

**The degree of awareness of employees and administrative leaders in the
Radio and Television Corporation - of the concept of governance
And the impact of applying the concept on the quality of performance
in the institution - an applied study**

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Abstract:

The research aims to investigate the governance of Jordanian media institutions, the Jordanian TV newspaper - a model - in terms of its meaning, stages of application, and indicators of its application in light of the requirements of comprehensive quality and the degree of awareness of employees and administrative and supervisory leaders in television of the principles of governance.

Governance has been defined in this research as “the existence of a system for exercising the powers of good management that governs the relations between the main parties in the institution with the aim of achieving justice, transparency, integrity and accountability.” This refers to wise management aimed at exposing corruption resulting from weak accountability, providing more transparency and justice, consolidating an advanced administrative and financial system, activating the principle of decentralization, freedom of information circulation, and reforming personnel affairs in the institution.

Specific criteria for governance were chosen in this research, which are: the availability of justice values, the availability of integrity values, the availability of transparency values, and the availability of accountability values.

The study used the questionnaire tool that TV workers answer, and it is divided into two parts: the first is the demographic data of the respondents, while the second section is devoted to measuring the objectives of the study according to the axes and fields specified above.

The study showed that the TV institution is properly striving to follow the procedures of governance and its applications, and that working in the institutional manner is adopted in the institution, which is positively reflected on good performance and getting closer and closer to the application of the concept of governance in practice, and that TV is very interested in listening and taking the opinion of its internal and external audience based on the principle Transparency pursued by the institution.

Keywords: Governance, Jordan Television

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Introduction:

Governance is defined as “the existence of a system for exercising the powers of rational management that governs the relations between the main parties in the institution with the aim of achieving justice, transparency, integrity and accountability.” This refers to the wise management aimed at exposing corruption resulting from weak accountability, providing more transparency and justice, consolidating an advanced administrative and financial system, activating the principle of decentralization, freedom of information circulation, and reforming personnel affairs in the institution.

And since this topic is new and has not been addressed in Jordan, this study worked to investigate the governance of Jordanian media institutions represented by Jordan Television, in terms of the meaning of governance and the stages of its application, and indicators of its application in light of the requirements of comprehensive quality, and the degree of awareness of employees and administrative and supervisory leaders in "TV". to the principles of governance.

The study Problem :

Governance in institutions and companies has become a necessary and urgent matter to reach the quality of performance, and to achieve justice, integrity, transparency and accountability. This research is a scientific investigation to find out the extent of the application of governance in “television” by identifying the degree of awareness of employees and administrative and supervisory leaders in “television” of the importance of the existence of the principles of governance and its well-known standards.

Objectives of the study :

This study aims to investigate the governance of media institutions in terms of its meaning, stages of application, and indicators of its application in the light of the requirements of comprehensive quality, by knowing the extent to which governance is applied in “television” and the degree of awareness of employees and administrative and supervisory leaders in television of the principles of governance through the following areas:

- 1) Defining governance in general and the governance of media institutions in particular?
- 2) The availability of justice values
- 3) Availability of integrity values
- 4) Availability of transparency values
- 5) Availability of accountability values
- 6) The effect of applying governance on the quality of television production from the point of view of affiliates and administrative and supervisory leaders.

Study questions:

The concept of governance of media institutions stems from the use of the concepts of transparency, accountability (integrity), participation, clarity, and the application of laws, regulations, and instructions, and given the absence of this concept in many media institutions, in addition to the lack of its application in an integrated manner, the need came to answer the following questions:

- 1) What do we mean by governance in general and the governance of media institutions in particular?

- 2) What are the values of justice that the TV affiliates and the administrative and supervisory leaders realize?
- 3) What are the values of integrity that the affiliates and the administrative and supervisory leaders in television realize?
- 4) What are the values of transparency that the TV affiliates and the administrative and supervisory leaders realize?
- 5) What are the accountability values that TV affiliates and administrative and supervisory leaders realize?
- 6) What is the impact of applying governance on the quality of production in the Radio and Television Corporation from the point of view of the affiliates and the administrative and supervisory leaders?

Concepts of Governance:

Governance has three basic rules that must be followed and applied tightly: transparency, accountability and participation.

Governance means:

- 1) Eliminate corruption resulting from weak accountability and accountability.
- 2) More transparency, credibility and accountability.
- 3) Activating partnerships with other media institutions
- 4) More democracy.
- 5) A developed financial and administrative system.
- 6) We activate decentralization.
- 7) Effective development strategy.
- 8) Freedom of information circulation.
- 9) Reform of personnel affairs in the institution.

Transparency means:

- 1) Having accurate information on the various activities of the institution.
- 2) Publication of the institution's budget.
- 3) Clarity of the basis for decision-making by its makers.
- 4) Ease of obtaining statistics and data on the various activities of the institution.
- 5) Having a database.
- 6) The existence of multiple mechanisms for expressing opinion.

Accountability means:

- 1) The size of the individual's responsibility is proportional to the authority granted to him.
- 2) Existence of mechanisms to reward individuals.
- 3) Existence of mechanisms to punish individuals.
- 4) Implementing accountability mechanisms for all employees without discrimination.
- 5) The penalties imposed on violators are proportional to the size of the violation.
- 6) Existence of specific criteria for reward and punishment.

Sharing means:

- 1) The number of members of the institution's personnel involved in making its policy.
- 2) The number of members of the organization's personnel involved in making the escape.
- 3) Taking the opinion of those concerned with a decision in taking or implementing it.
- 4) The multiplicity of ways and means for individuals to participate in the activities of the institution.

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The limits of the study: The study was carried out in February and March 2022 - within the limits of the capital city of Amman - the main office of the "Radio and Television Corporation" in Amman.

Study Methodology: The study adopted the survey method, which is one of the descriptive studies using the study material (the questionnaire) to collect data.

Studying

Study population and sample: The study population consists of all employees of the Radio and Television Corporation in the Amman office, whose number is (1000) individuals, and a non-random, intentional sample of (61) individuals will be selected using the available sample method.

Theoretical framework and previous studies

Governance concept

Governance is the legal, regulatory, and ethical framework that governs the relations between the executive management, members of the board of directors, shareholders, regulators, stakeholders and others, and how they interact with each other to oversee the company's operations by investigating the implementation of sound contractual relations formulas that bind each other and that work to ensure the achievement of mutual interests (Solomon, 2009).

In addition, it means a package of regulations, laws, instructions, administrative and accounting procedures, standards of disclosure and transparency, and ethical frameworks aimed at achieving quality and excellence in the performance of the institution by following appropriate and effective methods and means to implement plans and programs and achieve desired goals with the highest quality and lowest cost (Khader, 2012).

The need for governance emerged in many countries during the last decade of the twentieth century, especially in the wake of the economic collapses and financial crises that occurred in a number of countries in East Asia, Latin America, and Russia. The first of these crises was the one that afflicted the countries of Southeast Asia, including Malaysia, Korea, and Japan in a year. As a result of this crisis, many giant companies were exposed to major financial crises that almost toppled them. This necessitated laying the foundations for controlling the work of all stakeholders in the company. The importance of governance has increased as a result of the tendency of many countries of the world to switch to capitalist economic systems, in which a large degree of reliance has been placed on private companies to achieve continuous rates of economic growth (Abu Dhabi Center for Governance, 2010, p. 5). There are main elements of good governance, which are the state, the private sector and society. The state creates an acceptable political and legal environment for the work of institutions and provides minimum jobs, public services, defense, health, property rights, macroeconomic facilitation, the regulation of monopolies, the development of media, as well as social security, and the private sector works to provide job opportunities, while civil society facilitates the intersection of political action and the community to achieve a flexible output (Azi, and Boubaa'a, 2005, p. 40).

Governance in media institutions is one of the modern concepts. The following points represent the most important reasons that made governance and the study of its concept important for media work: (Al-Muslimi, 1995)

1. Increasing financial investments in the media field, so that media institutions have turned into companies with huge capital.
2. Government intervention in media institutions, whether these institutions are part of the government sector or affiliated with the private sector because media institutions are subject to the laws of the countries in which they operate.
3. The difficulty of the production process in the media field, because the media, like other industries, are not without problems and production difficulties. However, the media adds to it a difficulty related to the human production of thought.

Governance Models

There are a number of modern models of governance, and these models have been divided according to the nature of organizing the relationship between shareholders, the board of directors, and employees of the institution, and the most prominent of these models are: (Al-Kayed, 2003, p. 37)

1. The Anglo-American model: Based on this model, the shareholder owners elect the board of directors, which in turn supervises the activities of the institution, which means that the shareholders exercise their control over the institution and its performance through the board of directors who were nominated by them. Therefore, the main functions of the board of directors are It is (representation of shareholder owners, in addition to directing, managing and monitoring).
2. The German model: Based on this model, governance is distributed between shareholders and labor unions, as the shareholders elect half of the board of directors, while the second half elect labor unions, which gives this model an advantage for workers to be participants in the enterprise government and are equal in responsibility with the shareholders .
3. The Japanese model: It shows that financial institutions have an important role in structuring the governance of different institutions, as the president is appointed through the shareholders and members of the board of directors. It differs from other models that the relationship of the president with the board of directors is a consultative relationship, yet the board often approves the decisions of the president.

Governance Objectives:

There are a number of goals that those in charge of institutions of all kinds seek to achieve, whether they are economic, media or educational, and the most prominent of these goals are: (Anrturo & act, 2008)

1. Ensuring transparency and equality and improving the level of administrative and social development.
2. Avoiding fraud, fraud and inaccuracy by following the committees and departments.
3. Provide protection for shareholders and prevent conflict of powers and conflict of objectives.
4. Achieving mutual interests between work and employees and distributing powers to ensure internal control.
5. Reducing the use of power in the interest of work.
6. Commitment to the provisions of the law and work to ensure a review of financial performance and a reduction in the cost of supplies.
7. Creating administrative structures to ensure that management is held accountable to shareholders and stakeholders.

Governance Standards

Many international and regional organizations have taken the initiative to study the concept of governance and set standards, foundations and standards to follow up on its

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application. Some institutions agree in setting these standards while they differ in others. This difference stems from the difference in defining the concept of governance. The most prominent bodies that set these standards are: (Shaker, 2005)

1. Organization for Economic Cooperation and Development: The most important standards set by this organization are the existence of an effective framework for governance, the preservation of the rights of partners, the equality of all partners, respect for the legal rights of partners, and the disclosure of information related to accounts.

2. The Basel Committee on Global Banking Supervision: Its most prominent standards are the institution's values and honor codes, the company's general strategy, the distribution of the ladder of responsibilities and powers, the internal system for auditing and accounting, risk control centers in the joints where conflict of interest escalates between shareholder customers, and the appropriate flow of information internally and externally.

3. The International Finance Corporation of the World Bank, and its most prominent criteria for measuring governance in financial institutions and other institutions are: the accepted practice of good governance in terms of powers and responsibilities, additional steps to ensure new good governance, and the performance of senior leadership.

Previous studies and research:

- A study (Caylor, 2004) entitled "Institutional Governance and Institutional Performance"

The study aimed to identify the scale that is adopted by the government to know the disparity in institutional governance, through the study of fifty-one factors distributed over several groups that have been approved to measure corporate governance, and among these criteria that have been adopted: education, compensation of the CEO and property rights, and linking them with Operational performance, bankruptcy risk, evaluation and shareholders' payments. The study included two thousand three hundred and twenty institutions. The study concluded that the most governing institutions achieve the highest profit rate and lower risk ratio, and provide more returns to shareholders compared to other institutions.

- A study (Andrew, and Paulina, 2006) entitled: "Corporate Governance and Innovation: The United Kingdom compared to the United States."

The study aimed to find out the impact of corporate governance on British companies in the private sector in terms of creativity and innovation, and the survey method was adopted in the study, and the study found that the impact of corporate governance on creativity and innovation was low compared to what is in effect in the United States of America due to poor spending On some aspects such as research and development in British institutions.

- A study (Al-Shawara, 2009) entitled "Governance rules and assessing their role in combating and preventing corruption in Jordanian shareholding companies."

The study aimed to know the concept of governance, its principles, rules, objectives and means, as well as assessing its role in reducing the amount of conflict in the authorities and reducing the level of conflict in objectives between the various relevant groups within companies and institutions, which leads to combating the phenomenon of corruption and preventing it. Governance rules are an administrative and economic necessity, not an intellectual luxury, and their application and adherence to them in companies and institutions leads to combating corruption and nepotism, reducing costs, creating more job opportunities for the workforce and improving the standard of living.

- A study (Al-Fleih, 2012) entitled "The role of the Jordan News Agency (Petra) in making local news from the point of view of journalists in local newspapers."

The study aimed to monitor and analyze the Jordan News Agency (Petra) coverage of local news, as one of the main sources of news and information for the Jordanian press, in addition to knowing the evaluation of Jordanian journalists for the coverage of the Jordan News Agency (Petra) from their point of view, and the agency's role in the local news industry.

The study relied on the descriptive approach in a field survey style on a sample of 200 journalists working in Jordanian newspapers. The results of the study showed that there is a high degree of the impact of the news value of dealing with the news in the Jordan News Agency, and that there is a high degree of reliability for the news broadcast by the Jordan News Agency (Petra). From the point of view of the study sample.

- A study (Darawshe, 2014) entitled "Principles of Governance within the Framework of the Code of Governance for the year (2009) and the extent to which public shareholding companies listed on the Palestine Exchange are committed to them."

The study aimed to find out the degree of commitment of the companies listed on the Palestine Stock Exchange to the principles of the corporate governance code, and the descriptive analytical approach was adopted in order to come up with the results of the study by adopting the questionnaire. From the development and follow-up to the process of applying governance and drawing its concepts accurately.

Commenting on previous studies

Most of the previous research and studies that dealt with governance focused on the administrative aspects of institutions and companies. Previous studies were used to identify the concept of governance and the degree of its application in various Arab and foreign institutions and its impact on the overall production of these institutions, as well as the review of previous studies in formulating a problem and research questions. And build the resolution.

This study agrees with most of the previous studies in dealing with the issue of governance, but it differs in the research community, as most of the previous studies dealt with institutions and companies concerned with the economic aspect, while this study dealt with a media institution. The study (Radio and Television Corporation), however, differs in its subject, as it deals with the role of the Radio and Television Corporation in the local news industry.

Radio and Television Corporation

In response to the state's desire to find a media outlet that translates the nation's achievements and reflects the image of Jordan, the goal of the Jordan Radio and Television Corporation is to provide a purposeful nation's media that consecrate freedom of expression and opinion, within an atmosphere based on independence and responsible freedom, and expressing the nation in all its categories and spectrums and reflecting its will and aspirations, in addition to Practicing media performance in a manner based on professionalism, excellence and responsibility. The Radio and Television Corporation aims to achieve this by promoting the Jordanian values of tolerance, moderation, pluralism and preserving the Jordanian identity by shedding light on the popular heritage and the need to give local dimensions a broader horizon, and greater attention, by expanding the follow-up of local news and events. The launch was a radio station in September 1948 from Jerusalem, and in 1950 the radio became called "Radio of the Hashemite Kingdom of Jordan." July 11, 1966 The foundation stone of the Jordan TV station building was laid. The television station used to broadcast its programs in black and white, then switched to broadcasting in color in 1974, and thus it was the first color Arab station. In 1985, the Radio and Television of the Hashemite Kingdom of Jordan and Jordan

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Television merged into one institution called "Jordan Radio and Television Corporation" with the issuance of the Radio and Television Corporation Law.

Vision:

The Radio and Television Corporation expresses the conscience of the nation and the aspirations of its people and translates royal visions in creating state media that contribute to providing press and media services that serve the country and the citizen.

The mission of the Radio and Television Corporation: Conveying the citizens' concerns and needs to decision-makers, translating the achievements and decisions of the authorities and bodies, and highlighting the nation's image, its achievements and developments in various fields.

Authenticity of the tool

The validity of the tool was verified by calculating the correlation coefficient between the paragraphs and their domain, and the results of the analysis for all areas used in the study compared with the overall performance were (0.307) and with a level of significance (0.016), and this value is statistically significant at $\alpha = 0.05$.

**Table No. (1)
Stability of tool fields by Alf Cronbach's coefficient**

Cronbach's alpha coefficient	Field
0.79	1
0.81	2
0.715	3
0.844	4
0.745	5
0.959	6
0.942	total tool

It is noted that there are high stability coefficients for all areas of the tool and the total tool, and this enhances the possibility of using the tool to obtain accurate results.

Table No. (2) demographic data

Table No. (2) shows an analysis of the demographic data of the respondents, where the number of males in the sample was 29, or 47.5%, while the number of females was 32, or 52.5%. The table also showed that holders of general secondary certificates are the most, followed by those with postgraduate studies, as for the intermediate diploma, they are the third category, while the number of bachelor's holders declined to the fourth and last category, by 6.6% of the sample members. The data in the table showed that the majority of respondents had less than 5 years of experience, followed by those whose experience was 6 to 10 years, and finally, in the last place, those whose experience was 11 years or more. I finally showed data

The table showed that the majority of the sample were over 41 years old, at 41%.

Analysis of the areas of the questionnaire questions

The first axis: the concept of governance

The extent of awareness of the concept of governance among employees and affiliates, which means the existence of a system for exercising the powers of management that governs the relations between the main parties in the institution with the aim of achieving justice, integrity, transparency and accountability.

Table No. (3)

The values of the arithmetic means and standard deviations of the paragraphs of the first field: the concept of governance

Rank	standard deviation	Arithmetic mean, standard deviation, rank	الفقرات	#
2	0.54	2.63	My organization operates within a clear framework of governance that gives more justice, integrity, transparency and accountability	1
8	0.77	2.11	The institution spreads the culture of governance among the employees of the institution	2
4	0.61	2.37	I have an adequate idea of the concept of governance	3
3	0.56	2.55	My organization adopts an effective corporate governance strategy	4
10	0.78	1.75	My institution adopts a declared list of governance principles	5
5	0.73	2.29	My organization publishes the principles of governance on its website	6
9	0.80	2.04	The institution, from time to time, measures the performance efficiency of its employees	7
1	0.37	2.83	The Foundation holds workshops and training courses for its scholars to educate about governance and its standards	8
6	0.64	2.22	The Foundation conducts scientific studies on the threatening and potential risks that it may face	9
7	0.71	2.18	The members of the Board of Directors have good experience and qualifications to carry out their work	10
	0.25	2.30		

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It is noted from the results of the analysis that the arithmetic mean values ranged between (1.75 - 2.84), with a standard deviation ranging between (0.25 - 0.78). The table shows the mean, the total calculation was (2.30) and the standard deviation was (0.25), with a neutral degree. Paragraph No. (8), which states, “The Corporation shall hold workshops and training courses for its employees to educate about governance and its standards” ranked first (2.83), and this is an indication that the awareness of the importance of governance in the Radio and Television Corporation has reached an advanced level of interest among the administrative and professional leaders .

The first area: the principle of justice

Here, it means working in accordance with the requirements of the laws in force and achieving a balance between all members of the institution in terms of rights and duties.

Table No. (4)

The values of the arithmetic means and standard deviations of the paragraphs of the first field: the principle of fairness

Rank	standard deviation	Arithmetic mean	paragraphs	#
7	0.65	2.06	Responsibilities The leadership responsibilities in the organization are entrusted to efficient and capable éléments	11
1	0.46	2.77	The institution follows the method of distributing tasks according to the systems of specialized committees, professionally, administratively and technically	12
4	0.68	2.39	Personal considerations have nothing to do with evaluating employees, but the evaluation is based on fair principles	13
3	0.78	2.42	Employees are evaluated according to principles of justice	14
2	0.48	2.63	The institution has a system that allows employees to file an administrative and judicial grievance in order to achieve their guaranteed rights	15
5	0.51	2.34	The institution has fair financial standards in calculating rewards and wages	16
7	0.65	2.06	When setting up any internal system, the institution takes into account the cultural and social levels of employees	17
6	0.68	2.15	Through my experience and service in the institution, I did not generate any injustice or prejudice against the workers	18
	0.31	2.35		

Table No. (4) shows the values of the arithmetic averages and standard deviations of the paragraphs of the second field, the principle of justice. The arithmetic mean of the justice items ranged between (2.77 - 2.06) and with standard deviations between (0.78 - 0.46). The table shows the mean, the total calculation was (2.35) and the standard deviation was (0.31), with a neutral degree. Paragraph No. (12) which states that the institution distributes tasks professionally, administratively and technically according to the regulations of the specialized committees, and this is an indication that working in the institutional manner is adopted in the Radio and Television Corporation, which is positively reflected on good performance and getting closer and closer to the practical application of the concept of governance. Actually.

The second area: the principle of integrity

It means integrity, abstaining from evil manifestations, abandoning suspicions, elevating oneself and avoiding any financial or legal suspicion.

Table No. (5)

The values of the arithmetic means and standard deviations of the paragraphs of the second field: the principle of integrity

rank	standard deviation	Arithmetic mean	Paragraphs
10	0.66	2.11	There are mechanisms in the institution to verify the integrity of the employees
7	0.56	2.24	The work system does not allow breaching the principle of integrity
5	0.70	2.26	The Board of Directors plays a role in following up on cases of breaches of integrity, if any
3	0.75	2.27	The executive management plays a role in following up on cases of breach of integrity, if any
8	0.74	2.18	The employees of the institution disclose the gifts and gifts offered to them from different parties
4	0.73	2.27	The institution has incentive regulations to encourage affiliates to disclose their exposure to cases of bribery and financial suspicions
1	0.64	2.45	The institution has regulations protecting those who disclose their involvement in cases of breach of integrity
1	0.64	2.45	I have not heard of any cases of administrative or financial corruption in the institution
9	0.69	2.13	The employees of the institution are subjected to pressures from within the institution that may lead to corruption
5	0.70	2.26	Workers are subjected to pressures from outside the institution that may lead to corruption
	0.36	2.26	

Table No. (5) shows the values of the arithmetic averages and standard deviations of the paragraphs of the third field, the measure of integrity. It is noted from the results of the analysis that the arithmetic mean values ranged between (2.11-2.45) with a standard deviation ranging between (0.56-0.75). Paragraphs No. (25 and 26) got the highest frequency. Paragraph 25 states, “the institution has regulations that protect those who disclose their involvement in cases of breach of integrity.” This is an indication that the value of integrity in the institution has appeared in a high way, and paragraph 26 stipulates that “I have not heard of the existence of cases of administrative and financial corruption in the institution.” This The result is related to the previous one, as the integrity regulations are effective in the Radio and Television Corporation, as the analysis of the results showed.

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The third area: the principle of transparency. Here, it means disclosure, a policy of openness, avoidance of ambiguity and deception, and making all things verifiable.

Table No. (6)

The values of the arithmetic means and standard deviations of the paragraphs of the third field:
the principle of transparency

rank	standard deviation	Arithmetic mean	paragraphs	#
4	0.75	2.27	Governance standards are consistent with ethical and professional honor codes with full transparency	29
9	0.74	2.18	The structure of the media institution is characterized by transparency and clarity in order to increase the confidence of its employees and the confidence of the public as well	30
4	0.73	2.27	The institution has published instructions explaining the nature of the work of the board of directors	31
1	0.62	2.45	The institution publishes the budget and financial reports that show the financial position of the institution to the general public	32
1	0.64	2.45	The Foundation publishes from time to time administrative reports explaining the administrative status of the Foundation to the general public	33
11	0.69	2.13	Members of the board of directors disclose - to the best of my knowledge - their financial accounts in a transparent framework approved by the institution	34
4	0.75	2.27	The existence of a legal system in the institution that allows employees to file lawsuits against the board of directors in order to achieve compensation for damages	35
9	0.74	2.18	The existence of a legal system in the institution that allows the public dealing with the institution to file lawsuits against the board of directors in order to achieve compensation for the damage, if it occurs	36
4	0.73	2.27	Employees are informed of their rights and duties in a transparent manner	37
1	0.62	2.45	Senior management holds meetings with employees from time to time and listens to their	38

			comments	
9	0.64	2.25	Senior management holds meetings from time to time with representatives of the public and stakeholders and listens to their comments	39
11	0.69	2.13	The Board of Directors determines the salaries and wages of employees in an open and transparent manner	40
4	0.75	2.27	The Board of Directors selects the administrative and supervisory leaders in an open and transparent manner	41
	0.41	2.29		

Table (6) shows the values of the arithmetic averages and standard deviations of the paragraphs of the fourth field, the principle of transparency. It is noted from the results of the analysis that the arithmetic mean values ranged between (2.45 - 2.13), with a standard deviation ranging between (0.62 - 0.75). Paragraphs No. (32/33/38) obtained the highest percentages. Paragraph No. 32 states, “My media organization publishes from time to time financial reports clarifying the financial position of the institution to the public.” As for paragraph 38, it states: “The senior management holds meetings from time to time with the affiliates and listens to their comments.” The senior management also meets with a group of beneficiaries of the institution's services for the same purpose as stipulated in paragraph -39 - and this is an indication that the agency is very interested in listening and taking the opinion of its internal and external audience.

Fourth Domain: The principle of accountability, which means that there is a right stipulated in regulations and practices that allows employees alike the right to hold the board of directors and executive management accountable for sound performance.

Table No. (7)

The values of the arithmetic means and standard deviations of the paragraphs of the fourth field: the principle of accountability

Rank	standard deviation	Arithmetic mean	Paragraphs	#
5	0.74	2.18	There are special regulations for holding members of the board of directors accountable whenever necessary	42
2	0.73	2.27	There are special regulations for holding employees accountable whenever necessary	43
1	0.62	2.45	I believe in the importance of having a role for the institution's external audience in accountability	44
2	0.75	2.27	I believe in the importance of having a role for employees and affiliates in monitoring and accountability	45
5	0.74	2.18	There is protection in the institution for employees from any abuse or exploitation by the Board of Directors	46
2	0.73	2.27	The Board of Directors exercises effective	47

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			control over the efficiency of the corporate governance practice	
	0.47	2.27		

Table No. (7) shows the values of the arithmetic averages and standard deviations for the paragraphs of the fourth field: the principle of accountability. It is noted from the results of the analysis that the arithmetic mean values ranged between (2.45-2.18) with a standard deviation ranging between (0.74-0.62). Paragraph No. (44) obtained the highest percentage, which states: "I believe in the importance of having a role for the public in holding the institution accountable." This is an indication that the Radio and Television Corporation is very interested in listening and taking the opinion of its external audience. Rather, the affiliates themselves have begun to realize the importance of the external audience in evaluating the institution. and its performance.

The fifth field: the impact of the application of governance on the quality of performance in the institution from the point of view of employees and administrative and executive leaders

Table No. (8)

The values of the arithmetic averages and standard deviations of paragraphs: The effect of applying governance on the quality of performance

الرتبة	الإنحراف المعياري	SMB	The existence of standards and a framework for governance that would achieve	#
1	0.62	2.45	Quality and performance	48
1	0.62	2.45	Increasing the world's confidence in the institution	49
2	0.69	2.13	Increasing public confidence in the organization	50
1	0.62	2.45	Maximizing financial resources	51
2	0.69	2.13	Strengthening the social role of the institution	52
1	0.62	2.45	Enable the public to have the right to know and access information	53
1	0.62	2.45	Enhance the credibility of the institution	54
2	0.69	2.13	Detecting cases of corruption, deviations and misuse of the job	55
1	0.62	2.45	Establishing concepts that support human rights	56
2	0.69	2.13	Increase affiliation with the organization	57
1	0.62	2.45	Establishing community peace	58
2	0.69	2.13	Instilling the values of cooperation and altruism	59
1	0.62	2.45	increase political participation	60
2	0.69	2.13	Increase job opportunities	61
1	0.62	2.45	Enables the institution to deal positively with urgent problems in society	62
2	0.69	2.13	Directing the energies of the media elites to serve the community	63
1	0.62	2.45	Presenting a balanced media discourse in	64

			spreading the culture of tolerance and acceptance of the other opinion	
2	0.69	2.13	Contribute to the fight against terrorism and hate speech	65
2	0.69	2.13	Strengthening the role of civil society organizations	66
1	0.62	2.45	A healthy competitive climate with other media institutions	67
2	0.69	2.13	Increasing press freedoms	68
2	0.69	2.13	Combating terrorism and hate speech in the media	69
	0.49	2.29		

Table No. (8) shows the values of the arithmetic averages and standard deviations of the paragraphs of the impact of the application of governance on the quality of performance. It is noted from the results of the analysis that the arithmetic mean values ranged between (0.2.45 - 2.31) and that the standard deviation values ranged between (0.69-0.62), and paragraphs No. (48,49,51,53,54,56,58,60 were obtained (62, 64, 67) ranked first with the highest percentages, and this is an indication that the Radio and Television Corporation is properly striving to follow the procedures of governance and its applications. As for the rest of the paragraphs, they came in second place, and this is a natural result for the novelty of the concept.

The results of the study question related to sex.

Question: Are there statistically significant differences ($\alpha = 0.05$) in the responses of the study sample to the domains due to a variable of gender?

Table No. (9)

Are there statistically significant differences ($\alpha = 0.05$) in the responses of the study sample to the domains due to a variable of gender?

Indication level	degree of freedom	value	value degree of freedom	standard deviation	Sample volume	sex domain	sex domain
0.69	59	0.399	.21604	2.2897	29	Governance concept male	Governance concept male
0.68	57.33	0.404	.28441	2.3156	32	feminine	feminine
0.66	59	0.435	.26934	2.3750	29	male principle of justice	male principle of justice
0.66	57.496	0.441	.35103	2.3398	32	feminine	feminine
.071	59	1.836	.31689	2.3552	29	Principle of Integrity Male	Principle of Integrity Male
.069	58.390	1.854	.38834	2.1875	32	feminine	feminine
.044	59	2.056	2.4085	2.4085	29	Principle of Transparency Male	Principle of Transparency Male
.041	56.453	2.88	2.1947	2.1947	32	feminine	feminine

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.184	59	1.345	2.3621	2.3621	29	Male accountability principle	Male accountability principle
.179	58.138	1.360	2.1979	2.1979	32	feminine	feminine
.187	59	1.336	2.3824	2.3824	29	The effect of implementing governance on the quality of performance mentioned	The effect of implementing governance on the quality of performance mentioned
.185	58.893	1.340	2.2159	2.2159	32	feminine	feminine
.092	59	1.710	2.3673	2.3673	29	Total Male	Total Male
.089	58.153	1.729	2.2351	2.2351	32	feminine	

** It means statistically significant at the level of statistical significance ($\alpha = 0.05$).

The following results can be observed from the previous table:

1. There are no statistically significant differences ($\alpha = 0.05$) in the responses of the study sample on the areas: the concept of governance, the principle of justice, the principle of integrity, the principle of accountability, the impact of the application of governance as well as in the overall performance attributed to gender, where all values of (T) were not Statistically significant at the significance level ($\alpha = 0.05$).
2. There are statistically significant differences ($\alpha = 0.05$) in the responses of the study sample to the fields: The principle of transparency is due to gender, where the value of (t) was statistically significant at the significance level ($\alpha = 0.05$). The differences were in favor of males
3. Results of the study question related to educational attainment: Are there statistically significant differences ($\alpha = 0.05$) in the responses of the study sample to the fields due to educational attainment? To answer the study question, one-way analysis of variance was used.

Table No. (10)

One way ANOVA for the educational attainment variable

Significance degree	F value	degrees of freedom,	degrees of freedom,	Sum of squares,	Variation source domain	Variation source domain
.109	2.106	.127	3	.381	Governance concept	Governance concept
		.060	57	3.438	between groups	between groups
			60	3.819	within groups	within groups
.962	.096	.010	3	.030	Total	Total
		.102	57	5.840		The principle of justice
			60	5.870	The principle	

					of justice between groups	between groups
.352	1.111	.146	3	.437	within groups	within groups
		.131	57	7.477	Total	Total
			60	7.914		
.399	1.001	.173	3	.520	The principle of integrity between groups	The principle of integrity between groups
		.173	57	9.880	within groups	within groups
			60	10.400	Total	Total
.608	.615	.144	3	.432		
		.234	57	13.340	The principle of transparency between groups	The principle of transparency between groups
			60	13.771	within groups	within groups
.132	1.950	.448	3	1.337	Total	Total
		.229	57	13.025	The principle of accountability between groups	The principle of accountability between groups
			60	14.362	within groups	within groups
.186	1.660	.151	3	.453	Total	Total
		.091	57	5.182	within groups	
			60	5.635	Total	

It is noted from the previous table that there are no statistically significant differences ($\alpha = 0.05$) in the responses of the study sample in all fields due to educational attainment, as all (P) values were not statistically significant.

Results of the study question related to the number of years of experience: Are there statistically significant differences ($\alpha = 0.05$) in the responses of the study sample to the fields due to educational attainment?

Table No. (11)
One way ANOVA

درجة الدلالة	قيمة ف	متوسط المربعات	درجات الحرية	مجموع المربعات	Variation source domain	Variation source domain
0.879	.130	.009	2	.017	Governance concept	Governance concept
		.066	58	3.802	between	between groups

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					groups	within groups
			60	3.819	within groups	
0.622	.479	.048	2	.095	Total	Total
		.100	58	5.774		The principle of justice between groups
			60	5.870	The principle of justice between groups	
**0.041	3.367	.412	2	.823	within groups	within groups
		.122	58	7.091	Total	Total
			60	7.914		
**0.019	4.245	.664	2	1.328	The principle of integrity between groups	The principle of integrity between groups within groups
		.156	58	9.072	within groups	Total
			60	10.400	Total	
0.165	1.859	.415	2	.830		
		.223	58	12.942	The principle of transparency between groups	The principle of transparency between groups within groups
			60	13.771	within groups	
**0.019	4.259	.920	2	1.839	The effect of applying governance on the quality of performance among groups	The effect of applying governance on the quality of performance among groups within groups
		.216	58	12.523	within groups	Total
			60	14.362	Total	
.026	3.887	.333	2	.666	Total between groups	Total between groups
		.086	58	4.969	within groups	
			60	5.635	Total	

It is noted from the previous table that:

1. There are no statistically significant differences ($\alpha = 0.05$) in the responses of the study sample in the two areas: the concept of governance, the principle of justice, the principle of accountability, due to the number of years of experience, where the values of (p) were not statistically significant at the level of significance ($\alpha = 0.05$).). The researcher explains this

result to the fact that the affiliates of the Radio and Television Corporation are almost equal in understanding the principles of governance and its importance.

2. There are statistically significant differences ($\alpha = 0.05$) in the responses of the study sample in the two areas: the principle of integrity, the principle of transparency, the impact of application, and the overall performance due to the number of years of experience, where the values of (P) were statistically significant at the significance level ($\alpha = 0.05$).

In order to reveal the significance of the statistically significant differences, the researcher used the LSD test. The following table shows the results according to the scope of the integrity principle:

Table No. (12)
Special analysis years of experience through the LCD test

11 years and over	6-10 years old	less than 5 years	Variation source domain
		√	2.39
	√		2.11
√			2.24

It is noticed that there is a difference between those whose experience was less than 5 years and those whose experience was from 6 to 10 years, and the difference was in favor of less than 5 years, and this is due to the new generation of media professionals enjoying modern and new competencies and skills.

Results of the study question related to age: Are there statistically significant differences ($\alpha = 0.05$) in the responses of the study sample to the domains due to age? To answer the study question, a one-way analysis of variance was used, and the following table shows the results of the analysis

Table No. (13)
One way analysis of variance for age (One way ANOVA)

Significance degree	F value	mean squares	degrees of freedom	sum of squares	Contrast source	field
0.099	2.404	.146	2	.296	Governance concept	Governance concept
		.061	58	3.527	between groups	between groups
			60	3.819	within groups	within groups
.273	1.329	.129	2	.257	Total	Total
		.097	58	5.613		The principle of justice
			60	5.870	The principle of justice between groups	between groups
.072	2.753	.343	2	.666	within groups	within groups
		.125	58	7.228	Total	Total
			60	7.914		

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.012	4.822	.741	2	1.483	The principle of integrity between groups	The principle of integrity between groups
		.154	58	8.918	within groups	within groups
			60	10.400	Total	Total
.011	4.877	.991	2	1.982		
		.203	58	11.789	The principle of transparency between groups	The principle of transparency between groups
			60	13.771	within groups	within groups
.131	2.107	.486	2	.973	Total	Total
		.231	58	13.389	The principle of accountability between groups	The principle of accountability between groups
			60	14.362	within groups	within groups
.017	4.398	.371	2	.742	Total	Total
		.084	58	4.893	The effect of applying governance on the quality of performance among groups	The effect of applying governance on the quality of performance among groups
			60	5.635	within groups	within groups

It is noted from the previous table that:

1. There were no statistically significant differences ($\alpha = 0.05$) in the responses of the study sample in the two domains: the concept of governance, the principle of justice, due to age, where the (p) values were not statistically significant at the significance level ($\alpha = 0.05$).
2. There are statistically significant differences ($\alpha = 0.05$) in the responses of the study sample in the two areas: the principle of integrity, the principle of transparency, the principle of accountability, the impact of application, and the overall performance due to the number of years of experience, where the values of (P) were statistically significant at the level of significance ($0.05 = \alpha$).

In order to reveal the significance of the statistically significant differences in all fields, the researcher used the LSD test, and the results showed the following:

Table No. (14)
Age analysis by LCD test

41year and over	40-31year	30-20year	average
		√	2.42
	√		2.14
√			2.30

It is noticed that there is a difference in the previous fields between those who were 20-30 years old and those who were 31-40 years old, and the difference was in favor of those who were 20-30 years old, where the arithmetic mean was higher. It is also noted that there is a difference between those who were 31-40 years old and those who were 41 years old and over, and the difference was in favor of those who were 41 years old and over, where the arithmetic mean was higher.

General conclusions and a summary of the results:

- The research showed the extent of awareness of the concept of governance and the importance of governance among employees and affiliates of the Radio and Television Corporation, as it reached an advanced level of interest among the administrative and professional leaders. The results of the study showed that the institution held workshops and training courses for its employees to educate about governance, its standards and its importance. The study showed that the Radio and Television Corporation is properly striving to follow the procedures of governance and its applications.
- The research also showed that the principle of justice and achieving balance between all members of the institution in terms of rights and duties is achieved in the work of the Radio and Television Corporation, as the institution distributes tasks professionally, administratively and technically according to the regulations of the specialized committees, and this is an indication that working in the institutional style is approved in the institution, Which is reflected positively on good performance and getting closer and closer to the practical application of the concept of governance in practice.
- Concerning the principle of integrity, there are regulations in the institution that protect those who disclose their involvement in cases of breach of integrity, and this is an indication that the value of integrity in the institution appeared high, and the study showed that no cases of administrative or financial corruption were reported in the institution, and this result is related to the fact that the regulations Integrity is effective in the organization, as shown by the analysis of the results.
- The study showed that the Radio and Television Corporation publishes financial reports that clarify the financial position of the Corporation to the public, and that the senior management holds meetings from time to time with its affiliates and listens to their observations, as well as the senior management meets with the audience of beneficiaries of agency services for the same purpose, and this is an indication that the Corporation Radio and television are very interested in listening and taking the opinion of their internal and external audience, based on the principle of transparency pursued by the institution.

Finally, Petra is very interested in the principle of accountability to listen and take into account the opinion of its external audience, and the affiliates themselves have come to realize the

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importance of the external audience in evaluating the institution and its performance, and the study showed the existence of a right stipulated in the regulations and practices that allows the employees of the institution to hold the board of directors and executive management accountable for the safety of the performance.

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