

Assessment of the Adoption Level of Quality Management Within Jordan Media Institutions: A Communicator's Perspective

Basim Tweis^{[a],*}; Naseem Twaiss^[b]; Aiman Al-Garrallah^[c]

^[a]Dr., Associate Professor, Dean of Jordan Media Institute—Amman, Jordan.

^[b]Dr., Associate Professor, Business Administration Department, Al-Hussein Bin Talal University, Ma'an, Jordan.

^[c]Dr., Associate Professor, English Language Department, Al-Hussein Bin Talal University, Ma'an, Jordan.

*Corresponding author.

Supported by Scientific Research Support Fund, Ministry of Higher Education and Scientific Research- Jordan.

Received 5 January 2016; accepted 14 March 2016

Published online 26 April 2016

Abstract

This study aimed at identifying Jordanian media communicator's assessment of the adoption level of the principles of media quality management within three kinds of institutions (press and news agencies, radio, television and on line journalism). Having reviewed quality management literature and literature on the principles of media professional performance, the researchers developed eight essential dimensions. Quality tested dimensions, from a journalist's perspective, encompass continuous improvement, organizational structure and relations, management's commitment to the principles of quality, institutional encouragement, participation, independence, editorial policies, and benchmarking.

The results showed that quality management was, to a lesser extent, adopted by media outlet in Jordan. The results also revealed that continuous improvement was the most adopted dimension, whereas the least adopted was independence. The overall mean of the adoption level of all dimensions was 3.42. These results did not, nevertheless, indicate any sign of strong and effective adoption. The results also revealed that the difference in the adoption level was attributed to media type and ownership, but not to media outlets or journalists' expertise.

Key words: Media quality; Jordan media; Media performance; Communicator

Tweis, B., Twaiss, N., & Al-Garrallah, A. (2016). Assessment of the Adoption Level of Quality Management Within Jordan Media Institutions: A Communicator's Perspective. *Cross-Cultural Communication*, 12(4), 18-27. Available from: <http://www.cscanada.net/index.php/ccc/article/view/8374>
DOI: <http://dx.doi.org/10.3968/8374>

INTRODUCTION

Media communicators can assess media outlets' adoption of quality management and their commitment to professional and ethical standards. This study aimed at identifying Jordanian media communicator's assessment of the adoption level of the principles of media quality management within three types of institutions (namely journalism, news agencies, radio, television and e-journalism). Sustainable improvement, organization, top management's commitment to quality, institutional motivation, participation, independence, editorial policies, benchmarking; these are the developed dimensions, built on literature on quality management and the principles of professional performance of the media. This study, thus, investigated the extent to which media institutions adopted quality management and identified the features of management's policies and practices. Doing so, this study aimed at contributing to understanding media communicators' awareness of media quality during democratization.

Statement of the Problem: The purpose of this study is to find out the adoption level of quality standards from a media communicator's perspective within three types of media institutions in Jordan. These institutions include journalism and news agencies; radio and television corporations; and e-journalism. By definition, media institutions' adoption of quality standards refers to the

presence of procedural, legal and institutional frameworks and practices within media institutions.

Questions of the Study: This study attempted at answering the following questions:

- (a) What is the adoption level of sustainable improvement with respect to media service from a media communicator's perspective within Jordan media institutions?
- (b) Do organizational and regulatory structures within Jordan media institutions reflect quality standards?
- (c) What is the adoption level of policies that promote quality work within Jordan media institutions?
- (d) What is the level of media top management's commitment to the application of total quality management?
- (e) What is the adoption level of policies that enhance participation and communication with audience within Jordan media institutions?
- (f) What is the adoption level of editorial policies consistent with the standards of professionalism and quality within Jordan media institutions?
- (g) What is the adoption level of policies that enhance media independence within Jordan media institutions?
- (h) Do media institutions attempt benchmarking?

Hypotheses of the Study: This study attempted at testing the following null hypotheses:

- There is no statistically significant relationship between the adoption level of management quality and the type of media outlets within Jordan media institutions.
- There is no statistically significant relationship between the adoption level of management quality and the media outlet ownership within Jordan media institutions.
- There is no statistically significant relationship between the adoption level of management quality and the size of media outlets within Jordan media institutions.
- There is no statistically significant relationship between the adoption level of management quality and journalists' expertise within Jordan media institutions.

1. THEORETICAL FRAMEWORK AND LITERATURE REVIEW

1.1 Theoretical Framework

This study drew on the following theoretical framework:

1.1.1 Media Performance

Media performance can be traced in studies that explore social, personal, situational and institutional pressures that affect the performance of media communicators through

monitoring the relation between media communicators and the environment in which they work, and through uncovering the difficulties and risks, which they encounter in practice, motivation of achievement and the quality of media product. Among those pioneer studies are White's "The Gatekeeper; Case study in the Selection of News" (1950) and Breed's "Social Control in The News Room" (1955). White examined the professional pressures which the gatekeeper encountered, and Breed similarly explored the pressures, journalists faced in News Department, along with their impacts on media performance.

McQuail (1992) contributed to the evaluation and assessment of media performance. He analyzed the varying means of the assessment of media performance, and identified the relevant criteria for assessing media performance, which can be intersected with cultural, political and economic contexts. More attention was paid simultaneously to the general performance of media outlets and to overestimating media as public service. In this sense, media is connected with the public interest, based on the standards of liberal democracy model and its modifications within the social responsibility of media according to McQuail (1992). This bridged the lacuna in understanding and applying the tools of evaluating the general performance of media outlets. It also developed a comprehensive view towards the public interest internationally. McQuail (1994) proposed a model, clarifying the forces that influence media performance, particularly, the organizational activity of media outlets, and media communicators. Those forces include the professional, social, political and economical pressures such as types of ownership, the impact of advertisements, competition, and distribution channels.

In summary, related literature frames the assessment of media performance in three essential overlapping issues according to McQuail (1992) and Schulz (2000). First, the environment of media system includes legislations, regulatory frameworks, and the general political environment. Second, professional rules and principles encompass the interior environment of media outlet and the level of professional maturity. Third, ethical codes include principles and standards which journalists embrace while dealing with public issues.

1.1.2 The UNESCO Perspective on Development of Evaluating Media Performance (International Programme for the Development of Communication IPDC)

The framework for assessment of media outlets, issued by the UNESCO, was endorsed by Intergovernmental Council of the International Program for the Development of communication at its 26th session. That framework was abstracted from studies conducted by a variety of experts from all over the world—some of which are UNESCO's New Communication Strategy 1989, Global Forum for Media Development 2006, the Media Development

Indicators 2004, the Declaration of Sana'a, and the Declaration of Sofia.

The UNESCO Constitution “commits the Organization to promote the free flow of ideas by word and image.” The UNESCO New Communication Strategy (1989) sets out the objectives of the Organization in the area of Communication and Information.

To encourage the free flow of information, at international as well as national levels, to promote the wider and better balanced dissemination of information, without any obstacle to freedom of expression, and to strengthen communication capacities in the developing countries in order to increase their participation in the communication process.

The aim of the International Program for the Development of Communication is “to contribute to sustainable development, democracy, and good governance by fostering universal access to and distribution of information and knowledge.” This program modified indicators for assessing media performance in order to enhance freedom of expression, the pluralism and the diversity of media, to develop community media, and to build professional capacity of media workers (both journalists and media managers) and institutions (IPDC, 2008, pp.85-87).

These indicators include five essential categories for assessing media performance (IPDC, 2008):

Category 1: A system of regulation conducive to freedom of expression, pluralism and diversity of the media. This comprises four major indicators: legal and policy framework, regulatory system for broadcasting, defamation laws and other legal restrictions on journalists, and censorship.

Category 2: Plurality and diversity of media: a level economic playing field and transparency of ownership. This category includes five major indicators: Media concentration, a diverse mix of public, private and community media, licensing and Spectrum allocation, Taxation and business regulation and advertising.

Category 3: Media as a platform for democratic discourse, it includes six major indicators: Media reflects diversity of society, public service broadcasting model, media self-regulation, requirements for fairness and impartiality, levels of public trust and confidence in the media, and safety of journalists.

Category 4: Professional capacity building and supporting institutions that underpin freedom of expression, plurality and diversity. It encompasses four major indicators: availability of professional media training, availability of academic courses in media practice, presence of trade unions and professional organizations, and presence of civil society organizations.

Category 5: Infrastructural capacity is sufficient to support independent and pluralistic media. It includes two major indicators: availability and use of technical resources for the media, and press, broadcasting and ICT penetration.

1.1.3 Service Quality

As a public service, the concept of media has developed in modern media studies. Media products are services or heterogeneous, intangible, and quickly accessible and easily corrupted goods (McQuail, 1992). This has been consistent with the concept of service quality in business institutions since the 1980s.

Dimensions of service and measurement tools have been controversial among researchers. According to them, the process of service quality assessment is more difficult than the process of goods' quality assessment; the awareness of service quality is fulfilled through comparative processes between expectations and real performance (Parsasuraman & Beery, 1985).

Measurement of service quality is carried out on two levels: internal which expresses the opinions of the internal audience of the institution and how far it is committed to internal standards of quality, and external which measures the perspectives of the external audience, the recipient of the service. The internal level which examines the internal quality focuses on three dimensions of corporate quality, interactive quality, and physical quality. Researchers advocated two major service quality measurement scales, based on evaluating indicators and concepts that can be modified in accordance with the type of service (Jain & Gupta, 2004).

Parasuraman, Zeithaml and Beery (1985, 1988) proposed SERVQUAL scale based on the gap between the consumer's expectations and perceptions. This gap model identifies essential indicators for analyzing and evaluating quality—some of which are reliable, competence, the ability to access, credibility, communication and participation. Taylor and Cronin (1992) put forward SERVPERF scale concerned with performance only.

1.2 Literature Review

Coromina and Saris (2009) proposed a quality measurement in media outlets within the measurements of European social survey. The measurement was classified into three essential groups: the size of media outlets, the aim of using media outlets, (i.e. the reason that a person uses media outlets), and media information resources. Building on Christopher Anderson's model (2008), Nolan (2009) examined the form and operation of journalism from a cultural perspective. He argued that journalism professionalism is skeptical without understanding cultural technology. In other words, he shed light on culture, which means the way journalists think and work. In this way, it is a set of thoughts, values and codes that determine their role in the society along with their relation with the authority. Further, Breed (1995) conducted a study about professional pressures journalists face. He interviewed 120 journalistic reporters in newspapers which experienced professional pressures and attempts of control. The study revealed that among the most important

pressures are using public authority, deleting some issues, and threatening journalists' promotion.

Gaziano and Coulson (1987) furthermore examined whether there was a relationship between type of newsroom management style—"authoritarian" or "democratic"—and journalists' perceptions of management style and leadership, editors' roles, career goals and job satisfaction, readers' news source contact, and community closeness. The study also examined whether management style is perceived differently by journalists with different personal and attitudinal characteristics. Furthermore, Zaller (2003, p.110) proposed a new standard of news quality (called Burglar Alarm News Standard) instead of the Full News Standard, which is inappropriate for citizens. The point here is that "news should provide information in the manner of "attention catching" "Burglar Alarms" about serious problems.

With respect to media studies on the Middle East, Al-Sayyid (2005) explored how Al-Jazeera News Channel maintains information content quality. Maintenance, in a sense, means the sustainable safety and accuracy of news, and its tendency to retrieve information according to the standards of information content quality. In particular, he considered Al-Jazeera.net as an indispensable resource of news and information on the Arabic website. Hafith (2001) investigated the situation of media communicators in Egyptian regional journalism. In particular, she tackled the professional dimensions, and the influential variables in their performance, the efficiency of the environment in which they work. She concluded that the level of the professional efficiency of media communicators in regional newspapers was low because those newspapers recruited fresh graduates with little (if not no) experience.

Few studies were conducted on Jordan media. Among those notable studies is Rugh's (1979). He described variations in Arab media press. According to him, Arab media can be classified as a loyalist press, a mobilization press or a diverse press. In particular, Jordan press can be identified as a loyalist press. He states that the loyalist press (a) lacks diversity, (b) gives publicity to the government activities and achievements, (c) lacks thorough and investigative reporting, (d) supports the status quo but criticizes inefficient government practices, and (e) tends to be muted in its commentaries and is low to react editorially. In placing his study within Rugh's framework (1979), Badran (1989) examined the characteristics of Jordan press in the 1980s, particularly The Jordan Times. He classified Jordan press as loyalist. However, according to him, The Jordan Times in English is more diverse than Jordanian newspapers in Arabic. He argued also that some of Rugh's classifications are applied to The Jordan Times.

Mosa (1988) studied the features of Jordan daily journalism. He revealed that daily journalism, in terms

of content, was diverse and pluralistic in the areas of international, political, economical, cultural, and sports issues. It in short placed more emphasis on political affairs. On the other hand, it paid little attention to local affairs in the areas of agricultural, education, and working class. Abu Arja (1997) argued that Jordan journalism faced some serious obstacles that hinder the development of the professionalism of journalism—not the least of which are free access of information, the relation with the resources, and journalists' focus on media freedom. He also emphasized that journalists always criticize their association, and insisted on bettering its role in developing their career.

Al-Kilani (2003) argued that media freedom remained unstable although Jordan media started to be involved in plurality, independence and high competition from 1995 onward. In the same vein, Jones (2002) examined the role of the "tabloid press" in Jordan's post liberalization process. The proliferation of the "tabloid press" in Jordan after 1989 indicates Jordan's gradual, yet real, liberalization process. Nevertheless, Jones suggested that positive free function of the "yellow press" was at the expense of quality and professionalism. Sakr (2002) claimed that media reform, unlike political reform, oscillated. Azzam and Khaznah (2010) revealed that the subjects of their study were dissatisfied with the performance of Jordan media outlets despite the positive trends toward the performance of some media outlets in specific issues along with the weak regulatory role in the performance of the government and parliament. Hawatmeh and Judith (2011) concluded that authorities used weaknesses of professionalism and media quality to exercise more influence on media outlets.

2. METHODOLOGY

This descriptive study was based on a survey inside three kinds of media institutions (namely journalism, news agencies; radio and television; and electronic journalism).

Instrument of the Study:

In order to achieve the purpose of the study, a questionnaire was designed to measure the adoption level of quality management within Jordan media organizations. Building on related literature on media and quality management, the questionnaire was modified in order to add other dimensions of quality management.

2.1 Validity of the Questionnaire

The face validity of the questionnaire was established. A jury (experts in media, quality management, research methods and statistics) were consulted. Their suggestions (with respect to the appropriateness of every statement of quality dimensions, clarity of language, style, and instructions) were taken into consideration, and the questionnaire was accordingly modified.

2.2 Reliability of the Questionnaire

By definition, reliability refers to the extent to which the questionnaire can produce the same results on repeated trials. For this purpose, Cronbach's alpha was used in order to estimate the coefficient of internal consistency reliability. The researchers estimated the coefficient of Cronbach's alpha of every quality dimension. Table 1 shows that the value of every quality dimension ranges from good to excellence. This enables the researchers to consider this tool as reliable.

Table 1
Level of the Instrument's Reliability

No.	Variable	Cronbach's Alpha	Level
1	Sustainable improvement	0.914	Excellent
2	Organization structure and affairs	0.866	Very good
3	Top management's commitment	0.925	Excellent
4	Institutional motivation	0.888	Very good
5	Participation	0.879	Very good
6	Independence	0.772	Good
7	Editorial policy	0.788	Good
8	Benchmarking	0.921	Excellent

2.3 The Sample of the Study

Journalists in civil, private and public institutions in

Table 2
The Sample

Percentage	Company size	Number	Percentage	Ownership	Number	Percentage	Type	Number
40	Large	63	30	Public institutions	63	30	Print journalism	55
45	Medium	41	20	State-owned institutions	43	20	Radio stations	95
15	Small	81	40	Private institutions	53	25	Television stations	32
		21	10	Community media	21	10	News agency	
					32	15	On line journalism	
100		212	100		212	100	Total	212

3. RESULTS

In order to answer the questions of the study, descriptive analysis was used. Means and standard deviations for the items relevant to every dimension of quality were calculated in order to find out the adoption level of quality dimension separately, and the overall level of applying quality management within Jordan media institutions.

3.1 Sustainable Improvement

The answer to the first question about the adoption level of sustainable improvement of media service offered to audience from a media communicator's perspective within

Jordan were about 1,800,700 of which were members of the Jordanian Media Association¹. The researchers first applied a systematic sample, and then a stratified sample for the following scientific and societal reasons.

- Representation of media outlets, most of which are journalism, radio, television, news agencies, and electronic journalism.
- Representation of media institutions where Jordan journalists work with respect to ownership (state-owned, private, civil, public media).
- Representation of media institutions where Jordanian journalists work with respect to the size of the institutions (large, medium, small). The sample represented 12% of the population of the study (212) journalists, among which 190 responded to the questionnaire.

2.4 Statistical Processing

To answer the questions of the study, a five-point likert scale was developed by the researchers. Data was processed by using SPSS. Mean scores were classified as follows: (1-2.5) weak, (2.5-3.5) moderate, and (3.5-5) high. Standard deviations were calculated in order to identify the skewness and the symmetry of responses. In order to identify the adoption level of quality dimensions in general, average means of every dimension were calculated, and (the Parietal Samples) *t*-Test was used. To test the hypotheses of the study, ONE-WAY ANOVA was used.

Jordan media institutions is tabulated as follows.

Table 3 shows the means and standard deviations for each item of sustainable improvement. The overall mean was 3.68. It also shows that the means of the first three items were the highest, whereas the means of the last two the lowest. In particular, the institution's enhancement of using electronics was the highest with a mean of 3.94. The mean of the institution's keeping pace with media updates was 3.88. The values of standard deviations ranged between 1.06 and 1.17, indicating that all responses cluster around the mean.

¹ <http://www.jpa.jo/arabic/Members.aspx>

Table 3
Sustainable Improvement

Item	Standard deviation	Mean
The institution enhances using electronics in order to improve media performance.	1.06	3.94
The institution keeps pace with media updates.	1.17	3.88
The institution encourages its media staff to sustainably improve their performance.	1.13	3.75
The institution continuously reviews its media practices for the purpose of improvement.	1.17	3.44
The institutions' regulations flexibly foster sustainable improvement.	1.15	3.41
Overall level of assessment	0.98	3.68

3.2 Organizational Structure

To answer the second question, the responses were tabulated in Table 4.

Table 4
Organizational Structure

Item	Mean	Standard deviation
Informal relationships prevail in the workplace.	3.58	1.1
There is a sense of coordination between editors and administrators in the institution.	3.44	1.15
Journalists are committed utterly to the regulations and instructions of the institution.	3.43	1.13
There is a balance between the journalist's granted powers and his/her responsibilities.	3.41	1.06
The institution has a flexible organizational structure.	3.31	1.17
During organizing media work and dividing up tasks, specialization is considered.	3.07	1.22
Overall level of assessment	3.36	0.88

As Table 4 shows, organizational structure was adopted with a mean of 3.36. Informal relationships that prevail in the workplace were the highest with a mean of 3.58. All other items dipped below 3.50. The values of standard deviations varied between 1.1 and 1.22.

3.3 Top Management's Commitment to Quality Application

With respect to question three, Table 5 shows that management's commitment to quality application was moderate with a mean of 3.47.

In particular, management's and editorial board's enthusiasm, desire, and challenge; top management's conviction of the significance of quality management; its adoption of quality as its slogan, the editorial board's

support of all efforts that create quality in media content – all these items revolve around the mean of 3.50. However, top management's and the editorial board's efforts to attract media talents decreased to the mean of 3.22. These results indicate weakness in the independence of media leadership. Table 5 also shows that standard deviations vary between 1.12 and 1.26.

Table 5
Top Management's Support and Commitment

Item	Mean	Standard deviation
Management and the editorial board have the enthusiasm, desire and challenge in media functioning.	1.14	3.61
Top management is convinced that the concept of quality management is of great significance.	1.12	3.52
The institution adopts quality its slogan.	1.16	3.49
The editorial board supports quality application in media content.	1.14	3.47
Management and editorial board attract media talents.	1.26	3.22
Overall level of assessment	1.02	3.45

3.4 Quality Culture and Institutional Motivation

In an attempt to answer question four, the responses were tabulated in Table 6.

Table 6
Quality Culture and Institutional Motivation

Item	Mean	Standard deviation
I am proud and honored to belong to this institution.	1	4.1
My media job makes me innovative and creative.	1.18	3.47
The institution deprives its environment from any sense of fear.	1.18	3.26
The institution rewards journalists for excellent performance.	1.29	2.96
The institution rewards excellent journalists.	1.34	2.94
Overall level of assessment	1.01	3.34

Table 6 displays that the media elite's assessment of the adoption level of quality culture and institutional motivation was moderate with a mean of 3.34. In particular, feeling of pride and honor to belong to the institution was the highest with a mean of 4.1. However, institution's rewarding of excellent journalists was the lowest with a mean of 2.94. Standard deviations were between 1 and 1.34.

3.5 Participation and Communication

As regard question five about the adoption level of participation and media-audience communication in Jordan media institutions, responses were tabulated in Table 7.

**Table 7
Participation and Communication**

Item	Mean	Standard deviation
The institution provides channels for direct communication with the public.	1.15	3.68
High administration and editorial board are interested in journalists' feedback, accept and adopt their good suggestions.	1.23	3.53
The institution is keen to follow up the audience's opinions and complaints.	1.11	3.51
The institution reinforces trust with journalists.	1.19	3.29
Journalists participate in making policies and plans relevant with their work.	1.2	3.16
Overall level of assessment	0.97	3.43

Table 7 shows that the overall adoption level of participation and communication was moderate with a mean of 3.43. On the whole, media institutions participated and communicated with external audience more than with its internal audience. For instance, the items about journalists' participation in making policies and private plans of their tasks, and the institution's enhancement of trust with the journalists were the lowest with the means of 3.16 and 3.29, respectively. On the other hand, other items concerned with the external audience were higher. The values of standard deviations were very close to the overall mean, ranging from 1.2 and 1.23.

3.6 Independence

Table 8 shows the adoption level of independence in Jordan media institutions. Independence is indispensable in the quality of media performance. The overall level of assessment was 3.24. The table also shows that the immunity of media staff's professionalism from the powers of advertising was the highest with a mean of 3.51. Nonetheless, the decision of appointing editor-in-chief (or leadership positions) is not subject to any external authority is the lowest with a mean of 3.08.

**Table 8
Independence**

Item	Mean	Standard deviation
Media staff's professionalism is immune from the power of advertising.	3.51	3.17
Institution's dependence and protection of its editorial staff are guaranteed.	3.36	1.12
There is a sense of independence from the owners' interference and influence.	3.28	1.15

To be continued

Continued

Item	Mean	Standard deviation
The administrative structure of the institution emphasizes independence.	3.24	1.13
The board of directors are not the only influential directors in the institution.	3.19	1.1
Professionalism of media is immune from the power of the owners and the considerations of profit and loss.	3.18	1.16
The decision of appointing editor-in-chief (or leadership positions) is not subject to any external authority.	3.08	1.19
Overall level of assessment	3.24	1.06

3.7 Editorial Policy

Table 9 displays the adoption level of editorial policies in accordance with quality and professionalism standards in Jordan media institutions. The table shows that media institutions adopted editorial policy with an overall mean of 3.42. Journalists' commitment to editorial rules and guidelines was the highest with a mean of 3.78. However, the item about the apparent policy, yet not communicated to the audience was the lowest with a mean of 3.15. The means of the other items ranged between these two means. Standard deviations varied between 1.07 and 1.19.

**Table 9
Editorial Policy**

Item	Mean	Standard deviation
Journalists are committed to editorial standards and guidelines.	3.78	1.07
Journalists are committed to codes of ethics and moral guidelines.	3.65	1.15
Surprises, on both national and international levels, do not direct the policy of the editorial process in the institution.	3.45	1.14
The editorial policy is communicated to the public.	3.38	1.17
The editor-in- chief is the only one held accountable and responsible for editing and media content in the institution.	3.23	1.19
The editorial policy is apparent, yet unknown to the audience.	3.15	1.14
Overall level of editorial policy	3.42	0.83

3.8 Benchmarking

Benchmarking is indispensable due to the nature of media daily product, which is in great need of benchmarking with other competitors. Table 10 shows that media institutions adopted specific practices and procedures to benchmark with other good practices and models. The table shows that the overall level of assessment was 3.43. The means of all items varied between 3.37 and 3.49. The standard deviations of this dimension varied between 1.1 and 1.19.

Table 10
Benchmarking

Item	Mean	Standard deviation
Management keenly and positively treats the feedback (responses) of the audience.	3.49	1.1
Management compares its performance to similar national institutions.	3.48	1.12
Management benefits from the successful experiences of other institutions.	3.4	1.18
Management daily follows the quotes and references to its media content in other media outlets.	3.4	1.19
Management compares its performance with other successful international media institutions.	3.37	1.19
Overall level of assessment	3.43	1.01

3.9 The Adoption Level of Total Quality Management in Jordan Media Institutions

Table 11 shows the overall means of adoption of all dimensions of the total quality management, the probability of type 1 error, *T*-test of one sample in

comparison for the results with the value of 3, which represent the degree of bias. These are arranged according to their descending from the highest mean to the lowest (i.e. from the most adopted to the least adopted).

Table 11
The Adoption Level of Total Quality Management in Jordan Media Institutions

Quality dimensions	No.	Mean	Standard deviation	<i>t</i>	Degree of freedom
Overall assessment of sustainable improvement	191	3.6890	.98357	9.681	190
Overall assessment of organizational structure and Affairs	191	3.3691	.88854	5.741	190
Overall assessment of top management's support and commitment	190	3.4568	1.02505	6.143	189
Overall assessment of institutional motivation	191	3.3435	1.01013	4.699	190
Overall assessment of participation	191	3.4356	.97159	6.196	190
Overall assessment of independence	191	3.2416	1.06415	3.138	190
Overall assessment of editorial policy	190	3.4281	.83065	7.104	189
Overall assessment of benchmarking	189	3.4339	1.01443	5.880	188
Overall assessment of the adoption of quality management	189	3.4279	.82450	7.135	188

The table also shows that the overall mean of all dimensions was 3.42. Considering the measurement used in assessing the adoption level, the value of 5 reveals the highest degree, which might descend to 3. The table also shows that the means ranged between 3.2416 and 3.689. Although the hypotheses indicated that quality management was adopted generally, the means indicated the low level of adoption. In other words, media institutions' adoption of quality is still initial according to media elites.

3.10 Hypothesis Testing

The First Hypothesis: There is no statistically significant relationship between the adoption level of the dimensions of management quality and the type of media outlets in Jordan media institutions.

One-Way ANOVA results indicated that the probability of type 1 error was 0.001 (<5%). The researchers rejected the null hypothesis and accepted the alternative one, which states that there is a relationship between the adoption level of quality management and the type of media outlets that can be attributed to the type of the media outlet.

Table 12
Overall Adoption Level of Quality Management by Media Outlets

Type of the outlet	No.	Mean	Standard deviation
Journalism	71	3.5120	.84994
News agency	21	3.1140	.62384
Radio	35	3.4713	.82496
Television	39	3.1157	.85313
Electronic Journalism	23	3.9181	.55138
Total	189	3.4279	.82450

Table 12 shows the gross rate of the adoption level of quality management in general. E-journalism and journalism were the highest with means of 3.9181 and 3.5120, respectively. However, news agency and television were the lowest with the means of 3.1140 and 3.1157, respectively.

The Second Hypothesis: There is no statistically significant relationship between the adoption level of the dimensions of management quality and media outlet ownership in Jordan media institutions.

ONE-WAY ANOVA results showed the probability of type 1 error was .000 (<5%). The researchers rejected the null hypothesis and accepted the alternative hypothesis which states that the difference in the level of Jordan media institutions' adoption of quality management was attributed to the ownership of media outlets.

Table 13 shows every media ownership type's level of adoption. Private media institutions are the highest with a mean of 3.8129, whereas governmental media institutions were the lowest with a mean of 3.1009.

Table 13
Type of Media Outlets

Type of the outlet	No.	Mean	Standard deviation
Public	36	3.2964	.78875
Private	76	3.8129	.87722
Governmental	72	3.1009	.84936
Civil (community media)	5	3.2321	.39709
Total	185	3.4279	.82450

The Third Hypothesis: There is no statistically significant relationship between the adoption level of the dimensions of management quality and the size of media outlets in Jordan's media institutions.

ONE-WAY ANOVA results show that the probability of type I error type was .088, (>5%). The researchers accepted the null hypothesis, which states that the difference in the adoption level of quality management within Jordan media institutions was attributed to the size of media institutions.

The Fourth Hypothesis: There is no statistically significant relationship between the adoption level of the dimensions of management quality and journalists' expertise in Jordan media institutions.

ONE-WAY ANOVA results show that the probability of type I error type was .088, (>5%). The researchers accepted the null hypothesis, which states that the difference in the adoption level of quality management within Jordan media institutions was attributed to journalists' expertise.

CONCLUSION

By way of concluding, it can be said that data analysis revealed the following results:

(a) Jordan media institutions adopted an average level of the philosophy of total quality management. Sustainable improvement was the highest adopted element with a standard mean of 3.68, and the overall mean of all elements of quality was 3.42. Those results did not, nonetheless, indicate any strength and efficiency of adoption.

(b) Independence was the least adopted with a standard mean of 3.24.

(c) As regard adopting quality management, electronic and print journalism were the media outlets

with the highest means of 4.06 and 3.61, respectively. Nonetheless, news agency and television were the lowest at the level of 2.91.

(d) Hypothesis testing showed the difference in the adoption level of the dimensions of quality was attributed to the type of media outlets. For instance, electronic journalism was the highest, whereas news agency the lowest. This showed a low tendency to adopt quality by news agency and television.

(e) The results and hypothesis testing showed that the difference in the adoption level of the elements of quality management was attributed to media ownership. The adoption level of private media institutions was higher than that of the public media institutions.

(f) The results and hypothesis testing showed that there was no relationship between the adoption of quality management and the size of media outlets and journalists' expertise.

REFERENCES

- Abu Arja, T. (1997). Professionalism of Jordan journalism: Human Resource: A field study. *The Egyptian Journal of Media Studies*. Cairo University.
- Al-Azam, Adb-Almajid, & Khaznah, H. (2005). Jordanian attitudes towards media performance. *Journal of Damascus University*, 26(3-4).
- Al-Kilani, S. (2003). *Freedom of journalism in Jordan*. Al-Sharif Al-Arabi Institution: Amman.
- Al-Sayyid, M. (2005). *Maintaining information content: Al-Jazeera Website*. Presented for E-journalism Conference. Al-Sharga University, 22-23, November.
- Badran, B. (1989). Press-governments relation in Jordan: A case study. *Journalism Quarterly*, 59, 335-40.
- Breed, W. (1955). Social control in the Newsroom: A functional analysis. *Social Forces*, 33(4), 326-335.
- Coromina, L., & Saris, W. (2009). Quality of media use measurement. *International Journal of Public Opinion Research*, 30(1), 424-50.
- Gaziano, C., & Coulson, D. C. (1987). *Effect of newsroom management styles on journalists: A case study of two newspapers*. (Paper presented at the Annual Meeting of the Association for Education in Journalism and Mass Communication (70th, San Antonio, TX, August 1-4, 1987) Microfiche. Washington DC.
- Hafith, A. (2001). Regional media communicator: A field study. *The Egyptian Journal of Media Studies*. Cairo University: Cairo.
- Hawatmeh, G., & Pies, J. (2011). Media accountability under patronage of the regime. *Mapping Media Accountability in Europe and Beyond*. In T. Eberwein, S. Fengler, E. Lauk, & T. Leppik-Bork (Eds.). Herbert Von Halem Verlag.
- Jain, S. K., & Gupta, G. (2004). Measuring service quality: SERVQUAL vs. SERVPERF Scales. *Vikalpa: The Journal for Decision Makers*, 29(2), 25-37.

- Jones, A. (2002). From vanguard to vanquished? The tabloid press in Jordan. *Political Communication*, 19, 171-84.
- McQuail, D. (1994). *Mass communication theory, an introduction* (pp.185-211). Sage Publications: London.
- McQuail, D. (1992). *Media performance: Mass communication and public interest*. Sage Publications: London.
- Media Development Indicators: Framework for Assessing Media Development*. (2008). Intergovernmental Council of the International Program for the Development of Communication. UNESCO. Paris.
- Mosa, I. (1998). Characteristics of Jordan modern journalism: Al-Rai Newspaper. *Al-Yarmouk Research: A Special Issue on Social and Human Sciences*, 4(1), 81-115.
- Nolan, D. (2008). *Professionalism without professions? Journalism and the paradox of professionalization*. School of Culture and Communication, University of Melbourne.
- Nolan, D. (2009). *Rethinking journalism culture and authority: Beyond professionalism*. AN2CA09 Communication, Creativity and Global Citizenship. Brisbane.
- Parasuraman, A. Z., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing*, 49, 41-50.
- Sakr, N. (2008). Media reform in Jordan: The stop-go transition. In M. E. Price, B. Rozumilowicz, & S. G. Verhulst (Eds.), *Media reform: Democratizing the media, democratizing the state* (pp.107-132). New York: Routledge.
- Schulz, W. (2000). *Preconditions of journalistic quality in an open society*. Paper For International Conference: New Media and Politics – Independent Journalism. Budapest.
- UNESCO. (2012). *Basic text* (Constitution of United Nations Educational Scientific and Cultural Organization). Paris.
- UNESCO. (1989). *New communication the twenty-fifth session of the general conference of UNESCO*. Paris.
- White, D., (1950). The gatekeeper: Case study in the selection of news. *Journalism Quarterly*, 27, 326-90.
- Zaller, J. (2003). A new standard of news quality: Burglar alarms for the monitorial citizen. *Political Communication*, 20(2), 109-130.