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THE LINK BETWEEN PRINCIPLES OF CORPORATE GOVERNANCE AND IMPROVING THE PERFORMANCE AND ENSURING THE QUALITY OF EDUCATION OUTCOMES: EVIDENCE FROM SENIOR COUNCIL GOVERNANCE AT AL AL-BAYT UNIVERSITY

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ABSTRACT

The study aims to describe the effects applying the principles of corporate governance at the University of Al al-Bayt in improving the performance and ensure the quality of educational outputs through a commitment to transparency and openness, participation and dialogue, accountability and commitment to justice and equity. The study population consists of top boards of governance in al-Bayt University in 2014. The study employs questionnaire of (50) and distributes to top members of the governing boards of Al al-Bayt University in Jordan for the year 2014, to answer them, are recovered (40) in favor of a questionnaire. The study finds that there is a positive influence of applying the principles of corporate governance to improve the performance and ensure the quality of education outputs. The study recommends that senior councils Governance at the University should develop an educational system depends on the excellence of its human resources, global standards and values of social, highly competitive and spirit through applying the principles of Corporate Governance (CG universities).

KEYWORDS

Corporate Governance University, Transparency, Openness, Accountability Commitment, Justice, Equity.

1. INTRODUCTION

According to Al-Khatib and Garit (2010) the corporate governance is considered as modern concepts which received considerable attention in recent years, it is used to achieve quality and excellence in business performance. It is also the source or reference on which to base the rule of the organization. Ezzat (2010) defines the term of "Corporate governance", it is the practice of good governance authority's style". This term is used significantly after adding the word of companies to which corporate governance is a "Corporate governance" or "The governance of Companies" is existed, while the Organization for Economic Cooperation and Development "OECD" defines it as "a set of relationships among those in charge of the company's management, The board of directors, and shareholders and other shareholders "(Jan: 2008). Then the focus became on the term interest universities "Universities governance" Governance as shown in (Alamgir: 2007: 20).

Alamgi: (2007: 7) defines governance as "the system by which organizations manage and control their business," Freeland (2007: 8) adds on this definition the following "a set of relationships among those in charge of managing the organization and the Board of Directors and the campaign Equity and other shareholders."

(Khurshid and Joseph (2009) point that gubernatorial universities is "a set of laws, regulations and instructions, which aims to achieve a comprehensive quality and excellence in performance by choosing the appropriate and effective strategies to achieve the goals of the university and strategic objectives", which is so mean systems that relations between the principal parties that affect control in performance, as the elements of strengthening the university in the long term and determine responsibilities.

Researchers finds through a review of the most important previous definitions that the idea of university corporate governance focuses on the relationship university administration Parties including: students and faculty members in which workers, the ultimate goal of the existence of universities is to focus on outcomes that are providing educational services to students to prepare them for the good preparation for the promotion wheel development, and the development of communities and their access to runways advancement and progress. Therefore, the study intends to know the effect of the application of the principles of corporate governance on improving education performance and ensuring quality of education outcomes.

Universities contribute to most of the world to increase the wheel of development of different aspects such as: economic, social, administrative, political, health and others. The universities play important and vital role of the community as a whole part, also have a reciprocal relationship with this community. Therefore, the concept of governance of universities which expresses how they are managed University, and monitors from all relevant parties university is considered as a tool that ensures the efficient management of the university to benefit from the capabilities and resources to ensure the quality of their output.

The issue of governance universities stems from the use of several concepts including: integrity, transparency, participation and clarity, and compliance with laws, regulations and instructions, and accountability, justice and fairness, so as to ensure the development and progress of societies (Khurshid and Joseph, 2009). Thus, the newness of this concept and the importance of its application in Jordanian public universities, the researchers seek to answer the following questions:

1. Does the application of the principles of university governance (transparency and clarity) improve the performance and ensure the quality of educational outcomes?
2. Does the application of the principles of university governance (participation and dialogue) improve the performance and ensure the quality of educational outcomes?
3. Does the application of the principles of university governance (Accountability and commitment) improve the performance and ensure the quality of educational outcomes?
4. Does the application of the principles of university governance (Justice and fairness) improve the performance and ensure the quality of educational outcomes?

Corporate governance is not just one formation though, but instead it consists of the different duties, obligations, and rights that manage and direct a corporation. It is important to recognize and pursue its most important principles. These principles assist establish the roles and responsibilities of the key members of the corporation. Therefore, the study of corporate governance is important as it attempts to:

1. Encouraging Al-alBayt University leaders to apply University Governance (UG).
2. Demonstrating the impact of the application of governance in improving higher education outcomes.

3. Indicating the role of senior member of the boards of governance in the achievement of UG requirements.

4. Improving the quality of University education outputs.

Wang (2010) indicates that university governance is one of the modern concepts that have received large concerns in recent years over the use in achieving the overall quality and performance excellence in the university, where the reference is that it is based on the rule of the university. Therefore, the objectives of the study are as follows:

1. Recognizing the reality of the application of corporate governance at the Al-alBays University.
2. Demonstrating the impact of the application of corporate governance at the University on improving the performance of its employees.
3. Demonstrating the impact of the application of corporate governance at the Al-alBays University on improving the quality of learning outcomes by adhering to the principles of transparency, participation and dialogue, accountability, and commitment to justice and fairness.

2. THE THEORETICAL LITERATURE AND PREVIOUS STUDIES

Many researchers, analysts and experts study the importance and the impact of the concept of corporate governance on many economic, legal, social and cultural aspects aimed at the benefit of individuals, organizations and societies as a whole by providing a number of guidelines to strengthen the management of nonprofit and profit organizations especially universities, as the outputs lead to increase performance and productivity educational institutions.

2.1 THE PRINCIPLES OF UNIVERSITY GOVERNANCE

The university governance is generally based on several principles including:

- Transparency and clarity, which means the systems and mechanisms, policies and legislation and its application design. They consider as one of the important global standards in the classification of countries and universities (Beziweh and Salmi: 2011). Al-Tai and Hamad (2010) define transparency and clarity as a mechanism to measure the degree of implementation of governance in society, which allow individuals access to knowledge and information related to Governance to enable them to take decisions of mutual influence.

Therefore, transparency means clarity of what is happening and is going on within the university, with easy flow of accurate and objective information and their ease of use and actually applied by employees at the university. This definition means that university students can easily disclosure to the university leaders their problems and their needs, which generates productive dialogue between the leaders of the university and students.

Nasser al-Din (2012) highlights that the open meetings pose a challenge to the thinking of students and motivate them to participate and contribute to the coverage of the values of dialogue and constructive interaction between the leaders of the university and students.

- Participation and dialogue: Lee & Land (2010) confirm that it should allow councils governance academic and administrative bodies, students, and the community to participation in policy-making, and the development of business rules in various areas of university life and provide opportunities for university students to have a role in the decision-making process (see: Khurshid and Joseph, 2009),

Thus, good governance should have all the contents of participation in support of the leadership of the university and the boards of governance as a model in the application of university policies.

- Commitment and accountability means that controlling work and applying regulations and instructions carefully to all workers at the university and the students (Corcoran: 2004). Nasser al-Din (2012) highlights that accountability is the other face of the leadership. According to Al Abbas a commitment is required of other accounting or answers the responsibility assigned to them (2010).
- Fairness and justice: which is to achieve justice for all and raise them and meet their needs and to ensure the rule of law. It should be a fair legal frameworks implemented fairly and special laws on human rights (Graham & Plumptre: 2003).
- Commitment and accountability, mean that control work and the application of the regulations and instructions carefully to all workers at the university and the students, also confirms (Corcoran: 2004). Where he (Nasser al-Din: 2012) that accountability is the other face of the leadership, and leadership is without a dictatorship, a commitment is required of other accounting or answer the responsibility assigned to them and deems this (Abbas Al O.2010).
- Fairness and justice: which is to achieve justice for all and raise them and meet their needs, and to ensure the rule of law. It should be a fair legal frameworks implemented fairly and special laws on human rights (Graham & Plumptre: 2003).
- Halewi and Taha (2011) point out that the application of governance generates a good atmosphere for collective action, which seeks to achieve specific goals and is directed to the optimal use of the resources of the university and strengthen accountability, and good distribution of tasks and services, management, and application, dilute the differences in the university, and increases cases of integration and interaction between stakeholders, and by increasing the effectiveness of disclosure and accountability, oversight and stimulation.
- Wang (2010) highlight that the importance of governance as involving a comprehensive system if invested in universities according to the regulator scientific approach, it helps to adapt to internal and external environments variables, and reduce the different points of view, and greater integration with the local community and students to help achieve competitive advantage in the quality of the material and moral outcomes, and in the academic reputation of the local, regional and international, scientific, and the extent of their access to the global dependence (S, Keowan. A & Martin, 2011).
- Researcher believes that the principles of corporate governance are considered as a constitution depends upon by all parties, namely the existence of systems of relations between the principal parties that affect the performance control, as the elements of the strengthening of the institution include the long term and determine who was responsible and responsibility through the issue and a commitment to full transparency and clarity through engagement and dialogue atmosphere prevails Justice and fairness, and this is the essence of governance and the contents of their application.

2.2 THE CONCEPT OF QUALITY OF HIGHER EDUCATION

The quality of higher education is consider one of the tools to improve and develop the quality of education and the advancement of its level in the era of globalization, which can be described as quality era. It has become an urgent necessity dictated by the rapid changes taking place in the higher education sector in all parts of the world and the requirements of contemporary life, which is that our expression may represent the spirit of the educational institution.

Mater and Noor (2013) point out that the concept of quality in higher education is not much different than it is the case for other economic and service sectors, but after taking into account that the product is targeted to improve the quality and quality, a university graduate far more important for all products and other economic and service sectors because it is a product.

According to the standard (ISO: 2000: 2005) for the year 2005, the quality in general as a "special product attributes set (or activity or process or institution or person) that make it responsive declared and the expected or able to meet the needs", To the extent that the product can be responsive to the needs and expectations, half of it is good or bad or high-quality product, and expresses the needs stated in the purchase contract of sale or specific specifications of the product to be purchased or sold.

There are multiple definitions of the quality of higher education, according to the chairman of the Higher Education Accreditation in Jordan the process in which the recognition of the quality of the performance of educational institutions and the safety procedures and the completeness and quality of their output, are making the academic and educational community and public trusts (Altarawneh: 2010).

Through what is seen by the researcher of several definitions of the concept of quality of higher education can be argued as: Continuous improvement of operations of educational administration, and that reviewed and analyzed and the search for ways and means to raise the performance and productivity level of the institution, and reduce the time required to perform this operation, excluding useless and unnecessary tasks, thereby reducing the cost and raise the quality level.

Abdullah et al., (2008) suggest that it has to be a clear system to deal with specific standards in higher education is committed to its educational institution management as it requires the adoption of a designated to adjust the quality. This designated should be keen to provide for the participation of all the conditions to ensure continuous development in organization units in general and academic units in particular.

To set the quality, Hajj Hassan et al (2011) confirms the use a set of procedures that measure the extent of the product matching a graduate to set the standards set in advance according to the required specifications. It also requires the existence of a system of approved or agreed standards under which can be measured

by how well the organization's performance and outputs compared with their counterparts and can monitor the stages in which the process of achieving quality in higher education pass in three stages are as follows (Henze, Raphaela, 2010):

1. Self-evaluation stage
2. External evaluation stage, accreditation, include both public and private accreditation and certification.
3. Stage of achieving quality in different axes.

Perhaps one of the most important requirements for achieving quality within the previous stages is that a total quality management (TQM) to ensure the participation of every individual in the organization in the system of continuous quality improvement (Abdullah et al, 2008).

2.3 LITERATURE REVIEW

Mater and Noor (2013) study the role of governance in improving the quality of university education outputs in Jordan - Middle East University model, where aimed at recognizing the concept of governance and fundamental pillars of the applications in organizations and institutions in general, and in universities in particular, and that by highlighting the themes of governance which should university administration in achieving its vision and mission. The study reveals the following results: the first axis build and develop the image and reputation of premium University it was from the point of the study sample consider whether all of them as a single unit or individual, is a more important impact among other axes of governance. Also, it was the most important results that the promotion of the Jordanian public and private universities to develop systems where governance and concern for the activation of the application of those systems and educating all relevant university education concepts and principles underlying the governance categories.

Nasser al-Din (2012) studies the application of governance at the University of the Middle East from the perspective of the members of the two bodies teaching and administrative staff survey. The results indicate that the reality of the application of governance at the University of the Middle East, from the standpoint of the study sample as whole individuals was high in general. The study recommends the need to motivate employees of the members of the two bodies teaching and administrative staff at the university to maintain this high level of application of governance, to provide appropriate support for them.

Mungiu-pippidi and Dusu (2011) evaluate the governance of the Romanian state universities. The researchers assesse (43) State University on the original basis of the methodology in terms of administrative integrity or academic integrity, democratic governance, academic governance, and financing proper one academic year. The results of the evaluation reveal existence of systemic problems in the organization of university life, and perform the work in which, due to the failure to build accountability systems and accounting at the university level after decentralization of university education to compete in order to improve the public image of the university and thus to reform their practices.

Ghrabh's (2010) study aims to identify the extent of the application of the principle of disclosure and transparency in the company. The researcher concludes that 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. The study recommends increasing 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.

The Mok's (2010) study about the universities in Singapore, Malaysia and the extent of its application for the governorship has explained how the academic assessment of the application of governance and its impact on the changes that have taken place on university life. The results show that the senior management of these universities was given some freedom to manage their universities; most academics who were interviewed did not feel great differences in reforms after the application of governance in their universities. Most academics are still under pressure more than the university departments instead of a sense of "rebellion" or "power." In spite of this fact, however, the Government of Singapore and Malaysia have tried to embrace liberal ideas and practices to finance gubernatorial universities, academics, because they find that the state is still not capable to control the universities and higher education.

Haleiwa and Taha (2010) study aims to verify the use of university governance at the University of Jerusalem methods. The study finds that the Palestinian society is a tribal society since creation, small in size and is considered when compared to the countries of the world, and that (corporate governance) at the University of Jerusalem exist, but not at the required level, in accordance with the standards of governance (worldwide). They tend to deal in solving the problems to the values and attitudes, more than using application of governance requirements and standards in addition to that most of the decisions are improvisational, despite the existence of a book issued by the personnel specializing in systems and laws of the university (namely governance). The results show that the weakness of financial resources had a significant impact in the inability to apply the laws and regulations. based on the results, the study recommends that the need to raise the necessary application of the standards and requirements of governance systems level (good governance), such as sound and fair judgment in solving problems among students, and resolution of disputes students if they are with each other, or with the staff in general or employees with each other, or with senior management, without prejudice or discrimination. The study also recommends the need to find sources of support material.

Geoana and Mesco (2009) find that the universities apply governance involve in knowledge transfer activities, has led to significant changes in the governance of relations between universities and others, and became transfer knowledge strategic issue as a source of funding university research, and as a policy tool for economic development. Thus, universities vary greatly in the extent of its ability to advancement and success in marketing academic research.

The results show the roles that must be carried out by universities for the transfer of academic knowledge and commercialization of research results, and points out that the impact of the gubernatorial actor in the transfer of knowledge and openness to other universities process.

The study differs from the aforementioned studies. this study attempts to determine the impact of applying the elements of the principles of governance each separately (integrity, transparency, and participation, clarity and compliance with laws, regulations and instructions, and accountability, justice and fairness), to improve the performance and ensure the quality of university education outputs from the viewpoint of senior boards of governance (Board of Trustees and the Council of Deans and the Council of recruitment, promotion and the College Board). This means that the study sample is the leaders who control the helm of the university administration, that is, they represent the top of the pyramid administrative. They are taking crucial decisions for the University. this have not considered by the following researchers Haleiwa and Taha (2010), Nasser al-Din in (2012) and Mater and Noor (2013), where they focused on the importance of the application either the rest of the previous studies either studied university governance in general and through interviews with administrators and faculty members as a study Geoana and Mescuaam (2009), Mok (2010) and Moonjua Bbdi and Dsusaam (2011). They studied corporate governance as a sector and industrial sector is not a university as a study Ghrabh 2010. Therefore, the study tends to find the effect of the application of the principles of university governance to improve performance and ensure the quality of education outcomes. Therefore, the study is based on the following hypothesis:

1. There is no statistically significant relationship between the application of the principles of university governance including respect (transparency) to improve the performance and ensure the quality of education outcomes?
2. There is no statistically significant relationship between the application of the principles of university governance including respect (participation and dialogue) to improve the performance and ensure the quality of education outcomes?
3. There is no statistically significant relationship between the application of the principles of university governance including respect (accountability and commitment) to improve the performance and ensure the quality of education outcomes?
4. There is no statistically significant relationship between the application of the principles of university governance regarding the (justice and equity) to improve the performance and ensure the quality of education outcomes?

3. THE STUDY METHODOLOGY

The study is divided into two sections. Theoretical study: descriptive study of secondary data collected from secondary sources on the subject of the study. Field study is based on data collection (primary) needed through questionnaires are distributed (50) questionnaire to senior members of the boards of governance at Al-alBayt University, 2014. It is recovery (40) in favor of a questionnaire for the purposes of analysis and study. The first section included demographic information to members of the study population, while the other section included questions of the study on the elements of the principles of corporate governance. The study population is consisted of senior councils Governance at the Al-alBayt University in the following table:

TABLE 1: THE DISTRIBUTION OF THE STUDY SAMPLE BY COUNCILS AT AL-ALBAYT UNIVERSITY

Council Name	Number	Percentage
Board of Trustees	13	26%
Al-alBays University Deans	37	74%
Total	50	100%

Source: prepared by the researchers, 2014.

It should be noted that the total number in the previous table (1) of the members of the Board of Trustees, the Council of Deans and the University Council is 67 members, but some members are involved in more than one Council were excluded to avoid duplication.

It has been verified sincerity study tool viewing on a total of arbitrators from specialists in the accounting of some Jordanian universities and those interested in the topic of corporate governance as well as gender specialists Quality Assurance at Al-alBays University, and make the appropriate adjustments to certain paragraphs of the questionnaire, as well as the use of framework theoretical previous studies to some researchers as (Nasser al-Din) and (Haleiwa and Taha), taking into account some necessary adjustments to suit the nature of the study.

3.1 PROCEDURAL TERMINOLOGY FOR STUDY

University Governance: a set of rules and integrated relations under which the university administration and oversight in accordance with the particular structure that includes the distribution of rights and duties among the university administration, teachers, students and workers that ensure the quality of university education outputs.

Improving Performance: the employee is on achieving the goals of the functionality that operated in the organization's capacity, which are the final output of the efforts and the behavior of that employee.

Quality Education Outputs: a set of criteria and characteristics that should be available in all the elements of the educational process, both with regard to inputs, processes or outputs that meet the needs of the community and its requirements and desires of the learners and their needs.

Senior Members of the Boards of Governance: The Board of Trustees of the University, the Council of Deans and the University Council, and the Council of recruitment, promotion and the College Board at the university.

Cronbach's alpha equation has been used to check the stability and to measure the internal consistency of the paragraphs and linked subjects where the reliability coefficients, as in the following table:

TABLE 2: INTERNAL CONSISTENCY COEFFICIENT FOR AXES PARAGRAPHS QUESTIONNAIRE

Axis	Number of Paragraphs	Reliability Coefficient (Cronbach's Alpha)
Transparency and Clarity	9	79%
Participation and Dialogue	6	91%
Accountability and Commitment	8	91%
Justice and Fairness	7	86%

Table (2) shows that the reliability coefficients (Cronbach's alpha), which range between 79% and 91%. This ratio (60%) demonstrates a link between paragraphs and main subjects. This enhances the credibility of study questions. It is handed the answers to the questionnaire paragraphs of five degrees according to the Likert scale Pentagram as follows:

TABLE 3: NUMBER OF ANSWERS ACCORDING TO THE LIKERT SCALE QUINTET

Agree Very Strongly	Agree Strongly	Agree Mostly	Agree Slightly	Agree Very Slightly
5	4	3	2	1

The following table shows description of the study sample:

TABLE 4: DESCRIPTION OF DEMOGRAPHIC VARIABLES SAMPLE

Demographic variables	Frequency	Percentage
Age:		
Less than 40 years	12	%30
From 41-50 years	15	%37.50
From 51 years and above	23	%57.50
Academic Rank:		
Assistant Professor	7	%17.50
Associate Professor	12	%30
Professor	18	%45
Other	3	0.075 %
Number of Years of Service		
6 Years or Less	9	%22.50
From 7 to 11 Years	11	%27.50
12 Years and Over	20	%50
Total	40	%100

table (4) shows that a rate (45%) of the study sample who hold senior academic ranks (professorship) and who have a long experience of more than a year and age exceed fifty years. This shows a high level of understanding and awareness of the questions questionnaire. This is also enhances confidence in the ability to answer the study variables.

4. RESULTS AND DISCUSSION

For the purposes of data analysis and test hypotheses of the study, the researchers extract the arithmetic means and standard deviations for respondents' answers to the questionnaire, and for each paragraph of the questionnaire.

It has also been tested (t) and compared it to the degree of calculated with the default arithmetic middle-to-use of acceptable degree of (3) when the level of statistical significance ($\alpha > 0.05$), where the use of this medium as the minimum level of approval; in accordance with the measure that has used by the study to judge averages. The following is an explanation of the results of each test the hypothesis of the study hypotheses:

The First Hypothesis: the application of the principles of corporate governance in terms of transparency and clarity in improving the performance and ensure the quality of education does not affect the output. The following table shows the arithmetic means and standard deviations of the paragraphs of the first hypothesis.

TABLE 5: THE ARITHMETIC MEANS AND STANDARD DEVIATIONS OF THE PARAGRAPHS OF THE FIRST HYPOTHESIS

No.	Paragraphs	Mean	S.D
1	The involvement of the university teaching staff and management in the development of regulations and instructions university to improve performance and ensure education outputs	3.70	0.82
2	The university operates transparently to attract (teaching staff, the owners of the administrative competencies to improve performance and ensure education outputs	3.70	0.86
3	Decisions issued by boards of governance (of trustees, deans, faculties, departments) are clear for all to improve performance and ensure education outputs	3.55	0.55
4	The university describes systems and instructions tasks and duties of each employee in the university to improve performance and ensure education outputs	3.27	0.91
5	The university allows by making an opinion on any subject with transparency and without arbitrariness to improve performance and ensure education outputs	3.55	0.85
6	The university employs regulations and instructions in order to achieve better performance and ensure education outputs	3.45	0.93
7	The university operates with full transparency to employ its budget in order to achieve better performance and ensure education outputs	3.61	1.2
8	The university negligence on the application of the laws without yielding to outside pressure to improve performance and ensure education outputs	3.41	0.76
9	The university applies laws on defaulters without yielding to outside pressure to improve performance and ensure the education output	3.00	0.84

Table (5) shows that the paragraph number (1,2) relating to the fact that the involvement of the university teaching staff and management in the development of regulations and instructions, as well as attract university teaching staff, and administrative competencies of the owners of reaching the arithmetic mean of these two paragraphs in a row (3.70 and 0.55). This shows the high level of interest of governance councils in supplying university qualifications and a high level of transparency and clarity to improving its performance and increase education output to ultimately reflected on the learning outcomes and keep pace with the developments of the labor market. The standard deviation indicates the presence of harmony and agreement between the views of individuals on these two paragraphs.

While the arithmetic mean of the last received paragraphs (8 and 9) on the lower center of my account from between the paragraphs. This area relates to the establishment of the university application of laws on defaulters without yielding to external pressures. The low agreement on this paragraph is due to the lack of seriousness of the existence of the negligent accounting commissions often formulating within the university. Therefore, Overlooked somewhat from their colleagues as well as nepotism and tribalism plays an important role in condoning the rhythm of appropriate penalties and eased to the lowest degree.

The low mean of the paragraph to provide a system to receive complaints and deal with them to solve it may be due to her that complaints at the University follow the sequence of administrative supreme to High without referring directly to the senior boards of governance at the university. Thus, problems often resolved within the sequence of administrative for fear of consultation university leaders and of the President of the university and the blame for the head of the administrative hierarchy her. The following table shows the result of the (t) test for the first hypothesis:

TABLE 6: THE RESULT OF THE (T) TEST FOR THE FIRST HYPOTHESIS

The First Hypothesis	Mean	S.D	Calculated (t)	Tabulated (t)	Sing
The application of the principles of corporate governance in terms of transparency and clarity in improving the performance and ensure the quality of education output.	3.37	0.86	3.314	2.054	0.003

Table (6) shows the tabulated value of (t) test and the calculated value of (t). The results indicate that the calculated value of (t) (3.314) is greater than the tabulated value of (t) (2.054). Thus, the null hypothesis is rejected and the alternative hypothesis is accepted. This means that there is the impact of a statistically significant for the application of the principles of corporate governance in terms of transparency and clarity in improving the performance and ensure the quality of educational outcomes at the Al-alBayt University of Jordan.

The Second Hypothesis: the application of the principles of governance in terms of commitment and accountability does not improve the performance and ensure the quality of education outcomes. The following table shows the arithmetic means and standard deviations of the paragraphs of the second hypothesis.

TABLE 7: THE ARITHMETIC MEANS AND STANDARD DEVIATIONS OF THE PARAGRAPHS OF THE SECOND HYPOTHESIS

No.	Paragraphs	Mean	S.D
1	The university informs its' staff (academic and administrative) about instructions and laws that affect them and deterrent penalties for not abiding by the instructions and laws that affect them to improve performance and ensure the education output	3.77	0.76
2	The university is committed to giving full rights of the employee and demanding full and duties towards it to improve performance and ensure the education output	3.40	0.88
3	The university applies system of accountability to individual and collective level to improve performance and ensure the education output	3.30	0.70
4	The university is committed to the full application of the regulations and instructions to improve performance and ensure the education output	3.52	0.86
5	The clarity of administrative powers and responsibilities enhance commitment and accountability to improve performance and ensure the education output	3.10	0.90
6	The university is committed to Proverb law above all to improve performance and ensure the education output	3.02	0.69

The paragraph (1) has the highest arithmetic mean (3.77) between the paragraphs relating to the university inform staff instructions and laws that affect them and deterrent penalties reaching the arithmetic mean of this paragraph. This shows the high level of senior management attention by the University to know each employee his duties. Also, the university publishes on its website a booklet prepares for this purpose and reports by the official letter and all this is in improving the performance of the administrative and teaching staff to ensure the education output. The standard deviation (0.76) indicates the existence of harmony and agreement between the views of individuals on this paragraph.

This is followed by paragraph number (2) related to giving full rights of the employee and demanding full duties at (3.40). This is due to the institutional approach of university and concentrating on its final output to ensure the quality of education outcomes.

The paragraph number (6) has the lowest arithmetic means between the paragraphs, which represents the university is committed to Proverb law above all to improve performance and ensure the education output. This is due to the presence of the university in a remote area and the predominantly tribal and pressures of the powerful, as well as the existence of Arab Spring. The following table shows the test result (t) the second hypothesis:

TABLE 8: THE RESULT OF THE (t) TEST FOR THE SECOND HYPOTHESIS

The Second Hypothesis	Mean	S.D	Calculated (t)	Tabulated (t)	Sing
The application of the principles of governance does not affect in terms of commitment and accountability to improving the performance and ensure the quality of education outcomes	3.351	0.796	2.054	3.309	0.002

Table (8) shows that the tabulated and calculated values of (t) test value. The results indicate that the calculated value of (3.309) is greater than the tabulated value of (t) (2.054). Thus, the null hypothesis is rejected and the alternative hypothesis is accepted, which means that there is significant effect of the application of the principles of governance in terms of participation and dialogue to improve the performance and ensure the quality of education outcomes.

The Third Hypothesis: the application of the principles of corporate governance in terms of participation and dialogue does not have effect on improving performance and ensuring the quality of education outcomes, the following table shows the arithmetic means and standard deviations of the paragraphs of the third hypothesis

TABLE 9: THE ARITHMETIC MEANS AND STANDARD DEVIATIONS OF THE PARAGRAPHS OF THE THIRD HYPOTHESIS

No.	Paragraphs	Mean	S.D
1	The university encourages the participation of faculty members in the development of curricula plans to improve performance and ensure the education output	3.80	0.86
2	The university Participates other universities successful experiences to improve performance and ensure the education output	3.71	0.55
3	Representatives from the university and baptisms, and administration staff involved in the development of rules for the disbursement of the budget to improve the performance and ensure the education output	3.37	0.76
4	The University provides a democratic climate in the deal between the presidency of the university on the one hand, academics and administrators on the other hand to improve performance and ensure the education output	3.52	0.81
5	Vice-Presidents and Deans express their opinion in their councils held about faculties without the control of the university president or members of the Board of Trustees to improve performance and ensure the education output	3.12	0.74
6	The university Involve representatives from the local community in the development plans to improve performance and ensure that the outputs of education plans	3.10	0.97
7	Governance councils work at the university as a single unit without control from one to improve performance and ensure the education output	3.10	0.90
8	The university follows the style of the debate and the extensive dialogue when making administrative and financial decisions to improve performance and ensure the education output	3.05	0.70

The paragraph (1) has the highest arithmetic mean (3.80) between the paragraphs relating to the participation of faculty members in the development of curricula plans. This shows high level of interest in the quality of the university administration of the educational process outputs as the fact that the study plans is the Constitution, which was the academics a primary inputs to the quality of education. The standard deviation (0.86) indicates that the existence of harmony and agreement between the views of individuals on this paragraph. It comes in second the paragraph that represents the university advantage of the successful universities experiments as circle of public relations at the university follows the president visits and senior boards of governance of the University for some Universities and there is a liaison office of the university campus Jordanian. This makes the university in direct and indirect contact with other universities to benefit from their experiences.

The paragraph number (8) "University follows the style of the debate and the extensive dialogue when making administrative and financial decisions" has the lower arithmetic means (3.05). this is due to the low agreement on this paragraph to the conviction in power and President of the University of the principle of participation of decision-making related to the university and openness to all views are known in such countries that most of the heads of power chairpersons make decisions alone without the other, and this human instinct inherited. The following table shows the test result (t) for the third hypothesis.

TABLE 10: THE RESULT OF THE (t) TEST FOR THE THIRD HYPOTHESIS

The Third Hypothesis	Mean	S.D	Calculated (t)	Tabulated (t)	Sing
The application of the principles of corporate governance does not affect commitment and accountability to improve performance and ensure the quality of education outcomes	3.34	0.786	2.054	2.92	0.000

Table (10) shows that the tabulated and calculated values of (t) test. The results indicate that the calculated value of (2.92) is greater than the tabulated value of (t) (2.054). Thus, the null hypothesis is rejected and the alternative hypothesis is accepted, which means that there is significant effect of applying the principles of corporate governance in terms of commitment and accountability to improve performance and ensure the quality of education outcomes.

Fourth hypothesis: does not affect the application of the principles of corporate governance in terms of fairness and equity to improve performance and ensure the quality of education outcomes, the following table shows the averages and standard deviations for the hypothesis fourth paragraphs.

TABLE 11: THE ARITHMETIC MEANS AND STANDARD DEVIATIONS OF THE PARAGRAPHS OF THE FOURTH HYPOTHESIS

No.	Paragraphs	Mean	S.D
1	Sponsored by the University of distinguished academics, administrators and students to improve the performance and ensure the education output	3.71	0.86
2	University does not arbitrarily separated in any employee because they apply the regulations and instructions fairly	3.37	0.55
3	Justice and objectivity University take into account in applying the regulations and instructions to all its employees to improve performance and ensure the education output	3.18	0.76
4	boards exercise governance at the University of special powers fairly to improve performance and ensure the education output	3.10	0.81
5	The application of laws and regulations at the university to preserve the rights of everyone without distinction leads to improve performance and ensure the education output	3.08	0.74
6	University allows the employee grievance to the competent authority and re rights without discrimination to improve performance and ensure the education output	3.05	0.97
7	University chooses the right staff to be in the right position to improve the administrative performance and ensure the education output	2.85	0.90

The paragraph number (1) has an arithmetic mean (3.71), this paragraph is related to the observance of the University of distinguished academics and administrative and students. This shows the high level of university administration attention to reward excellence and stimulate the non-privileged and take these bonuses several forms such as publishing name on university site, providing cash prizes at the graduation ceremony, promoting to the top job title. While outstanding university students, university encourages them through providing free scholarships for two semesters or through the completion of a master's in the same university. The standard deviation (0.86) indicates the existence of harmony and agreement between the views of individuals on this paragraph.

The last paragraph number (7) has the lower arithmetic means; it represents the University chooses the right staff to be in the right position to improve the administrative performance and ensure the education output. The lower agreement on this paragraph is due to several reasons, including external pressures and appeases the views of certain and sometimes does not have an alternative to those the employee to be promoted to a higher rank. The following table shows the result (t) test for the fourth hypothesis.

TABLE 12: THE RESULT OF THE (t) TEST FOR THE FOURTH HYPOTHESIS

The Fourth Hypothesis	Mean	S.D	Calculated (t)	Tabulated (t)	Sig
The application of the principles of corporate governance in terms of fairness and equity to improve performance and ensure the quality of education does not affect output	3.19	0.80	2.054	2.78	0.00

Table (12) shows that the tabulated and calculated values of (t) test. The results indicate that the calculated value of (2.78) is greater than the tabulated value of (t) (2.054). Thus, the null hypothesis is rejected and the alternative hypothesis is accepted, which means that there is significant effect of applying the principles of corporate governance in terms of fairness and equity to improve performance and ensure the quality of education outcomes.

5. CONCLUSION

This paper investigates the link of applying the principles of corporate governance at the University of Al al-Bayt in improving the performance and ensuring the quality of educational outputs through a commitment to transparency and openness, participation and dialogue, accountability and commitment to justice and equity. The empirical results indicate that there is a significant positive impact of applying corporate governance on improving the performance and ensuring the quality of educational outputs.

The following recommendations are drawn from the findings of the study: the senior boards of governance at the university should allow academics, administrators and members of the student council to participate in making decisions and discussing any issues concerning university. They should also apply the laws and regulations on the all staff of the university without bow to pressures, nepotism and tribalism. The university should review the concepts of governance and the extent of their application systems, and adjust items annually that do not serve the educational outcomes, and develop systems in line with the requirements of development and the university students, academics and staff clearly.

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