



The Role of Ethical Leadership in Reducing the Phenomenon of Job Hypocrisy

"Case Study -The Technical and Vocational Training Corporation in Jazan"

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Abstract:

This study aimed to identify the role of ethical leadership in reducing the phenomenon of job hypocrisy. The researcher employed a descriptive analytical approach to examine the study's variables. A questionnaire consisting of (40) items was utilized as the data collection tool and was distributed to employees of the Technical and Vocational Training Corporation in Jazan. A random sample of (176) individuals was selected for the study. The findings revealed that the sample members demonstrated a high perception of ethical leadership, with a mean score of (3.872), while also exhibiting a high level of job hypocrisy, with an average score of (3.934). Additionally, the study identified a statistically significant role for ethical leadership—across its dimensions, including personal qualities, administrative qualities, human relations, and teamwork in reducing job hypocrisy. The study concluded with several recommendations, the most significant of which include: promoting a culture of integrity and ethics at all organizational levels, developing training courses and workshops to educate employees about the importance of integrity, enhancing mechanisms for reporting ethical violations to ensure confidentiality and protect whistleblowers, and establishing strict internal policies to address instances of job hypocrisy while fostering ethical values.

Keywords: ethical leadership, the phenomenon of job hypocrisy.

Introduction:

Ethical leadership is key to creating organizational cultures that value transparency, fairness, and integrity. By ensuring that leaders' actual behaviors align with their expressed values, ethical leadership directly addresses workplace hypocrisy, which occurs when stated values do not align with real-world actions, leading to increased trust and productivity. Integrity, fairness, and accountability in organizations positively correlate with ethical leadership (Dufresne & Clair, 2023). Individuals who critically evaluate their ethical shortcomings and demonstrate a dedication to integrity at work can significantly decrease workplace hypocrisy, demonstrating



a crucial connection between self-reflection and its influence on leadership. This fosters a culture of ethical responsibility and commitment to the organization. However, the form, content, and impact of ethical leadership are contingent upon the context in which it operates. Nasim (2021) states that moral awareness and the exchange of ideologies among employees are among the factors that might influence the effectiveness of leadership approaches to minimize deviant behaviors because leadership practices should be compatible with the employees' attitudes and principles. Therefore, the purpose of this study is to explore the role of ethical leadership in reducing the phenomenon of hypocrisy in the workplace within organizations.

Study Problem:

Organizations face multiple and diverse problems, which may vary in their impact. Some of these problems can be clear and tangible internally, but they may not attract attention (Brown and Trevino, 2006). Organizational success depends on how well it handles complex and profound internal negative effects. According to Simons (2010), leadership plays a crucial role in determining how to interact with these challenges and how to guide the organization toward solutions. Among these issues, "workplace hypocrisy" emerges as a significant problem within organizations.

Therefore, the problem of this study is to answer the following main question: "What is the role of ethical leadership in reducing the phenomenon of job hypocrisy among employees of the Technical and Vocational Training Corporation in Jazan?"

The following sub-questions arise from the main question mentioned above:

- Is there a statistically significant effect of personal traits in reducing the phenomenon of job hypocrisy among workers in the Technical and Vocational Training Corporation in Jazan?
- Is there a statistically significant effect of administrative traits in reducing the phenomenon of job hypocrisy among workers in the Technical and Vocational Training Corporation in Jazan?
- Is there a statistically significant effect of human relations in reducing the phenomenon of job hypocrisy among workers in the Technical and Vocational Training Corporation in Jazan?
- Is there a statistically significant effect of working in a team spirit in reducing the phenomenon of job hypocrisy among workers in the Technical and Vocational Training Corporation in Jazan?



Study Objectives:

This study aims to achieve the following objectives:

- Identify the reality of ethical leadership among the employees of the General Organization for Technical and Vocational Training in Jazan.
- Identify the phenomenon of job hypocrisy among employees of the General Organization for Technical and Vocational Training in Jazan.
- Identify the role of ethical leadership in its dimensions (personal traits, administrative traits, human relations, teamwork) in - - reducing the phenomenon of job hypocrisy among employees of the Technical and Vocational Training Corporation in Jazan.

Study Importance:

Theoretical Importance:

- Clarifying the impact of ethical leadership: This study helps to illustrate how ethical leadership can have a positive impact in reducing the phenomenon of job hypocrisy.
- Enhancing understanding of the relationship between leadership and ethics: The study highlights the relationship between leadership and ethics and contributes to enhancing understanding of this relationship in the scientific context.
- Research Literature Enrichment: The study constitutes a theoretical contribution to the research literature as it provides insight into the role of ethical leadership in addressing the phenomenon of job hypocrisy.

Applied Importance:

- Improving organizational performance: Ethical leadership contributes to the promotion of ethics and values within the organization, which leads to improving the overall performance of the organization.
- Building an honest work environment: Ethical leadership contributes to creating a work environment that encourages integrity and transparency, which reduces the spread of job hypocrisy.
- Promote trust and positive interaction: Focusing on ethical leadership fosters trust among employees and fosters positive interaction within the organization.
- This study contributes to reaching a set of results and recommendations that benefit officials in the Technical and Vocational Training Corporation in Jazan to achieve ethical leadership, which contributes to reducing the phenomenon of job hypocrisy, and adds a study of the factors affecting the reduction of this phenomenon.

Study Hypotheses:

- The main hypothesis of the study: There is a statistically significant effect at the level of ($\alpha \leq 0.05$) for ethical leadership in reducing the phenomenon of job hypocrisy among workers in the Technical and Vocational Training Corporation in Jazan, and the following sub-hypotheses branch from the main hypothesis above:
- The first sub-hypothesis: There is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) of personal traits in reducing the phenomenon of job hypocrisy among workers in the Technical and Vocational Training Corporation in Jazan.
- The second sub-hypothesis: There is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) of human relations in reducing the phenomenon of job hypocrisy among workers in the Technical and Vocational Training Corporation in Jazan.
- The third sub-hypothesis: There is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) of administrative traits in reducing the phenomenon of job hypocrisy among workers in the Technical and Vocational Training Corporation in Jazan.
- The fourth sub-hypothesis: There is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) to work in a team spirit in reducing the phenomenon of job hypocrisy among workers in the Technical and Vocational Training Corporation in Jazan.

Study Variables

The search variables are:

- Independent variable: Ethical leadership and its dimensions: (personal traits, human relationships, administrative traits, teamwork Spirit
- Dependent variable: The phenomenon of job hypocrisy

Study Model:

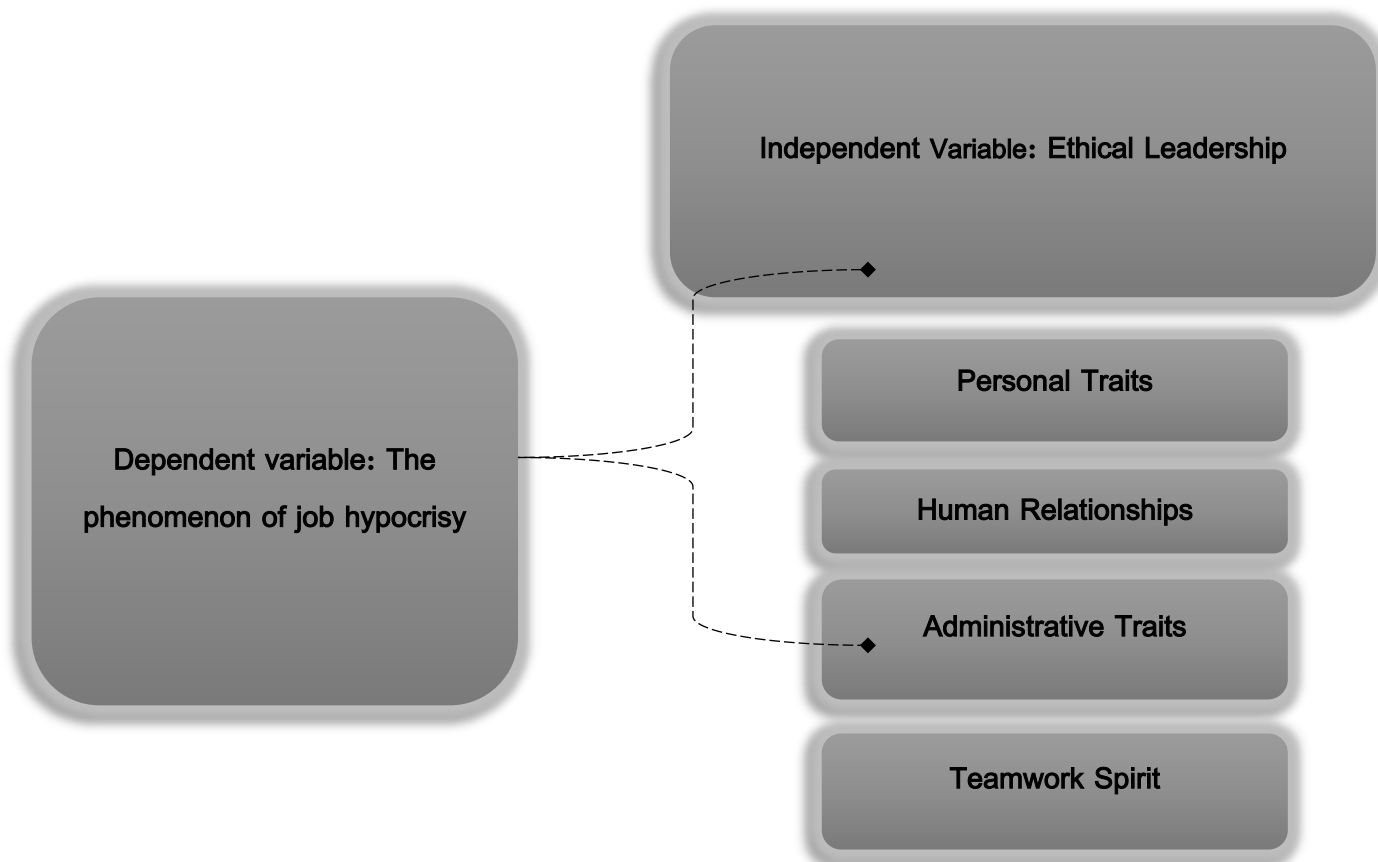


Figure (1-1): Independent and Dependent Study Variables Prepared by the Researcher Based on Previous Studies.

Literature Review:

- Ethical Leadership:

Ethical leadership generally refers to a leader's adherence to moral principles and values that guide human behavior. It emphasizes a set of ethical standards that contribute to organizational and interpersonal harmony. Ethical leadership aligns with honesty, integrity, fairness, and respect for diversity, as highlighted by Gomez-Meja (2005) and Lawton & Paez (2015). This leadership style fosters constructive relationships within organizations, ensuring decisions are made with moral consideration, fairness, and accountability.

Ethical leadership is considered a part of an organizational culture that frames the shared moral behaviors of leaders at all levels within the organization; hence organizational culture facilitates sharing ethical behaviors with



the employees that positively affect the organizational environment, performance, and organizational purposes achievement. Besides enhancing employees' trust in their leaders, consequently, the employees can honestly share their opinions and ideas about the work circumstances (Mayer et al., 2012).

Besides, ethical leadership means the implicit and explicit pursuit of desirable ethical conduct for self and followers by efforts controlled by morals that improve learning motivation, healthy optimism, and clarity of purpose to defend the ideals of empowerment, service to others, concern for human rights, change for the better, and fulfilling responsibilities to society, future generations, the environment, and its sustainability (Shakeel et al., 2018).

Importance of Ethical Leadership:

The significance of ethical leadership lies in its impact on both the macro and micro levels of organizational behavior. It plays a pivotal role in enhancing decision-making processes, reducing organizational conflict, and promoting trust and cooperation between leaders and subordinates. Ethical leadership ensures that organizations remain aligned with their strategic goals, societal responsibilities, and sustainable growth, as noted by Al-Juaitni (2017). Moreover, ethical practices can significantly reduce workplace misconduct, such as favoritism and unethical decision-making, fostering an environment of mutual respect and professional integrity.

Dimensions of Ethical Leadership:

- **Personal Ethics:** This dimension emphasizes the personal integrity and moral character of the leader, ensuring they act as role models for their employees. Leaders are expected to demonstrate honesty, humility, and a strong sense of accountability in their interactions with others Kohler, (2016).

- **Administrative Ethics:** This involves adhering to ethical standards in administrative decisions and actions. Leaders are tasked with making decisions that align with organizational values while considering the implications for employees and stakeholders.

- **Relational Ethics:** Focuses on fostering ethical interactions and maintaining transparency in relationships. Ethical leaders encourage open communication, collaboration, and mutual respect among team members, creating a cohesive work environment.

Benefits of Ethical Leadership:

- **Improved brand image:** Maintaining moral brand practices has become even more important today in a digital, fast world where one image can destroy a brand. By behaving and acting responsibly, Ethical Leadership can dramatically improve the brand image to onlookers.

- **Improved staff morale:** Ethical Leadership is about leading, inspiring, motivating, and making the employees feel accountable for their work. When this happens, greater business success is achievable because employees are happier to be at work.

- **Positive workplace culture:** If ethical leaders can influence results, then they can equally influence workplace culture. Walking the walk and talking the talk is where ethical leaders can develop the workplace to inspire and motivate others to follow good ethical behavior.

- **Customer loyalty:** Customers are moving away from buying a “good product” - they want their purchases to be ethical as well. A business that can demonstrate good ethical choices and decisions will benefit.



- **Staff loyalty:** Ethical Leadership is about building trust with your employees. If people feel less threatened and less objectionable to the direction of the business, an increase in staff loyalty is more than achievable.

- **Improved recruitment:** With more people working remotely, hiring the right people who possess both ethical and moral ideas is essential to reflect those of the business and the leadership so that the company can receive equal service. The overall perception of Ethical Leadership is a business that stands for just causes and sees that its staff are well looked after. This creates a positive image around the business, its people, and the product or service it's producing, Dufresne. (2023).

Job hypocrisy:

The concept of job hypocrisy can be defined through various organizational perspectives, and we can summarize it as follows:

The Concept of Job Hypocrisy: Villeval (2012) indicates that job hypocrisy involves the failure to maintain the integrity of work-related values and principles. Individuals may display positive behaviors in the workplace while concealing contradictory actions, thus deceiving management and aligning with competitors. According to Alawmleh (2013), this represents a form of administrative corruption that negatively impacts organizational efficiency and effectiveness, as well as the career trajectories of employees.

Philip and Kohler (2016) define it as "a behavior exhibited by an individual within the organization that deviates from the declared norms that become a form of deception."

Meanwhile, Ard and Auster describe it as a behavior within the organization that relates to multiple standards.

Tawfiq (2008) defines job hypocrisy as "the practice of deception and manipulation within the organization, which is considered a serious accusation against employees that undermines productivity and governmental integrity."

Job hypocrisy is a phenomenon that can be observed in various organizations, where individuals may act in a way that contradicts their true beliefs or intentions. This behavior can lead to negative consequences for both the organization and its members. It is essential to address this issue to enhance the overall performance and integrity of the organization.

Job hypocrisy and its relation to some other concepts:

To begin with, we must understand that functional hypocrisy is a significant issue within organizational settings. It often arises when individuals engage in behaviors that are inconsistent with their professional roles, which can negatively impact their effectiveness and the overall environment, Simons, (2010).

Hypocrisy: This concept refers to the disconnection between one's stated values and actual behavior, leading to a lack of trust and credibility.

Pragmatism: This involves prioritizing practical outcomes over principles, which can sometimes result in justifying unethical actions for the sake of achieving goals.

Politeness: This refers to the social niceties that can mask true feelings or intentions, often leading to a culture of insincerity within the organization.

Effects of job hypocrisy:

Villevall & Rustichini, (2012) discuss organizational hypocrisy as a behavioral phenomenon that has significant impacts on employees. Hypocrisy is considered a manifestation within organizations, affecting the overall environment. This phenomenon can be seen in various forms of administrative management, where there may be a tendency to manage in a way that conflicts with the genuine interests of employees. This can lead to a lack of recognition or the absence of criteria for achieving certain privileges, which may push individuals toward hypocritical behavior as a means to reach their goals.

Moreover, we can consider the effects of hypocrisy on individuals and organizations, especially when it comes to the basic principles of trust, results, and continuous performance. Hypocrisy can affect the continuous engagement of employees, leading to consequences for both the individual and the institution, as well as reflecting on the overall work environment, Alawmleh, M. (2013). The areas of employee engagement are influenced by institutional practices that may prioritize certain interests over genuine concerns. This raises questions about whether we are moving toward a culture that embraces hypocrisy, especially when it comes to the responsibilities of the organization. The situation becomes critical when hypocrisy is seen as a significant aspect of employee management, leading to a transformation of norms and practices within the organization, Tawfiq, M. (2008).

Previous studies:

The study by Al-Jrairi and Asaad (2023) entitled: "The Availability of Mechanisms to Limit Workplace Hypocrisy: An Exploratory Study of the Opinions of a Sample of Administrative Leaders in the General Directorates of Education in Nineveh Governorate," aimed to determine the extent to which mechanisms to limit workplace hypocrisy are available, represented by (curbing flattery, confronting contradictions, avoiding superficiality, diagnosing and containing formal ingratiation) among the leaders of the General Directorate of Education in Nineveh Governorate. The sample consisted of (70) leaders from the General Directorate of Education in Nineveh Governorate. To achieve the study's objectives, a questionnaire tool was used for data collection according to the descriptive analytical approach. One of its most prominent findings was the high availability of these dimensions within the investigated organization, as well as the achievement of high levels of mechanisms to limit workplace hypocrisy; indicating the earnest efforts of the leaders of the investigated organization in working on the mechanisms to limit workplace hypocrisy, represented by (curbing flattery, avoiding superficiality, confronting contradictions, diagnosing and containing instances of formal ingratiation).

A study (Bilal, 2017) entitled: "Linking ethical leadership and moral voice." This study explored the significance of ethical leadership in construction companies in Pakistan. The researchers distributed a questionnaire to (364) employees and their immediate supervisors working in construction companies in Pakistan to reach the study's goal. The study showed that ethical leadership is considered a mechanism to defeat unethical behaviors, and ethical leadership is useful in promoting morally courageous opinions and ethical actions such as moral voice. Furthermore, the more prominent the moral leadership between the leader and the employees, the greater the employees' capability to express their opinions and ideas about the organization's problems, which improves their ability to express and reduce the organization's problems and harmful phenomena.

Abdullah and Mustafa's (2021) study entitled: "The Role of Ethical Leadership in Reducing Functional Dysfunction: An Analytical Study of the Views of a Sample of Employees in the Directorates of the Ministry of Municipalities in the City of Erbil", aimed to identify the relationship and impact of the dimensions of ethical leadership (personal ethics of leaders, administrative ethics of leaders, relational ethics of leadership) and its role in reducing functional dysfunction in its dimensions (personal factors, organizational factors). Its sample consisted of 100 employees in the directorates of the Ministry of Municipalities in the city of Erbil. To achieve the objectives of the study, the questionnaire tool was used to collect data according to the analytical descriptive approach. One of its most prominent results was the existence of positive moral relations between ethical leadership and the reduction of functional dysfunction and their dimensions, at the macro and micro levels. This indicates that whenever these directorates exercise ethical leadership leads to the reduction of functional



dysfunction, as well as there is a positive moral correlation between the managerial ethics dimension of leaders and others.

A study (Eva et al., 2019) entitled: "The Relationship between Ethical Leadership and Employees' Internal and External Community Citizenship Behaviors." This study explored the importance of ethical leadership in the Australian banking and financial services sector. The researchers distributed a questionnaire to (160) employees across 48 small- and medium-sized enterprises in China to reach the study's goal. The study showed that ethical leadership positively influences employees' work engagement and increases employee performance. Also, employees respond with prosocial behaviors to reciprocate the ethical leader's fair and caring treatment.

A study (Snelson-Powell et al., 2020) entitled "Organizational Hypocrisy in business schools with Sustainability Commitments: The Drivers of Talk-action Inconsistency". This study explored the reasons behind the organizational hypocrisy in business faculties in the UK; moreover, the researchers executed interviews with (23) MBA directors to understand this phenomenon. The study revealed that organizational hypocrisy is mainly related to the level of lack of sustainability and the fulfillment of obligations; in particular, this study is also related to the program director's level of control and influence on the course of operations curriculum.

A study (ul Haq & Rizvi, 2020) entitled "How Organizational Hypocrisy Cultivates Abusive Supervision Whereas Supervisor Resilience impedes it: Frustration Aggression Vs Resource Building Approach". This study investigated the positive effects of organizational hypocrisy on abusive supervision through the mediating role of the cynicism of supervisors. The researchers distributed the questionnaire to (420) employees in (33) public and private sectors. The study revealed that organizational hypocrisy practices have a pathological impact on employees and the organizational environment.

A study (Çayak, 2021) entitled " The Mediating Role of Organizational Hypocrisy in the Relationship Between Organizational Silence and Organizational Rumor: A Study on Educational Organizations "This study examined the mediating role of organizational hypocrisy between organizational silence and organizational rumor; research conducted on firms in many industries, organizational hypocrisy negatively influences workers' organizational behavior. Additionally, organizational hypocrisy negatively affects organizational quiet, organizational rumor, organizational happiness, organizational dedication, and other factors in educational organizations. As a result, organizational hypocrisy may serve as a buffer between organizational quiet and organizational rumor. This study investigates the mediating function of the organization.

What differentiates the current study from previous studies?

The researcher addressed (7) previous studies in several different fields, including those related to ethical leadership and negative phenomena exhibited by employees. Most previous studies have explored the dimensions of ethical leadership in various aspects.

After reviewing the previous studies, it can be said that there is a variation in the results of studies addressing ethical leadership and the phenomenon of workplace hypocrisy. It can also be said that the studies conducted on this topic were few.

Similarities and Differences

The current study is similar to previous studies in its examination of the role of ethical leadership in excellence, as all of them addressed ethical leadership as an independent variable. They also share the similarity that most of them discussed the phenomenon of workplace hypocrisy as a dependent variable and measured its level.

Regarding the Sample of the Study

The current study differs from previous studies in the sample utilized, as previous studies applied the study tool to samples that differ from the current study's sample. The current study targeted employees of the Technical and Vocational Training Corporation in Jazan.



Regarding the Study Method and Tool

The current study agrees with previous studies in the methodology employed, which is the descriptive analytical method, as it is suitable for the subject of the study. It also aligns with the tool used, which is the questionnaire as a means of collecting primary data.

Methodology:

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 a descriptive analytical method to describe the phenomenon under study (The Role of Ethical Leadership in Reducing the Phenomenon of Job Hypocrisy -"The Technical and Vocational Training Corporation in Jazan") and analysis of data and the statement of the relationship between the components, in the hope of reaching generalizations contribute to enriching knowledge on the subject.

Society of the Study Sample and Tool:

The researcher designed a questionnaire as a tool to collect data and information to know the views of workers in The Technical and Vocational Training Corporation in Jazan on the topic (The Role of Ethical Leadership in Reducing the Phenomenon of Job Hypocrisy).

Was used Likert scale quintet to determine the weights of paragraphs devoted to the measurement (The Role of Ethical Leadership in Reducing the Phenomenon of Job Hypocrisy), 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 a (agree), such as option number (1) the lowest grades to approve the applicability of the content of the paragraph on reality (not agree).

Data Collection Methods:

The researcher collected the data that helped find the result for this study from two sources, secondary and primary, discussed below, namely:

Secondary sources:

The researcher relied on the secondary sources available in the field of study to address the theoretical framework. These sources are represented in research and scientific theses related to the study's subject that addresses the theoretical aspect of the study. The researcher depends on these sources in procedural definitions and previous studies to identify the study problem and questions.

Primary sources:

The researcher relied on collecting primary data by developing a questionnaire as a primary tool for the study and addressing the analytical aspects of the subject of the study, as developing questionnaire questions are based on previous studies, the researcher's vision of the topic, the arbitrators' modifications, and preparing the questionnaire in its final form that covers all the study variables.

Population and Sample of the Study:

The current study population consisted of all 326 employees of the Technical and Vocational Training Corporation in Jazan, and the researcher identified the study sample using the random sample method from the employees of the Technical and Vocational Training Corporation in Jazan. This was done by selecting several respondents that the researcher could find from a specific period, and their number was (176) individuals, and the following equation was adopted based on (Richard Geiger's equation), which is the following equation (Pashmani, 2014):

$$n = \frac{\left(\frac{z}{d}\right)^2 \times (0.50)^2}{1 + \frac{1}{N} \left[\left(\frac{z}{d}\right)^2 \times (0.50)^2 - 1\right]}$$

WHEREAS.

n: Required community size = 176

N: The size of society as a whole. 326

z= The standard score corresponding to the confidence factor of 95% and it equals 1.96.

d: error ratio = 0.05

Validity Study Tool:

Refers to the ability of the tool used to collect data to accurately and correctly measure what you mean. Honesty is one of the key elements in evaluating the quality and credibility of scientific research (Al-Qawasmeh, 2013) and is divided into:

Face Validity

It refers to the extent to which individuals accept and understand the tool and the extent to which it appears in a way that suggests that it measures what is intended correctly and appropriately. Apparent validity is a preliminary indicator of the quality of the tool used in data collection (Al-Saleh, 2014).

To verify the validity of the study tool, the researcher presented it to a group of (3) specialists in different disciplines of business administration. This aims to assess its form and content, and whether it is suitable for use or not, and the arbitrators' consensus was that the effectiveness of the tool is what it was designed to measure. If it is modified according to this design, it will be suitable for use. These modifications have been implemented in the final form of the instrument, which means that the researcher has confirmed the apparent importance of the study instrument.

Validity of the Internal Consistency

Indicates how consistent the statements in the tool are with each other, or how uniform the measurement is among the various constituent elements of the tool. In other words, the validity of internal consistency measures the similarity or agreement of similar questions in the tool (Al-Saleh, 2014).

To determine the internal consistency of the tool statements, correlation coefficients were calculated using the Pearson coefficient for the correlation between the degree of each statement and the total degree of dimension in each axis of the questionnaire, as well as calculating the correlation between the degrees of each statement of the dimensions of the questionnaire and the total degree in each of them. The components of the questionnaire using the Statistical Package for Social Sciences (SPSS) program include the following:

The first axis: Ethical Leadership:

First: The correlation coefficients between the degree of each statement and the total degree of the dimension to which it belongs were calculated, and the results were as shown in the following table:

Table No. (1): The value of the correlation coefficients between the degree of each of the statements of the first axis and the total degree of the dimension to which it belongs to

Dimensions	No.	Statement	Correlation coefficient (Maths.)	Significance level
personal traits	1	The manager is interested in developing a subjective ethical system.	0.874* *	Significant at P ≤ 0.01
	2	A manager is happy if they motivate employees to give more at work.	0.830**	Significant at P ≤ 0.01
	3	The manager seeks to develop a personal ethical system in dealing with the organization's employees.	0.913**	Significant at P ≤ 0.01
	4	The manager allocates enough time for employees to listen to their opinions	0.807* *	Significant at P ≤ 0.01



	5	The manager tries to accomplish the tasks required of him objectively.	.0805* *	Significant at P ≤ 0.01
	6	The manager is honest in dealing with employees.	0.898* *	Significant at P ≤ 0.01
	7	The manager tries to accomplish the tasks and duties required of him honestly.	0.829* *	Significant at P ≤ 0.01
Administrative traits	8	The manager focuses on the values of democratic leadership in dealing with employees.	.0816**	Significant at P ≤ 0.01
	9	The manager distributes tasks to employees according to their abilities and desires.	0.851* *	Significant at P ≤ 0.01
	10	A manager is happy if employees get their work done accurately.	0.661* *	Significant at P ≤ 0.01
	11	The manager is happy if his colleagues get the privileges they deserve.	0.792* *	Significant at P ≤ 0.01
	12	The principal is keen to give rewards (material and moral to teachers).	0.880* *	Significant at P ≤ 0.01
	13	The manager shall adopt ethical principles that provide the necessary foundations for the work of the organization.	0.898* *	Significant at P ≤ 0.01
	14	Seeks to achieve the mission of the organization with its ethical commitment.	0.879* *	Significant at P ≤ 0.01
human relationships	15	The manager is keen to build good relationships with employees	0.886* *	Significant at P ≤ 0.01
	16	The manager lends a helping hand to the staff.	0.887* *	Significant at P ≤ 0.01
	17	.The manager keeps the secrets of the employees.	0.847* *	Significant at P ≤ 0.01
	18	The manager is keen to build good relations with the external community supporting the training institutions.	0.757* *	Significant at P ≤ 0.01
	19	The manager takes into account the traditions of the community in which he lives in his behavior.	0.811* *	Significant at P ≤ 0.01
	20	The manager promotes ethical aspects in employee behavior.	0.886* *	Significant at P ≤ 0.01
	21	The manager expresses his appreciation and gratitude to the staff.	0.905**	Significant at P ≤ 0.01
teamwork Spirit	22	The manager works to open the horizons for employees to work as a team.	0.883* *	Significant at P ≤ 0.01
	23	The manager attributes success and achievement to deserving employees.	0.891**	Significant at P ≤ 0.01
	24	The manager is convinced of the importance of establishing mutual relationships between employees and their colleagues.	0.900**	Significant at P ≤ 0.01
	25	The manager works to persuade employees to go beyond their interests for the overall good of the organization.	0.829* *	Significant at P ≤ 0.01



26	The manager is keen to pay attention to what employees look forward to in their lives.	0.915**	Significant at P ≤ 0.01
27	The manager feels that the staff lives in a comfortable family atmosphere.	0.918**	Significant at P ≤ 0.01
28	A manager allows employees to participate in decision-making.	0.877**	Significant at P ≤ 0.01

* *D at 0.01, output source SPSS

Through the table, it is clear to us that the correlation coefficients between the rate of each of the statements of the first axis (ethical leadership) with the total rate with the dimensions belonging to it, as they ranged between (0.611-0.918) and that all the correlation coefficients between the statements constituting this axis and the total sum of the dimension belonging to it are statistically significant at the level of (0.01), which indicates that the statements of this axis have a high degree of validity and validity for field application.

Second: Correlation coefficients were calculated between the scores of the dimensions of the first axis and the total score of the first axis, and the results were as shown in the following table:

Table No. (2): Correlation coefficient between the rate of each dimension of the first axis with the total rate of the paragraphs of the first axis

No.	Dimensions	Correlation coefficient (Maths.)	Statistical significance
1	Dimension 1: Personal Traits	0.952* *	Significant at P ≤ 0.01
2	Dimension 2: Administrative Traits	0.956* *	Significant at P ≤ 0.01
3	Dimension 3: Human Relationships	0.957* *	Significant at P ≤ 0.01
4	Dimension 4: teamwork Spirit	0.956* *	Significant at P ≤ 0.01

* *D at 0.01, output source SPSS

Through the table, it is clear to us that the correlation coefficients between the rate of each dimension of the first axis (ethical leadership) with the total rate with the axis, as ranged between (0.952-0.957) and that all the correlation coefficients between the dimensions constituting this axis and the total of the axis itself are statistically significant at the level of (0.01), which indicates that the dimensions of this axis have a high degree of validity and validity for field application.

The second axis: The phenomenon of job hypocrisy

First: Correlation coefficients were calculated between the degree of each statement and the total degree of the axis, and the results were as shown in the following table:

Table No. (3): The value of correlation coefficients between the degree of each of the statements of the second axis and the total degree of the axis

No.	Statement	Correlation coefficient (Maths.)	Statistical significance
1	Job hypocrisy can cause a loss of trust between team members and colleagues.	0.588* *	Significant at P ≤ 0.01
2	Signs of job hypocrisy emerge when the overall behavior of the business contradicts the stated ethical principles of the organization.	0.458**	Significant at P ≤ 0.01



3	There is a discrepancy between the behavior that employees display in their work situations and the values and standards they advocate.	0.770* *	Significant at $P \leq 0.01$
4	I feel that some employees exhibit different behavior at work, which contradicts the professional values and standards supported by the organization	0.840* *	Significant at $P \leq 0.01$
5	I think some employees present a different picture of themselves at work than they do in their personal lives.	0.808**	Significant at $P \leq 0.01$
6	I feel that some employees follow different principles and values during working hours, which contradicts their actions outside working hours.	0.811**	Significant at $P \leq 0.01$
7	I think some employees pretend to adhere to policies and laws at work, without expressing them in their actual actions.	0.798**	Significant at $P \leq 0.01$
8	I noticed discrepancies between the actions of employees and the values and standards urged by the organization.	0.851**	Significant at $P \leq 0.01$
9	I think there is a contradiction between the official discourse of the organization and the behavior of employees at times.	0.818**	Significant at $P \leq 0.01$
10	I believe that some employees show affiliation and loyalty to the organization in the public discourse, without expressing it in their actual actions.	0.773**	Significant at $P \leq 0.01$
11	I feel that some employees ignore the organization's rules and procedures in some cases.	0.748**	Significant at $P \leq 0.01$
12	I think that the existence of the phenomenon of job hypocrisy negatively affects the atmosphere of the institution and its performance in general	0.526**	Significant at $P \leq 0.01$

* *D at 0.01, output source SPSS

Through the table, it is clear to us that the correlation coefficients between the rate of each of the phrases of the second axis (the phenomenon of job hypocrisy) with the total rate with the axis, as ranged between (0.458-0.851) and that all the correlation coefficients between the phrases that make up this axis and the total of the axis itself are statistically significant at the level of (0.01), which indicates that the phrases of this axis have a high degree of validity and applicability.

Consistency of study Tool:

J Refers to the ability or extent to measure the questionnaire in providing consistent and consistent results across different times, places, and circumstances. In other words, persistence is a measure of the stability of the results obtained through the use of the questionnaire, and this concept is considered essential in the process of research and social and behavioral studies (Aqeel, 2019).

To measure the stability of the study tool, Cronbach's Alpha was used to ensure the stability of the study tool. The following table shows this:

Table No. (4) Cronbach's alpha coefficient to measure the stability of the questionnaire

No.	Axes and Dimensions	Number of Statements	Alpha parameter	Percentage
1	Dimension 1: Personal Traits	7	0.936	93.6%
	Dimension 2: Administrative Traits	7	0.923	92.3%

	Dimension 3: Human Relationships	7	0.939	93.9%
	Dimension 4: Teamwork spirit	7	0.955	95.5%
The first axis: Ethical Leadership		28	0.981	98.1%
The second axis: The phenomenon of job hypocrisy		12	0.920	92 %
Overall score for the questionnaire		40	0.960*	96%

It is clear from the results shown in the previous table that the value of the Cronbach alpha coefficient for the first axis ranges between (92.3% - 95.5%), which means that it is high on the first axis. The value of the alpha coefficient for all paragraphs of the first axis (98.1%) was very high, and the value of the Cronbach alpha coefficient for the second axis (92.0%), and the value of the alpha coefficient for all paragraphs of the questionnaire (96.0%) was very high, which means that the coefficient of stability is high, which enables us to use the questionnaire with reassurance.

Thus, the validity and stability of the study questionnaire has been confirmed, which makes us fully confident in the validity of the questionnaire and its ability to analyze the results, answer the questions of the study, and test its hypotheses.

Hypotheses Test:

The first sub-hypothesis: There is a statistically significant effect at the level of ($\alpha \leq 0.05$) for personal traits in reducing the phenomenon of job hypocrisy in the General Organization for Technical and Vocational Training in Jazan.

To test this hypothesis, the researcher used the simple linear regression test and the next step in between. Table No (5) Summary of the model of the impact of personal traits in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan

Correlation coefficient R	Coefficient of determination R ²	adjusted R ²	Standard error
0.421	0.177	0.172	0.335

It is clear from the previous table that the linear correlation coefficient was (0.421), and this indicates a weak correlation between personal qualities and the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. The coefficient of determination was (0.177), which indicates that personal qualities explain (17.7%) of the changes in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. The ANOVA table accompanying the linear regression analysis also indicates the validity of the linear model that expresses the relationship between the two variables according to the following results:

Table No (6) Simple Linear Regression Test of the Effect of Personal Qualities in Reducing the Phenomenon of Job Hypocrisy in the Technical and Vocational Training Corporation in Jazan

Coefficients	Total Deviation	Degrees of freedom	The sum of deviations squared	F value	Significance level
regression	4.192	1	4.192	37.425	0.000
Residuals	19.488	174	0.112		
Total	23.680	175			

It is clear from the previous table that the level of significance of the impact of personal qualities in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan is (0.000), which is less than (0.05), which means that there is a statistically significant effect of personal qualities in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. As for the regression line equation, the following table shows this:

Table No (7) Simple Linear Regression Model of the Effect of Personal Traits in Reducing the Phenomenon of Job Hypocrisy in the Technical and Vocational Training Corporation in Jazan

Coefficients	β value	Standard error	T value	Significance level
Constant modulus (β_0)	2.618	0.294	8.891	0.000
Regression coefficient (β_1)	0.402	0.066	6.118	0.000

It is clear from the previous table that the value of the constant in the regression line equation ($a= 2.618$), and the value of the slope in the regression equation ($b= 0.402$), and its positive value confirms that the effect is positive and the relationship is positive between personal traits and the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. Thus, the regression equation of the figure:

$$\hat{y} = 2.618 + 0.402 x$$

Analysis and interpretation related to the second sub-hypothesis:

The second sub-hypothesis: There is a statistically significant effect at the level of ($\alpha \leq 0.05$) for administrative traits in reducing the phenomenon of job hypocrisy in the General Organization for Technical and Vocational Training in Jazan.

To test this hypothesis, the researcher used the simple linear regression test and the next step in between.

Table No (8) Summary of the model of the impact of administrative traits in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan

Correlation coefficient R	Coefficient of Determination R^2	Adjusted R^2	Standard error
0.546	0.298	0.294	0.309.

It is clear from the previous table that the linear correlation coefficient was (0.546), and this indicates an average correlation between the administrative traits and the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. The coefficient of determination was (0.298), which indicates that the administrative traits explain (29.8%) of the changes in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. The ANOVA table accompanying the linear regression analysis also indicates the validity of the linear model that expresses the relationship between the two variables according to the following results:

Table No (9) Simple linear regression test of the impact of administrative traits in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan

Coefficients	Total Deviation	Degrees of freedom	The sum of deviations squared	F value	Significance level
regression	7.051	1	7.051	73.774	0.000
Residuals	16.629	174	0.096		
Total	23.680	175			

It is clear from the previous table that the level of significance of the impact of administrative traits in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan is (0.000), which is less than (0.05), meaning that there is a statistically significant impact of administrative traits in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. As for the regression line equation, the following table shows this:

Table No (10) Simple Linear Regression Model of the Effect of Administrative Traits in Reducing the Phenomenon of Job Hypocrisy in the Technical and Vocational Training Corporation in Jazan

Coefficients	β value	Standard error	T value	Significance level
Constant modulus (β_0)	2.367	0.239	9.888	0.000
Regression coefficient (β_1)	0.476	0.055	8.589	0.000

It is clear from the previous table that the value of the constant in the regression line equation ($\alpha= 2.367$), and the value of the slope in the regression equation ($b= 0.476$), and its positive value confirms that the effect is positive and the relationship is positive between administrative traits and the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. Thus, the regression equation of the figure:

$$\hat{y} = 2.367 + 0.476 x$$

Analysis and interpretation related to the third sub-hypothesis:

The third sub-hypothesis: There is a statistically significant effect at the level of ($\alpha \leq 0.05$) for human relations in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan.

To test this hypothesis, the researcher used the simple linear regression test and the next step in between.

Table No (11) Summary of the model of the impact of human relations in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan

Correlation coefficient R	Coefficient of determination R^2	Correction factor R^2	Standard error
0.597	0.357	0.353	0.296

It is clear from the previous table that the linear correlation coefficient was (0.597), and this indicates an average correlation between human relations and the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. The coefficient of determination was (0.357), which indicates that human relations explain (35.7%) of the changes in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. The ANOVA table accompanying the linear regression analysis also indicates the validity of the linear model that expresses the relationship between the two variables according to the following results:

Table No (12) Simple linear regression test of the impact of human relationships in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan

Coefficients	Total Deviation	Degrees of freedom	The sum of deviations squared	F value	Significance level
regression	8.442	1	8.442	96.399	0.000
Residuals	15.238	174	0.088		
Total	23.680	175			

It is clear from the previous table that the level of significance of the impact of human relationships in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan is (0.000), which is less than (0.05), meaning that there is a statistically significant effect of human relations in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. As for the regression line equation, the following table shows this:

Table No (13) Simple Linear Regression Model of the Impact of Human Relations in Reducing the Phenomenon of Job Hypocrisy in the Technical and Vocational Training Corporation in Jazan

Coefficients	β value	Standard error	T value	Significance level
Constant modulus (β_0)	2.349	0.211	11.113	0.000
Regression coefficient (β_1)	0.478	0.049	9.818	0.000

It is clear from the previous table that the value of the constant in the regression line equation ($\alpha = 2.349$), and the value of the slope in the regression equation ($b = 0.478$), and its positive value confirms that the effect is positive and the relations is positive between human relations and the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. Thus, the regression equation of the figure:

$$\hat{y} = 2.349 + 0.478 x$$

Analysis and interpretation related to the fourth sub-hypothesis:

The fourth sub-hypothesis: There is a statistically significant effect at the level of ($\alpha \leq 0.05$) to work in a team spirit in reducing the phenomenon of job hypocrisy in the General Organization for Technical and Vocational Training in Jazan.

To test this hypothesis, the researcher used the simple linear regression test and the next step in between.

Table No (14) Summary of the model of the impact of teamwork in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan

Correlation coefficient R	Coefficient of determination R^2	Correction factor R^2	Standard error
0.621	0.386	0.382	0.289

It is clear from the previous table that the linear correlation coefficient was (0.621), and this indicates an average correlation between teamwork and the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. The coefficient of determination was (0.386), which indicates that teamwork explains (38.6%) of the changes in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. The ANOVA table accompanying the linear regression analysis also indicates the validity of the linear model that expresses the relationship between the two variables according to the following results:

Table (15) The simple linear regression test shows the impact of teamwork in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan.

Coefficients	Total Deviation	Degrees of freedom	The sum of deviations squared	F value	Significance level
regression	9.141	1	9.141	109.396	0.000
Residuals	14,539	174	0.084		
Total	23.680	175			

It is clear from the previous table that the level of significance of the impact of teamwork in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan is (0.000), which is less than (0.05), which means that there is a statistically significant effect of teamwork in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. As for the regression line equation, the following table shows this:

Table (16) Simple linear regression model of the impact of teamwork in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan

Coefficients	β value	Standard error	T value	Significance level
Constant modulus (β_0)	1.800	0.251	7.178	0.000
Regression coefficient (β_1)	0.596	0.057	10.459	0.000

It is clear from the previous table that the value of the constant in the regression line equation ($\alpha= 1.800$), and the value of the slope in the regression equation ($b= 0.596$), and its positive value confirms that the impact is positive and the relationship is positive between teamwork and the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. Thus, the regression equation of the figure:

$$\hat{y} = 1.800 + 0.596 x$$

Analysis and interpretation related to the main hypothesis:

The main hypothesis: There is a statistically significant effect at the level of ($\alpha \leq 0.05$) for ethical leadership in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan.

To test this hypothesis, the researcher used the simple linear regression test and the next step in between.

Table (17) Summary of the model of the impact of ethical leadership in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan

Correlation coefficient R	Coefficient of Determination R^2	Correction factor R^2	Standard error
0.677	0.458	0.455	0.272

It is clear from the previous table that the linear correlation coefficient was (0.677), and this indicates an average correlation between ethical leadership and the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. The coefficient of determination was (0.458), which indicates that ethical leadership explains (45.8%) of the changes in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. The ANOVA table accompanying the linear regression analysis also indicates the validity of the linear model that expresses the relationship between the two variables according to the following results:

Table (18) Simple linear regression test of the impact of ethical leadership in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan

Coefficients	Total Deviation	Degrees of freedom	The sum of deviations squared	F value	(Significance level)
regression	10.838	1	10.838	145.855	0.000
Residuals	12.842	174	0.074		
Total	23.680	175			

It is clear from the previous table that the level of significance of the impact of ethical leadership in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan is (0.000), which is less than (0.05), which means that there is a statistically significant effect of ethical leadership in reducing the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. As for the regression line equation, the following table shows this:

Table (19) Simple Linear Regression Model of the Impact of Ethical Leadership in Reducing the Phenomenon of Job Hypocrisy in the Technical and Vocational Training Corporation in Jazan

Coefficients	β value	Standard error	T value	Significance level
Constant modulus (β_0)	1.163	0.269	4.323	0.000
Regression coefficient (β_1)	0.744	0.061	12.118	0.000

It is clear from the previous table that the value of the constant in the regression line equation ($\alpha = 1.163$), and the value of the slope in the regression equation ($b = 0.744$), and its positive value confirms that the effect is positive and the relationship is positive between ethical leadership and the phenomenon of job hypocrisy in the Technical and Vocational Training Corporation in Jazan. Thus, the regression equation of the figure:

$$\hat{y} = 1.163 + 0.744 x$$

Results and Recommendations:

Results

The study found that participants generally hold a strong belief in ethical leadership, reflected in a mean score of 3.872. This suggests that employees see their leaders as having values like integrity and openness, which foster a positive workplace atmosphere.

- The study showed that the participants are experiencing a notable degree of job hypocrisy, with a mean score of 3.934. This points to a situation where many employees may behave positively on the outside while acting in ways that contradict those behaviors.
- The analysis found a significant link between ethical leadership and its various aspects (such as personal traits, management skills, human relations, and teamwork) in reducing job hypocrisy.
- The study determined that the personal traits of leaders have a notable influence on decreasing job hypocrisy, explaining 17.7% of this issue. This shows that leaders who embody integrity, transparency, and adaptability can significantly enhance employee behavior, contributing to a healthier workplace.
- The findings indicated that management skills account for 29.8% of the variance in job hypocrisy. This highlights the need for leaders to adopt practices that reflect ethical values and to consider how their decisions affect employees.
- Human relations are also crucial in lessening job hypocrisy, making up 35.7% of the variance. This implies that nurturing strong relationships between staff and management can help establish trust and collaboration, which leads to enhanced performance and fewer unethical actions.
- The results showed that teamwork plays a significant role in lowering job hypocrisy, contributing 38.6%. By encouraging a teamwork-focused culture, organizations can inspire employees to work together and communicate better, creating an environment centered on integrity and mutual respect.

Recommendations

- Management within the organization should strive to cultivate a culture of ethics and integrity at every level. This can be accomplished through awareness initiatives and training sessions to inform employees about the significance of ethical principles in the workplace. These principles ought to be incorporated into every facet of administrative procedures and hiring.
- Ongoing training initiatives must be established for all employees, focusing on improving their comprehension of ethical leadership principles and the significance of integrity. These programs ought to encompass skills in self-evaluation and critical analysis, aiding in the capacity to recognize and address unethical conduct.



- Organizations need to improve frameworks for reporting ethical breaches by creating secure and confidential avenues that enable employees to disclose unethical conduct without the fear of reprisals. These avenues might consist of a hotline or a digital platform that guarantees the safety of whistleblowers.
- It is crucial to develop rigorous internal policies to tackle situations of job hypocrisy and foster ethical principles. These policies must have well-defined processes for penalties and instructions on how to respond when unethical behaviors are uncovered.
- Companies ought to focus on improving interpersonal relationships between staff and management by arranging social events and team-building activities. This can promote understanding and shared trust, lowering the chances of job hypocrisy.
- Emphasis should be placed on creating productive workgroups and nurturing a team-focused atmosphere through activities that support cooperation and dialogue. These initiatives may involve arranging group activities and offering communal workspaces that promote interaction between employees.

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