The Impact of the structure of the Board of Directors on Employee Satisfaction: A field study on private Egyptian Television channels

By Mennat Allah Mohammed Farouk Mohammed Saad
PhD researcher
Sadat Academy for Management Sciences (SAMS)
Dr. Farid Aly Mohammed Shosha,
Emeritus Professor of Business Administration, Sadat Academy for Management Sciences (SAMS).
Dr. Shaimaa Fahmy Said
Assistant professor of Business Administration, Sadat Academy for Management Sciences (SAMS).

ABSTRACT

Corporate Governance (CG) has gained importance over the past decade due to its major role in directing, observing, and controlling the organization's performance and results.

Good Corporate Governance (GCG) is expected to reduce the risk of deception and corporate collapse, particularly after the big scandals of several multinational organizations such as: Enron in 2001, WorldCom in 2002 and Parmalat in 2003.

Good Corporate Governance (GCG) is also perceived to increase firm value by reducing agency costs and by building investors' confidence. Moreover, to create wealth by improving financial performance.

Previous studies have addressed the role of good corporate governance mechanisms in increasing firm value in many countries, but there has been limited research done in the Egyptian case and limited work on factors which may mediate

the relationship between corporate governance and the private firms' sustainable strategic performance.

Working with different theories of corporate governance derived from Calder (2008), this research focuses on the impact of the structure of the board of directors – as an indicator of corporate governance - on employee satisfaction as an indicator of sustainable strategic performance, with an application on private Egyptian Television Channels.

In this research, the structure of the board of directors has been studied as the independent variable.

Dependent variable chosen for this research is the Employee Satisfaction.

The purpose of the research is to provide insight into whether corporate governance - through the structure of the board of directors - impacts or does not impact the employee satisfaction, which is essential to achieve the firm's sustainable strategic performance.

Keywords: Corporate Governance, sustainability, strategic performance, private Egyptian Television channels, Board of Directors, employee satisfaction.

Dedication

I dedicate this research to the souls of my parents, who have been the great motive for me to continue my post-graduation studies.

Their support for my endeavour to pursue my academic career has been the main reason behind my efforts to carry on with my studies.

Their kindness and care taught me that regardless how life can be tough, we should keep up the sincere efforts to achieve our goals.

I also dedicate this research to my professor Dr. Farid Aly Mohammed Shosha,

Emeritus Professor of Business Administration, Sadat Academy for Management Sciences (SAMS), for his great efforts in supervising my PhD dissertation. This research would not have been completed without his help and support.

TABLE OF CONTENTS

Topic

Page

CHAPTER ONE: THE RESEARCH FRAMEWORK AND LITERATURE REVIEW

1. Introduction

This research aims at studying the impact of the structure of the board of directors as one form of Corporate Governance on the employee satisfaction as one form of the sustainable strategic performance in the private Egyptian Television channels in Egypt.

Corporate Governance is a set of rules, practices and processes used to direct and control a company, while involving the balance of the interests of a company's stakeholders such as management, shareholders, suppliers, customers, financiers, competitors, government, and the community. *(1)* With the lack of good Corporate Governance a firm can face disastrous consequences with its business. Several large organizations such as Enron, Cadbury, Wal-Mart & Xerox were severely impacted due to corporate governance failures.

The application of a good and effective Corporate Governance system leads to shareholders confidence. Confident shareholders are likely to invest larger amounts of money in an effectively governed company, which can lead to increased market confidence in the company and can consequently serve to increase its overall stock value.

According to Sutedi *(2)* related to agency theory, Good Corporate Governance (GCG) emerged as a solution to agency problems, which is conflict of interest between a company's management and its stockholders.

Implementation of GCG with several principles such as accountability, transparency, fairness, disclosure and the good structure of the board of directors *(3)*, provides very effective protection towards the company’s stakeholders.

Today, one of the major channels of Information transferring is the media.

Therefore, this study aims to focus on investigating, whether Corporate Governance - through the structure of the board of directors - impacts and influences the sustainable strategic performance – through employee satisfaction - in the private Egyptian Television channels in Egypt or not.

2. Previous studies

1.2.1 <u>Board Diversity and Employee Satisfaction: The Mediating Role of Progressive Programs</u> *(4)*

Introduction

To date, the effects of top leadership diversity on rank-and-file employees have attracted little scholarly attention. In particular, whether, and if so how, corporate board diversity influences employee satisfaction has not been previously addressed. It is important to explore this question because how employees feel about their jobs and their organizations is relevant not only for their individual well-being but also has implications for firm success.

This study examines whether board diversity can influence employee satisfaction via directors' discretion over corporate practices and policies.

Research hypotheses

H.1: Firms with demographically diverse boards are more likely to implement progressive corporate-level management programs valued by employees.

Hypothesis 2a: Firms that offer exceptional work–life benefits programs have higher levels of employee satisfaction.

Hypothesis 2b: Firms that award cash profit-sharing bonuses to employees have higher levels of employee satisfaction.

Hypothesis 2c: Firms that have innovative giving programs, with workplace drives and/or firm matches of employee donations, have higher levels of employee satisfaction.

Hypothesis 3: The adoption of progressive management programs mediates the relationship between corporate board demographic diversity and employee satisfaction levels.

Variables

Employee satisfaction, Board diversity, Progressive management programs, Cash Profit-Sharing.

Results

Firms with diverse boards were more likely to have notably generous work–life benefits, innovative giving programs, and (to a nonsignificant extent) cash profit-sharing bonuses, although these variables were also correlated with firm size. There is not, however, a simple direct association between board diversity and employee satisfaction. Although progressive programs are shown to be positively correlated with employee satisfaction levels, multicollinearity is unlikely as all variance inflation factor (VIF) scores in the analyses were less than 2.

1.2.2 Female directors on corporate boards and their impact on corporate social responsibility (CSR): evidence from China *(5)*

Purpose of the study

This study aims to examine the determinants of the female representations on Chinese listed firm’s boards. This study also investigates the effect of gender diversity on corporate social responsibility activities.

Methodology

The Tobit regression model is used because the data is censored and using ordinary least square regression can give spurious results. For robust check, the authors also used Heckman’s (1979) two-stage self-selection model to remove the sample self-selection bias.

Literature review

The corporate governance practices are positively associated with the propensity of hiring female directors on board, e.g. a larger board size means that the probability of women being hired increases (Amélie et al., 2015) *(6)*. The hiring of female directors is based on all the stakeholders’ demands to represent the female on board equally. Extant literature on corporate governance proposes that the independent directors bring desirable outcomes regarding curtailing the agency cost (Rashid, 2015; Li et al., 2008) (*7)*. Corporate governance related studies in China have shown that the independent directors curtail managerial expropriations and enhance the firm value. A female director is more conservative in decision-making and brings an alternative perspective to the table. Therefore, the demand for hiring an independent female director is increasing by the shareholders (Carter et al., 2010; Saeed et al., 2018) *(8)*.

Hypotheses

H1a. Corporate governance practices are positively associated with Female representation on board (FROB) in Chinese listed firms.

H1b. Family ownership, institutional ownership and managerial ownership are positively associated, while state ownership is negatively associated with FROB in Chinese listed firms.

H2. Women on board have a positive impact on CSR activities.

Results

Women directors' presence in Chinese listed firms has increased significantly from the year 2007 to 2016.

The results show that the firm size, corporate risk and state ownership are negatively related to the female representation. The corporate governance, firm age, profitability, ownership structure and female presence on top position are positively associated with female representation. The results are robust by taking alternative measures of diversity, size and estimation techniques.

1.2.3 <u>CEO behavior and sustainability performance: the moderating role of corporate governance</u> *(9)*

Research questions

How does psychological and cognitive biases of the CEO perform with respect to a firm's sustainability performance? Do corporate governance mechanisms, weaken or strengthen the effect of these biases on the corporate sustainability performance?

Research objective

To empirically investigate whether the corporate governance practices mitigate or reinforce the impact of an overconfident/hubristic CEO on the orientation of the European real estate companies toward sustainable performance.

Research hypotheses

H1. There is a positive relationship between CEO overconfidence and corporate sustainable performance.

H2. There is a negative relationship between CEO hubris and corporate sustainable performance.

H3. The positive relationship between CEO overconfidence and corporate sustainable performance will be strengthen by a good corporate governance.

H4. The negative relationship between CEO hubris and corporate sustainable performance will be weakened by a good corporate governance.

Research methodology

This study uses a sample of 658 firm-year-observations using a sample of European real estate firms indexed on Stoxx Europe 600 Index from 2006 to 2019. To test the developed hypotheses, feasible generalized least square (FGLS) regression is applied.

Results

A good corporate governance score strengthens the positive effect of the psychological bias and CEO overconfidence on corporate sustainable performance while it fails to attenuate the negative effect of the cognitive bias and CEO hubris. This study provides empirical evidence that entrenchment problems arising from CEO hubris would not be mitigated by a good corporate governance practice. This could provide a new perspective for understanding the association between the CEOs' characteristics and corporate sustainability performance.

This research explores the determinants of sustainable performance in real estate sector. Research work on this subject is limited to American and Chinese contexts. Contribution lies in incorporating a moderating variable methodology which allows to highlight the role played by the corporate governance mechanisms. This could provide a new perspective for understanding the relationship between top executives' personality traits and sustainable performance.

1.2.4 Sustainable corporate governance and non-financial disclosure in Europe: does the gender diversity matter? *(10)*

Purpose of the study

This study intends to examine the impact of boardroom gender diversity on Environmental Social Governance (ESG) disclosure practices in the European listed firms' context.

Research hypotheses

H1. There is a positive relationship between board gender diversity and environmental social governance disclosure.

H1a. There is a positive relationship between board gender diversity and environmental disclosure.

H1b. There is a positive relationship between board gender diversity and social disclosure.

H1c. There is a positive relationship between board gender diversity and governance disclosure.

Research methodology

The initial sample included 6,279 European listed firms for which financial information is available. Subsequently, firms with missing ESG and governance data (4,887) were excluded. As a result, a final sample of 1,392 firms, which leads to 5,714 firm-year observations for the period 2014–2019, was available to test the hypotheses. The final sample is unbalanced since not all companies are represented in all years. Sample firms belong to the following 21 countries: Austria, Belgium, Cyprus, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovenia, Spain, Sweden and the United Kingdom.

Results

Board gender diversity exerts a positive and significant influence on the overall ESG disclosure score. This result supports Hypothesis 1. It can be explained in light of both stakeholder and resource dependence theory. Accordingly, the presence of women strengthens the board ability to meet the expectations of the whole stakeholders, as females are more concerned about the welfare of society and more sensitive to sustainability issues (Nadeem et al., 2017; Fernandez et al., 2019; Arayssi et al., 2020;

Wasiuzzaman and Wan Mohammad, 2020) *(11)*. Therefore, more gender diversity results in more accountability and transparency about ESG issues.

Board gender diversity also exerts a positive and significant influence on the environmental, social and governance disclosure dimensions. These results support Hypothesis 1a, 1b and 1c.

Presence of women directors improves the ESG disclosure throughout all levels.

Results show that board independence, size and EU Directive enactment positively affect the overall level of ESG disclosure, while board size exerts a negative influence.

Results also highlight that larger boards may create coordination and communication problems that negatively affect the internal decision-making processes and – in turn – ESG disclosure levels. On the other hand, the appointment of independent directors on the corporate board is crucial as - being detached from the property and managers - they are better in charge to contemplate the interests of the whole of corporate stakeholders, having - in turn - greater incentives in promoting transparency about ESG issues to preserve their reputation as external experts.

3. The Research Importance

The importance of this study is to demonstrate if the structure of the board of directors in private Television channels in Egypt impacts the employee satisfaction and therefore impacts the sustainable strategic performance of these channels or not.

4. The Research Problems

Media governance in Egypt can be considered as a newly implemented practice that has limitations of previous studies.

Also, the research main problem is how the absence of a good board of directors can affect the employee satisfaction and therefore affects the sustainable strategic performance of the private Egyptian Television channels.

5. The Research Objective

To study and examine the impact of corporate governance - mainly the structure of the board of directors - on the employee satisfaction and their level of engagement, and consequently how it impacts or does not impact the overall sustainable strategic performance of the private Egyptian Television channels.

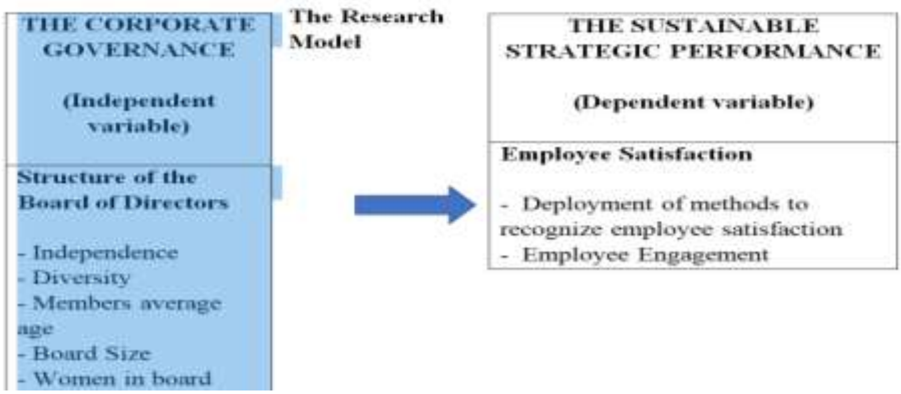
6. The Research Question

To what extend does the structure of the Board of Directors impact the employee satisfaction in the private Egyptian Television Channels?

7. The Research Hypothesis

H.1 The structure of the Board of Directors impacts the employee satisfaction in the private Egyptian Television Channels.

8. Research Model



9.The Research variables

The Independent Variable: The Corporate Governance

The independent sub-variable: Board of Directors

Indicators related to the board of directors:

- Independence
- Diversity
- Members' average age
- Board size
- Women in board

The dependent variable: The Sustainable Strategic Performance

The dependent sub-variable: Employee satisfaction

Indicators related to employee satisfaction:

- Deployment of methods to recognize employee satisfaction
- Employee Engagement

10.The Literature Review

10.1 The Corporate Governance

Ever since the downfall of Enron Corporation in 2001 and its announcement of bankruptcy; the World has noticed the great importance of Corporate Governance.

Also, the fact that a well renowned auditing Company such as Arthur Anderson was found guilty of illegally destroying documents relevant to The U.S. Securities and Exchange Commission (SEC) investigation, which voided its license to audit public companies and closed the firm. Another number of scandals followed later such as the WorldCom failure in 2002, and Parmalat collapse in 2003, which was considered as Europe's biggest corporate bankruptcy at the time along with other scandals. Consequently, new regulations and legislations were formed to expand the accuracy of financial reporting for public companies.

Corporate governance involves a set of relationships between a company’s board, management, shareholders and other stakeholders. Corporate governance also provides the structure through which the objectives of the company are set, and the means of attaining those objectives and monitoring performance are determined. *(12)*

Corporate Governance (CG) concerns the system by which companies are directed and controlled. It is about having companies, owners and regulators become more accountable, efficient, and transparent, which in turn builds trust and confidence.

10.2 The structure of the Board of Directors

A board of directors (BOD) is an elected group of individuals that represent shareholders. The board is a governing body that typically meets at regular intervals to set corporate management and oversight policies. *(13)*

According to the Organization for Economic Cooperation and Development (OECD); the board of directors should set the direction of the company and monitor management in order that the company will achieve its objectives. *(14)* Several indicators should be considered when forming the board of directors, such as the level of independence of directors, diversity, members' average age, board size and an adequate percentage of Women in board. According to the OECD principles, the corporate governance framework should ensure the strategic guidance of the company, the effective monitoring of management by the board, and the board's accountability to the company and the shareholders. *(15)*

Characteristics of the board of directors

- **Independence**

An independent director is a member of the board of directors who (1) does not have a material relationship with the company, (2) is not part of the company's executive team, and (3) is not involved with the day-to-day operations of the company.*(16)*

The board of directors in some firms is composed of shareholders, or people with interests in the company. In the last two decades, the concept of independent boards of directors has increasingly become popular as investors demand good corporate governance. *(17)*

Despite differences in board structures, nearly all jurisdictions (92%) require or recommend a minimum number or ratio of independent directors. The recommendation for boards to be composed of at least 50% of independent directors is the most prevalent voluntary standard, while two to three board members (or at least 30% of the board) are more commonly subjected to legal requirements for independence. *(18)*

A good board of directors should be independent in its decisions and actions.

- **Diversity**

A diverse board of directors is the board in which its members are diversified in terms of cultural backgrounds, social backgrounds, ideologies, and specializations.

- **Members average age**

A previous study was made performing regression analysis on the effects of age of the board (mean age and age diversity) upon financial performance (measured by ROA and Tobin's *Q*). Controlling for board size, firm size and industry sector, it was found that the average age of board members is positively associated with firm performance as measured by ROA. Boards with an older average age of directors perform better than boards with a younger average age. *(19)*

- **Board Size**

According to the OECD, the optimal board size in Latin America ranges from five to nine core members (Garay et al., 2006). *(20)*
According to agency theory, smaller boards are expected to be formed to ensure control functions, while resource dependency theory maintains that large boards are aimed at promoting counseling functions (Hillman and Dalziel, 2003). *(21)*
Agency theory (Jensen and Meckling, 1996) *(22)* states that small boards have more managerial control. Jensen (1993, p. 865) *(23)* stated that “keeping boards small can help improve their performance” and stressed that boards with more than seven members are prone to inefficient operations, lack of commitment, moral hazard problems, and greater control by the CEO. Conversely, resource dependency theory (Pfeffer and Salancik, 1978) *(24)* has found evidence that an increase in board size provides access to external relationships which brings further information and access to financial and inter-organizational coordination (Pfeffer, 1972) *(25)*, especially upon interlocking directorates (Mizruchi, 2004). *(26)*

- **Women in board**

The OECD Analytical Database on Individual Multinationals and their Affiliates (ADIMA) shows that women are under-represented in boardrooms across all industries and though there are signs of improvement, a glass ceiling continues to exist even within the Boardroom hierarchy. *(27)*

Women on corporate boards play a powerful and indispensable role in driving progress towards achieving the sustainable development goals. *(28)*

Studies showed several reasons companies should consider having more women on corporate boards:

1. Women leaders may provide a new perspective to decision-making and thus to pursue future growth
2. Women leaders drive innovation capacity
3. Women collaborate to create partnerships
4. Women drive transparency to improve corporate governance
5. Female company directors have been shown to priorities environmental issues, taking proactive steps to manage and improve the energy-efficiency of their company's operations and address the environmental risks in their business decisions.
6. Female directors encourage social inclusion

10.3 The Sustainable Strategic Performance

Definition of Sustainability

According to the Organization of Environmental Science: *(29)*

The definition of "sustainability" is the study of how natural systems function, remain diverse and produce everything it needs for the ecology to remain in balance.

It also acknowledges that human civilisation takes resources to sustain our modern way of life. *(30)*

Sustainability and sustainable development focus on balancing the fine line between competing needs - our need to move forward technologically and economically - and the needs to protect the environments in which we and others live.

The Three Pillars of Sustainability

Economic Development: which can be the most problematic as most people disagree on political ideology what is and is not economically sound, and how it will affect businesses and by extension, jobs and employability. *(31)*

Social Development: which is concerned with the health of people from pollution and other harmful activities of business and other organizations. *(32)* It is also about maintaining access to basic resources.

Environmental Protection: environment needs to be protected, whether that is recycling, reducing power consumption by switching electronic devices off rather than using standby, by walking short journeys instead of taking the bus. Businesses are regulated to prevent pollution and to keep their own carbon emissions low.

Definition of Strategic Performance

Strategic performance management is defined as the methodology to improve performance measurement, monitoring, and improvement to achieve overall organizational objectives.

Strategic performance management is often practiced using the balanced scorecard framework, which matches employee performance to financial success, customer satisfaction, internal process efficiency, and organizational capacity optimization.

10.4 Employee satisfaction

Most taxonomies of "good jobs" and "bad jobs" are centred around pay and hours of work *(33)* , however other factors have been added to evaluate employee satisfaction such as: Pay, hours of work, futures prospects (promotion and job security), how hard or difficult the job is, Job content, interest, prestige, independence, and interpersonal relationships (with co-workers and with management).

Employee satisfaction leads to employee engagement, which helps the organization achieve sustainable strategic performance.

This can be achieved through deploying methods to recognize their level of satisfaction as well as their level of engagement.

Employee satisfaction is one form of the sustainable strategic performance, it can be achieved through several methods such as:

- Research what employees want.
- Ensure employees are respected and listened to.
- Review pay and benefits packages.
- Enhance job security.
- Create opportunities for employees to use and develop relevant skills.
- Improve relationships with immediate supervisors.
- Demonstrate organizational stability.

Deployment of methods to recognize employee satisfaction

Surveys, one-to-one meetings, feedback box, ask staff periodically to rate their own job satisfaction concerning their jobs, and adopting action plans to correct any deviations; are all tools that effective management should use to recognize employee satisfaction.

Employee Engagement

William Kahn, a Professor at Boston University coined the term “employee engagement” in his 1990 paper, “Psychological Conditions of Personal Engagement and Disengagement at Work”, *(34)* defined engagement as: “the harnessing of organization members’’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. In other words, that emotional commitment to the organization is what makes an employee engaged.

Employee engagement is a human resources (HR) concept that describes the level of enthusiasm and dedication a worker feels toward their job. Engaged employees care about their work and about the performance of the company and feel that their efforts make a difference. *(35)* Employees who believe that management is concerned about them as a whole person – not just an employee – are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability. *(36)*

10.5 The relationship between board of directors and employee satisfaction

A company that adopts sustainable development as its strategic goal will sooner or later face questions as to what method to use for the measurement of corporate sustainability, how to set its goals and what measures and procedures should be used to achieve the goals set.

Sustainability is the corporate strategy monitoring long-time corporate growth, efficiency, performance and competitiveness by incorporating economic, environmental and social aspects into corporate management.

According to stakeholder theory, the disclosure of financial, social and environmental information is part of the dialogue between a company and its stakeholders, and it provides information on a company's activities that legitimise its behaviour, educate, inform, and change perceptions and expectations. *(37)*

A good board of directors is keen to have an open dialogue with employees and measure their satisfaction level and consequently their engagement level.

11. The Research Limitations

1. Geographic: The field Study in this research focuses on the private Television channels in Egypt.

2. The Research questionnaire has been distributed only to managerial and non-managerial employees.

CHAPTER TWO: THE RESAECH METHOD, RESULTS AND RECOMMENDATIONS

1. The Research method

This study is a filed study that aims at investigating whether the structure of the board of directors impacts or does not impact the employee satisfaction, and thus, help achieving sustainable strategic performance in the private Egyptian Television Channels.

This research is descriptive.

2. The Research Population

This research population is the private Egyptian Television channels by which their videos posted on their Facebook pages had the highest number of videos seen from January 1st 2022 till May 31st 2022 and also which the researcher was able to gather the needed data from.

Thus, according to the previous criteria, the population is the following TV Channels:

Al Nahar, Sada Al Balad, Al Mehwar, Al Ghad, Al Hadath Al Yom, Al Qahera Wal Nas, Al Ahly, etc, Al Shams and TeN.

The following table represents the Private Egyptian Television Channels that meet the above criteria, as well as their viewership and number of employees: [1]

No.	TV Channel	Viewership (Based on views of videos on FB) ?
1	Al Nahar	410.23 M
2	Sada Al Balad	313.28 M
3	Mehwar	252.26 M
4	Al Ghad	193.33 M
5	Al Hadath Al Yom	149.75 M
6	Al Qahera Wal Nas	140.11 M
7	Al Ahly	116.69 M
8	etc	115.50 M
9	Al Shams	94.89 M
10	TeN	74.39 M

3. The Research Sample

Research sample is a subset of the population. It compromises some members selected from it. *(38)*

This research sample is a Stratified - Random sample, since the developed questionnaire has been distributed among specific rank of people - managerial and non- managerial employees- as the researcher believed they were the ones who had the information that was looked at.

4. Types of Data

- **Secondary Data**

Secondary data is the historical data gathered earlier from many sources.

In this research the secondary data was collected from previous studies valuable for this research, governmental reports, books, journals, and scientific websites.

The secondary data was used to develop the frame of reference for the study i.e. frequency and degree of television channels corporate governance.

- **Primary Data**

Primary data is referred to as a first-hand data, this data is collected specifically by the researcher for a particular study.

Therefore, interviews, phone calls, various observations, and a questionnaire are used to collect the necessary data needed for this research.

In this research, the primary data was collected directly by the researcher through a questionnaire that was developed and handed to a selection of employees in several Private Egyptian Television Channels based on their viewership, specifically managerial and non-managerial levels.

5. Data Sources

In this study there is a referral on the reports issued by CrowdTangle (CT), which is a public insights tool from Meta (Facebook) that makes it easy to follow, analyze, and report on what’s happening with public content on social media. (39)

6. The Research methodology

In order to determine the Channels that will be used as the research population, the researcher has relied on the number of videos seen which each channel posted on their Facebook pages, in the period from January 1st 2022 to May 31st 2022.

Researcher has relied on Facebook as measurement rather than Instagram due to the fact that Facebook has more popularity than Instagram, more spread and bigger range of reach. (Example: a TV channel may have 10 million followers on Facebook and only 5 million on Instagram).

Also, All TV channels post their main content such as: news, updates and shows on Facebook rather than Instagram.

The statistical method used in this research is the Simple Regression Analysis.

7. Questionnaire Development

In this research, the questionnaire has been conducted personally and distributed among specific people.

Statements related to the indicator *the structure of the board of directors* were as follows:

- The Board of Directors in the TV Channel is independent in its decisions
- The Board of Directors in the TV Channel is independent in its actions
- The Board of Directors in the TV Channel is diversified in terms of cultural backgrounds
- The Board of Directors in the TV Channel is diversified in terms of social backgrounds

- The Board of Directors in the TV Channel is diversified in terms of ideologies
- The Board of Directors in the TV Channel is diversified in terms of specializations
- The TV Channel considers variety in the average age of its Board of Directors
- The size of the TV Channel's board of Directors is relatively small
- The TV Channel has strong female representation at its board of Directors
- The TV Channel has strong female representation at its top-management levels

Statements related to the indicator *employee satisfaction* were as follows:

- The TV Channel uses surveys to measure its employees' satisfaction concerning their jobs
- The TV Channel uses one-to-one meetings to measure its employees' satisfaction concerning their jobs
- The TV Channel uses employees feedback box to recognize its employees' satisfaction concerning their jobs
- The TV Channel asks its staff periodically to rate their own job satisfaction concerning their jobs
- Following the collection of the employees' feedback, management adopts action plans to correct any deviations

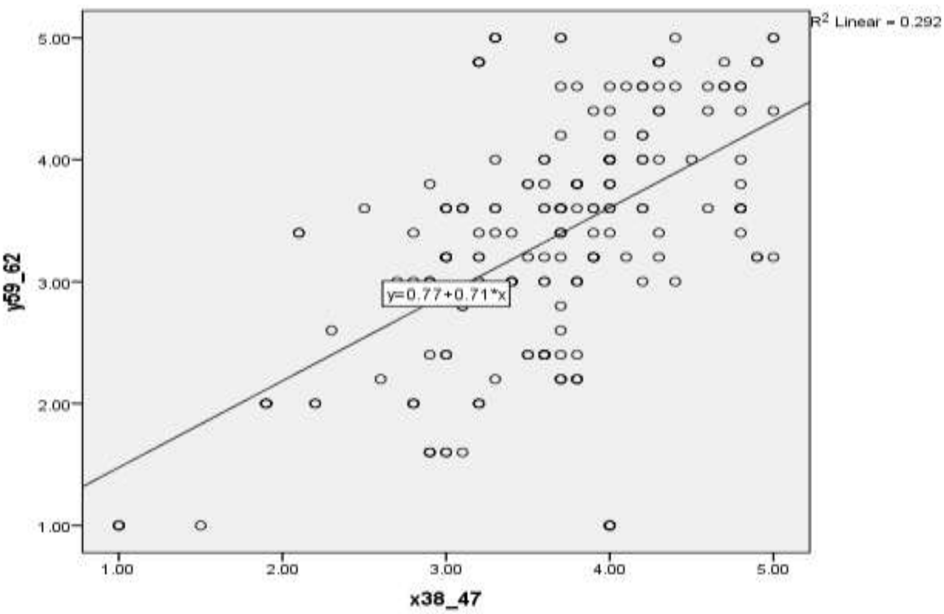
8. Results

The impact of the Structure of the Board of Directors on the Employee Satisfaction

1- Scatter Diagram

To study the relationship between the structure of the board of directors and employee satisfaction, several trials were made through scatter Diagram, considering the independent variable - structure of the board of directors - is represented on horizontal line, and the dependent variable - employee satisfaction - is represented on vertical line.

Results of Scatter Diagram were as follows [1]:



2- Results:

Several limited trials were made and showed that the best shape for the mathematical form between the variables considering the structure of the board of directors (X_{38_47}) as the Independent Variable and employee satisfaction (Y_{59_62}) as the dependent variable Yt, takes Linear Form regardless of the existence of few divergencies between the views and regression line.

3- The estimated model and its tests:

Throughout the previous scatter diagram results, we estimated the model parameters and tested these parameters, considering the best mathematical form which achieves the relationship between the independent variable (Structure of the Board of Directors) and the dependent variable (Employee Satisfaction) is the Linear form, as shown in the following table: [1]

The estimated model	
$Y_{(59\_62)} = 0.765 + 0.710X_{38\_47}$ (2.628**) (9.029**)	Estimated parameters "T" Test
• (F) Test = ** 81.527 • Degree of Freedom (1,198) • Significance = 0.000 (Level of significance at 0.01) • Value of Determination coefficient: (R^2%) = 29.2 % • Standard error of the model: = 0.850	Tests on the model

** Refers to the significance of F and T tests at level 0.01

The previous results confirm the significance of the model, whereby (F) test value (81.527) which confirms its statistical significance at significant level ٠.٠١, with degree of freedom of (1,198).

The value of determination coefficient confirms that the variable (Structure of the Board of Directors) contributes to explaining changes that affect the variable (Employee Satisfaction), through the Linear relationship with almost 29.2%.

Also results showed that the relationship was positive, and the value of the standard error was somehow suitable.

Therefore, previous statistical results support the research hypothesis and concludes that the Structure of the Board of Directors impacts the Employee Satisfaction in the private Egyptian television channels.

9. Recommendations

From our investigation, we concluded that the good structure of the board of directors enables the firm to achieve employee satisfaction.

An independent and diversified board of directors – in terms of cultural backgrounds, social backgrounds, ideologies, and specializations, as well as the members average age, board size and the presence of women on board, are all factors that impact the employee satisfaction and hence, impact the firm’s sustainable strategic performance.

However, the researcher highly recommends further studies to be made regarding the level of the influence and impact of the previously mentioned factors.

10.Reference

1. James Chen, Corporate Finance and Accounting, July 4th, 2021
2. Sutedi, 2012
3. Hair, Hult, Ringle & Sarstedt, 2016
4. Steven A. Creek, Kristine M. Kuhn, and Arvin Sahaym, journals.sagepub.com, 2019
5. Waqas Bin Khidmat and Muhammad Danish Habib Department of Business Administration, Air University Islamabad, Kamra Campus, Attock, Pakistan Sadia Awan School of Management, University of Science and Technology of China, Hefei, China, and Kashif Raza IPFP Fellow, University of Education Faisalabad Campus, Faisalabad, Pakistan, www.emerald.com/insight/2040-8269.htm, August 2021
6. Amélie et al., 2015
7. Rashid, 2015; Li et al., 2008
8. Carter et al., 2010; Saeed et al., 2018
9. Amel Kouaib King Faisal University, Al-Hasa, Saudi Arabia, and Asma Bouzouitina and Anis Jarboui University of Sfax, Sfax, Tunisia, www.emerald.com/insight/0263-7472.htm, June 2021
10. Giuseppe Nicolo, Department of Management and Innovation Systems, University of Salerno, Fisciano, Italy, and Giovanni Zampone, Giuseppe Sannino and Serena De Iorio Department of Economics, University of Campania Luigi Vanvitelli, Capua, Italy, www.emerald.com/insight/0263-7472.htm, June 2021
11. Nadeem et al., 2017; Fernandez et al., 2019; Arayssi et al., 2020; Wasiuzzaman and Wan Mohammad, 2020

12. The Organization for Economic Cooperation and Development-OECD - Principles of Corporate Governance
13. James Chen, Business Leaders, August 29, 2021
14. OECD principles, 2004
15. Organisation for Economic Co-operation and Development, www.oecd.org
16. www.corporatefinanceinstitute.com, May 2022
17. Gilbert Manda, careertrend.com/about-6331899-definition-independent-board-directors, October 2019
18. OECD CORPORATE GOVERNANCE FACTBOOK 2021, OECD 2021
19. Elizabeth Prior Jonson, Linda McGuire, Sharif Rasel and Brian Cooper, Cambridge University Press, December 2019
20. Garay et al., 2006
21. Hillman and Dalziel, 2003
22. Jensen and Meckling, 1996
23. Jensen (1993, p. 865)
24. Pfeffer and Salancik, 1978
25. Pfeffer, 1972
26. Mizruchi, 2004
27. www.oecd.org/gender/data/what-big-data-can-tell-us-about-women-on-boards
28. Kasmin Fernandes, thecsrjournal.in, January, 2020

29. environmentalscience.org/sustainability
30. epa.gov/sustainability/basicinfo
31. academia.edu/9294719/Urban_Sustainability_in_Theory_and_Practice_Circles_of_Sustainability_2015, p4
32. cmsdata.iucn.org/downloads/iucn_future_of_sustanability.pdf
33. www.oecd-ilibrary.org/social-issues-migration-health/measures-of-job-satisfaction_670570634774
34. William Kahn, Boston University, employee engagement” 1990
35. Tim Smith, www.investopedia.com/terms/e/employee-engagement.asp, December 2020
36. Anne M. Mulcahy, former CEO of Xerox
37. Gray et al. 1995; Adams and Larrinaga-González 2007; Adams and McNicholas 2007
38. Uma Sekaran and Roger Bougie, Research Methods for Business, Seventh Edition
39. www.crowdtangle.com