



THE ROLE OF GOVERNANCE CULTURE IN IMPROVING THE TECHNICAL AND ADMINISTRATIVE PERFORMANCE OF IRAQI SATELLITE TELEVISION CHANNELS

Muthana Ibrahim Jaber Al-Talqani¹

University of Kufa/ Faculty of Arts/ Department of Media.

Muthanai.altalqany@uokufa.edu.iq

Article history:	Abstract:
<p>Received: January 28th 2024 Accepted: March 20th 2024</p>	<p>The success of any commercial or industrial project is linked to the administrative and financial aspect, and proper planning to implement the vision and goals of any institution, including media institutions such as satellite television channels. In order to achieve a high degree of success, governance rules and methods must be adopted. Therefore, the goal of this research is to identify "the role of governance culture in improving the technical and administrative performance of Iraqi satellite television channels.". The study relied on the descriptive analytical approach to achieve the research goal. In view of the large number of satellite television channels, a sample of 4 satellite channels was chosen: (Al-Iraqiya General Channel, Al-Sharqiya Channel, Dijlah Channel, and Al-Etijah Channel). The questionnaire was adopted as a research tool and was distributed to managers and heads of departments in those channels. After analyzing the questionnaire paragraphs, the following results were reached:</p> <ol style="list-style-type: none">1. The level of application of governance rules in these channels is variable and ineffective.2. Most Iraqi channels focus on the social and political aspects more than other matters related to aspects of life.3. All Iraqi channels depend on external funding, and if the funding stops, the channel's work stops.4. If governance rules were adopted, there would be no need for external financing, and some channels began to adopt investment methods for their survival and continuity. The research was rounded of with some conclusions, recommendations, recommendations for further study, as well as a list of references.

Keywords: Governance, Administrative Development

CHAPTER ONE/ INTRODUCTION

1.1 Problem of the Study:

In order to maximize financial and human resources, optimize performance for accuracy in production, and ensure the quality of the relevant department or institution—thereby satisfying all stakeholders involved in administrative formation—many government institutions operating in the private sector are attempting to embrace a culture of governance. These days, one of the fundamental elements that determines the advantages and disadvantages in an operating entity's performance is its governance, since arranging the relationships between the key players in any department—such as the institution's management and the management of its departments, or the boards of directors and shareholders or investors within any institution—is one of the characteristics of governance. Each party involved can be held accountable for promoting justice and transparency as well as halting the spread of financial or administrative corruption throughout its joints by following the rules of governance. It is interesting to note that the number of satellite television channels in Iraq has grown annually since 2003. A portion of these channels are funded by the government, while others are owned by political parties or other industry players.

Aside from funding, which is the most crucial component because most television shows require sufficient funding to guarantee that they air, the success of a satellite channel's operation also depends on the management and media

¹ University of Kufa/ Faculty of Arts/ Department of Media.

policy of the channel. The more money spent on selecting the concept, directing, using contemporary audio and visual techniques, hiring new technicians, and hiring staff, the more likely it is that a unique program with a wide range of appeal will be produced. The management team, employees, and production contributors will be able to achieve success that elevates the performance level of the channel and its audience if the satellite television channel bases its operations on the principles and regulations of governance. That being said, a satellite television channel will lose viewers if the culture of governance is weak or nonexistent, as has happened to some Iraqi satellite channels that have since ceased operations. The question "What is the role of the culture of governance in improving the technical and administrative performance of Iraqi satellite television channels" can be used to identify a research problem from this point on.

1.2 Importance of the Study:

1. The Iraqi Media Authority gains from learning about governance principles and how to apply them to technical and administrative performance, as do investors in the media industry, particularly satellite television channels.
2. Fine arts and media faculties should educate themselves on the principles of good governance and how to implement them in artistic and media establishments.
3. Due to the growth of interest in governance in many nations, official and semi-official media institutions need to embrace it, and this research can be a step in the right direction.
- 4-This study may help identify shortcomings in the operations of certain satellite channels so that remedial action can be taken before the channels fail and cease to transmit television.
5. This research may provide new information to supplement earlier findings in this area.

1.3 Aims of the Study:

The goal of the current study is to determine how governance culture affects Iraqi satellite television channels' ability to operate technically and administratively.

1.4 Hypothesis of the Study:

The study makes the assumption that implementing a governance culture among managers, employees, and investors in Iraqi satellite TV channels enhances their operational and technical capabilities.

This hypothesis leads to the following theories:

1. The performance of satellite channels is enhanced by the application of the evaluation principle.
2. Using the issue principle helps improve the administrative and technical capabilities of satellite channels.
3. Improving the performance of Iraqi satellite channels is possible through the application of the governance principle of effectiveness.
4. Transparency as a principle helps raise the bar for satellite channels' administrative and technical performance.
5. Improving performance in satellite channels is made possible by putting the idea of management, employees, and investors participating in governance into practice.
6. Improving the administrative and technical performance of satellite channels greatly depends on the application of the principles of justice and equality.

1.5 Design of the Study:

The researcher follows the analytical descriptive design to achieve the goal of the study.

1.6 Definitions of Basic Terms:

• Governance:

-According to Al-Khawaja, it is "a set of relationships between the company's shareholders, executive management, board of directors, and other designated parties and stakeholders, each in an executive administrative or financial position."

- According to the United Nations Development Program (UNDP), it is "the exercise of political, economic, and administrative authority to manage the affairs of an institution and its work,". In its widest meaning, it encompasses governmental structures at the federal, state, and local levels as well as the parliament, institutions, groups, and individuals that enable the private sector and civil society to actively engage in and shape public policy that impacts the entire community. (Raghda, 2019:19)

-Regarding the International Finance Corporation (IMF), their definition of governance is "the framework that governs how businesses are run and managed." (Raghda, 2019:20)

- Governance, according to the Organization for Economic Co-operation and Development (OECD), is "the set of relationships between managing interests and others, which provides the structure through which the organization's goals can be set, the means to achieve those goals can be determined, and performance can be monitored, in addition, sound governance should support the implementation of efficient internal control procedures and offer the Board of Directors and executive management reasonable and sound financial incentives to encourage them to pursue objectives that are clearly in the best interests of their company and its shareholders, effective systems of governance both inside and across individual businesses and the economy as a whole contribute to the level of trust required for the market economy to operate properly, which lowers capital costs and encourages businesses to use resources more wisely, which promotes growth." (Al-Amgir, 2007:2)

• Administrative Development

-It is defined as 'The ability of management to convert organizational inputs into a variety of outputs with precise specifications and at the lowest feasible cost is its defined.' (almeer, 2006:207)

- "The relationship between behavior and achievement, which is the expression of the totality of actions and outcomes combined, is that behavior refers to the work people do within their organizations, whereas achievement is the outcome or effect that persists after people leave their jobs." (Choo, 2008:34)

- The researcher refers to as administrative performance as the ability of satellite channel employees, including administrators and technicians, to finish technical projects with high standards that affect the public and generate financial returns with profits big enough to support the satellite channel's operations.

CHAPTER TWO/ THEORETICAL BACKGROUND

Section One: Governance: it's Importance and Aims:

It is thought of as a relatively modern term because it has drawn interest from academics and economic institutions in general. It analyses and diagnoses flaws in the operations of businesses and institutions and creates suitable remedies for the challenges and emergencies that these organizations face. This is what prompted many nations to implement governance frameworks in order to tackle the issues faced by businesses, research facilities, media and educational establishments, and all other departments that require funding and are involved in public services that benefit both the individual and the community. The implementation of governance did not occur in a vacuum; rather, it did so after the governance system demonstrated its efficacy in numerous institutions and organizations that put it into practice. Governance is a collection of rules, laws, and guidelines that support the making of decisions and procedures as well as the definition of the precise roles that employees must play within the organization on a high level of transparency and control in order to achieve quality and excellence in any organization's performance. (Kharees, 2020:64)

Due to the fact that satellite television channels became widely available in Iraq after 2003 and have remained there ever since, along with the fact that some of them are funded by the state and some are funded by individuals or political parties, the researcher followed up on the work of these channels and discovered that some of them were financially and publicly successful. This was made possible by the work teams consisting of shareholders, technicians, and management, while another segment of the satellite channels encountered difficulties operating and went out of business.

2.1 Importance of Governance:

Finding answers to the issues that arise at work can occasionally cause an institution to fail, which is why governance is so important. It controls how an institution or organization operates. It's possible that some sizable, highly productive local and international institutions have failed entirely as a result of inadequate planning and administration. The preference of the administration and decision-makers for their own interests over the interests of the public may frequently be the cause of the institution's collapse. As a result, nations that endeavor to establish a system of governance within their institutions may avoid serious or financial crises because governance is precisely defined. The organization's doomed course in particular and the state of the world economy generally. (Porcelli, 2011), the importance of governance is shown below:

1. Improving and raising the efficacy and efficiency of administrative empowerment: Good governance relies on fostering the use of appropriate management techniques and approaches as well as contemporary administrative thought.

2. Fostering fairness and openness among all stakeholders involved in the company, such as managers and investors, which boosts economic confidence.

promoting fairness and openness among all organization stakeholders, such as managers and investors, which boosts economic confidence. (Porcelli, 2011)

"4- Stimulating the flow of foreign capital into domestic financial institutions as investors' and shareholders' trust encourages them to make investments in foreign companies" (Al Hamod, 2011)

Meanwile, (Abu-Hamam, 2009) limits the importance of governance as follows:

1- Consolidating the importance of adhering to and adhering to the laws and regulations that govern the work of the organization, whether administrative or financial.

2- Optimal use of available resources and how to exploit them.

3- Fairness in dealing between stakeholders and parties of interest in the event that the organization is exposed to financial collapse or embezzlement.

4. Expanding the organization's revenue streams, which raises and optimizes its worth.

5. Stressing the importance of honesty and openness in all of the organization's transactions. (Abu-Hamam, 2009)

As a result, we observe that implementing governance policies and procedures in any department or institution aids in its growth, boosts output effectiveness, assures quality, exposes mistakes and challenges that come with work and implementation, and that making the best use of governance regulations will motivate investors and shareholders to use capital. In projects whose work is based on governance laws, shareholders and investors will be encouraged to use capital by governance rules. As a result, the beneficiary will succeed in their work and be able to win over the public's and beneficiaries' trust, which allows it to grow and thrive.

2.2 Aims of Governance:

Any institution, organization, or production entity can succeed, expand in the markets, and gain public favour by basing its practical policies on the principles of governance. To accomplish the right governance steps, we need to identify the most crucial objectives, which include:

1. Identify the responsibilities of managers and provide them with assistance for the board of directors members of the company.
2. Assessing performance as well as building and maintaining trust between senior management and all stakeholders in the relationship.
3. Pay particular attention to the idea that ownership, management, and control should not be combined or divided.
- 4-Creating the organizational structure that helps it grow and achieve its objectives, as well as looking for ways to make this happen.
5. Eliminating or lowering the risk associated with the organization's unfavorable financial and administrative practices. (Khaleel, 2005)

The aforementioned makes it abundantly evident that there is mutual trust and a sense of teamwork amongst the parties involved in the relationship at work—management, employees, and investors—as long as everyone performs within their individual job descriptions and does not take on more responsibility than others.

These elements all play a part in the success of the organization, as does creating a clear plan of action to accomplish its objectives and enacting oversight of financial and administrative issues. To be successful, the parties involved in implementing governance—management, the board of directors, shareholders, and stakeholders—must activate performance in a way that advances the organization. When the shareholders work to support the institution, the support can come from the government, investors, or a combination of these sources. Their work goes beyond simply contributing money; it also involves adopting a detailed work plan and selecting the board of directors and management. Transparency and clarity in interactions are necessary for this work to proceed in the right direction, get past obstacles, and turn a profit. Every organization needs to be aware of its financial situation and its debts. Plans and performance reports must be provided by management, and these reports must be given to the Board of Directors. The executive management is chosen by the board of directors, and it is their responsibility to supervise and monitor the appropriate execution of the work performance progress. The role of the stakeholders, which include the suppliers, laborers, and employees, is next. The suppliers typically supply the raw materials for production, and in order to achieve high-quality output, the workers and employees must accurately and correctly carry out the plans. In all these matters, the work principles of independence, justice, and transparency must be considered.

Section Two: Management of Media Institutions:

While media organizations use administrative systems similarly to other institutions, their methods of application are different. "Media institutions and their governance have a unique relationship that is imposed by the nature of the media in general. This relationship is reflected in the way these institutions are managed as well as in the definition of their goals and methods for achieving them."(Ali, 1975), due to the immediate and dynamic nature of goal implementation in media institutions, prompt decision-making is necessary to meet the organization's objectives. "It takes more than one skill, as administrative knowledge alone cannot address the issues faced by a media organization. Decisions must be made quickly, with flexibility, and with the capacity to resolve swift, sequential issues involving the administrative, technical, and editorial departments of the organization." (Jaber, 2020)

The issues that a director of a satellite channel faces are not the same as those that a factory monastery or farm manager, for example, would face. The issues that media organizations like the press, radio, and television face demand that their directors be highly intelligent and skilled problem solvers, in order to deliver the media message in a precise manner in order to publish and market it, every productive institution has goals that it seeks to achieve by means and methods that match the form and type of the institution. In the media, we note that the main goal is to deliver news, information, and excitement to the recipient. As a result, the approach taken to accomplish these goals is not as advanced as that of other institutions, such as those that are industrial, educational, or medical. Depending on the resources available to the organization, workers, technicians, and management collaborate within the media institution. For instance, we observe that communication channels in developing nations are governed, particularly satellite and television networks.

Program planning and execution must be done centrally, and the media messaging disseminated through them must represent state directives, particularly with regard to the all-encompassing development of society. According to state directives, "the following can be used to define the objectives of satellite channels:

1. Inspiring the populace to fight against foreign enemies, move the nation politically toward national unity, or inspire a particular group to carry out development initiatives.
2. Informing the public about social services that are available and publicizing significant events that the public may find interesting.
3. Public education, which offers free educational initiatives pertaining to job skills or cognitive abilities.
- 4- Changing behavior, especially for isolated residential and rural areas.
- 5- Entertainment and amusement. (Al-Ashry, 2016)

Even non-governmental channels follow rules and regulations derived from the Constitution's tenets and the overarching goals of media policy, and the majority of government-funded satellite channels operate within the bounds of these goals in order to benefit society and achieve sustainable development for the nation.

Even non-governmental channels follow regulations and statutes that stem from the fundamental tenets of media policy as well as the Constitution. What is striking about these objectives, though, is that some of them call for a long-term strategy and go through phases before being entirely or partially accomplished. As part of a short-term plan, some of

them can be put into action right away. For instance, implementing social values and educational and pedagogical goals that call for a process of cultural inculcation takes time to accomplish. Sports and variety shows, on the other hand, don't take very long to succeed. This kind of program's plans are typically referred to as tactical goals or short-term plans.

The administration needs to choose administratively and technically qualified employees for every department within the satellite channel in order to meet its goals. All facets of the channel require personnel who are qualified and capable of accomplishing the objectives of the satellite channel, as the success or failure of any organization rests on the skill of its workforce, which includes writers, directors, photographers, montage, lighting, decoration, and costumes in addition to management, accounting, transportation, and maintenance personnel. This needs to be worked on seriously and consistently in order to succeed and remain competitive with other satellite channels. Other factors must be taken into account in order to achieve complete success, the most crucial of which is financing, as this is the factor that moves all the joints in the work, and without money it is impossible to bring in the workers or the necessary equipment for the channel, on top of the costs associated with broadcasting and satellite subscriptions. As a result, a lot of satellite channels turn to funding, either from the government or from investors, and some channels rely on advertising to meet their budgets or get funding from the public and private sectors. . When the required funds are obtained, the work proceeds and the channel starts to perform its artistic activities. Alternatively, it can focus on drama, news, politics, sports, or other specializations. In the media industry, "a media institution's activity varies according to its means, even if any institution's activity differs according to its goals, and therefore the outcome of the activity is through its declared goals."(Rifat, 2016). Every employee of the channel has a specific role within the activities it offers, so all employees must work together to complete any given activity. In any program, it also necessitates communication between the director and the work team or between management and employees. This communication, however, must be founded on the right principles and governance-related guidelines because communication, "It refers to the transfer of knowledge, concepts, feelings, abilities, etc. through the use of symbols like words, images, forms, drawings, etc. Managers are able to give written, verbal, or department head directives to their staff members through this communication process."(Rifa't, H., 2011).

There are two kinds of communication: internal, which is between employees and management, and external, which is between the channel and other media organizations and satellite channels. The most crucial aspect of marketing the channel's programming is external communication. as well as her connection to the viewers.

The management plans govern all of the satellite channel's productions, and the more the management embraces the governance's culture and set of guidelines, the easier it will be for the channel to succeed. The administration bears the direct responsibility of creating workable plans for the channel's executives. It is in charge of establishing objectives and choosing cadres that it believes are capable of carrying out the tasks assigned to them." (Elina, 2018) In order to guarantee proper workflow, the administration is also in charge of creating the channel's budget and resource allocation. It also chooses the channels for internal and external communication. The success of the administrative and technical work of satellite television channels is greatly aided by the adoption of governance software, as management is the driving force behind all aspects of the channel.

Theoretical Background Indicators:

The researcher arrived at the following conclusions from everything mentioned above, particularly the first and second parts of the theoretical framework:

1. Adopting governance laws and regulations could prevent unfavorable outcomes in the management of satellite television channels.
2. Various governance models are available for the management of the satellite channel.
3. Satellite TV networks aim to fulfill their objectives in order to benefit society.
4. All satellite channels require funding in order to enable their continuous broadcasting.
5. To become self-sufficient, some satellite TV channels rely on various funding sources.
6. The effect of the material that satellite channels offer on their financial performance.

CHAPTER THREE/ METHODOLOGY

3.1 Design of the Study:

Because this study focuses on the culture of governance and how it affects the administrative and technical performance of television and satellite channels, the researcher used a descriptive approach to meet the research objectives. Thus, in order to produce results that were credible, the researcher gathered and examined data.

3.2 Population of the Study:

The researcher selected four Iraqi satellite channels on purpose because there are many satellite television channels in the country, and their offerings differ in terms of content and viewership percentage.

3.3 Sample of the Study:

For the following reasons, the researcher purposefully selected four Iraqi satellite channels: Al-Iraqiya General Channel, Al-Sharqiya Channel, Dijlah Channel, and Al-Etijah Channel.

1. The kind of socially conscious and development-oriented programs that are offered.
2. Its programs (political, social, dramatic, variety, sports, religious, and dialogue) are extensive and varied.
3. In comparison to other channels, the audience follower percentage is very high.

4. Indifferent and aimed at every facet of the Iraqi populace.

3.4 Instrument of the Study:

The researcher used a questionnaire form with 21 items that was created using the theoretical framework's indicators. The form was presented to a group of experts for approval before being given to administrators and employees of satellite television channels. With their approval, the questionnaire form was approved for use as a tool.

3.5 Reliability

The following group of experts on media and administrative governance were shown the questionnaire form:

- Prof. Dr. Ahmed Muhammad Sadiq/ Electronic Media/ Iraqi University.
- Prof. Dr. Haitham Yacoub Youssef/ Administration and Economics/ College of Administration and Economics_University of Diyala.
- Prof. Dr. Mahdi Saleh Dawai/ Administration and Economics/ College of Administration and Economics_University of Diyala.
- Prof. Dr. Ahmed Abdel Sattar/ Television Media/ Presidency of Diyala University.
- Prof. Dr. Laith Abdel Sattar/ Alam Television/ College of Basic Education_University of Diyala.

It was proven by the researcher in this study and the expert committee at 100% approval rate after a few minor adjustments.

3.6 Analysis:

After analyzing the questionnaire responses, the researcher determined the frequencies, assigned a percentage to each item, and computed the results ranging from the highest frequencies to the lowest.

3.7 Statistical Tools

This study adopted the percentage equation to extract duplicates and the percentage law.

$$100 \times \text{percentage} = \text{part/whole}$$

CHAPTER FOUR/ RESULTS AND DISCUSSION

Following the distribution of the forty questionnaires to the sample of current and former satellite channel administrations, the researcher examined the responses; the findings were as follows:

The first perspective: Out of the four paragraphs, the one regarding non-compliance with efficiency standards received the highest score (62%). This is a critical issue because following efficiency standards necessitates following governance guidelines. If the project is dependent on the investor's efforts or directives, this will result in a lack of output and confusion in the work because there may be a conflict between the appropriate practical standards and the management's or the organization's personal preferences. The lack of competitive economic thought came in second place with a percentage of 20%, according to which all satellite channels require ongoing funding because the economy is their lifeblood and poor economic planning will have a detrimental impact on the performance and continuity of the channel. This necessitates the existence of a precise, workable plan that permits the channel to depend on competitive economic reasoning, which permits it to operate with diligence, reap the rewards of financial resources, and make the best use of them in order to make this channel competitive and sustain its viewership in a manner that aligns with the social, political, and economic realities of the nation.

With a rate of 10%, the category of absence of oversight ranked third. Even though this percentage is low, oversight is necessary to identify the good and bad aspects and deal with issues that could eventually affect the channel's trajectory. The negatives will outweigh the positives if there are minor issues because ignoring them will cause them to worsen and become more prevalent. The absence of the accountability principle ranked fourth and had a percentage of 7.5%. Although this percentage is also low, the concept of reward and punishment is crucial because it helps both the productive person feel that their work is valued and the inefficient person realize that accountability will change the type of work he does in the future and make him reevaluate his calculations to produce better results.

The second perspective: About the dependence of satellite TV networks on perfect governance models for operations. With a percentage of 40%, the paragraph on disclosure and transparency ranked highest, and this is a good percentage. In particular, work must be transparent to all employees, shareholders, and administrators in order for management to feel that work and its plans are normal. It came in second place (defining responsibilities) with a percentage of (32.5%) in order to determine what is positive or negative in these plans and address the negatives in order to move in the right direction. An essential component of governance is the definition of authority and responsibility, which implies that each person in the channel is aware of his financial situation and his debts. The "issue" paragraph (12.5%) ranked third and is a principle of governance that requires the careless worker to adhere to in order to prevent future blunders and ensure that powers do not overlap and confusion exists in the workplace. At a rate of ten percent, the participation principle—which is also a governing principle—came in fourth. Individuals are motivated to give more when they participate in work and activities, whether individually or in groups. Good communication combined with leadership and production involvement is crucial for the channel's operations to succeed and advance. On the other hand, the channel's output will suffer if the opposite occurs and it is restricted to a select few, leaving the others out and unable to contribute or have their opinions heard. With a rate of (5%), the decentralization principle ranked fifth. One of the guiding concepts of governance, centralization may limit the work of certain employees, particularly those involved in the creation of theatrical productions, variety shows, and other programs, even though it only received a small percentage of the vote. Since art does not interact with centralization, decentralization of work is

necessary here, as long as it stays within acceptable bounds and helps the channel achieve artistic and aesthetic creativity in its programming. Since art does not interact with centralization, decentralization of work is necessary here, as long as it stays within acceptable bounds and helps the channel achieve artistic and aesthetic creativity in its programming. However, it is crucial and essential to serve society and the individual in a way that satisfies the channel's viewership, given that social and political issues are now the primary concerns of people's lives. The audience grows more receptive to the channel the more its programming satisfies the social, cultural, and psychological demands of society. This will entice the recipient to believe the channel and engage with it in addition to illuminating the political climate and exposing the political issues afflicting the nation and overseas and evaluating them in a methodical way that elucidates the facts, pinpoints the issues, and provides suitable solutions.

With a percentage of 42.4%, the objective of (providing a service that has an economic return) ranked second. As we previously stated, funding for satellite television channels must be ongoing. A governmental or non-governmental organization may be the source of this funding. Nonetheless, a lot of satellite channels aim to make money via producing, promoting, or advertising their content. The channel will gain political and financial independence if self-financing is successful. Third place went to the objective of (producing programs subject to commercial standards), with a percentage of (5%). Despite the fact that this percentage is modest. On the other hand, some channels only air commercials or commercial programming, which could eventually cause the channel to fail.

The fourth perspective: How to obtain financial support for satellite channels came in first place (It is not conceivable to hold a referendum on government funding) at a 60% rate This is where it really gets obvious: the majority of satellite television channels are financed in part by the state due to their extremely low financial returns when considering the size of the costs incurred by the channel. Any end to support will have a detrimental effect on its functionality. The end of state funding for Iraqi satellite channels has resulted in the closure of numerous channels. With a rate of 25 percent, the paragraph that discussed reliance on government assistance and self-financing came in second. Since they get funding from the government in addition to self-financing through marketing initiatives and commercials, this is currently seen in the majority of Iraqi channels. The paragraph "It is possible to rely on self-financing" came in third place with a percentage of 15%. The researcher discovered that most Iraqi satellite channels are unable to sustain their operations entirely through self-financing as a result of his follow-up work monitoring their operations and funding. Very few self-financing channels exist even globally, such as MBC Group and Al Jazeera.

Fifth perspective: Several financing sources are used by some satellite channels. On this perspective, the paragraph that deals with investing in other activities ranked highest, with a percentage of 42.5%. Along with some commercial projects, a few well-known Iraqi satellite channels have started making investments in non-advertising fields like program and film production, radio and television training, and other related fields. The paragraph (reliance on sponsored advertisements) came in second place with a percentage of (35%), indicating that it is dependent on this source of ongoing revenue in order to maintain its independence in management and decision-making. The majority of Iraqi satellite channels rely on commercials for a portion of their funding, but some, like Iraq Al-Aan, only run commercials in place of any other content. The paragraph titled "Marketing the programs produced therein" came in third place, accounting for 22.5% of the total. It stated that there is a limited amount of Iraqi programs produced by satellite channels and no significant market in which to promote them. According to the researcher, a lot of Arab satellite channels—particularly those from the Gulf and Syria—have found customers to advertise their goods. In order for Iraqi channels to become financially independent and eventually attain self-sufficiency, they must look for ways to spread Iraqi artistic production.

Sixth perspective: The success of the satellite channel is determined by the content it offers. As we've already discussed, the objectives of each satellite channel include serving society in all spheres—social, political, economic, cultural, athletic, scientific, and religious, among others. A few niche satellite channels have emerged as a result of life's abundance of facets. Despite the existence of follow-up, an internal problem from the channel management, and an external issue from the Communications Authority, each channel started airing particular content to attract viewers. Nonetheless, a few channels continue to air only positive content while others only negative. The paragraph "Good content may be a reason for their success" ranked highest with a rate of (52.5%). According to the researcher, the channels with the largest followings and the highest rankings in polls are those that uphold national values, humanity, and the unity of the populace. The second-place paragraph, "Negative content may affect its success," had a percentage of 27.5 percent indicating that some Iraqi channels target a particular demographic with their programming. The media always aims to persuade the greatest number of viewers, especially in societies that share ties and a common destiny, so even though these programs and channels have a respectable audience of followers, it does not mean that they are a complete success. The success of this kind of media discourse could be impacted in the future. The paragraph that ranked third, with a percentage of 17.5%, was "Type of content does not affect success or failure." According to the researcher, form and content are how media messages, particularly those conveyed through visual mediums like television and movies, reach their audience. The interest of the audience that follows increases with the degree to which these two components are combined and convey positive messages. Because of this, the content serves as the foundation and directly influences whether the media message is accepted or rejected. As such, it will have an impact on whether the satellite channel succeeds or fails.

CONCLUSIONS

The following conclusions were drawn from the foregoing:

1. The technical and administrative performance of the satellite channel will suffer as a result of the management's disregard for governance principles.
2. To varying degrees and with ineffectiveness, some Iraqi satellite television channels implement certain governance principles, such as (transparency - determining responsibility - issue - participation - decentralization).
3. The majority of Iraqi satellite channels prioritize social and political objectives over other societal goals.
4. The majority of Iraqi satellite channels rely on government and private funding to remain operational.
5. In order to obtain a resource that meets their needs, a few Iraqi satellite channels must invest in other ventures.
6. The audience and the channel both benefit from quality content, which also helps the channel succeed and remain consistent.

RECOMMENDATIONS

The researcher recommends the following:

1. Starting training programs and workshops to instill a culture of governance in satellite channel employees and administrators, enabling them to succeed in both technical and administrative domains.
2. Because industry, science, and agriculture are vital to people's lives and can attract a sizable viewership for the channel, managers and investors of satellite channels need to create programming that appeals to all social classes, particularly women and children, as well as development programs.
3. The management of the channel ought to consider creating content with unique requirements that can be sold to Arab and Iraqi networks.
4. Hiring directors and writers who can create shows with strong content that can compete both internally and outside.

SUGGESTIONS

1. Developing a study on the teaching of governance culture to college and fine arts students, given the significance of governance for these students as future leaders.
2. Creating a work schedule based on governance principles that media organizations can accept and follow.

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First perspective: Negatives facing the work of management in satellite channels			
a) Lack of compliance with efficiency standards		b) Absence of the principle of accountability	c) Absence of oversight
			c) Absence of competitive economic thought
Second perspective: There are governance models that can be adopted in managing satellite channels			
a) Disclosure and transparency		b) Determination of responsibility	c) The issue
		d) Decentralized Participation	
Third perspective: The nature of the goals pursued by satellite channels			
a) It provides a service that has an economic impact		b) Provides a service with political and social goals	c) Produces programs subject to commercial standards
Fourth perspective: Obtaining financial support for satellite channels			
a) Government financial support cannot be dispensed with		b) It can dispense with government financial support	c) Rely on government support and self-financing
Fifth perspective: Some satellite channels rely on different sources of funding			
a) Marketing the programs produced there		b) Investing in other activities	c) Relying on sponsored .advertisements
Sixth perspective: The content provided by the satellite channel determines its success			
a) Negative content may affect its success		b) Good content may be the reason for its success	c) The type of content does not affect success or failure