

# The Future Justification to Adopt Governance System at the Jordan Universities from the Perspective of Educational Experts

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## Abstract

The aim of the study was to reveal the future justification to adopt governance system at the Jordanian Universities from the perspective of educational experts. The study society was the academic staff in the field of education at Al-Balqa Applied University and Jordan University, at the first semester of the academic year 2013-2014. The study sample consisted of 30 academic members. The researcher used the analytical descriptive approach by using Delphi method as an analytical tool for the future justification. The questionnaire for the study consisted of 19 items after verifying its authenticity and approval. The results have revealed that the academic members agreed on the transparency factors and it was 88%. Also, they have agreed on accountability and control and it was (90%). They agreed on the justice and equality factors with a percentage of 94%. According to the results; the study has recommended that review obstacles to apply the concept of university governance which were: The general political climate, the university legislations, the university administration process. The researcher recommended that the concept of university governance and its implications still need more studies have to be conducted using different influential factors. Future directions for research, policy and practices are presented.

**Keywords:** governance, justification, university, educational experts

## 1. Introduction

Education acquires an increasing importance day after day, because it plays a major role in individual life and societies, especially within the rapid challenges and changes that our world lives today, like a revolution in information and knowledge, a revolution of technical, scientific and technological advancement as well as a revolution in democratic domain and globalization challenges, which include all life fields and others. Countries try their best, through their educational system to prepare the individuals for the world of today and tomorrow, this makes it necessary to view education from a new perspective characterized by comprehensiveness and is suitable for new changes and challenges, where this education ensures providing individuals a real opportunity to develop their own personalities, develop their creative and innovative abilities and building individuals able to adapt, work, transfer and move from one place to another in effortless and easy way.

Information and communication revolution at the end of the last century led to cultural and educational changes that its manner increases everyday for all societies of the world. At the beginning of the third millennium lots of serious nations have started revising their educational policies to analyze strong and weak points in their policies and identifying the chances of development and its choices towards these policies. This raise the standing and level of developed countries to keep up with global technological development, thus give them a position on the map of human civilization (Malhas, 2004).

Indeed, educational system that ignores recent developments and changes from its future will terminate its relations and connections with students' life, so it will vanish gradually, so we must revise forming our educational institutions before pre-school to higher education to prepare students the right preparation for future not for the past (Addahshan, 2004).

The Corporate Governance one of the most important ways that lead to the creation of safeguards against corruption and mismanagement, and lead the other hand, to develop the core values of the market economy in a

democratic society.

The concept of governance was the old concepts since The Industrial Revolution. and reactivate this concept especially after the need for it in many developed and emerging economies have emerged over the past few decades, in the wake of the economic collapse and financial crises witnessed by a number of East Asian countries, Latin America and Russia in the nineties of the twentieth century, as well as experienced by the US economy's recent financial and accounting collapses during 2002, Defines corporate governance, according to the Organization for Economic Cooperation and Development (OECD) as: rules and procedures that will ensure that the company is managed correctly and effectively, including making sure that managers and employees are acting appropriately and in accordance with the laws and practices of sound.

As defined governance as a state, process, direction, and the stream. it is also at the same time, it is also immune protection and activation system, to govern the movement and adjusts the direction, and protects and secures the safety of all actions, and the integrity of the behaviors within the institutions, and made for her safety fence, and an effective barrier protection and clear (Alkhudhairi, 2005).

The governance have three basic rules must go by any institution and applied in detail and tightly in order to get the governance certificate, and these rules are: Base the transparency intended to design implement systems and mechanisms, policies, legislation and other tools to ensure the right of the citizen. The second rule is: Base accountability which empowers citizens and stakeholders of individuals and organizations working control without leading to disruption of work or abuse to others. The third rule is: the base of participation, any opportunity for citizens or individuals to participate in policy-making and rules to work in different areas of life, especially government business (Khalil & Alashmawi, 2008).

The concept of university governance emerged recently to reflect the real crisis in the University Foundation and proposed solutions, such crisis is that there are university departments and developed by the executive authority over the students and faculty members, to the task of making decisions on these matters, to be without any of them (students, faculty members) the right to discuss these decisions or object to them.

Good governance are considered to create an integrated mass balance within the work, which causes the loss of a major disruption in the university, for example, participate in governance administrators, teachers, students, the environment of the neighbors (Aazhory, 2009).

Hence the governance at the University came as a new style of university education and it has emerged as a result of the spread using democratic that have been developing steadily in recent years (Hamdan, 2007).

### *1.1 Problem of the Study*

In light of the above-mentioned reasons, and considering the challenges facing university education in the Arab world in general and Jordan in particular, the trend towards the introduction of the establishment of the governance at the Universities in Jordan became imperative and urgent. Hence, the present study tries to identify future factors to implement the governance at the University in Jordan, from the viewpoint of pedagogical experts.

### *1.2 Questions of the Study*

The researcher tried to answer the question: What is The Future Justification to adopt governance system At the Jordan Universities from the educational experts' point of view?

### *1.3 Importance of the Study*

The importance of this study is the role played by the governance system in the transition from centering around the university to focus on the learner, and the importance is also in trying to identify the degree of interest of faculty members in the Jordan at the governance system and its necessity. It is hoped that the persons who are working in the learning teaching process and higher education policy makers can take advantage of this study.

### *1.4 Objectives of the Study*

This study aims at identifying the future factors to implement the governance system At the Jordan Universities, from the viewpoint of pedagogical experts. And answer the main question: What is The Future Justification to adopt governance system At the Jordan Universities from the educational experts' point of view?

### *1.5 Terms of Study and its Procedural Definitions*

To determine the conceptual framework of this study were reviewed educational literature on the subject. In addition, we have identified basic terms and concepts relating to this study as follows:

- Governance system: the immune protection and activation system, to govern the movement and adjusts the

direction, and protects and secures the safety of all actions, and the integrity of the behaviors within the institutions, and made for her safety fence, and an effective barrier protection and clear. They lead to the clarity of authority and responsibility in a lot of institutions and transparency.

- Educational expert's: the faculty members in Jordanian Universities working educational specialties with the rank assistant professor or above.

### *1.6 Limitations of the Study*

This study is limited with the instruments which the researcher measured its validity and reliability, as well as by the characteristics of the sample and the variables used in the study along with the time period in which the study was implemented specifically the academic year (2013-2014).

## **2. Literature Review**

Halawh and Taha (2013) conducted a study aimed to identify the use of methods of governance at Al-Quds University, and that the number of students (14,000) student (Admissions and Registration, 2010), and employees numbering (1000) (Employees Affairs, 2010). And so for the purposes of quality in higher education, The study came to that job security, And the salaries fit with the standard of living, Job Satisfaction, Fees and compensation system, Vacations, Is not at the required level, As for the promotion of scientific research and methods of communication got a degree Excellent, The study also recommended non-discrimination between employees in the transaction, The development of financial resources that help in solving all the items that got so weak, such as salaries and benefits.

Garabh (2010) entitled over the application of the principle of disclosure and transparency of corporate governance principles in the circular collated Beer Company, discussed at An-Najah National University in Nablus, this qualitative study was descriptive aimed to recognize the extent of the application of the principle of disclosure and transparency in the company after reviewing the Results of statistical analysis researcher reached the results of which no application to the requirements of disclosure and transparency in the accounting performance, and the weakness in the application of disclosure and transparency in the financial performance requirements, and administrative and has recommendations based on the results and was the most important work to increase awareness of the importance of the principle of disclosure and transparency in the company, and the need to study the causes of the weakness of the application of disclosure and transparency in the company's requirements

Shible and Manhal (2009) conducted a study aimed to building a strategic perspective of corporate governance for Iraqi government Corporations. Modifying corporate governance system) in order to make it suitable with Iraqi government institutions. The study depend upon main hypothesis which is (the performance level of the strategic perspective of governance system is depending upon work according to the perspective dimensions itself. From the main conclusions: It is possible to building a strategic perspective of corporate governance for Iraqi government institutions.

Robies and Salameh (2006) entitled the relationship between governance and financial performance in the construction sector. This study aimed to measure the effect of the exercise of governance on the financial performance of construction projects in Lebanon for a sample of (100) construction company of different sizes, to test whether the interference in the practice of corporate governance among all parties within the company leads to better financial performance for construction projects, and the study concluded that the lack of overlap in the roles between the executives and the board translates better financial performance of the company. This study is one of the few empirical studies in the Arab world, which dealt with the impact of the exercise of governance on the financial performance of companies, emphasizing the importance of non-interference in the roles between the executives and board members.

Institutional shareholder Services (2005) entitled better governance higher profits and less risk. After testing (77) factor of governance factors and (16) a measure of financial performance measures within the four groups (risk, profitability, market value, valuation), the Foundation team analyzed the relationship between each of the governance factors for every measure of performance metrics, users Data for fiscal years (2004-2007), and using the T test to determine the relationship between the level of governance by (Governance Index) and financial performance of a sample of (5200) is an American company. After conducting several tests study concluded: governance of the company's best less risky, so as to decrease its share price variation and lower likelihood of bankruptcy.

Governance of companies more profitable and better returns on investment, Governance of the best companies in the top of the market-to-book value and stock price to its revenue, The study was characterized by taking it a

large number of performance measures and (5200) to measure the relationship between the sound practices of corporate governance company, which has not had a lot of applied studies in the field of corporate governance.

### **3. Methodology and Procedures**

This study is based on the descriptive-correlative approach using the questionnaire as an instrument to gather Information for its appropriateness of this approach to the nature of the study and its objectives.

#### *3.1 Population of the Study*

The total study community is members in the educational specializations at Al-Balqa Applied University, Princess Rahma University College, with the rank assistant professor or above.

#### *3.2 Sample of the Study*

The sample of the study consisted of (30) members, selected randomly.

#### *3.3 Instruments of the Study*

Literature theory and studying the previous studies, that handled the future and predictions of what could happen or the reasons that leads towards achieving the results, as well as conducting a survey study which aims in getting certain items that represent the future factors to take into the governance at University. Delphi predicting Method was used to recognize the opinions of identified Teaching Faculty Members for this study through two rounds.

Response is designed according to Fivefold Lee cart Measure: (agree strongly–5 points, agree–points, neutral–3 points, disagree–2 points, disagree strongly–1 point).

For the purpose of data analysis the researcher adapted the order of means of the items as the following:

Researcher identified study fields, which according to the study tool was designed and the tool in its primary form consisted of (35) items, which was distributed on Faculty Members in the first round and the items reached (19) after the second round.

These may represent future factors to consider The Future Justification to adopt governance system at The Jordan Universities from the educational experts point of view distributed on three domains.

#### *3.4 Validity of the Instruments*

Validity of the instrument was measured by using the verified a panel specialists from Jordanian universities and AL Balqa applied university in different educational specialties to see their opinions about the belonging of the items and its suitability for the defined aspects, and addition and omission, modifying of what they see suitable.

#### *3.5 Reliability of the Instruments*

The reliability was computed for the instruments as Cronbach (alpha) Method: the correlation was (91%) with taking into consideration that all the correlation of the consistency and validity are appropriate for the purposes of the scientific research

#### *3.6 Statistical Analysis*

The researcher used the following statistical analysis–Means to determine degrees of parental abuse, and Standard Deviation.

### **4. Results of the Study and Its Discussion**

The answer to the central question: The Future Justification to adopt governance system At the Jordan Universities from the educational expert's point of view?

To answer this question we present the three factors, which the faculty members agreed upon:

Table 1. Percentages, means and standard deviations of the three factors, which the faculty members agreed upon

Number	Items	Response		Mean	Standard Deviation
		With	Against		
1	The Transparency Factors	88%	11%	4.0	0.63
2	Accountability and control Factors	90%	10%	4.1	0.59
3	Justice and Equality factors'	94%	6%	4.2	0.51
Total		91%	9%	4.1	0.54

Table 1 shows means, standard deviations and percentages of the three factors, which the faculty members agreed upon, The Future Justification to adopt governance system At the Jordan Universities. The three factors Transparency, Accountability and control Factors and Justice and Equality factors' had (91% with and 9% against) high agreed from educational experts.

The Transparency Factors:

Table 2. Percentages, means and standard deviations of educational experts' response on the items in Transparency factors domain

Number	Items	Response		Mean	Standard Deviation
		With	Against		
1	Governance, transparency in regulations and instructions applicable	30 100%	- -	4.6	0.53
2	Provides data for all employees at the University Base	30 100%	- -	4.5	0.55
3	Board of Trustees of the university supports the announcement of the results of the performance evaluation of the university and its members	30 100%	- -	4.2	0.57
4	Establish the principle of transparency in the granting of bonuses and financial incentives and allowances	28 93%	4 7%	3.9	0.95
5	Competition for the provision of higher education	26 87%	7 13%	3.8	0.95
6	University announces the appointment leadership positions where standards	23 77%	9 23%	3.7	0.98
7	Faculty member and student roles shift in the light of the university governance	19 63%	14 37%	3.5	1.21
Total		88%	11%	4.0	0.63

Table 2 shows means, standard deviations and percentages of subjects of study sample according to Transparency Factors domain, which range from (4.6) in its maximum and it is for the item: Governance, transparency in regulations and instructions applicable. While the item: (Faculty member and student roles shift in the light of the university governance) has got the least mean that amounts to (3.5). The aim of the idea of governance to Transparency and put all parties in front of their responsibilities, and what concerns us in this regard are the students in their relationship with management and members of the faculty. Students are the owners of real interest, because the university was built in order to provide educational services to them and prepare them for the intellectual and cognitive level of the future, who are affected by the Direct all decisions issued by the university departments or the Ministry of Higher Education. at the same time we find these decisions made in isolation from them, and they abide by and implement without sober had participated in the discussion or in determining the tracks, and this situation needs to be corrected so that students have the right In

their own affairs and part of the decision-making process within the university system, which enhances their confidence in Ones and train them to take responsibility, and is grown in them the spirit of active participation in public life and the value of freedom, and this is the content of university governance process, but there are several dilemmas shift without the application of this concept, these dilemmas need to be resolved even thrown the concept of university governance applied the correct path. A principle of corporate governance leads to follow to create the necessary precautions against corruption and mismanagement, while promoting transparency in economic life. This result is in consistent with the study conducted by Halawh and Taha (2013).

Accountability and control Factors:

Table 3. Percentages, means and standard deviations of faculty members' response on accountability and control factors domains items

Number	Items	Response		Mean	Standard Deviation
		With	Against		
1	University governance requirements and the necessity of having high levels of oversight and accountability	30 100%	- -	4.6	0.62
2	Provide the foundations of governance and accountability standards for staff members at the university	30 100%	- -	4.5	0.65
3	University governance provides internal and external control to perform all workers	30 100%	- -	4.5	0.65
4	University governance Keeping up with the new world order in culture exchange and responsible democracy among countries	30 100%	- -	4.5	0.79
5	University governance provides control over the administration of the university Board of Trustees	23 77%	7 23%	3.5	0.87
6	University governance with accountability in the performance of all employees	18 60%	12 40%	3.1	0.73
Total		90%	10%	4.1	0.59

Table 3 shows the means, standard deviations and percentages of study sample subjects' responses depending on Accountability and control factors domain, which range from (4.6) as a maximum and this is for the item: University governance requirements and the necessity of having high levels of oversight and accountability. While the minimum item is (3.1) which are for: University governance with accountability in the performance of all employees. The weak of governance leads to corruption and mismanagement, and political instability, and the presence of conflicts, leading to corruption in the financial and natural resources, and the exploitation of beneficiaries, and the presence of illegal gains at universities. note that this commitment from the disclosure, transparency and corporate governance, which means that the commitment to corporate governance in Jordan is still elusive, in front of a run long broken, and such are many articles in the folds of the various legislation, that is the culture that received the members of the Board of Directors and executive management and all of the addresses of the work of administrative, as well as legislation that protects their actions no matter what the outcome. This result is in consistent with the study conducted by Shible and Manhal (2009), and it is varied with the study by Halawh and Taha (2013).

Justice and Equality Factors:

Table 4. Percentages, means and standard deviations of faculty members' responses on the items of justice and equality factors' domain

Number	Items	Response		Mean	Standard Deviation
		With %	Against %		
1	Provide clear criteria for fairness upgrade teaching staff	30 100%	- -	4.8	0.56
2	Sabbatical leave and annual system provides fair	30 100%	- -	4.7	0.59
3	Provide a fair system in staff performance appraisal	30 100%	- -	4.6	0.61
4	Provide rewards and incentives and rewards is clear to all system	30 100%	- -	3.9	0.72
5	Allow all employees to participate courses and conferences without discrimination	27 95%	3 10%	3.8	0.89
6	Support workers to participate in decision-making	21 70%	9 30%	3.4	0.73
Total		94%	6%	4.2	0.51

Table 4 shows means, standard deviations and percentages of study sample responses according to Justice and Equality factors, where all the items have high degree and they range between (4.8) as for maximum which is for the item: Provide clear criteria for fairness upgrade teaching staff. While the minimum item is (3.4) which are for: Support workers to participate in decision-making In addition, The problem is concentrated in need of Jordan universities to a system characterized by transparency, integrity and fine control that enables the detection of cases of corruption of various kinds, especially (administrative and financial), and the establishment of the control of the appropriate mechanisms and treatment. This result is in consistent with the study conducted by Halawh and Taha (2013), and the study conducted by Garabh (2010).

#### 4.1 Conclusion

To conclude, to governance Jordanian universities' educational system there are different factors should be taken into account which are: transparency, accountability, control, justice and equality factors.

#### 4.2 Future Directions and Recommendations

- The necessity of development towards global educational updates, in addition to considering them as a basic foundation in the higher educational development as well as creating new programmed to keep up with the international development in education system which are based on educational economy and knowledge society.
- Working towards forming a future educational strategy that leads to awareness and guidance for further development in education and teaching during this century.
- Reform and change laws and regulations that is clear, strict and enforceable, particularly with regard to transparency, accountability.
- Review obstacles that hinder applying the concept of university governance such as the general political climate, the university legislation, the university administration process, the lack of teaching about university life faculty members.
- Conducting researches on the relationship between education democratic and university governance.
- Conducting further studies concerning governance at other education sectors such as schools.

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