept the truth.
4. Support of all the political institutions in Jordan, and administrative leadership, particularly in universities, for all the efforts that create awareness of this phenomenon and its risks and control.
5. Work on the criminalization of proving hypocrisy, and considered guilty of an administrative offense, punished them, or the perpetrator of a misdemeanor administrative hypocrisy, because hypocrisy one administrative form of lying, lying criminal law in the Penal Code.

## 12. References

- Al fadel Abdul Aziz, (2011)"Planning And Career Development, And Its Impact On Job Security, From The Standpoint Of Workers In The Ministry Of Education", Naif University for Security Sciences, Department of Administrative Sciences, Master Thesis.
- Al salem,Moayeed, (2009) "Human Resources Management Strategic Integrative Entrance", Sharjah, University Library, Amman, Ethera' Publishing and Distribution.
- Alaqa, Madni, (2007) 'Human Resources Management", Saudi Arabia, Jeddah, Scientific Algorithm for publication and distribution.
- Al-hiti, Salah, (2004)" The Impact Career Development Path On The Satisfaction Of Employees, A Field Study In A Number Of Jordanian Universities", Damascus University Journal for Economic and Legal Sciences, Volume 20, Issue II.
- Alta'ani, Soliman, (2012) article entitled:" evil hypocrisy among coworkers", available at: <http://factjo.com/pages/artdetails.aspx?id=829>
- Aqili, Omar and Wasfi, (2005) "Contemporary Human Resource Management: Strategic Dimension", Oman, Dar Wael for Publishing and Distribution.
- Seham Hmiza and et al,(2011) article entitled: "Hypocrisy Administrative, And Employee Forums Forum Algerian", available at: <http://www.mouwazaf-dz.com/t7455-topic>
- Awamleh, Hamdan, (2008) "Organizational Justice Impact On Career Commitment, A Field Study In Balqa Applied University", Journal of Education for Educational Research, psychological, social, No. 136 Part I, July.
- Awamleh, Nael,( 1995) "Career Planning For Managers In Ministries And Central Departments In Jordan", Mu'ta for Research and Studies, Volume X, Issue VI,
- Baluchi, Siddiq (2010), article entitled: "Productivity Counterfeit (Administrative Hypocrisy)" available at: <http://my.mec.biz/t39546.html>
- Birnamwood Dr, The Impact of Policies on Organizational Values and Culture, 1998  
<http://isme.tamu.edu/JSCOPE99/Bell99.html>
- Bouras, Faizah, (2008) "Career Planning:Case Study", Cement Foundation, University of Haj greens, Batna, Faculty of Economic Sciences and management sciences, Master Thesis.
- Gary,Dsler, (2003)Abdel Metaal translation, Mohammed, Human Resource Management, Saudi Arabia, Riyadh, Mars Publishing House.
- Harbi, Abdul Qadir (2008) ,article entitled "administrative hypocrisy and managerial culture of openness", available at: <http://forum.net.edu.sa/forum/showthread.php?t=5280http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.118.8845&rep=rep1&type=pdf>
- Jassim, Sabah, (2010) article entitled: "Administrative Issues: Between Hypocrisy And Moral Rights Job You Work Avoid Mistakes And Careful Not Seem Naïve", available at: <http://www.annabaa.org/nbanews/2010/03/277.htm>
- Maaytah, Rula, (2007)"Human Capital Investment", Human Resource Management Manual, Oman, central printing presses.
- Maher, Ahmed, (2009)"Future Career", Alexandria, Aldar Aljameieh.
- Michal, Lipson, Organized Hypocrisy and Global Governance :Implications for United Nations Reform‘ 145 Paper prepared for presentation at panel on International Institutions and the Hypocrisy Trap, annual convention of the International Studies Association, San Diego, California, March 22-25, 2006
- Mustafa, Imad,( 2003) "Career Development Model", in framework application standard entrance functional capacity - the experience of Sudanese Oil Corporation - and a working paper submitted to Second Arab Conference, consultancy and training, the period 21 - 23 April 2003.
- Tarawneh and Balushi,(2010) "The Effect Of Human Resources Management Functions On A Career Path, To The Staff Of The Ministry Of Finance In Jordan", Muta Journal of Research and Studies, Humanities Series, Volume 25, Issue 3
- Tawfik Abdel-Rahman, (2008) article titled: It is hypocrisy .. What killed, on 29 December 2008, available at: <http://portal.pmecegypt.com/%D8%AE%D8%AF%D9%85%D8%A7%D8%>
- Wade Rushdie Madi, Kamel, (2007)"Career Planning For Managers At The Islamic University - Gaza - From The Point View Self", the Islamic University Magazine, Volume 15, Issue 2, 2007.
- Yousef, Mansour bin Saleh, (2011),article entitled: "Hypocrisy Administrative", the island newspaper, No. 13983 Date 10/1/2011, p 35, available at: <http://www.aljazirah.com/2011/20110110/rj10.htm>