

The Implementation Of Lean Management In Jordanian Televisions And Its Reflection On The Quality Of Media Performance

Al-Mamlaka TV as a Model ,
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Abstract

This article aimed to identify the level of lean management adopted by Al-Mamlaka TV as a model of Jordanian television stations, and its reflection on the quality of media performance. The method adopted has been a descriptive one using a questionnaire distributed to an intentional sample consisting of 51 Al-Mamlaka TV staff who are concerned with editorial tasks at all managerial levels. The results showed that the level of lean management at Al-Mamlaka TV was high. Furthermore, the results showed that the biggest obstacles to implementing lean management were bureaucracy and the stereotypical nature of procedures. The author recommended that the TV administration optimize its utilization of the accelerating technological developments to achieve the TV's objectives and implement training and development programs for staff to support the concept of lean management in the TV.

Keywords: al-Mamlaka TV.; Jordanian television stations; lean management; media performance; performance quality.

1. Introduction

The increasing number of television media stations has led to increasing competition among them regarding reaching the largest audience and gaining its trust. Therefore, a considerable need emerged for developing the media work in television and for enhanced creativity in performing it through pursuing

unconventional methods, both in form and content, in dealing with the media product as well as in the vitality and dynamism in interaction with the audience. This forces television media stations to adopt modern managerial systems in administering their various functions and activities. Lean management is one such system that is important for sustaining and expanding competition. Lean Management plays a considerable role in the success of media work by employing the relevant tools in dealing with media products.

The concepts of quality in media performance command great significance both in terms of quantitative and qualitative indicators of workflow on the basis that it represents the principal factor behind the sustained existence of any television media station. Furthermore, quality is considered the factor that contributes the most to achieving the main objective for any television media station represented in the sustenance, continuation, and completion .

Many television media stations ended up with negative results manifested in the low-performance level due to the inferior quality of the media products and their high costs. Therefore, several television stations that are cognizant of this are adopting lean management as a modern managerial system to administer their media operations and activities. Lean management plays a considerable role in their survival, continuity, success, and distinction from other stations. This is in addition to its role in simplification of procedures and operations, reducing costs and enhancing the value-added of the station.

The aforementioned will not materialize except by following a set of standards and adopting a lean system of administrative functions that reflect the quality of media performance, which is the basis for the survival and continuity of any station. Hence, this article attempts to get acquainted with the degree of implementing lean management in Jordanian television stations and its reflection on the quality of media performance from the point of view of the staff of Al-Mamlaka TV.

1.1 The Problem statements

Jordanian television stations face challenges in implementing lean management as it requires structured and defined steps and procedures, as well as realistic and flexible policies and objectives. Media performance is considered the final form and output of media work. The various stations try to identify factors affecting it, obstacles to achieving it with high quality, and areas and mechanisms for its improvement.

Lean management plays a vital role in achieving competitive advantage among Jordanian television stations, and through the researcher's observation of the actual situation of these stations, it appears that the weak competition between them may have affected the quality of media performance due to the shortcomings in adopting the pillars and requirements of lean management.

And given that the results of the study conducted by the international and independent research company "IPSOS Jordan" in 2021 indicated that Al-Mamlaka TV is ahead of similar Jordanian television stations as the first source of news in Jordan for the second consecutive year by achieving the highest viewing rate for news and news programs in Jordan, (<https://alghad.com>). Accordingly, the need arose to know the degree of implementation of lean management at Al-Mamlaka TV.

Based on this, the research problem was to determine the degree of implementing lean management in the Jordanian television stations ("Al-Mamlaka TV as a model") and its reflection on the quality of media performance from the point of view of the TV's staff, who are concerned with the editorial side at the various administrative levels.

1.2 The Questions

The main question of the article is: What is the level of implementing lean management at Al-Mamlaka TV? Then, to get answers to the main question, sub-questions are stemmed as follows:

- 1-What is the level of implementing lean management in Al-Mamlaka TV?
- 2- What are the obstacles facing implementing lean management in Al-Mamlaka TV?
- 3- What are the areas for improving the implementation of lean management in Al-Mamlaka TV?

1.3 The aims

The article aims to identify the level of implementation of lean management, the main obstacles facing implementation, and the areas for improving the implementation of lean management in Al-Mamlaka TV.

1.4 The importance

The article provides indicators of the importance of lean management for Jordanian television stations, and addresses its aspects, the obstacles it faces, and the areas for improving it.

Furthermore, the results will benefit television stations in general and Al-Mamlaka TV in particular in identifying suitable mechanisms and proposals for improving the implementation of lean management. Also, the results of the study will benefit researchers and specialists by providing them with suggestions for future research.

1.5 The terminology

***Lean Management:** It is one of the modern administrative methods practised by contemporary institutions. Lean management gives the organization the ability to deal with the changes surrounding it, face challenges and rapid changes, and prepare and respond to them quickly and flexibly, by adapting to those changes. Lean institutions are interested in considering change as an opportunity to gain a new competitive advantage that distinguishes them from other institutions by exploiting the opportunities available in the internal and external environments to achieve high quality and excellent performance.

***Media Performance Quality:** the TV's ability to provide the media product at a distinguished level by meeting the audience's needs and desires in a manner that is consistent with their expectations and achieves their satisfaction through pre-set media performance measures to provide a media product characterized by excellence and superiority.

***Al-Mamlaka TV:** A Jordanian television owned by the public sector and funded by the general budget. It represents the independent public media by providing a general service that reflects the welfare of society (www.Almamlaka.tv).

2. Literature Review

The theory of "The Two Factors" that Herzberg developed is a suitable theoretical background of the current topic. Herzberg displayed the importance of separating between two types of feelings that a person might experience by being in the organization: "Feelings of Resentment and Feelings of Satisfaction". The feelings of "Resentment" are called protection or maintenance factors, and they represent minimum-level factors that should exist to enable the worker to perform his tasks. The unavailability of the factors or availability rarely leads to displaying resentment among the workers, while being available more leads to neutralizing or freezing feelings of resentment. The Preventive factors include salary, supervision, relations with colleagues, and financial conditions.

The other factors are called "The Driving Factors" including assuming responsibility, driving growth, achievement levels, and the importance of work, progress, and independence. These factors must be available in the content. The unavailability of the factors or availability rarely makes the conditions unsuitable for the emergence of motivation among workers. On the other hand, if the conditions are available, feelings of satisfaction can appear, and this means that the availability of preventive factors is necessary and a condition for anticipating the emergence of feelings of satisfaction after the availability of the driving factors (Al-Omian, 2013, p. 289).

Harraf et al., (2015) developed a framework for organizational agility that is, based on ten pillars: a culture of innovation, empowerment, facing ambiguity, having a vision and strategic direction, managing change, communication, labor market analysis, and response to it, operations management, flexibility in the organizational structure, and attention to organizational learning. These pillars differ from one institution to another, according to the nature of its field and to its basic needs, and how to employ them.

2.1 Lean Management

Linguistically, "lean" is linked to lightness, agility, and the ability to move fast (Oxford Dictionary). Lean is also defined as the ability to detect opportunities and threats and respond to them quickly and proficiently, in addition to skillfully as a necessity for business (Tallon et al., 2011). Al-Masry (2016, p. 270) indicated that "lean" is an organizational characteristic linked to a set of competencies, capabilities, requirements, foundations, and dimensions that are necessary to enable the organization to achieve compatibility and rapid and accurate response to environmental changes along with the accompanying changing sudden and unexpected situations and adapt to them with a high degree of speed, flexibility, and balance.

Lean management is defined as an administrative approach that focuses on values, workflow, and perfection through the presence of a team that has the capacity to carry out administrative performance with a quick response, as well as the organization's ability to make quick adjustments in line with the requirements of development and change. This is in addition to the organization's possession of a good method in the use of data and information based on responding quickly to opportunities and challenges to achieve the best outcomes, by reducing and eliminating all activities that do not add value to the media work or the public (Rizqi, 2019, p. 41).

The concept of lean management is a rapidly growing concept that includes the development of relationships between various parties in order to provide value to the public, the aim of which is to implement a strategy that focuses on providing the product at the lowest cost, highest quality and in the shortest time. Lean management is the exact opposite of heavy-burdened, introverted, and bureaucratic management that adheres to traditional administrative methods that waste time, resist change in addition to having negative aspects that hinder the workflow in the institution and reduce the quality of the required work and lack opportunities to improve work (Muslim et al., 2018).

Lean management also means following the leadership methods that help the organization in reducing the costs and waste of resources, improving services, and responding quickly to the requirements of the public. It also contributes to improving the institution's ability to enhance the values of integrity and transparency, absorbing the conditions and changes that emerge in the world and improving the work environment from the psychological aspect, as well as applying methods and systems for teamwork and encouraging creativity and innovation (Shubat, 2020, p. 166).

Hui et al.(2009, p. 335) point out that the work scope of lean management is not limited to institutions that manufacture products only, but is suitable for all institutions, including media, that seek to simplify their procedures by eliminating activities with no-value-added, in addition to that Lean management leads to determine time, costs or surplus.

Lean management is represented by the television stations' understanding and awareness of the rapidly accelerating changes, and the ability to respond to unexpected changes quickly and flexibly, as well as to optimally exploit these changes, and to view change as an opportunity to develop and enhance the competitive advantage and grant the television station growth and continuity to achieve outstanding performance while maintaining the cost at a minimum level and improving efficiency.

So, we can say that lean management is a philosophy that can solve the problems created by the managerialist movement. It provides an opportunity to work with fewer resources without increasing pressure on employees(Cano et al., 2022). Salami (2020) identified the foundations of total quality management in media organizations and its connection to the International Standard Organization (ISO). He concluded that for the media

organization to succeed in applying total quality management, it must perform the work and activities required of it in an orderly manner and follow some steps that help it reach a result that satisfies the public.

Al-Za'abalawi (2018) dealt with the quality standards of journalistic work in the websites of Egyptian press institutions and their repercussions on professional performance. Al-Za'abalawi also showed that the senior leaders in the Egyptian press institutions prepare a vision, mission, and goals for the institution they lead, based on the editorial policy declared to all employees and supervisors of implementation of operations and monitoring workflow plan in the institution.

2.2 Principles of Lean Management

Al-Eifah et al. (2017) identified the principles and mechanisms of applying total quality management in media institutions. They showed also that media institutions bear a joint responsibility in practicing and learning the principles of total quality management, as they help in the change, development, and modernization in the media system.

To achieve its main objectives, lean management must be based on the following set of key principles to ensure the successful implementation of the concept (<https://educationmag.net>):

- Public' satisfaction /customers' gratification means delivering a product/ a service with high value added.
- Response to changes: the basis for lean management is the adoption of changes to achieve high competitiveness.
- Withdrawal System: that is, not to provide a product/service unless there is a prior request for it.
- Provision System: Production is done according to the expectations that match the customer's demand.
- Sustainability: calls for learning, development, and continuous improvement.
- Work Progress/Flow stands for providing continuous flow in operations and the production process of the item from the start till the finish.
- Technical Distinction: stands for focusing on tested technology to prevent mistakes.
- Management: i.e. clarity of all managerial foundations and approaches.
- Flexibility: refers to the ability to produce in different times and specifications, quickly and efficiently.
- Speed: entails continuous achievement over short periods and adopting the concept of early errors.

- Building Leaders stands for forming leaders who can perpetuate the culture and philosophy of the organization.
- Work Teams: entails the formation of work teams specialized in quality that follow the philosophy of the organization.

2.3 The role of lean management

Muslim et al., (2018) identified the role of lean management in achieving creativity among workers, through a case study of a mobile phone company; Jawwal, in Gaza Governorate in Palestine. They also concluded that there is evidence of the pillars and tools of lean management in the elements of administrative creativity in Jawwal, and it was found that lean management contributes to providing products and services in the fastest time and at the lowest costs, and leads to achieving the minimum levels of waste, damage, and loss of various resources in institutions. Al-Faqih(2018) concluded that strategic agility has an important role in bringing about change in higher education institutions, which improves the speed of their response and adaptation to the developments of the times to achieve their competitive advantage, and that there is a correlation between strategic agility and its role in achieving indicators of competitive advantage for the Yemeni universities' environment.

2.4 Lean management obstacles

Regarding the obstacles of lean management, Moradi & Sormunen(2023) indicate that the lack of awareness and understanding of lean construction, resistance to change, and lack of support and commitment from senior management are the top three barriers to the adoption and implementation of lean construction, which can be overcome using the identified enabling factors, among which the top three were the development of a lean culture, application of lean principles tools and techniques, senior management support and commitment. Furthermore, the results provide a model that depicts the relationship between barriers and the detected enabling factors and implications for the application of lean construction.

Kamaram et al., (2012) demonstrated the importance of supporting organizational agility regarding availability of required information about the surrounding work environment at the required speed and accuracy. It also showed the need to use electronic software programs that ensure realizing flexibility in performing the work. Furthermore, it highlighted that there is role for organizational agility in the data flow and speed of

processing it to access the required information, which contributes to the speed of decision-making and adoption within the organization and that organizational agility increases the harmony and compatibility between the units and departments of the institution, and the optimal utilization of human resources.

Shehata (2012) reviewed the vision of press production experts in different areas of editing, printing, distribution, and advertisement regarding the standards that must be applied, and committed to, by press institutions to stay in the field of media competitiveness. The study concluded that the Egyptian press institutions have witnessed a great development on the administrative, organizational, and technological levels, and recommended the necessity of developing traditional administrative models and strategies in the Egyptian press institutions.

2.5 Quality of Media Performance

In the modern era, the issue of "quality" is garnering increasing interest in the majority of institutions particularly after they recognized the importance of quality and the extent of its contribution to progress and development of performance, and looking at quality as a competitive weapon with which institutions face internal and external challenges, benefiting, employing and making it as the method adopted in institutions (Joudah, 2019, p. 23).

According to (ISO 9000) Standard for the year 2000, quality is defined as: "the set of distinctive characteristics of the product (or activity, process, institution or person) that make them able to meet the expressed and anticipated needs and expectations. The degree to which the product fulfils the needs and expectations shall determine how it is described; the good, high quality or poor product. The declared needs in the purchase or sale contract are expressed as specific standards for the product to be bought or sold (Dale et al., 2017, p. 5).

The term "quality" in media performance refers to all the efforts made by the employees of the media institution. It also is a method that describes the systems, materials and standards used by institutions to maintain the level of standards and quality, and this includes work practice, how to present programs and leading to improving the level of media outputs in a pattern that is commensurate with the needs of and the requirements of society (Jwaily, 2019, p. 47).

Al-Za'abalawi(2018) indicates that the quality of performance in media performance is realized after the implementation of the various operations and activities in the media institution so quality is a continuous process linked to each stage of the implementation of media performance. The level of quality at any stage affects the level of quality in the next stage. As an inevitable result of this, the technological development affected the oversight function, which is considered an activity for evaluation and discovering errors and deviations, and to assist the management of the media institution in its judgment on how to implement the various activities.

The outputs of the media performance are the product of the interactions that occur between the inputs of the media system and the fusion of these inputs and their transformation into forms with value and meanings and significance. These outputs are strengthened by the staff's acquisition of the necessary knowledge and skills to perform work in a distinguished manner that ensures public satisfaction and thence fulfilling the equation of linking media institutions with the needs of the public and focusing effort on the required work, which leads to saving expenses, increasing returns and achieving career goals (Al-Samarraie, 2010, p. 61).

Based on the aforementioned, it has become necessary to link media performance with the interests and needs of society, and this calls for reconsidering the functions performed by media institutions and planning to provide appropriate outputs to the public, as well as emphasizing the importance of linking the improvement and development of their performance level in line with developments in the society, considering that it is the first beneficiary from the media service, because obtaining high levels of social satisfaction requires knowing the needs of its members, adhering to them and seeking to find workers who provide high levels of performance (Al-Mash'harawi, 2014, p. 145).

The author believes that the commitment to the quality of media performance is positively reflected in the existence, continuity, distinction, and competitiveness of the television station, thus satisfying the needs of the public. Instead of looking at the goals of television stations and the needs of the public as two contradicting opposites, and that achieving one of them would be at the expense of the other, the quality approach considered that both the goals of the station and the public needs complement each other and are not at the expense of each other.

2.6 Quality Standards in Media Performance

The media image is a cognitive process and one of the tools used in conveying information and opinions. It is based on individuals' awareness of the characteristics of a particular subject and helps to form its positive or negative trends in society. Accordingly, the media can create and shape the mental image of community members. This requires the creation of controls and standards related to media work (Jarad, 2021).

Despite the lack of unified and agreed standards, the International Standardization and Accreditation Services (ISAS), similar to the ISO 9001 standard, issued in 2016 a standard, ISAS MEDIA 9001(2016), for quality control in media institutions, and this standard is considered non-binding and optional for media institutions and consists of the following requirements:

- 1-The quality of information: that is, the sources of information and media content must be accurate, and there should be a separation between opinions and information.
- 2- Independence: The standard focuses on the independence of the media institution from its owners and capital providers, advertisers, and suppliers.
- 3- Transparency: The media institution is expected to provide ethical codes, editorial-related charters, and information sources.
- 4- Relationship with the Authorities: the standard focuses on ensuring freedom of expression and the right to access information.
- 5- Content Quality: It is expected that the content of the media material will contribute to enhancing the public's ability to understand and interpret events and facts, and contribute to knowledge enrichment and conflict resolution.
- 6- Ethical Principles: focusing on the established principles related to the pursuit of truth, respect for the rights of individuals, their privacy and integrity and impartiality.
- 7- Professional Rules and Editorial Policy: the media institution should establish policies that are declared for all for evaluating the quality of content and media performance.
- 8- Organization of Work: focusing on continuous improvement processes, quality assurance of professional performance and protection of intellectual property rights.
- 9- Relationship with Advertisers: the standard focuses on separating advertisement and editorial material and setting

clear policies that guarantee the editors' independence from advertisers.

10- Participation and Relationship with the Public: the standard focuses on the importance of providing communication channels with the public and receiving their complaints and feedback along with ensuring the right to respond.

11-Human Resources Management: the standard focuses on the importance of providing clear policies for attracting, recruiting, training, and capacity building of staff, with effective performance appraisal systems.

12- Infrastructure: the standard focuses on the importance of absorbing modern technology and employing it in media work.

2.7 Al-Mamlaka Channel

Al-Mamlaka TV, the independent media station was established in 2015 as the nucleus of an independent public media organization through public service. The channel's satellite and digital broadcasting were launched in 2018. (www.almamlakatv.com).

Al-Mamlaka TV is equipped with the most modern studios and technologies in the news industry, broadcasts in SD and HD technology on Arabsat and Nilesat satellites and on the OSN network, in addition to its coverage on its own website, social networking sites and mobile phone. The TV employs a network of correspondents in global decision-making capitals and several Arab countries, In addition to equipped offices in several Jordanian governorates.

Al-Mamlaka TV embodies the concept of a public media service that is independent of the interference of authorities and private economic interests, thereby reflecting the public interest by being a media service owned by the public sector, funded under the General Budget, and representing all individuals of the society. It also represents a media service that guarantees pluralism and participation by reflecting the interests of all citizens and addressing them without exception, exclusion, or marginalization of a group of them.

Al-Mamlaka TV seeks to present a new Jordanian model in the public media according to the following basic principles:

- The independence of broadcasting information and news
- Freedom of public debate
- Oversight and representation of public opinion
- Education and entertainment.

2.8 Administrative and Editorial Standards in Al-Mamlaka TV

The institutional and media performance of Al-Mamlaka Channel is based on the standards of public media service, namely: Independence, Citizen Representation, Diversity, Expression of the Collective National Identity and its Culture, Excellence and Creativity, Reflection of Public Interest, Financing and Economic Model, Governance of Media Services. In the field of administrative and editorial public media service governance, the channel adheres to the following standards:

- Administrative governance, through the presence of:
 - A clear legislative framework based on the "Independent Public Media Station System" and the executive instructions issued according to it.
 - An independent board of directors appointed by His Majesty the King, concerned with public policies, financing and monitoring and evaluation.
 - A clear organizational structure that defines the institutional and organizational structure and administrative referral positions.
 - Accurate and clear description of functions and tasks.
 - Senior executive management with which specialized sub-executive departments are affiliated.
 - An administrative oversight body on two levels: internal control and external audit.
- Editorial governance, through:
 - Independent editorial departments adopt a horizontal path for communication and information flow.
 - Documented foundations and rules for managing newsrooms.
 - A clear, detailed, and publicized reference guide to editorial principles and rules that are constantly updated.
 - A guide to the usage of language and style.
 - A code of professional and ethical conduct signed by the channel's journalists.
 - Encouraging the channel's journalists to adopt rational self-regulation.
 - Providing clear and specific guarantees for the safety and security of the channel's journalists, whether through training, insurance, technical support, or other means.

3. Methodology

3.1 Method

The study belongs to the descriptive approach to identify the level of implementing lean Management in Al-Mamlaka TV and its reflection on the quality of media performance.

3.2 The population and Sample

The population consists of (70) employees who present the whole staff in Al-Mamlaka TV concerned with the editorial dimension in the different managerial levels including news anchors, presenters, producers, directors, field correspondents and reporters. The author distributed questionnaire to (51) staff members as an intentional sample.

3.3 Data Collection

The primarily data were collected by using a questionnaire developed for the purpose of the current paper. On the other side, the secondary Data were collected from the previous literature and various library references; specifically scientific books, specialized international periodicals, theses and sources related to lean management.

3.4 Reliability, Validity and Stability

The questionnaire had been reviewed by number of professors to judge its apparent and logical reliability and suitability as a suitable tool for data collection, and then the author modified it as they indicated. For Stability, the Cronbach Alpha Test had been conducted and reached (97.3%), which is an excellent percentage for the adoption of the results of the study.

4. Results

4.1 The implementing lean management

In order to identify the level of implementing lean management, arithmetic means and standard deviations for sample's responses were extracted as the following table

Table 1: means and standard deviations of sample responses about implementing lean management

Items	mean	Standard Deviation	Rank	level
Responding to Changes: adopting changes to achieve high competitiveness.				
Lean management helps me to accomplish my tasks accurately and within a specific time schedule, in light of the high competition among Jordanian TV stations.	4.9118	0.1925	1	High

- Lean management helps to use the available resources in the TV in a thoughtful manner in order to achieve a competitive advantage among other Jordanian television stations.				
Audience Satisfaction: providing a media product with value-added - Lean management contributes to providing high-level media content. - The application of lean management helps in the search for the development of new ideas, which distinguishes me distinct from others.	4.8825	0.4752	2	High
Technical Excellence: Focus on technology to prevent errors. - The TV works to provide the necessary devices and technologies to perform my work. - The TV provision of the technologies needed to perform the work reduces costs that may result from errors.	4.8823	0.2142	3	High
Sustainability: Continuous Learning, development and improvement. - Lean management helps to use new methods and tools that contribute to continuous improvement in my work performance. -Lean management encourages the acquisition of practical skills and scientific knowledge through my continuous participation in training courses, which develop my capabilities and capacities.	4.8529	0.2300	4	High
Workflow: The flow of the media product production process from start to finish. - Lean management ensures the deliberate flow of media content between the various sections and departments concerned with this content. - Lean management works on following specific ways to carry out work in order to dispense with unnecessary activities and to reduce the total cost	4.8235	0.3850	5	High
Withdrawal System: Not offering a product unless there is a pre-order for it. - Lean management responds to the interests and desires of the different categories of the audience by providing well-thought of programming content and a thoughtful programmatic form that meets the expectations of the audience. - Lean management contributes to reducing work costs that may result from producing programs that are not required by the public.	4.7941	0.2485	6	High

Building Leaders: Creating leaders capable of perpetuating the TV's culture and philosophy. - Lean management encourages group work with a team spirit. - Lean management encourages employees' initiatives to create change and perpetuating a culture of creativity and innovation in the TV.	4.7647	0.4284	7	High
Management: Clarity of all administrative rules and methods for all. - Lean management ensures that administrative rules and procedures are clear to all. - Lean management applies administrative rules and procedures fairly to all.	4.6472	0.6426	8	High
Work teams: Formation of work teams specialized in quality. - Lean management works to set clear & specific standards that govern the performance of staff s in TV. - Lean management rewards employees with outstanding performance of their work.	4.6470	0.6426	9	High
Flexibility: Capacity for production on different times and in different specifications with high efficiency and speed. - Ensure that I perform at the same level of quality when the volume of work required of me increases. - Lean management respects the opinions and corrective actions I offer to improve the business.	4.6177	0.4425	10	High
Speed: continuous achievement at short intervals, and early prediction and treatment of errors. -Lean management helps in the division of work duties and completing them faster. - Lean management helps to quickly reach my direct supervisor to help me solve errors and work problems, which is reflected in reducing errors as a result of paying attention to them and anticipating their occurrence.	4.6175	0.6370	11	High
Total mean	4.7670			High

The table above shows that the mean of the items of implementing lean management is (4.7670) at a high level. The means of the items of "Implementing lean management" ranged between (4.9118 and 4.6175) and that the most important item was item (**Responding to Changes: adopting changes to achieve high competitiveness**) which come in the first rank with a mean of (4.9118) and with a standard deviation of (0.1925) at a high level. The staff of editorial jobs believes that lean management helps to accomplish tasks accurately and within a specific time schedule, considering the high competition among Jordanian

television stations. Lean management also helps to use the available resources in the TV in a thoughtful manner to achieve a competitive advantage among other Jordanian television stations. However, the item (**Speed: continuous achievement at short intervals, and early prediction and treatment of errors**) came in the last rank with a mean (4.6175) and with a standard deviation of (0.6370) and at a high level. The staff of editorial jobs believes that lean management helps in the division of work duties and completing them faster and that lean management helps staff to quickly reach their direct supervisor to help them solve errors and work problems, which would be reflected in reducing errors as a result of paying attention to them and anticipating their occurrence.

4.2 The obstacles facing implementing lean management

In order to explore the obstacles facing implementing lean management, arithmetic means and standard deviations for sample's responses were extracted as the following table

Table 2: means and standard deviations of sample responses about the obstacles facing implementing lean management

Items	mean	Standard Deviation	Rank	level
The bureaucracy in, and lengthy nature of administrative procedures within the TV, which are not compatible with the nature of the TV's work that requires speed in staying abreast with events.	2.000	0.692	1	Low
The stereotypic nature of procedures followed within the TV prevents the achievement of distinction and competitiveness.	1.7647	0.737	2	Low
The lack of clarity in the organizational structure in the TV resulting in poor distribution of tasks, responsibilities and dependencies.	1.7059	0.756	3	Low
The TV does not have a contemporary strategy that is abreast with various developments, and that includes clear goals and measurable performance indicators.	1.5294	0.504	4	Low
The leadership does not participate in setting the TV's strategic objectives.	1.2353	0.428	5	Low
Poor internal communication between the sections & departments within the TV which leads to lack of harmony and integration to achieve the goals of the TV.	1.2353	0.428	5	Low
Leadership in the TV does not have the requirements for quick adaptation to accelerating changes in various areas.	1.2353	0.428	5	Low

The internal work environment is not conducive to encouraging employees' initiative and creativity.	1.235 3	0.428	5	Low
Total mean	1.492 6			Low

The table above shows that the mean of topic of main obstacles facing implementing lean management is (1.4926) at a low level, and the means ranged between (1.235 and 2.000) of all items at low level. The data shows that the main obstacles facing implementing lean management in Al-Mamlaka TV are: (the bureaucracy in, and lengthy nature of administrative procedures within TV, which are not compatible with the nature of the TV's work that requires speed in staying abreast with events) with a mean (2.000) and standard deviation (0.6928), followed by (the stereotypic nature of procedures followed within the TV prevents the achievement of distinction and competitiveness) with a mean (1.764) and standard deviation (0.7372), then (the lack of clarity in the organizational structure in the TV resulting in poor distribution of tasks, responsibilities and dependencies) and finally, (TV does not have a contemporary strategy that is abreast with various developments, and that includes clear goals and measurable performance indicators). The other items come at the same lowest level.

4.3 The areas of improving the implementation of lean management

In order to identify the areas of improving the implementation of lean management, arithmetic means and standard deviations for sample's responses were extracted as the following table:

Table 3: The means and standard deviations of sample responses about the areas of improving the implementation of lean management

Items	mean	Standard Deviation	Rank	level
Optimal utilization of the accelerating technological developments to achieve the TV's objectives.	4.5307	0.8568	1	High
Implementing training & development programs for the staff in support of the lean management concept in the TV.	4.5294	0.8668	2	High
Providing a work environment that encourages initiative and creativity.	4.5293	0.8508	3	High
Paying attention to motivation policies.	4.5292	0.8041	4	High
Simplification of work procedures to ensure speedy performance of tasks.	4.5291	0.8461	5	High

Delegating authorities in a way that enhances the concept of decentralization, trust and the ability to take responsibility by staff	4.5290	0.8368	6	High
Establish/activate the quality assurance unit/department in the TV & clarify the nature of its function.	4.5289	0.8568	7	High
Activating internal communication between sections and departments inside the TV to instill harmony and integration & accordingly achieving the TV's objectives.	4.3529	0.7970	8	High
The participation of all workers in making decisions related to them and to their TV.	4.0590	0.8029	9	High
The TV's anticipation of future changes and readiness to respond to them.	4.0589	0.8223	10	High
TV's management maximizes utilizing opportunities and minimizes the impact of threats.	4.0588	0.8127	11	High
Paying attention to job satisfaction programs within the TV.	3.4706	0.8141	12	High
Total mean	4.3088			High

The table above shows that the mean of the items belonging to topic of “the areas and recommendations for improving the implementation of lean management” is (4.3088), with a high level for all items that ranged between (3.4706 and 4.5307). The main areas of improving the implementation of lean management in Al-Mamlaka TV are: (optimal utilization of the accelerating technological developments to achieve the TV's objectives) with a mean (4.530) and standard deviation (0.8568) at high level as the other items that followed it; Implementing training & development programs for the staff to support the concept of lean management in the TV, providing a work environment that encourages initiative and creativity, paying attention to motivation policies, simplification of work procedures to ensure speedy performance of tasks and delegating authorities in a way that enhances the concept of decentralization, trust and the ability to take responsibility by staff & motivates them to exert more effort to accomplishing work flexibly & in a distinguished manner.

5. Discussion

5.1 The implementing lean management

The results showed that the implementation of lean management in Al-Mamlaka TV was high. This result concurs with Salami (2020), which concluded that the success of the media organization in applying Total Quality Management (TQM) depends on the organization performing the work and activities required of it in an orderly manner, and following some steps that help it reach a result that satisfies the audience. It also

concur with Muslim, et al.(2018), which showed that the institution's adoption of lean management contributes to providing products and services in the fastest time and at the lowest costs, and leads to minimizing waste, spoilage, and loss of various resources in these institutions. In the same context; Al-Zamel et al.(2021) indicated the role of lean management in achieving compatibility and rapid and accurate response to environmental changes and the accompanying situations which can be equally changing, sudden, and unexpected.

This result is consistent with what the Two Factors Theory which this study was based on, in terms of the importance of the availability of satisfaction among the workers in the institution to contribute to its survival, continuity and distinction, so that satisfaction is formed through the availability of the driving factors for them which are related to the content of the work that the individual performs. These are factors manifested in achieving growth, performance, importance of work, progress, responsibility and independence. The theory indicates that the absence or poor level of these factors leads to the emergence of dissatisfaction and lack of motivation among workers.

Based on ISAS MEDIA 9001 Quality Control in Media Institutions Standard described in the literary framework of the study, the result of this question was compatible with a number of requirements of this Standard, namely: (a) the quality of the information, in terms of the channel's focus on the accuracy of the sources of information and media content, and the separation between opinions and information and (b) the quality of the content, in terms of the contribution of the media material to enhancing the audience's ability to understand and interpret events and facts, and to contribute to the enrichment of knowledge.

The high level of implementation of lean management in Al-Mamlaka TV according to staff is attributed to several factors, the most important of which is the channel's keeping pace with technological developments in the media field to perform the work as well as the channel's endeavor to provide high media content and the continuous search for developing new ideas and the focus on improvement in work performance by strengthening the capabilities of the staff working in the channel. As well as focusing on the implementation of the work by dispensing with unnecessary activities, in order to reduce the total cost when producing the media material.

5.2 The obstacles facing implementing lean management

The results showed that the main obstacle facing implementing lean management in the TV is the bureaucracy and lengthy administrative procedures. Moreover, the stereotypic nature of procedures depended within the channel prevents the achievement of distinction and competitiveness. Also, the lack of clarity in the organizational structure in the TV led to bad distribution of tasks, responsibilities and dependencies. Al-Faqih(2018) showed the important role of lean management in bringing about change in institutions, which improves the speed of its response and adaptation to the developments of the times to achieve its competitive advantage. Furthermore it demonstrates the correlation between lean management and its role in achieving the indicators of the competitive advantage of the institution.

According to Two Factors Theory, the satisfaction is formed through the availability of protective factors for employees including supervision, wages, relations with colleagues, and financial conditions. These factors, in their entirety, represent the minimum that must be available in order for the worker to be able to do his/her work. The absence, or inadequacy, of these factors leads to the emergence of feelings of dissatisfaction among workers.

As for "the bureaucracy", Muslim et al.(2018) stated that lean management is the exact opposite of heavy, closed, flabby, routine and bureaucratic management that adheres to traditional management methods that waste time and are resistant to change and have negative aspects that stand in the way of work in the institution and reduce the quality of the required work. Such a negative atmosphere leads to lack opportunities to improve work. The result is also consistent with what (Shubat, 2020) said in terms of the role of lean management in promoting the values of integrity, transparency, understanding the circumstances and changes that occur in the world, improving the work environment from the psychological point of view, applying methods and systems of teamwork, and encouraging creativity and innovation. This result is also consistent with what was shown by (Hui, et al., 2009) in terms of lean management simplifying its operations by eliminating non-value-added activities.

Based on the ISAS MEDIA 9001 Standard for Quality Control in Media Institutions explained in the literary framework of the study, the result of this question was compatible with a number of requirements of this Standard, namely (a) professional rules

and editorial policy, in terms of the channel's development of policies known to all concerned individuals to assess the quality of content and media performance, (b) human resources management, in terms of the channel providing clear policies for employment, recruitment, training and capacity building, with effective systems for performance appraisal and (c) infrastructure, in terms of absorbing modern technology and employing it in media work.

The obstacles of "bureaucratic", "the stereotypical nature of procedures" can be attributed to the nature of media work as well as the nature of Al-Mamlaka TV as a public service channel that obliges it to verify the accuracy of the information or the visual or audio material before publishing it since the TV represents a source of reliable news by most Jordanians according to the results of opinion polls for many years.

5.3 The areas of improving the implementation of lean management

The results showed that all areas for improving the implementation of lean management was high level. These areas and recommendations were (a) optimal utilization of the accelerating technological developments to achieve the channel's objectives, (b) implementing training and development programs for the staff to support the concept of lean management in the channel and (c) providing a work environment that encourages initiative and creativity.

With regard to the recommendation of "Optimal utilization of the accelerating technological developments to achieve the channel's objectives", this result is consistent with Kamaran, et al.(2012), who highlighted the impact of information technology on lean managements in work institutions through the use of electronic programs that help achieve flexibility in completing Work, data flow and speed of processing to access the required information. In this way it contributes to the speed of decision-making and taking within the institution, in addition to the role of lean management in increasing harmony and compatibility between the units and departments of the institution, and its role in the optimal utilization of human resources. This consists with Al-Eifah, et al.(2017) who demonstrated the significance of practicing the principles and mechanisms of Total Quality Management (TQM) for the media institutions, since it can assist in bringing about change, development and modernization of the media system, and contributes in activating the role of each individual within this framework in pursuit of continuous improvement. In the same context,

Shubat(2020) suggested that lean management had an essential role in comprehending the emerging conditions and changes in the world, in addition to its role in improving the work environment from the psychological point of view and applying group-based work systems and enhancing creativity and innovation.

The results present the same indicators that are assumed by The Two Factors Theory regarding the importance of the availability of protective factors for the employees including supervision, wages, relations with colleagues, and financial conditions. In addition to providing them with motivating factors as represented by growth, achievement, progress, and independence.

Based on the ISAS MEDIA 9001 Standard for Quality Control in Media Institutions explained in the literary framework of the study, the result of this question was compatible with one of the requirements of this Standard, specifically the one related to human resources management as this Standard focuses on the significance of providing clear policies for employment, recruitment, training and capacity building, with effective systems for performance appraisal.

The technology is one of the most important resources supporting lean management in the channel because it provides the opportunity to learn about the most important local and global changes or developments in the shortest time, enhance access to information and to obtain the knowledge that the channel needs to take decisions, and enabling it to respond quickly to changes and take appropriate measures in a timely manner. Technology can also be used to achieve effective communication between the different functional levels within the channel and between the administrative and editorial departments, ensuring the ease and flow of data and information needed by staff and supporting the achievement of lean management.

Furthermore, the training programs of value give the channel's employees capacities and capabilities that help them adapt to the requirements and changes that occur in the media work, and that it is important for the channel to rely in its work on individuals who have the necessary work skills, understand well the size of the challenges the channel faces, and have the level of competence required to face the challenges.

Accordingly, the author recognizes the importance of the TV's role in creating a supportive work environment for presenting

innovative ideas, encouraging and supporting them to turn them into reality, and creating new opportunities to gain new competitive advantages that qualify them to be at the forefront.

6. Conclusion

The article attempted to explore the level of implementation the lean management in (Jordanian) Al-Mamlaka Tv. The results showed that the implementing lean management was high level, particularly in field of responding to Changes: adopting changes to achieve high competitiveness. The results concluded that the main obstacles facing implementing lean management in Al-Mamlaka TV was the bureaucracy followed by the stereotypic nature of procedures followed then the lack of clarity in the organizational structure in the TV resulting in bad distribution of tasks, responsibilities and dependencies. Furthermore, the most areas of improving the implementation of lean management was optimal utilization of the accelerating technological developments to achieve the TV's objectives, followed by Implementing training & development programs for the staff to support the concept of lean management in the TV.

7. Recommendations

The author recommends adopting lean management at work for its role in reducing errors as a result of paying attention to them and anticipating their occurrence. Furthermore, forming work teams specialized in quality to set clear and specific standards that govern the performance of the channel's staff and reward the distinguished workers for performing their work. It is necessary to emphasize the top and middle-level leaders' participation in setting the strategic goals of the channel, provided that these leaders possess the elements of rapid adaptation to the accelerating changes in the media field.

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