

# **Identifying the Impact of Administrative Transparency on the Administrative Corruption: A study on the Employees of Grand Amman Municipality**

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## **Abstract**

This study aims to identify the effect of transparency of management: information systems management, administrative communications, accountability, participation and work procedures at the level of administrative corruption in the Grand Amman Municipality in Jordan. The community of the study consists of all administrative staff in various departments and affiliates of the Amman Grand Municipality, estimated about 28,000 employees. A purposive sample consists of 1000 individual have been selected, 965 were collected representing 96.5% which were undergone to the final analysis.

The study found that there are impacts of statistical significance to all elements of administrative transparency; information systems management, administrative communications, accountability, participation and work procedures on the administrative corruption in the Grand Amman Municipality. The survey study also found that males, higher Academic Qualification holders, and high experienced management more than 10 years, are the most vulnerable to corruption. It was found that the female employees of high qualifications, who their job levels are lower than Head of Department, are the most aware of the concept of administrative corruption.

It was also found that 75% of men believe there is corruption in the branches and departments of the Municipality, while 81% of females of high qualifications found to believe that too. Generally, it was found that 96% of high academic qualifications, male or female, believe that there is one or more of the forms of administrative corruption in the Municipality. It also found that cronyism is the most common corruption.

Finally, the study provided a set of recommendations commensurate with each elements of administrative transparency in their impact on the volume of administrative corruption in the Amman Grand Municipality.

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## **1 Introduction**

The Grand Amman Municipality is governmental institutions which provides services to about 5 million residents in the city of Amman, and to those who arrive daily to work from other cities of the Kingdom. It provides a variety of service packages; starting with janitorial services to entertainment and welfare. These services expand to include the expansion projects in new areas recently appended to the Municipality, and the large packages of essential infrastructure projects. Therefore, Grand Amman Municipality is considered, as a service organization, one of the largest institutions that generate revenues that enable it to carry out its functions as required. The Municipality, through its functions exercised is deemed an essential means to build up the human and major community means to achieve progress and development, being the major partner in planning growth and development in Jordan.

So, it is important to link and have open relation between the Grand Amman Municipality and the community in which it operates its services. This can be done through linking the service consumer sites provided by the Municipality with the production sites of these services. Based on the modern concept of marketing stating that marketing begins and ends with the customer, and there must be clear and fixed communication channels through which the Branches and Departments of the Municipality and these sites to maintain continuous and transparent information flow.

Of course, all this requires the adoption of open system, the application of democratic approach in making decisions, follow the scientific methods, taking into account the job specialization, address its issues and the community ones as well. So, it is important to build such organizations on sound and clear basis, in particular, their management systems. Studies and researches became interested in the modern managements, such as business reengineering, open management and participatory management in the government institutions, with obvious purpose to develop proper and clear basis of management at all levels.

The administrative transparency is one of the most prominent issues in focus. When applying such methods, which include the overall transparent relationships, practices, transactions and conducts, the provision of healthy regulatory climate at all administrative levels, including reliability and confidence between the management and personnel by enabling them to perform their duties and responsibilities and the provision of the necessary information to each level according to the work requirements. The transparent organizations always communicate constantly with all its personnel, deal with them openly, involve them in making decisions, policy planning, taking into account the decentralization and necessary flexibility through the adoption of democratic approach.

The impact of all the above-mentioned will be connected with one of the prominent results emerging from non-application, which is the administrative corruption. All developing countries experienced this phenomenon with very large degrees. It consumes most of the financial, human and administrative resources in these countries. It discourages capacities, kills motivation, creativity and skills of work. It also reduces the overall productivity level in respect of economy, partially at the level of the organization..Etc. Therefore, this study aims to discuss the effect of applying the transparency of management on administrative corruption in the Grand Amman Municipality in Jordan.

## **2 The Problem of the Study**

The problem of the study arises during an attempt to find out the level of the transparency of management, and its relationship with the level of administrative corruption in one of the largest governmental institutions that have significant issues on financial corruption in Jordan: the Grand Amman Municipality. The elements of the problem of the study are as follows:

- What is the effect of the management information system level on the administrative corruption in the Grand Amman Municipality in Jordan?
- What is the effect of the administrative communication level on the administrative corruption in the Grand Amman Municipality in Jordan?
- What is the effect of accountability on the administrative corruption level in the Grand Amman Municipality in Jordan?
- What is the effect of participation on the administrative corruption in the Grand Amman Municipality in Jordan?
- What is the effect of work procedures on the administrative corruption in the Grand Amman Municipality in Jordan?

### **2.1 The Importance of the Study**

**The current study derives its importance from the following:**

1. This study attempts to high light on one of the biggest State institutions which have experienced serious issues of corruption, which is the Grand Amman Municipality.
2. It is deemed among the scarce researches in Jordan. It attempts to link the whole elements of administrative transparency with the variable of administrative corruption as an inevitable consequence of the lack of transparency.
3. The importance of the subject of this study in an era when a lot of administrative and economic reforms taken, especially in the States of the so-called Arab Spring States.
4. The attempt to identify and measure the most factors causing the administrative corruption in the Grand Amman Municipality.

### **2.2 The Objectives of the Study**

**This study aims to determine the following:**

- Determines the impact of the level of the management information systems on the administrative corruption in the Grand Amman Municipality in Jordan.
- Determines the impact of the level of administrative communication on the administrative corruption in the Grand Amman Municipality in Jordan.
- Determines the effect of accountability level on the administrative corruption in the Grand Amman Municipality in Jordan.
- Determines the effect of participation level on the administrative corruption in the Grand Amman Municipality in Jordan.
- Determines the effect of the work procedures on the administrative corruption in the Grand Amman Municipality in Jordan.

### **2.3 The Theoretical Framework and Previous Studies: The Concept of Administrative Transparency**

Transparency means creating an environment where the relevant information to the conditions, decisions and current business are available, visible and understandable. More precisely, the identification and approach the provision of information, making the policy related to the community known through publishing in time in addition to accept all the other parties involved. In general, the leader who practices transparency must be away from suspicious circles, and in particular the financial ones. He must stay away from everything that would affect his dignity and loyalty; whether materialistic and moral conducts, and must be transparent in providing the information to the beneficiaries, welcomes to any one may come to see him

The researchers addressed the concept of transparency in their studies for the purpose to find out an obvious meaning. Transparency, in accordance with the definition of UN Development Program on Governance in the Arab Region (POGAR), expresses the participation of information and behaves in open way. It enable the stakeholders to collect information on this concern, which will play critical role in revealing the disadvantages and protection of interests. The ruling regimes who practice transparency have clear procedures in decision making on the public aspect. They also have open communication channels between eh stakeholders and officers, providing a wide range of information to the public (Mu'at et al. 2007: 68)

Longman Business English Dictionary, 2009: 559 ) defines transparency " An honest way of doing things that allows other people to know exactly what you are doing. It also means allowing light to pass through". It is possible to confirm that through the definition of transparency, that the management is in a glass house, all the exposed to workers and the public. It is the obligation of public administration organizations and Private organizations to disclose, open and transparency in exercising their work with accountability and questioning. (Attoukhi, 2002:116)

For the personnel and organization, transparency means to allow to the other people to know the truth, without any veal, misleading or changing the reality to show things better. Transparency in its broad sense implies actual and unconditional disclosure; this has helped spread of accurate intensive information and availability of information technology to all members of the society, in addition to the global growing belief in the rights of citizens in the knowledge (Oliver,2004:3).

Transparency also known as clarity of legislation, easy to understand, stable and consistent with each other, easy language, flexibility and develop in response to the economic, social and management changes, and commensurate with the spirit of the times, in addition to streamlining procedures, dissemination of information and easy access where should be available to all ( Kharabsheh, 1997: 341 ) .

Therefore, it is not important to have clear legislation only, but its change mechanism must be a clear and unambiguous and that the objectives of this change must be declared and accessible to all people, so that we can deal with evolving legislation, predicting future in a rational attitude and wisdom. Change in itself is undesirable if not in the right context, which ensures greater efficiency and effectiveness. The best is to have stability of legislation and lack of rapid change. Stability of legislation has a major role in making such legislations transparent in terms of clear legislative environment (Mansour, 2001: 60).

The principle or the concept of transparency is a kind of work control exercised through the legislation authority, the press and all types of civil society organizations. Studies show that the concept of transparency exceeds the concept of anti-corruption. Corruption is the result of the absence of democratic practice, and the decline or elimination of public freedoms. When a society has become democratic in the full meaning of democracy, transparency will be achieved and fighting corruption and corrupt becomes a mission which can be achieved (Masri, 2000:17). Transparency also means providing the same information to all individuals. Making the thing transparent means eliminating the variety of information through provision of similar information to those who have no access to, thus contributing to the lack of opposition of the individuals to the change (Breton et al, 2007: 13).

Finally, we can say that transparency includes clarity of legislation, easy to understand, stable and in consistency with each other and their subjectivity, streamlining procedures and eliminating red tape, dissemination of information and disclosure the same and accessible to be available for all. It provides a healthy climate of confidence and to enable those involved in the service provided by the institution to assume their responsibilities in the management of the organization. Transparency is a work methodology and continuity of life to run the daily life. It is also the transparency of vertical and horizontal relations in institutional pillars. Transparency, as a principle of administrative institutions, extend to include some practices which are in the area of decision-making, human resources management, organizational structures, administrative communication, relations and management development.

### **3 Dimensions of Administrative Transparency**

The administrative transparency process, as an integrated system within institutions, consists of a set of elements, namely:

**1. Information Management Systems:** it is defined as the systematic computerized system, which is capable to integrate data to provide the information necessary for decision-making. The system can make inventory to the information used and store through data processing system. The administrative information system is deemed a sub-system of the comprehensive system of the organization, used to collect the data related to the various activities of the organization, whether from within or from outside the organization, processing such information and convert them into a useful information used to solve problems and making decisions at all management levels (Al-Humaidi et al., 2005: 73-74).

**2. Administrative Communication:** it is exchange of ideas and information process, and the creation understanding among people. As parties of such process, individuals use icons, not only letters, in forming messages to express their thoughts, feelings and opinions. It is ongoing and interrelated process. Its high speed completion is originated by successful administrative process (Srivastava, 2005: 165). Communications is an administrative, social, humane and psychological activity interacts in the framework of the efforts of various staff, their views and ideas through certain communication channels to reach to the best formulation of work in the organization (Al-Ameri and Ghali, 2007: 491). Thus, it is a form of effective communication includes clear understanding to the message by both its sender and receiver. It is not enough to focus

only on essence of the information sent and how, but on it was received, understood and handle it (Buckwalter, 2010).

**3. Accountability:** It means commitment or obligation of the individual to perform specified duties. This should be linked to the responsibility of implementation the works with the standards established. After determining the responsibilities that must be committed by a subordinate, then the authority of that subordinate must be specified, so he can perform his responsibilities. The third dimension of organizational relations is the accountability of such subordinate in front of the higher authority (Al-Allaq, 2008, 234). The concept of accountability also indicates the employee is responsible for his deeds and to provide explanation or answers to the result of production, and that there is an administrative or supervisory party who can question him. The relationship between the two parties should be based on the determination of clear objectives agreed upon, with the existence of standards govern accountability, which are used to measure the performance of the individual in the position of accountability. The concept also includes judgment as consequence to accountability, such as a bonus or promotion, or punishment such as deprivation of bonus or promotion (Al-Hassan, 2010, P. 13).

**4. Participation:** Participative Management is known as contemporary management that encourages the personnel, at all management levels, to exchange ideas for identifying and formulating the organizational objectives, solve the problems and take decisions. The participative management tent includes not only participation in the management decision making, but also to participate in profits, and the treatment of the personnel views with interest and direct participation in the ownership of the company, which is the highest level of participation. (Wilkinson & Dundon, 2010: 169). The participation of employees in making decisions is an effective means to raise the performance of the organization if correlated with the diversity of motivations as collective incentives in task forces, the right to purchase shares or participation in profits. All such things will increase productivity notably (Kaarsemaker, 2010: 315). The collective management is related to the participation of all employees, where the President shares his subordinates as a group, and together they generate and evaluate alternatives to reach to a collective agreement. He is not forcing subordinates to accept his solutions, but ready with sincerity to accept and implement any resolution the group support (Disler, 2003: 552).

**5. Work Procedures:** work procedures or routine work means the detailed steps of work procedures or the stages which the transaction passes through from the beginning to the end. Procedures are a series of writing processes involved by a number of people in certain management or multi managements. It is designed to ensure that the repeated processes are addressed in united manner (Asfour, 2005: 237). Thus the procedures as detailed steps that are followed in the implementation of certain process will lead to avoid chaos in the operations by identifying the detailed steps that must be followed. The procedures contribute in reducing the mental and nervous efforts of the personnel as it avoid thinking what must be done each time. Consequently, the procedures generate symmetry between the behaviors of the employees, as well as it is a control means in performing various operations, which ensure that all operations are implemented in predetermined way (Al-Hawwari, 2000: 82).

### **3.1 The Concept of Administrative Corruption**

The administrative corruption is generally defined as "the illegal influence in public decisions" (Caiden and Caiden, 1977). It was defined by the International Transparency

Organization as "every action involving the misuse of public office for a special interest for himself or his people", but most of the definitions are consistent with the abuse phenomenon and the negative effects at all levels of Government, its institutions and organizational structures. This phenomenon is endemic in most countries of the world, where there are many intellectual schools which discussed this concept (Al-Dilaimi, 1999).

The administrative corruption, in accordance with the Value Methodology, represents "deficiency value with the individuals which make the individuals unable to provide the abstract self commitments which serve the public interest" (Dobel, 1978.) or "it is the loss of value influence and thus weakening the effectiveness of government agencies" (Al-'Araji, 1988).

The modern functional modernizers confirm that administrative corruption is "a deviant behavior from the official duties, in favoritism for special considerations, such as financial ambitions, social gains, or offences against the laws for personal considerations (Werner, 1983). This definition emphasizes what a group of researchers pointed out as they agreed that the definition is the previous one with the definition of some researchers that the administrative corruption is "the situation where an employee is pushed, as a result of material or non-material illegal incentives, to perform certain action in favor of the provider incentives, thus harming public interests (Caiden and Caiden, 1977).

The modern approach to the concept of administrative corruption indicates that the phenomenon is not confined to the individual practices, but more than this, where it takes a regular feature seeks to devote oneself, and not the self dedication with the movement of the society "(Werner, 1983). Therefore, the administrative corruption represents the results of the trends and deep-rooted behavioral patterns, not only in administrative structures, but also in the social area as a whole, and civilization pattern, as well as in the hearts and minds of civil officials and citizens alike" (*Al-Qariouti*, 1985).

## **3.2 Previous Studies**

Upon the extensive research in the journals and theses, it has been reached to a group of studies that have relation to a variable or more of the independent study variables, especially those related to the management transparency, and the obvious absence of administrative corruption element. It may have contributed to clarify the contributions concluded by the previous researchers, as well as the assistance designing the applied framework of the study as follows:

### **3.2.1 Arabic Studies**

*-Study (Abu Qa'oud, 2011 (titled: "a proposed framework to measure the impact of practicing the management transparency dimensions in the axes of business development: an assessment study").* The study aimed to determine the extent of practicing transparency and availability of axes of business development in the business organization in Jordan, specifically, the Jordanian Communication Company "Orange". In order to achieve the objectives of the study, a questionnaire has been developed and distributed to the entire study community, consisting of 186 individuals. The study concluded to several results, most important: practicing the dimensions of transparency has positive affect in the development of administrative personnel and their works and mitigates the negative practices. There is affect also to the practicing the overall

administrative transparency dimensions in the axes of the entire business development in the Jordanian business organizations. The study recommended the need to apply the framework proposed by the business organizations in Jordan, as well as it is necessary to ensure high levels of financial and information disclosure, in addition to drafting legislation characterized by precision and clarity.

**-Study (Al-Sibie'i,2010), (Titled: " The Government Transparency and Accountability Role in Limiting the Administrative Corruption the Public Sector"):** The objective of Study was to identify the level of commitment in the government sectors in Riyadh City by applying transparency and deduction the common administrative corruption in the government sector, identify the important barriers to the application of transparency and accountability in the government sector. The study found that the level of commitment to transparency in the Saudi government sector was low, in addition that the interest of government sectors in upgrading their regulations and legislations to remove ambiguity and declare the same can be considered average level. It was also found that the level of commitment of Governmental sectors to publication and disclosure the details of their budget items with precision and clarity in the specific time and regular mechanism was low. The study recommended working on the enhancement of concept of transparency in the ministries discussed as well as the need to increase the awareness of the personnel of these ministries with the concept of accountability, its importance, its objectives, and the bright sides of its activation, to eliminate fear of accountability.

**-The Study conducted by (Al-Tarawneh & Al-'Adhayleh, 2010) titled "the Impact of Application the Transparency on the Administrative Accountability in the Ministries in Jordan".** The purpose of the study was to recognize the impact of the transparency application on the level of administrative accountability in the ministries in Jordan. A questionnaire was developed for collection the data. It has been distributed to 661 government official in 6 ministerial centers purposively sampled. The study found that the perceptions of the sample members for each degree of application of transparency, administrative accountability level in the ministries discussed was average for each of them. It was also found that there is a statistical significance to the degree of applied transparency in its various areas; combined and individually, on the level of administrative accountability in the ministries studied. The study recommended to work on promoting the concept of transparency in Ministries studied.

**-A Study conducted by (Al-Dweiri, 2002) titled "The Accountability in the Public Management in Jordan: A Filed Analytical Study".** The aim of this study is to identify the real process of accountability in the Public Management in Jordan, in terms of perception of the managers of the concept of accountability, its practicing mechanisms and their views about positives of activation and hinders, in addition to their views in respect of the citizen role in its activation, emergency changes of accountability according to the partnership between the private and public sectors in providing public services area. The study community consisted of managers at: Audit Bureau, Civil Service Bureau, Administration Control and Inspection Office Bureau, Ministry of Administrative Development, Companies Control Departments in the Ministry of Industry and Commerce, totaling 102 managers. The study concluded to the existence of obstacles to activate accountability as all the managers agreed on that. The most important obstacles were nepotism and social favoritism on decision making, lack of support of the



leaderships or senior managements, weak comprehensive planning, weak protection granted to the personnel of the regulatory agencies and the lack of specified criteria of accountability. There is important role to the citizen in activating accountability by seeking support of his representatives in parliament and using the various media in the form of criticism and complaints. The study recommended for the need to develop procedures at all levels to face nepotism and cronyism, making the work procedures more transparent, and to deal with the subordinators managers as assistants to perform the duties.

### 3.2.2 Foreign Studies

**-A Study conducted by (Huque, 2011), titled: "*the Accountability and Governance Role in Promoting of more Bureaucracy Mechanism*".** The study aimed to identify the arrangements for accountability in Bangladesh, point out the strength and weakness, and the possible of improvement. The study concluded that the administrative system complicated regulations and procedures with weak institutional support. The internal accountability in the administrative organizations is inactive, as well as the internal accountability regulations in the institutions are partially to bureaucratic or political interests. The study recommended to the work seriously enhancing the external accountability mechanism to ensure good governance in Bangladesh and support further bureaucratic mechanisms and means to facilitate accountability.

**-A Study conducted by (Norman et al, 2010) Titled: "*The Impact of Transparency and Positiveness on having Confidence with Managers and their Effectiveness*".** The study aimed to identify the impact of adoption of transparency at the level of confidence of subordinates in their leaders and their recognition to its effectiveness. The study concluded that the level of transparency of the leader and his psychological positive ability affect the degree of subordinates confidence and their perception of its effectiveness. The personnel will have more confidence with the manager who has confidence in their decisions and provides them with information necessary to take the decisions. The study recommended the need to adopt more transparent methods in dealing with subordinates in order to increase confidence with the managers, especially at time of retreat in the performance of the Organization.

**-A Study of (Nohammer, 2010), Titled "*The Determinants of employee participation in workplace health promotion*".** The study purpose was to identify the determinants of employee's participation in creation healthy workplaces. The study concluded that the factors which help the employees participation are represented in the continuous of information and ascertain that the information transmitted to the target person without any distortion, and the need to design information in a positive, incentive, and honest way as well as to maximize the value manpower physically through the attractive and aesthetic design and morally through maintaining privacy of the employees.

**-A Study of ( Berggren & Bernshteyn, 2007), titled: "*the Organizational transparency is the driver of the company's performance*".** The purpose of this study was to explain the logic of value creation through increased organizational transparency of human capital. This article focuses on the execution of strategy in organizations and the transparency to be Silicon Valley at all levels of management.

The study concluded that the organizations need to take serious step to improve its performance through organizational transparency. The study recommended that it is necessary to divide the strategy into elements and apparent targets which enable the employees to follow easily. Also a clearly defined strategy that is broken down into individual actionable goals is essential to making employee contributions relevant and purposeful.

***-A Study (Fairbanks, 2005) Entitled " Transparency in the Government Communication Process: The Perspective of Government Communicators.***

This study presents an understanding of the role of transparency in the communication processes of agencies of the United States Federal Government. The study concluded that increased openness in organizations will result in improved organizational functioning and in some instances, increases in organizational trust. The personal and organizational factors and resources effect in practicing transparency in the organization. The study recommended the need to increase the awareness of the stakeholders in the organization, have interest in them, their need and utilize the feedback, the need to exert efforts of the communicators and managers to create organizational culture which fosters the principle of transparency in the organization.

## **4 The Methodology of the Study**

To achieve the objectives of the study were used as a descriptive methodology has been used with attempt to describe the phenomenon, and to answer questions and analyze and interpret the collected data, in order to reach results that contribute to improving the relationship between the administrative transparency and administrative corruption in the Grand Amman Municipality in Jordan.

### **1 The Community of the Study and Sample:**

A. The Study community represents all administrative staff in various departments and branches of the Grand Amman Municipality in Jordan. They are estimated by 28,000 employees.

B. The type and size of study sample: A purposively sample has been selected consisting of 1000 persons in the various departments and branches of Grand Amman Municipality in Jordan.

### **2 Data Sources:**

The researcher relied on two major information sources:

**-Secondary Sources:** represented in the books, relevant Arabic and foreign references, journals, articles, reports, research and studies that address the subject of administrative transparency/ administrative corruption, in addition to related websites.

**-Primary sources:** a questionnaire has developed as main instrument of the study distributed on the sample of the study for the purpose of collecting the information required.

### **3. The Instrument of the Study**

The collection of information tools has been used through:

Section 1: which the personal data representing the age, sex, academic qualifications, years of service, and job title.

Section II: which is the questionnaire assigned to the collection of primary data from the sample as follows:

Questions of first hypothesis: Management information systems, expressed in phrases 1-7.

Questions of the second hypothesis: Administrative communication expressed in phrases 8-14.

Question of the third hypothesis: Administrative accountability, expressed in phrases 15-21.

Questions the fourth hypothesis: participation, expressed in phrases 22-28.

Questions of the fifth hypothesis: Work procedures, expressed in phrases 29-35.

Questions of administrative corruption (dependent variable): expressed in questions 36-40.

According to 5 -point Likert scale, the rates of the questionnaire paragraphs have been identified in section II, where five points were given to the answer "strongly agree" , four points to the answer "agree", three points to "neutral" , two points to the answer "disagree" and one point to the answer "strongly do not agree".

#### 4.1 Reliability of the Instrument

Cronbach's Alpha test for reliability of the instrument has been used. The table No (1) indicates to the coefficient of reliability. It shows that the reliability coefficients for each axis were average and acceptable in terms of statistical aspect at the level of 0,05, where the reliability of coefficients range 0,687 – 0,889, while the reliability coefficient to all the axis was 0,774. The validity value was high too to all the axes. This means that the results which will be got by applying the study instrument are reliable and can be disseminated on the results of this study.

Table 1: Coefficient of stability study tool

Axis	No. of Paragraphs	No of answers	Validity coefficient	Reliability coefficient
<b>Administrative information system</b>	7	1000	0.829	0.687
<b>Administrative communication</b>	7	998	0.888	0.789
<b>Accountability</b>	7	995	0.942	0.889
<b>Participation</b>	7	965	0.930	0.865
<b>Work Procedures</b>	7	<b>1000</b>	<b>0.829</b>	<b>0.687</b>
<b>All Axes</b>	<b>35</b>	<b>992</b>	<b>0.879</b>	<b>0.774</b>

Validity coefficient: is the square root of the Reliability coefficient.

#### Methods of statistical analysis

The data were statistically analyzed and processed by using the (SPSS) software. The frequency distribution was used to describe the characteristics of study community, and the arithmetic means and standard deviations to indentify the answers of the sample of the study on the axes of the instrument of the study, in addition to One Way ANOVA to

identify the significance differences between the demographic variables and the administrative transparency variable and the level of administrative corruption.

### Analysis the data of the Study:

#### I. Characteristics of the study community:

The community of the study has been classified in accordance with six variables, namely: age, gender, and education, years of experience, and job title. Herein below is a clarification of the characteristics of the members of the study in the light of these variables:

Table 2: Distribution of members of the study according to demographic variables

Ser.	Variable	Categories of the variable	frequency	percent%
1	Age	30less than	208	21.5
		30 - less than 40	566	28.7
		40 - less than 50	289	29.9
		50 and above	192	19.9
2	Sex	male	641	66.4
		female	324	33.6
3	Academic Qualifications	PhD	18	1.9
		Master	110	11.4
		Bachelor	644	66.7
		Less than above	193	20
4	Years of experience	5 years and less	147	15.2
		5- less than 10	398	41.2
		10- less than 15	324	33.6
		15 and above	97	10
5	Job title	Director/ Deputy Director of Area	40	4.1
		Director/ Deputy Director of Area	18	1.9
		Head of Division/Department	65	6.7
		Head of Service	108	11.2
		Officials	734	76.1

It is obvious from Table 2 that:

- About 30% of the sample who are 40 to less than 50 years age category, then 30 years with 28.7%. We conclude that the ages of most of the employees in the divisions and branches of the Municipality are more than 30 years, representing 79.5%. This reflects the demographic characteristics of the Jordanian society. Young people forms about 44% of the population.
- The percent of male of the sample of the study was 66.4%, while female 33.6%, which is normal and balanced percent reflects the influence of the male society on the local labor market. It means at the same time, according to international indicators, that the percent of the female participation in the economic activity increased.

- It indicates that most of the members of the sample are Bachelor holder, who represents 66.7%, of all the management, finance and engineering specialties, while 13.3% hold higher qualifications; most of them are holding Master or higher diploma.
- It was found that experience is important to the Municipality personnel of the departments and centers of the Municipality in Amman. Although the experience is inconsistent with the age category and qualifications of the members of the sample, as 74.8% have 5-15 years, but 10% of them who has work experience more than 10 years.
- In respect of the career level, we find that most of the members of the sample, 76.1%, work in administrative jobs in the various departments; finance, engineering and management. Only 6% represent the senior management in the Municipality and the remaining percent, 17.9%, represent middle management.

### Study Hypotheses Testing

#### First Hypothesis Testing

**Hypothesis 1:** There is an effect of statistical significance to the administrative information system on the administrative corruption in the Grand Amman Municipality in Jordan.

Table 3: The Descriptive statistics of the first hypothesis phrases

Sub variable	t value	Sig.	Mean	Sig.	Order
The information issued by the management is reliable and accurate	13.11	0.00	4.2	0.00	3
The information provided by the system is appropriate and meets the work requirements	10.43	0.00	3.7	0.00	6
The information system analyzes the complex problems, simply and facilitate understanding	9.05	0.00	4.4	0.00	2
The employee receives information on time needed exactly	8.876	0.00	3.6	0.00	7
The management keeps the information, that is prohibited to disclose, confidential	12.12	0.00	4.6	0.00	1
The management takes the necessary actions to protect information and maintain its security	13.56	0.00	4.1	0.00	4
The information provided by the system is adequate and meets the work requirements	10.87	0.00	3.85	0.00	5
All the Paragraphs	12.5	0.00	4.8	0.00	

The t-test value is significant at level (5%)

The results of table 3 shows seven variables (phrases) have been tested in this hypothesis. It was found by comparing the arithmetic mean of each variable with the overall arithmetic mean (3), the acceptance of all the phrases in term of statistics and have statistical significance at level 0.05. This means that the members of the sample agree on these paragraphs. The paragraphs are put in order of its importance as follows. The last column shows the most notable of these paragraphs:

- The management keeps confidential the information which is prohibited to disclose at the rate of 4.6.
- The information system analyzes, simplify and facilitate understanding the complex problems at the rate 4.4
- The information issued by the management are reliable and accurate at the rate 4.2
- The management takes the necessary actions to protect the information and maintain its security at the rate 4.1

It is found, upon the above information, that the evaluation of members studied about the information system available in the Grand Amman Municipality was high, especially in relation to the maintenance of the confidential information that is prohibited to be divulged. The system also attempts to analyze and simplify the complex issues and facilitate understanding them. We recognize that access to the accurate and reliable information is very important at all the management levels because it contributes in achieving transparency in their transactions and improve work and the quality of outputs. Some departments of the Municipality believe that it is necessary to protect the sensitive information, as any violation would harm the general interests of the organization, in addition to the establishment of codified methods and criteria to protect the security of information and facing the attempts to illegal entry to the stored databases. There are no clear answers from the respondents on the type of these data.

Table 4: Analysis of variance for the first hypothesis

Hypothesis	Pearson correlation coefficient	F	Sig.
There is an effect of statistical significance of the administrative information system on the level of administrative corruption in Grand Amman Municipality	-0.71	14.68	0.00

The above table shows the relationship between the results of the correlation test between the information management system and the level of administrative corruption in Grand Amman Municipality. It was found that there is a high negative correlation reached up to 71%, as it was found that the increase of effective management information system mitigates the administrative corruption in the Municipality at the level of significance 5%. The results of analysis of variance F indicate that the value calculated for the hypothesis significance (0.00), which is less than the significance level of the overall test 5%, thus we accept the text of the first hypothesis which believes that there is impact of statistical significance of the managements information system on the level of administrative corruption in the Grand Amman Municipality in Jordan.

This result seems logical and appropriate to the theoretical and practical framework of the study because the essence of corruption is based on the possibility of swindling of information, its sources and control bases. The strengthening the information security environment within the organizations will ensure mitigation of administrative corruption levels to the lowest possible level. Although we live in an era of information and technical and technological revolution, characterized by free open flow of information, updating, accuracy, easy quick access, involve the transparency element in its all transactions. Although the fact that this does not conflict with preservation of more effective information system within organizations, as a fundamental pillar used by these

organizations, for the purpose to create more candor and clarity in their business transactions; such as making decisions, development of plans and policies, as well as the administrative practices will subject to continuous accountability and control.

**The Second Hypothesis Test:**

**The Second Hypothesis (Ho2): there is impact of statistical significance of the administrative communication on the administrative corruption in the Grand Amman Municipality in Jordan.**

Table 5: Descriptive statistics of the second hypothesis phrases

Sub variable	t value	Sig.	Mean	Sig.	Order
The management creates accessible and open communication system between all the personnel of the Institution.	10.8	0.00	4.3	0.00	1
The communications between all levels of management are made rapidly.	6.87	0.00	3.89	0.00	3
The management varies the communication means commensurate with the nature and objectives of the contact required.	7.98	0.00	3.8	0.00	4
The use of communication technology available in the Municipality contributes to simplifying the procedures.	8.9	0.00	3.56	0.00	6
The management utilizes the feedback to ensure understanding the purpose of communication process.	10.35	0.00	3.58	0.00	5
The management makes communication channels open with the local community and concerned institutions.	11.6	0.00	3.45	0.00	7
The communication between the different levels of administration is easy.	5.45	0.00	3.97	0.00	2
All the paragraphs	6.89	0.00	3.88	0.00	

\*The value of significance t-test at level (5%).

The results of table 5 shows that there are seven variables (phrases) have been tested in this hypothesis. It was found by comparing the arithmetic mean of each variable (Phrase) to the arithmetic mean of the scale, which is (3), acceptance of all the phrases in term of statistics at the significance level 0.05. The last column of the above table shows the main paragraphs:

- The management creates accessible and open communication system between all the personnel of the Institution at the rated 4.3.
- The communication between the different levels of administration is easy at the rate of 3.97.
- The communications between all levels of management are made rapidly at the rate of 3.89.
- The management varies the communication means commensurate with the nature and objectives of the contact required at the rate 3.8.

Thus, the results show that the level of agree of the sample members to the entire paragraphs were average. Therefore, the administrative communication, in the point of

view of the sample, is deemed acceptable at average degree in the departments of the Municipality, but no in high degree despite that the management provides the communication means available and open between the personnel, but not effective as required so as to contribute in the performing jobs, simplify the procedure and mitigate the necessary efforts in decision making, and open mutual channels with the personnel of the organization, the local community and concerned institution.

This is confirmed by the last paragraph in the order related to the administrative communication; the management provides open communication channels with the local community and concerned institutions. The sixth paragraph stating that "the use of the communication technology available in the Municipality contributes in simplifying the procedures" is ranked low degree. So, the fact that the administrative communication in departments and divisions of the Municipality is low or old, as the available communication channels lead to difficult communication, which shatters the time and efforts. It also delays the providing the services in good manner and it is unable to provide the appropriate information or deliver the message clearly.

Table 6: Analysis the variance by using the second hypothesis

Hypothesis	Pearson correlation coefficient	F	Siq.
There is an effect of statistical significance of the administrative communication on the administrative corruption in Grand Amman Municipality.	0.76-	10.12	0.00

Table 6 shows the test results of the relationship between the administrative communication system and the level of administrative corruption in Grand Amman Municipality. It is found that there is a high passive correlation between them reached 76%. We find that the more effective administrative communications system mitigates the administrative corruption in the Grand Amman Municipality at the significance 5%.

The results of F variance analysis, it was found that the value calculated for the hypothesis significance was (0.00), which is less than the level of significance of the overall test 5%. It means the acceptance of the text of the second hypothesis, which believes that there is impact on statistical significance for the administrative communication system on the administrative corruption in the Grand Amman Municipality in Jordan.

### **The third hypothesis test:**

**HO 3: There is impact of a statistically significant of accountability on the administrative corruption in the Grand Amman Municipality in Jordan.**



Table 7: The descriptive statistics of the third hypothesis phrases

Sub variable	t-value	Sig.	Mean	Sig.	Order
The administrative accountability mechanism focuses on enhancing the responsibility among the personnel	8.16	0.00	3.6	0.00	5
The personnel of the Municipality are aware of the rules required compliance and the results of violating such rules	7.77	0.00	3.88	0.00	3
The administrative mechanisms in the Municipality are disseminated to all the employees	8.96	0.00	3.65	0.00	4
The accountability investigator is granted the authority, right of questioning and impose punishment	11.22	0.00	3.4	0.00	7
The accountability procedures in the Municipality are done honestly	9.51	0.00	3.45	0.00	6
There is apparent admin accountability mechanism in the Municipality	6.57	0.00	3.9	0.00	2
The admin accountability mechanisms in the Municipality allow control and review at any time	7.89	0.00	4.1	0.00	1
All the paragraphs	9.65	0.00	3.76	0.00	

\*The value of t-test significance at level (5%)

The results of table 7 shows that there are seven variables (phrases) have been tested in this hypothesis. It was found by comparing the arithmetic mean of each variable (Phrase) to the arithmetic mean of overall scale (3), the acceptance the effect of all the phrases statistically at the significance level 0.05. The last column of the table shows the most notable of these paragraphs:

- The admin accountability mechanisms in the Municipality allow control and review at any time at the rate 4.1
- There is apparent admin accountability mechanism in the Municipality at the rate 3.9
- The personnel of the Municipality are aware of the rules required compliance and the results of violating such rules at the rate 3.88
- The administrative mechanisms in the Municipality are disseminated to all the employees at the rate 3.65

The results show that the level of agreement of the sample members on the whole paragraphs of the scale in this hypothesis was average. Therefore, practicing administrative accountability in the departments, directorates and divisions of Grand Amman Municipality, according to the point of view of the respondents, is acceptable at average degree. The anti corruption in the Amman Municipality is part of the government interests in Jordan to carry out general administrative and economic reform. The administrative accountability controls the conducts of the personnel and binding them to comply to the regulations and rules developed by the government for the implementation the work in as designed and planned.

This is confirmed by the first three paragraphs; The admin accountability mechanisms in the Municipality allow control and review at any time, there is apparent admin accountability mechanism in the Municipality and the personnel of the Municipality are aware of the rules required compliance and the results of violating such rules. However, the government administration attempts to use the managerial empowerment, so as to

carry out their duties to the fullest, and he is fully responsible for the performance of these duties. Despite of that, the level of commitment by the regulatory authorities to the accountability in the government sectors is still low, due to the inactivation of the accountability in general.

Table 8: Analysis of variance by using the third hypothesis

Hypothesis	Pearson correlation coefficient	F	Sig.
There is an impact of statistical significance of accountability on the admin corruption in Grand Amman Municipality in Jordan	0.81-	6.79	0.00

The above table shows the results of the test of the correlation relationship between the administrative communication system and the level of administrative corruption in Grand Amman Municipality. It was found that there is a high negative correlation between them reached 81%. It has been found that the more effective administrative communications system mitigates the level of administrative corruption in the Municipality and its branches at the level of significance 5%.

The results of F variance analysis found that the value calculated for the hypothesis significance was (0.00), which is less than the level of significance of the overall test 5%. It means the acceptance of the text of the Third Hypothesis, which believes that there is impact on statistical significance for accountability on the administrative corruption in the Grand Amman Municipality in Jordan.

#### **The fourth hypothesis test:**

#### **Ho 4: There is impact of a statistically significant of participation on the administrative corruption in the Grand Amman Municipality in Jordan**

Through the results the following table No. 9, and by comparing the arithmetic mean for each variable (Phrase) with the arithmetic mean of the overall scale, which is (3); the impact of all phrases were statistically accepted at the level of significance of 0.05. The last column of the table shows the most notable paragraphs:

- The management encourages the personnel to provide creative ideas and opinions to solve the problems at the rate 3.66.
- The management focuses on the completion of duties in the spirit of team and collective work at the rate of 3.59.
- The management is keen to hear the problems of the personnel and their needs and work to meet such requirements at the rate of 3.
- The management fosters the confidence with the personnel through making decisions and developing tangible policies support the participation of all at the rate 3.33

Table 9: descriptive statistics of the fourth hypothesis phrases

Sub variable	T value	Sig.	Mean	Sig.	order
The management focuses on the completion of duties in the spirit of team and collective work	9.42	0.00	3.59	0.00	2
The management let the relevant institution participate in decision making which requires such participation	10.78	0.00	3.21	0.00	5
The management is keen to hear the problems of the personnel and their needs and work to meet such requirements.	9.28	0.00	3.56	0.00	3
The management take care of all the personnel without bias or exception	10.13	0.00	3.11	0.00	7
The management fosters the confidence with the personnel through making decisions and developing tangible policies support the participation of all	7.89	0.00	3.33	0.00	4
The management is keen to inform the employees on the results of their works	8.98	0.00	3.18	0.00	6
The management encourages the personnel to provide creative ideas and opinions to solve the problems	9.97	0.00	3.66	0.00	1
All paragraphs	10.69	0.00	3.81	0.00	

The value of t-test significance at level (5%).

It has been found that the level of agreement of the sample members on the whole paragraphs of the scale was average degree. Therefore, practicing administrative participation of the personnel is acceptable at average degree. This is due to the fact that the senior management of the Grand Amman Municipality attempts to involve the personnel in the management to achieve integrity and interrelation in the Municipality. The first paragraph confirms that the management attempts to encourage the personnel to provide ideas and opinions to solve the problems. The management also focuses on the implementation of the assignments in teamwork spirit and collective work. The third and fourth paragraphs show that the management is keen to listen to the problems of the personnel, their needs and work to meet the same. The management also attempts to foster confidence with the personnel through decision making and development of tangible policies support the participation of all.

However, the managements still needs to involve the relevant foundations in decision making that require their participation, pay attention to all employees without bias or exception, in addition to that the management is interested to keep staff acquainted to the results of their work . All the above means more involvement of employees in identifying the objectives and the areas of the Organization. The high qualifications expertise management members are qualified to engage in ac collaborative partnership. This action in decision-making will eliminate centralization in decision making, which mostly does not allow others to participate to taking decisions. It is compulsory for the Municipality to reduce commitments to the routine and bureaucracy, in addition to non-declaration of the decision taken in a clear form. Decision making comes at narrow level of Directors in the senior management only.

Table 10: analysis of variance of the Fourth Hypothesis

Hypothesis	Pearson correlation coefficient	F	Siq.
There is impact of statistical significance for the Participation on the administrative corruption in Grand Amman Municipality in Jordan	-0.66	9.69	0.00

The above table shows the results of the test of the correlation relationship between the administrative participation and the level of administrative corruption in Grand Amman Municipality. It was found that there is an average passive correlation between them reached 66%. It has been also found that the more administrative participation mitigates the level of administrative corruption in the Municipality by statistical significance reached 5%.

Upon the results of F variance analysis, it has been found that the value calculated for the hypothesis significance was (0.00), which is less than the level of significance of the overall test 5%. It means the acceptance of the text of the Fourth Hypothesis, which believes that there is impact of statistical significance for participation on the administrative corruption in the Grand Amman Municipality in Jordan.

#### **Fifth Hypothesis Test**

**H05: There is impact of statistical significance for the Work Procedures on the administrative corruption in Grand Amman Municipality in Jordan.**

Through the results the following table No 11 below and comparing the arithmetic mean of each variable (Phrase) to the arithmetic mean of the overall scale which is (3), the impact of all the phrases statically accepted at the level of significant 0.05. The last column of the said table shows the notable paragraphs:

- The Municipality provides apparent easy used forms for the transactions at the rate 4.44
- The existing regulations and laws facilitate the work performance at the rate 4.3
- The procedures are simplified in a way allow the completion of transactions without complex at the rate 4.14
- Work procedures in the Municipality are clear at the rate 4.1

It was also found that the level of agreement of the sample members on all the paragraphs of the scale was high. Therefore practicing the managerial participation is accepted in high degree. Moreover, the work procedures exercised in the Municipality, according to the views of the sample members, are good. This is due to general conception as a country, which request to simplify the work procedures so that the personnel will be able to perform their job functions skillfully with no repetition of mistakes. This will affect positively the performance of the work and workers.

Table 11: descriptive statistics for the fifth hypothesis statements

Sub variable	T value	Sig.	Mean	Sig.	Order
The Municipality review the regulations and instructions periodically to keep up with the developments	6,77	0.00	3.21	0.00	7
The work procedures are implemented in the Municipality honestly and integrity	4.37	0.00	3.77	0.00	5
The work procedures are clear in the Municipality	5.15	0.00	4.1	0.00	4
The existing laws and regulations in the Municipality facilitate the completion of works	7.88	0.00	4.3	0.00	2
The applicable laws and regulations are posted to all personnel	5.66	0.00	3.68	0.00	6
The Municipality provides apparent easy used forms for transactions	4.58	0.00	4.44	0.00	1
The procedures are simplified to complete the transactions without complications	6.78	0.00	4.14	0.00	3
All paragraphs	3.99	0.00	4.23	0.00	

The value of t-test significance (5%).

The Directorates and departments provide prepared, easy to use and clear forms for the transactions that allow the completion of transactions without complexity. This is due to the fact that the work procedures in the Grand Amman Municipality are clear. Nevertheless, the Municipality still has a problem of implementing their work with integrity, and the need to post these procedures in visible places to the employees as well as the periodic review commensurate with the changes and new developments in the work.

Table 12: analysis of variance of the Fifth Hypothesis

Hypothesis	Pearson correlation coefficient	F	Sig.
There is an impact of statistical significance for the work procedures on the administrative corruption in Grand Amman Municipality in Jordan	-0.69	6.55	0.00

The above table shows the results of the correlation test between the administrative participation and the level of the administrative corruption in the Grand Amman Municipality. It has been found that there is a passive relation at average degree between them, reached 69%, as was found that the work procedures mitigate the administrative corruption at the significance level 5%.

Therefore, upon the result the variance test F, it has been found that the value calculated for the significance was (0.00), which is less than the level of overall test significance, which is 5%. This means that the acceptance of the text of the Fifth Hypothesis which believes that there is an effect of statistical significance for the work procedures on the administrative corruption in the Grand Amman Municipality in Jordan.

## **5 Discussion of the Results of the Study**

- 1) There is an impact of statistical significance for the management information system on the administrative corruption in the Grand Amman Municipality (GAM) in Jordan.
- 2) There is an impact of statistical significance for the administrative communication system on the administrative corruption in GAM in Jordan.
- 3) There is an impact of statistical significance for the accountability on the administrative corruption in GAM in Jordan.
- 4) There is an impact of statistical significance for participation on the administrative corruption in GAM in Jordan.
- 5) There is an impact of statistical significance for the work procedures on the administrative corruption in GAM in Jordan.
- 6) The effectiveness of the management information system in the Municipality found through several indicators: The management retains the secret information, which is prohibited to divulge, confidential, the information issued by the managements is reliable and accurate, the management takes necessary actions to protect the information and keep security.
- 7) It has been found that source of effective administrative communication in GAM is due to: the management work to create simple and open communication system among all the personnel, easy communication between all the managerial levels in GAM, high speed communication between the various management levels, the variety of communication means commensurate with the nature and objectives of the required contact.
- 8) It has been found that the source of the effective administrative accountability in GAM is attributed to: the administrative accountability in GAM allow control and review at any time, clear administrative accountability mechanism in GAM, the personnel are aware of the required regulations to be adhered to and the consequence of violation, and the dissemination of the administrative accountability in GAM to all the personnel.
- 9) It has been found that the source of participation in GAM is attribute to: the management encourages the personnel to provide creative ideas and opinions to solve the problems, the managements focuses on the completion of the work assignment in teamwork spirit and collectively, the management's desire to listen to the problem of the personnel and their needs and attempting to meet such requirements, and the managements fosters the confidence with the personnel through decision making, development of tangible policies which support the participation of the all.
- 10) It has been found that the effectiveness of the work procedures in GAM is due to: the availability of forms for the transactions which are clear and easy use, the existing laws and regulations in GAM facilitate the completion of transactions, simplified procedure which allow the completion of transactions without complexity, and the work procedures in GAM are clear.

## **6 Other Results, most Notable**

- A. It has been found that the males, higher academic qualification, and high management experience exceeding 10 years are most susceptible to administrative corruption.

- B. It has been found that the females of high academic qualifications, who occupy positions less than Head of Department, are most aware of the concept of administrative corruption.
- C. It has been found that 75% of the males believe that there is one or more of the administrative corruption forms in the directorates and branches of GAM.
- D. It has been found that 81% of the females, of higher qualification, believe that there is one or more of the administrative corruption forms in the directorates and branches of GAM.
- E. It has been found that 96% of the higher academic qualifications, male and female, believe that there is one or more of the administrative corruption forms in the directorates and branches of GAM.

It has been found that the most prominent barriers that limit the application of administrative transparency in GAM arranged in order of their importance, and in accordance with the opinions members of the sample as follows:

- a) The continuity of application the old system, red tape and complexity of procedure by 77%.
- b) The breaches and violations by some personnel to transparency through the inaccurate or inappropriate information and data, or abusing the information by the user or provider of information for personal purposes in conflict with the objectives of the organization by 74%.
- c) The difficulty to determine the priority of objective to be achieved by 71%
- d) Duplication and confusion in modernization processes and development by 70%
- e) The negative legacies of the previous regulations which are required to be addressed at long term prior to modernization of the society and its institutions by 70%
- f) Misinterpretation of the information by the user for intentional bias by 54%

It has been found that the most prevalent administrative corruption in GAM is arranged according to their importance as per the sample answers, as follows:

- A. Wasta up to 65%
- B. Favoritism and Nepotism up to 29%
- C. Blackmail up to 3%
- D. Bribery up to 2%
- E. Embezzlement of public funds 1%

## **7 Recommendations**

**The study recommends the following:**

**1. The management information systems area:**

- The user receives the information on time of need without any delay
- The information provided by the system is appropriate and meets the work requirements.

**2. The management communication**

- The management provides communication channels with the local community and the concerned institutions.

- The use of the existing communication technology in MAG contributes to simplify the procedures.

- The managements utilizes the feedback information to ensure understanding the purpose of communication.

### **3. Accountability Area:**

- The investigator on accountability has been granted the power of investigation and decides the punishment.

- The administrative accountability focuses on fostering the responsibility with the employees.

- The procedures of the administrative accountability are carried out with integrity.

### **4. The Participation Area:**

- The management concern that employees should be acquainted to the results of their works.

- The management takes care of all the personnel without bias or exception.

- The management involves the relevant institutions in the decision making where their participation is necessary.

### **5. Work Procedures Area:**

- The GAM periodically reviews the regulations and instructions to keep up with the new developments.

- The dissemination of the applicable regulations and laws in GAM to all the employees.

- The implementation of the work procedures with integrity.

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