

The Degree of Implementation of Program and Performance Budgeting and its Effect on the Degree of Accounting Disclosure in Jordanian Universities

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Abstract

This study is aimed at testing the application of program and performance budgeting and its impact on the level of optional accounting disclosure in universities within Jordan, both public and private. In an attempt to meet the objectives of the study, the researcher utilized a questionnaire as the main research instrument in measuring the levels of program budgeting implementation, performance, and discretionary accounting disclosure. It also sought to look into the effect of program and performance budgeting on the level of optional accounting disclosure. The research covered both the public and the private universities in Jordan including the employees in the financial departments of the universities. The researcher successfully gathered 217 completed questionnaires for statistical evaluation and utilized the statistical package for social sciences, known as SPSS, along with multiple and simple linear regression analyses to explore the effect hypotheses among the study variables, thus completing the statistical analysis. The findings revealed that public universities exhibited a greater application level of program and performance budgeting compared to their private counterparts. Furthermore, it indicated that the levels of voluntary disclosure were notably high in both sets of universities. Nevertheless, the comparative analysis revealed that public universities surpassed private institutions in terms of program and performance budgeting application levels alongside voluntary disclosure levels. The results from multiple regression analyses confirmed a statistically significant relationship between the implementation of program and performance budgeting, along with its dimensions of projects and programs, affecting the degree of optional accounting disclosure dimensions in Jordanian universities. However, the findings did not reveal any influence of the activities field on the level of optional accounting disclosure across its dimensions. The study put forward several recommendations, with a key suggestion being the necessity for more thorough investigations into why activities have a diminishing influence on disclosure.

Keywords: Program and Performance Budgeting, Optional Disclosure, Jordanian Public and Private Universities.

1.Introduction:

For numerous years, the financial planning techniques utilized in both advanced and emerging nations have faced considerable scrutiny from various specialists and researchers associated with governmental and non-governmental bodies. The primary aim of this critique has been to discover superior strategies for managing and supervising financial resources in a more proficient and efficient manner, given that many nations have relied on conventional practices such as item balancing. Experts have voiced their concerns regarding this approach as it fails to enable authorities to leverage the budget effectively for enhancing efficiency and making informed decisions concerning the distribution of public resources. Consequently, the approach of program and performance budgeting has been introduced to address numerous challenges and enhance rationality within the budgeting decision-making process (Karnam, 2018; p120). Therefore, the program and performance budgeting approach is an effective guideline geared towards achieving goals and making efficient use of the available resources, as this approach has been implemented by authorities that intend to offer better quality services, increase response time with regards to services provision and add value to the money spent by citizens. This type of budgeting is linked to the realization of better strategic goals that help recognize problems in the implementation

process and resolve insufficiency of plans, programs, and projects (Al-Fasfus and Jabr, 2018: p. 442). Voluntary disclosure is an important aspect in the economy and decision making structure because it is important in exposing the actual situation and performance of different organizations. This disclosure helps to make investment decisions by spreading the necessary data and information with the assumption that the information presented is true (Pavlopoulos et al., 2019; p14). To consider the above mentioned, the study will examine how the program and performance budgetary process is carried out and its effect on the extent of voluntary disclosure in the Jordanian universities with particular focus on the importance of universities in promoting development, nurturing education, and impacting the national economy through several activities they undertake.

First Topic : Research Methodology

First. Study Problem:

Implementation of Program and Performance Budgeting in Institutions in Jordan after the Gulf War in 1990 Rather than focusing solely on balancing the financial components to solve the issues that impact the economic, financial, and social conditions, there was a shift towards financial reform aimed at transforming the structure of the national budget from a conventional approach to one based on programs and performance. This transition seeks to enhance decision-making processes regarding priorities amidst constrained financial resources and assist in mitigating the budgetary shortfall. The traditional budgeting approach is plagued with deficiencies and drawbacks, particularly due to inefficiencies in spending, inadequate resource allocation, and substantial misappropriation of designated funds. Consequently, the advent of program and performance budgeting was introduced to curb financial waste by establishing a framework that safeguards financial resources against misuse. This new budgeting system has emerged as a contemporary method for formulating strategies in the context of programs, activities, and projects, all aimed at improving the performance efficiency within educational institutions by executing these initiatives and assessing their effects on voluntary disclosures at both public and private universities in Jordan.

. The issue being investigated is demonstrated by the following inquiries:

The primary question seeks to determine how extensively program and performance budgeting is implemented across its various components (programs, activities, projects)?

The second key question addresses the degree of (optional) financial transparency present in Jordanian universities?

The third central question examines how the utilization of program and performance budgeting across its components (programs, activities, projects) affects the level of (optional) financial transparency in Jordanian universities?

The third central question emerges from these particular sub-questions:

1. How does the implementation of program and performance budgeting across its components (programs, activities, projects) influence the level of voluntary financial transparency in Jordanian universities?

2. How does the utilization of program and performance budgeting throughout its components (programs, activities, projects) affect the degree of voluntary social responsibility disclosure in Jordanian universities?

3. How does the implementation of program and performance budgeting in its various forms (programs, activities, projects) impact the amount of voluntary intellectual/internal capital disclosure in Jordanian universities?

4. What is the effect of implementing program and performance budgeting in its various dimensions (programs, activities, projects) on the level of voluntary disclosure concerning intellectual/external capital in Jordanian universities?
5. What is the influence of program and performance budgeting application across its components (programs, activities, projects) on the voluntary disclosure level of intellectual capital/human resources in Jordanian universities?
6. What effect does the application of program and performance budgeting in its various aspects (programs, activities, projects) have on the voluntary disclosure level of the university environment in Jordanian universities?
7. How does the application of program and performance budgeting in its components (programs, activities, projects) affect the level of voluntary disclosure regarding the competitive environment of universities in Jordan?

Second. Study objectives:

This study aims to achieve a set of objectives, including:

First: Determine how widely program and performance budgeting is utilized across its various dimensions (programs, activities, projects).

Second: Assess the degree of voluntary disclosure in the accounting practices of universities in Jordan.

Third: Examine how the implementation of program and performance budgeting across its dimensions (programs, activities, projects) affects the level of voluntary accounting disclosure in Jordanian universities, with the subsequent objectives derived from this analysis:

1. Assess the influence of implementing program and performance budgeting in its dimensions (programs, activities, projects) on the level of optional financial disclosure within Jordanian universities.
2. Assess the effect that the implementation of program and performance budgeting in its dimensions (programs, activities, projects) has on the level of voluntary disclosure regarding social responsibility at Jordanian universities.
3. Assess how the application of program and performance budgeting in its dimensions (programs, activities, projects) impacts the level of optional disclosure concerning intellectual/internal capital in Jordanian universities.
4. Assess the influence of the application of program and performance budgeting in its dimensions (programs, activities, projects) on the level of optional disclosure related to intellectual/external capital in Jordanian universities.
5. Assess how the application of program and performance budgeting in its dimensions (programs, activities, projects) affects the level of optional disclosure about intellectual capital/human resources in Jordanian universities.
6. Assess the impact of implementing program and performance budgeting in its dimensions (programs, activities, projects) on the level of optional disclosure of the university environment in Jordanian universities.
7. Assess the effect of implementing program and performance budgeting in its dimensions (programs, activities, projects) on the level of optional disclosure concerning the competitive environment of universities in Jordan.

Third. Importance of the study:

The significance of this research is emphasized by the following aspects:

First: Scientific Significance: The value of this study arises from the necessity to bridge the divide between the theoretical advancements of program and performance budgeting methodologies and their practical implementation. It aims to assess how program and performance budgeting is practiced within universities in Jordan. According to the researcher's knowledge, this is among the

initial studies that connect the program and performance budgeting approach to the area of voluntary disclosure, a crucial subject in accounting, and seeks to clarify their interrelationship.

Second: Practical Significance: The practical significance of this study is derived out of the intrinsic significance of the issue that is investigated by the researcher. This study helps in helping to document and enhance knowledge and skills in program and performance budgeting approach. It provides the necessary knowledge to the financial departments within the Jordanian universities to make strategic and critical decisions and comprehend the purpose of program and performance budgeting in voluntary disclosure. Since universities operate in an environment characterized by change and development especially with rapid technological advancement, they are confronted with new challenges and barriers. Consequently, there is an increasing necessity for innovation and the adoption of contemporary methods.

Fourth. Study hypotheses:

To fulfill the goals of this research, the following hypotheses were developed and articulated:

Main hypothesis: A relationship exists among program budgeting, performance, and voluntary disclosure levels in universities located in Jordan. Sub-hypotheses:

1. A relationship exists between program budgeting, performance, and the extent of optional financial disclosure at Jordanian universities.
2. A relationship exists between program budgeting, performance, and the degree of optional social responsibility disclosure at universities in Jordan.
3. A relationship exists between program budgeting, performance, and the extent of optional disclosure concerning intellectual/internal capital at Jordanian universities.
4. A relationship exists between program budgeting, performance, and the degree of optional disclosure concerning intellectual/external capital at universities in Jordan.
5. A relationship exists between program budgeting, performance, and the extent of optional disclosure regarding intellectual capital/human resources at Jordanian universities.
6. A relationship exists between program budgeting, performance, and the level of optional disclosure related to the university environment in Jordanian universities.
7. A relationship exists between program budgeting, performance, and the degree of optional disclosure regarding the competitive environment of the university in Jordanian universities.

Fifth. Study Model:

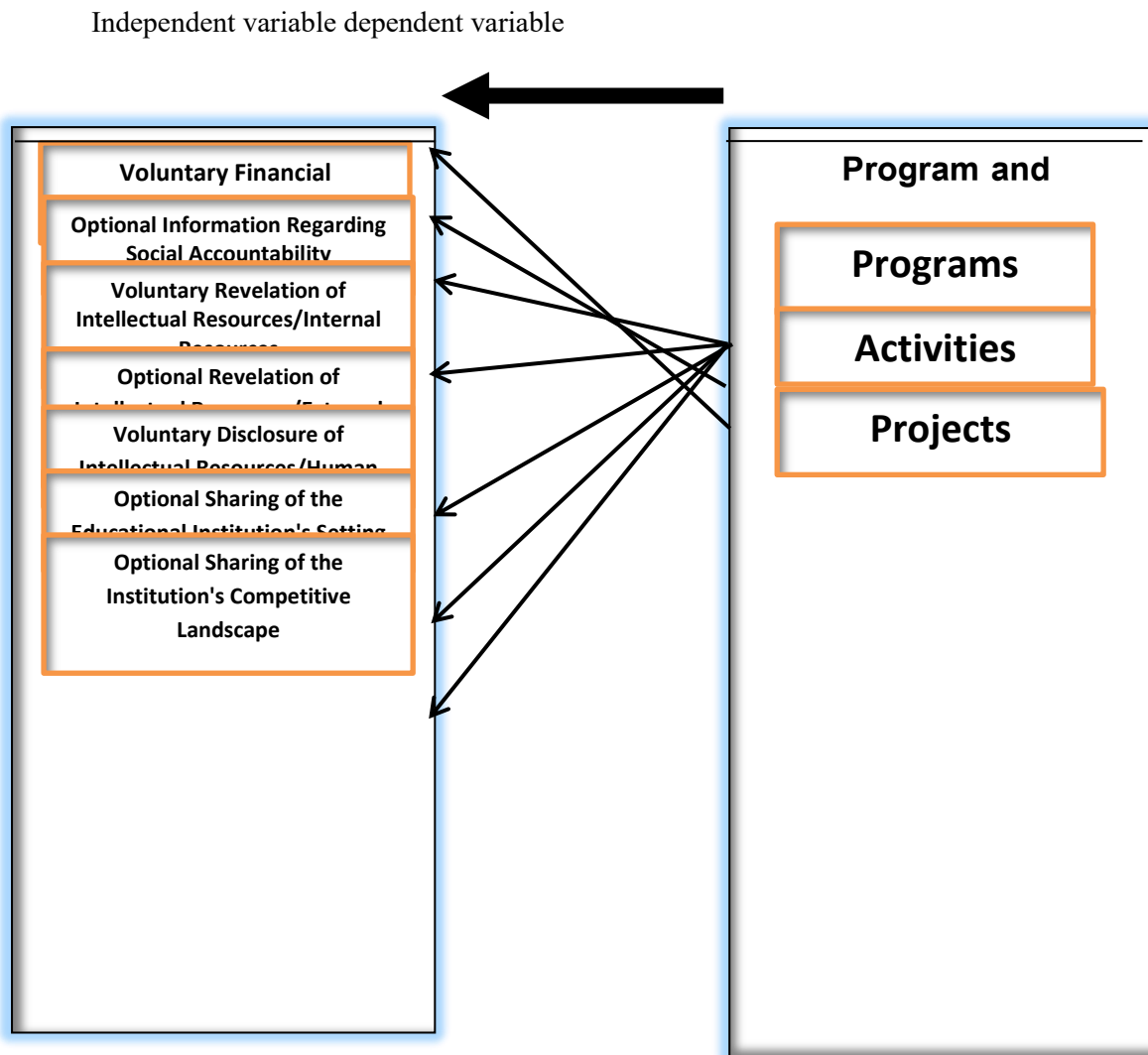


Figure 1. Study Model

Source: Prepared by the researcher based on previous studies and references (Stratan & Manole, 2017; p493),(Dahiyat, 2020; p4).

Sixth. Procedural Definitions:

Program and Performance Budgeting: It is described as the approach to managing budgets that connects particular funding to activities along with anticipated inputs and outputs, which includes the effectiveness in reaching their outcomes (Stratan & Manole, 2017; 491).

Programs: These are the elements and parts of the primary roles within a nation that aim to reach certain objectives, where the initiative includes and encompasses a collection of actions that fulfill these objectives (Partolo et al., 2020; p4).

Activities: These items or elements constitute programs, with each program comprising several tasks that reflect the work conducted within the scope of the elements of one specific program (Fryani & Hernando, 2019; p216).

Projects: It is a bundle of financial investments that arise from the overall budget plans, as it includes supplies and resources connected to fulfilling the goals of the program (Grynychuk, 2019; p181).

Accounting Disclosure: It is described as the act of delivering all financial data that is pertinent to the entity, regardless of being numerical or descriptive, in a format that assists the interested parties in

decision-making and also aids in diminishing the uncertainty concerning forthcoming occurrences within the entity. Furthermore, the accounting disclosures should encompass or consist of all significant information that assists the stakeholders of the financial statements in making informed choices (Maama et al., 2020; p87).

Optional Disclosure: The presentation, sharing, and publication of accounting data requires a clear and unambiguous approach when preparing reports, financial statements, and accounts. This clarity is influenced by the various stakeholders who gain from this data, as well as by the differing levels of cultural understanding and knowledge regarding the economic context (Pavlopoulos et al., 2019; p15).

Optional Financial Disclosure: It is the way the organization shares details regarding its financial condition and how these details are communicated to both internal and external users promptly, ensuring that the information is straightforward and unequivocal without any deceptive content, and is presented in a manner that depicts an accurate representation of the organization. This information serves as a sign of the organization's condition, which also plays a role in drawing in investment, potentially enhancing the state of the financial markets (Al-Hasnawi & Kazim, 2020: p. 141).

Voluntary Disclosure of Social Responsibility: It is a series of commitments that an organization establishes with the society in which it functions, and these commitments stem from the reciprocal connections between the organization and the society, the organization's incorporation of its social concerns with its primary activities, and the willing engagement with all external parties (stakeholders) (Habbash, 2016; p165).

Optional Disclosure of Intellectual Capital: This refers to the organization's practice of sharing all information that is directly tied to intellectual property with all stakeholders who examine financial reports and statements, whether they are internal or external, that aid in the process of making informed and logical decisions (Aliwi & Obeid, 2021: p. 112).

Optional Disclosure of Intellectual/External Capital: This encompasses the organization's dissemination of all relevant information that assists the organization in fulfilling the various requirements and demands of decision-makers, regardless of whether they are situated within or outside the economic entity (Al-Fares, 2014: p. 241).

Optional Intellectual Capital/HR Disclosures: This involves the efficient evaluation and development of human resources, acknowledging that managing human resources and providing reports about them are positively correlated with the performance and worth of companies. This aids users in comprehending the firm's competitive edge, and HR disclosures enable prospective investors to assess the company's valuation and future potential (Kaur et al., 2016; p399).

Optional Disclosure of the University's Environment: This includes the transparency regarding the date when the organization (the university) was founded, along with its goals, vision, mission, and the duration of service of its board of directors, as well as revealing information to all stakeholders, which provides them with essential insights that reduce uncertainty and facilitate making sound economic and financial decisions that ensure enhanced management accountability (Giannarakis et al., 2020; p93).

Optional Disclosure of the Competitive Environment of the University: This pertains to the sharing of all pertinent information regarding market size estimates and growth projections, in addition to details concerning the university's market share and the challenges that impede market entry, alongside analysis of the competitive internal and external environments (Qu et al., 2013; p6).

Jordanian Universities: These are higher learning institutions in Jordan that are providers of academic qualifications including intermediate university qualifications to doctorates. These include an

extensive range of scientific areas that can fit the needs of the local, national, and global labor market, and have been known to have a good reputation of high education standards. Jordan also has 10 state universities spread throughout the governorates and 17 private ones (Jordanian Ministry of Higher Education and Scientific Research, 2021). Seventh. Statistical Tools used in the Research:

In this part, the researcher concentrated on the results of experiments that were done to determine the suitability of the model to statistical methods. This included tests of normal distribution and tests of finding linear correlations. To test the normal distribution of the data curves, the evaluation of the degrees of the flatness (kurtosis) and skewness to the extent that there was no excess of skewness or flattening were analysed. Generally, it is universally accepted that most data based on closed scales including Likert scales rarely follows normal distribution. The outcome of the one-sample Kolmogorov-Smirnov test substantiates this claim as the level of significance in most instances do not exceed the level of 0.05. Nevertheless, laboratory tests can be applied; they are applied to the naturally distributed data due to the exception that appears in the central limit theory according to which once the sample size reaches $n = 30$, which is the border between the small and large samples, the sample variance is similar to the one of the population it is obtained. The sample therefore may be considered normally distributed and hence the application of these tests. Therefore, with this exception that allows laboratory tests, to ensure that there are no extreme deviations, it is reasonable to evaluate the values of skewness and kurtosis of the data curves. The recommendation by Sposito et al., 1983 states that coefficient values that are below 2.2+- would be an indication that there is no substantial influence of skewness or kurtosis on the data and the closer the coefficient values to zero, the better.

Table 1. Results of the Normal Distribution of Study Data Tests

Variable	Torsion coefficient	Flattening coefficient	Kolmogorov-Smirnov	
			Value	Significance
Programs	-0.709	1.121	.1090	.0000
Activities	-0.416	1.102	.1170	.0000
Projects	-0.794	.8840	.1850	.0000
Extent of Program and Performance Budgeting	-0.989	1.384	.1620	.0000
Financial Disclosure	-0.588	.6800	.1450	.0000
Corporate Social Responsibility Disclosure	-0.786	1.073	.1870	.0000
Disclosure of Intellectual Capital/Internal Capital	-1.191	1.939	.2490	.0000
Disclosure of Intellectual Capital/Externalities	-0.767	.4890	.2220	.0000
Intellectual Capital/Human Resources Disclosure	-0.885	.9510	.2010	.0000

Optional Disclosure of University Environment	-0.625	.4710	.1470	.0000
Disclosing the University's Competitive Environment	-0.751	1.335	.1600	.0000
Optional Disclosure Level	-0.976	1.159	.1220	.0000

Table (1) presents the coefficients for flattening and torsion for the studied variables along with their respective dimensions. It was observed that all values remained within the range of $(2.2\pm)$, indicating that the curves of the study data do not exhibit any irregularities in their normal distribution.

Table 2. Results of Linear Correlation Tests between Program Budgeting and Performance Dimensions

Scope	VIF	Tolerance	Pearson Relations		
			1	2	3
Programs	1.767	0.566	1		
Activities	3.045	0.328	0.659**	1	
Projects	1.963	0.510	0.700*	0.819**	1

Regarding the identification of linear correlation, it was established that the dimensions related to the program and the performance balancing variable did not exhibit signs of linear correlation. An increase in the values of the interpretation coefficients (R^2) in regression models is often a significant indicator of linear correlation. To identify linear correlation, the guidelines from Pallant, 2020 were utilized. The results showed that linear correlation was absent, as indicated by tolerance coefficient values that exceeded 0.10. The variance inflation factor (VIF) recorded its highest value at 3.045, which is below the maximum permitted threshold of 10. Additionally, Pearson's correlation coefficients among the dimensions suggested no strong linear correlation, as all dimensions were statistically significantly related, directly, and at moderate levels not surpassing the upper limit of $R=0.90$.

Eighth. Research Instrument and Scale:

The questionnaire used a five-point rating scale to represent the study variables with five levels of agreement; strongly agree that translates to a score of 5, agree that translates to a score of 4, somewhat agree that translates to a score of 3, somewhat disagree that translates to a score of 2 and strongly disagree that translates to a score of 1. The study fields were used to represent the arithmetic averages of the responses of the respondents using a three-point scale. This scale classifies the scores into three categories: a high score, which ranges from 3.67 to 5.00, an average score falling between 2.34 and 3.669, and the method for determining the researchers' estimate levels was computed by taking the upper limit of the scale (5) and subtracting the minimum value of the scale (1), then dividing by the required number of categories, which totals 3. This results in the formula: $(5-1) / 3 = 1.33$, indicating that 1.33 is added to each category's endpoint. Sekaran and Bougie, 2016 present the following table that illustrates the statistical criterion employed to assess the arithmetic average scores of the respondents' feedback on the study variables.

Table 3. Statistical Standard Used

Low Class	Intermediate Class	High Class
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1– 2.339	2.34– 3.669	5.00-3.67
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Ninth. Sample Group and Analysis Unit of the Study:

The sample group included all (27) public and private universities in Jordan, detailed as follows:

Table 4. Number of Employees in Financial Departments in Jordanian Public Universities

Number	University Name	Staffing
1	University of Jordan	40
2	Yarmouk University	51
3	University of Science and Technology	59
4	Hashemite University	34
5	Al Al Bait University	43
6	Al , Qaqa Applied University	56
7	Mutah University	39
8	Al Hussein Bin Talal University	31
9	German Jordanian University	18
Total		371

***The above information is from the official websites of the universities**

The private universities in Jordan that were part of this research are as follows:

Table 5. Number of Employees in Financial Departments in Jordanian Private Universities

Number	University Name	Number of Employees
1	Princess Sumaya University	10
2	Al-Ahliyya Amman University	18
3	Philadelphia University	7
4	University of Petra	26
5	Jerash National University	8
6	Irbid National University	7
7	Amman Arab University	10
8	Middle East University	8
9	Ajloun National University	4

10	Aqaba University of Technology	5
11	Jadara University	8
12	Al Hussein Technical University	4
Total		115

* The above information is from the official websites of the universities

Tenth. Sample and Data Preparation:

To identify the sample size essential for accurately reflecting the community in a statistically valid way, the investigator gathered precise information regarding the number of employees within the finance and accounting departments at the selected universities. The total count of community members at public universities reached 371, while private universities had 115, culminating in an overall community total of 486. A stratified equation was applied to ascertain the necessary percentage allocation for each subgroup within the population. According to statistical references for sampling at a 95% confidence interval and a 5% margin of error (Sekaran & Bougie, 2016), it was determined that for a population of 500, a sample size of 217 is needed. This leads to the following calculation: $217/486 = 44.6\%$. Utilizing this equation, the sample size necessary from public universities amounts to 44.6% of 371, resulting in 166, whereas the required sample size from private universities equates to 44.6% of 115, which gives 51.

Eleventh. Temporal and Spatial Limits of the Research: The temporal The scope of this research is confined to the year 2021, and its geographical focus is on the personnel working in the finance and accounting departments of both public and private universities in Jordan.

Second Topic: The Theoretical Aspect of the Research

First. Balancing Programs and Performance:

1. Understanding the balancing of programs and performance:

As described by Karacan and Yazici (2015; p63), program and performance budgeting involves applying certain policy tools and methods that encompass activities pursued by government entities aiming to achieve specific goals related to budget allocations coordinated by these institutions. Stratan and Manole (2017; p493) further elaborate that program and performance budgeting is an approach to budget management that connects particular funding to anticipated inputs and outputs, emphasizing efficiency in attaining desired results. They noted that program and performance budgeting effectively converts financial resources into the objectives the institution aims to fulfill over the upcoming period, typically spanning three years, focusing on minimizing costs while delivering high-quality services, while also ensuring material, moral, and supportive revenues, along with channeling any cash surplus to the government's treasury. The aim of this approach is to meet the set goals and receive budget allocations or community programs organized by the government agencies in a way that enables annual performance attainment, in simple words, it is aligned with the annual action plan (Wokas and Gerungai, 2019). Program and performance budgeting is a financial plan, which sequentially depicts the allocation of human resources as well as the other assets employed to evaluate and measure government performance. This encompasses financial control, management policies and priority of funds and community responsibility. Fundamentally, it is a framework that incorporates programmed activities and performance metrics (indicators) as tools to achieve program objectives and aims (Kantsur et al., 2020; p1029). The researcher characterizes program and performance balancing as the system that integrates program activities and performance metrics (indicators) necessary for achieving program goals and objectives.

2. Program and Performance Budgeting Objectives:

Program and performance budgeting aims to fulfill various objectives, including, as noted by Mushtaq et al. in 2017: p. 6:

- i. It aligns financial forecasts with the organization's objectives via initiatives established to realize those aims.
- ii. It connects actual spending to the relevant administrative tiers that are accountable for the spending centers based on their authority.
- iii. It endeavors to enhance the precision of budget predictions by specifying the components of costs and needs for programs, avoiding vague estimates that may over or understate the required allocations.
- iv. It seeks to cultivate awareness of the significance of public spending at administrative levels, ensuring efficient utilization of allocated funds, as well as monitoring outlays and providing performance metrics to assess operational effectiveness and efficiency.
- v. It aims to identify and delineate the essential resources required to achieve the proposed objectives within the outlined goals.
- vi. It focuses on establishing the necessary criteria to assess the execution of each program and its segments throughout implementation.

3. Dimensions of Program and Performance Budgeting: Numerous scholars and authors have concurred on the aspects of program and performance budgeting, specifically including programs, activities, and projects (Stratan & Manole, 2017; p493).

- A- Programs: This encompasses a collection within the functional framework where programs signify the end outcomes, and they also characterize programs as a combination of governmental actions that lead to significant and illustrative results. A program encompasses various activities aimed at accomplishing the objectives or duties of the ministries. Additionally, a program may serve as a primary one while incorporating multiple sub-programs (Sultan & Mohammed, 2018: p. 374).
- B- B. Activities: This refers to components of programs that encompass numerous similar operational patterns executed by governmental bodies aiming to fulfill a specific program. Furthermore, activities are categorized into subordinate groups due to the extensive nature of the programs and the challenges in monitoring them. Consequently, programs are organized into these smaller activity subdivisions (Sultan & Mohammed, 2018: p. 374).
- C- Projects: These are a collection of operations intended to fulfill the objectives outlined in the budget, and projects also represent a crucial segment of the program and performance budget. Each program consists of several activities along with various projects that symbolize the necessary capital and investment expenses for the program's execution. This highlights the importance of having a thorough and cohesive perspective from the relevant authorities involved in budget preparation for programs and performance regarding the projects to be carried out through these programs. This ensures that benefits can be gained for several programs, helping prevent the duplication of certain projects across multiple programs, which would incur extra costs for the state and add pressure on the budget. (Sultan & Mohammed, 2018: p. 374).

Second. Optional Disclosure

1. Optional Disclosure Concept:

Numerous scholars have extensively explored the idea of voluntary disclosure due to its significance. According to al-Washah et al. (2018: p. 187), voluntary disclosure refers to the financial statements that include all the key information needed by the users to have a clear and precise picture of the economic entity and make an informed decision that is effective. Al Amosh and Mansor (2018; P80) defined optional disclosure as the disclosure of information that is vital to financial statements users but

presented in a form that depicts the economic events that affected the firm during a certain period of time. This disclosure is offered to all people in the same category and level, and this guarantees equal access to disclosure to the same level at the same time. Moreover, Maama et al. (2020; p87) note that optional disclosure entails all accounting information that is strongly related to the organization, regardless of whether they are quantitative or qualitative, in a way that helps the stakeholders make decisions, as well as reduce uncertainty about the future organizational occurrences. Senn and Giordano (2020; P1370) point out that voluntary disclosure can be seen as a set of accounting practices that are considered the principles, procedures and systems used by the department in developing, distributing and reporting financial statements that impact the decision on economic union. The researcher assumes that voluntary disclosure is a mechanism or a strategy whereby business and organizations explain and make available all financial information in their financial reports, data which is used by experts and investors in making sound decisions.

2. Importance of Optional Disclosure:

The significance of voluntary disclosure pertains to the vital role played by institutions and organizations that gain from this financial information, which include legislative, supervisory, and executive bodies, investors, creditors, scholars, authors, and others. The relevance of optional disclosure has amplified for various reasons, such as (Al-Mutarna, 2019; p451; De Souza et al., 2019; p63):

1. Optional disclosure offers insights that assist in making informed choices regarding investments, financing, credit, and other economic or financial decisions that help estimate the volume and timing of cash flows.
2. This type of disclosure delivers essential information necessary for evaluating the financial status and operational results as well as gauging the management's effectiveness in resource use and program execution.
3. It aids in supplying data concerning economic resources and any changes occurring to those resources and obligations.
4. Voluntary disclosure results in financial statements and reports that illustrate how well management handles financial assets and the efficiency and effectiveness of economic management.
5. It clarifies and demonstrates the economic unit's role in fulfilling social responsibilities, along with the operational framework and environmental context in which it functions, represented in documents and reports without depending solely on cash measurement.
6. It contributes to evaluating the effectiveness of projects, assessing their financial health, and ensuring the preservation of their resources.
7. It helps diminish the prevalence of misinformation and uncertainty among decision-makers aimed at facilitating appropriate choices, which in turn minimizes risks for fund owners when assessing investment opportunities.
8. Regularly disclosing financial information mitigates information asymmetry that various stakeholders within the organization could exploit for excessive gains.

3. Factors Affecting Optional Disclosure:

Numerous authors and analysts have reached a consensus on several elements that affect the process of voluntary disclosure (Haddad et al., 2020; P307; Maama et al., 2020; P88):

1. The characteristics of financial statement users and their specific requirements in different countries necessitate that businesses pay close attention to their financial reports. These reports must cater to the key users' needs, as well as those who hold direct or indirect stakes in the organizations, considering that these factors vary according to the economic and political structures that exist in each nation.
2. Governing Standard Setting Authorities: The entities tasked with creating, overseeing, and implementing disclosure guidelines which vary based on the accounting frameworks utilized within each country.

3. **Economic Unit Considerations:** Aspects related to economic units impact the extent of disclosure regarding project size or total assets. Decent preparation of banking information to stakeholders at the right time attracts direct costs which relates to the process of preparing financial statements, and indirect costs which relates to the disclosure of all pertinent information about the project.
4. **Shareholder Count:** The degree of disclosure is in line with the increasing amount of shareholders, which requires more information to be provided.
5. **External Auditor:** An external auditor of financial records of the company will affect the level of disclosure by compliance with established accounting principles or other rules of profession. One can have various factors which might lead to changes in the level of disclosure, but the key ones are the net profit and the willingness of the management to disclose the information, the bodies of oversight which regulate and control the work of the publicly traded corporations..

Third Topic: The Practical Aspect of the Research

The survey has used a five-point system of rating and the variables of the study which has given five levels of the level of agreement i.e. strongly agree (5), agree (4), somewhat agree (3), disagree (2) and strongly disagree (1). Also, the average scores were represented by using a three-point scale depending on the responses provided by the participants with respect to the areas of study. This scale is characterized by three categories of the average score namely; a high score that is within the range (3.67-5.00), medium score that is within the range (2.34-3.669), and low score that is within (1-2.339). To determine the levels of estimates of the researchers, the upper limit of the scale (5) was deducted by the lower limit (1), and the amount was divided by the number of required categories, which is (3). Thus, the formula is constructed as follows $(5-1)/3=1.33$ and (1.33) is added to the upper limit of every category. The table below shows the statistical tests used to measure the average scores of the answers given by the respondents in relation to the study variables (Sekaran and Bougie, 2016).

Table (6) Statistical Standard Used

Table 6. Statistical Standard Used

Low	Medium	High
1 – 2.33	2.34 – 3.67	3.68 – 5

First. Reliability of the study tool:

Here, the researcher presents the results in terms of the analysis of the statistical reliability and internal coherence of the tool. Statistical reliability determines whether the tool is able to give similar results when used on several occasions (Sekaran and Bougie, 2016). Measurement of this is done by use of the Cronbach alpha reliability coefficient, denoted as α . The stability coefficient, which is considered to be at least (0.70) is considered to have a stability coefficient above this level to indicate that the scale has a statistical reliability. Table (7) presents the values of Cronbach alpha coefficient of the variables and the corresponding dimensions used in the study.

Table 7. Cronbach's alpha coefficient for the variables of the study instrument

Variable	Scope	Number of paragraphs	Cronbach's alpha coefficient
Extent of Program and Performance Budgeting	Programs	15	0.882
	Activities	15	0.877
	Projects	15	0.948

Optional Disclosure Level	Financial Disclosure	5	0.879
	Corporate Social Responsibility Disclosure	4	0.820
	Disclosure of Intellectual Capital/Internal Capital	3	0.821
	Disclosure of Intellectual Capital/Externalities	4	0.824
	Intellectual Capital/Human Resources Disclosure	5	0.839
	Optional Disclosure of University Environment	5	0.845
	Disclosing the University's Competitive Environment	5	0.873

The table provided above indicates that the Cronbach's alpha coefficients were higher than the threshold of 0.70 for all aspects, and the recorded coefficients demonstrated adequate levels to confirm the dependability and consistency of the research instrument.

In terms of assessing the structural validity of the research instrument, the Pearson correlation coefficients were analyzed between each item and its respective dimension. Constructive validity necessitates that each item be closely linked to its dimension with a correlation level greater than $R=0.20$. The analysis of the Pearson correlation coefficients revealed that all items were closely related to their corresponding dimensions, with levels surpassing $R=0.20$. This signifies that the research instrument possesses suitable structural validity. Table 8 displays the Pearson correlation coefficients for the items and their dimensions to validate the structural integrity of the research instrument.

Table 8. Pearson Correlation Coefficients for the Paragraphs and Their Dimensions

Variable	Dimension	Paragraph	Connection with Dimension as a Whole	Variable	Dimension	Paragraph	Connection with Dimension as a Whole
Extent of Program and Performance Budgeting	Programs	1	0.651**	Optional Disclosure Level	Financial Disclosure	1	0.785**
		2	0.606**			2	0.816**
		3	0.587**			3	0.843**
		4	0.576**			4	0.831**
		5	0.618**			5	0.830**
		6	0.501**		1	0.739**	
		7	0.576**		2	0.780**	

		8	0.584**		Corporate Social Responsibility Disclosure	3	0.851**
		9	0.577**			4	0.853**
		10	0.535**		Disclosure of Intellectual Capital/Internal Capital	1	0.854**
		11	0.655**			2	0.852**
		12	0.687**			3	0.874**
		13	0.647**		Disclosure of Intellectual Capital/Externalities	1	0.852**
		14	0.674**			2	0.762**
		15	0.732**			3	0.824**
			4	0.796**			
	Activities	1	0.651**	Intellectual Capital/Human Resources Disclosure	1	0.769**	
		2	0.615**		2	0.799**	
		3	0.539**		3	0.775**	
		4	0.682**		4	0.780**	
		5	0.661**		5	0.782**	
		6	0.557**	Optional Disclosure of University Environment	1	0.843**	
		7	0.604**		2	0.774**	
		8	0.571**		3	0.794**	
		9	0.607**		4	0.732**	
		10	0.412**		5	0.786**	
		11	0.628**	Disclosing the University's Competitive Environment	1	0.788**	
		12	0.716**		2	0.841**	
		13	0.534**		3	0.816**	
		14	0.591**		4	0.812**	
		15	0.706**		5	0.814**	
	Projects	1	0.729**				
		2	0.724**				
		3	0.794**				
		4	0.758**				

		5	0.685**
		6	0.737**
		7	0.785**
		8	0.830**
		9	0.649**
		10	0.875**
		11	0.812**
		12	0.791**
		13	0.649**
		14	0.755**
		15	0.838**

** The relationship is a function at the level of (0.01)

Second. Description of the study population:

Table (9) presents a summary of the study participants based on their demographic and functional traits:

Table (9):

Distribution of the study sample according to demographic and functional characteristics (n = 256)

Table 9. Distribution of Respondents according to Demographic and Functional Characteristics

Features	Category	Repetiti on	Percentag e
Educational Qualification	Bachelor	129	59.4%
	Diploma	32	14.7%
	Master	49	22.6%
	PhD	7	3.2%
	Total	217	100%
Age	18-25 years	2	0.9%
	Years 26-35	48	22.1%
	36-45 years	99	45.6%
	Year 46 or more	68	31.3%

	Total	217	100%
Job Title	Chief Financial Officer	5	2.3%
	Head of Budgets	2	0.9%
	Head of Accounts	12	5.5%
	Auditor	71	32.7%
	Other	127	58.5%
	Total	217	100%
Years of Experience	1-5 years	26	12%
	Years 6-10	64	29.5%
	11-15 years	71	32.7%
	16-20 years	42	19.4%
	21-25 years	8	3.7%
	Year and above26	6	2.8%
	Total	217	100%

- Academic Qualification: It was found that over half of the participants possessed a bachelor's degree, with a count of $n = 129$ and representing (59.4%) of the total sample. The third qualification was a master degree with a frequency of 49 times (22.6%) in the sample and then those with a diploma were recorded as $N = 32$ and constituted (14.7) of the sample. The least was the doctoral qualification recorded at $N = 7$, (3.2%). These results indicate that a considerable number of people have been able to acquire high education qualifications, which is common among people who are involved in high responsibility jobs.

Age: It was found that a huge percentage of the survey participants aged above 36 years. On the other hand, respondents that were below the age of 36 years comprised of less than 23% of the sample. This is representative of the actual situation in the employees of the finance and accounting departments of universities because in most cases, the job in the universities would require a long time of experience after qualification. The tables under which the age group was distributed in descending order are as follows: 36-45 years $N = 99$ (45.6%), 46 years and above $n = 68$ (31.3%), 26-35 years $N = 48$ (22.1%), and finally 18-25 years $N = 2$ (0.9%).

Job Title: The researchers of various job titles were used as a sample, although the biggest portion of the sample was auditors and their analogous. The number of heads of departments was found to be very few which is plausible considering the fact that such positions do not necessarily work full-time. The percentages and frequencies of job titles were: Finance Manager $N = 5$ (2.3%), Head of Budgets $N = 2$ (0.9%), Head of Accounts $N = 12$ (5.5%), Auditor $N = 71$ (32.7%), and others = 127 (58.5%).

Experience: According to the survey findings, the majority of the respondents had more than 6 years of experience as the respondents with less than five years experience made up 12 per cent of the sample. According to the researcher, this is in line with anticipation of a group with roles that require high

experience. The experience level was divided as follows; 1-5 years N = 26 (12), 6-10 years N = 64 (29.5), 11-15 years N = 71 (32.7), 16- 20 years N = 42 (19.4) and 26 years and above n = 6 (2.8).

Third. Testing the hypotheses of the study:

The multiple and simple regression models were used to assess the hypotheses of the study on the effect of program budgeting on performance and voluntary disclosure. The multiple regression model demonstrated the results based on the main hypothesis in terms of the aspects of the program budgeting application and performance, and the simple regression model evaluated the effect of the program budgeting application and performance on every aspect of voluntary disclosure.

The initial composite hypothesis: There is a correlation between program budgeting on performance and level of voluntary disclosure at Jordan based universities.

Table 10. Results of the test of the first main hypothesis

Independent variable	Beta (β)	Value (T)	Significance (T)	Link R	Interpreted variance R ²	Value (F)	Significance (F)
Programs	0.215	4.643	0.000*	0.882	0.774	247.829	0.000*
Activities	0.087	1.514	0.131				
Projects	0.643	10.575	0.000*				

- **Dependent variable: Optional disclosure level**

- The impact is noteworthy in statistical terms at a significance threshold of 0.05.

Table (10) summarizes the results of the multiple linear regression analysis performed to evaluate the influence of program budgeting and performance implementation on its different spheres on the degree of voluntary disclosure in financial departments of Jordanian universities. It was found that the overall effect of the model was statistically significant at the level of (0.05) with a value of F (F=247.829) that had the significance of (0.000). In terms of the type of relationship, the correlation coefficient was (R=0.882) and it is a strong positive relationship, implying that, the higher the application of program budgeting and enhanced performance, the higher the level of voluntary disclosure. Regarding the explanatory power of the model, the coefficient of determination was observed to be (R² = 0.774) which showed that the model had a percentage of 77.4 percent variance explained by the factors involved in program and performance budgeting, which is quite high.

In relation to the impact of the individual elements of program and performance budgeting, the significance of (T) showed that the dimension of activities had no statistically significant impact. On the other hand, program and project dimension showed statistically significant effect at the (0.05) level. It is important to note that the project dimension was the strongest predictor of the degree of applying voluntary disclosure with a value of (Beta = 0.643). The result of this finding implies that as the number of units executed in projects goes up, the voluntary disclosure level goes up by (64.3%). These findings back the hypothesis of the proposed hypothesis in its original formulation.

The results of the simple linear regression tests that were run to test the sub-hypotheses proposed are as shown in the following tables:

This is the case of an influence existing between program budgeting, performance, and the degree of voluntary financial disclosure in universities in Jordan..

Table 11. Results of the test of the first sub-hypothesis

Independent variable	Beta (β)	Value (T)	Significance (T)	Link R	Interpreted variance R ²	Value (F)	Significance (F)

Program and Performance Balancing	0.633	11.980	0.000*	0.633	0.398	143.514	0.000*
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- Dependent variable: Optional disclosure level

- The impact is statistically relevant at the significance threshold of ($0.05 \geq \alpha$). The findings from the basic linear regression model indicated a statistically meaningful influence of implementing program and performance budgeting on the extent of voluntary disclosure within the financial sectors of Jordanian universities, with a recorded value of ($F=143.514$) resulting in (0.000). The value of the correlation coefficient was measured at ($R=0.633$), indicating a moderate direct relationship, meaning that as the implementation of program and performance budgeting increases, so do the levels of voluntary disclosures. Additionally, the coefficient of determination ($R^2=0.398$) was noted, suggesting that the program and performance budgeting accounted for (39.8%) of the variability in the level of voluntary disclosure, which is a moderate figure. Lastly, the beta coefficient ($\beta = 0.633$) indicates that for every unit enhancement in the application of program and performance budgeting, the level of voluntary disclosure increases by (63.3%).

2. A connection exists between program budgeting, performance, and the degree of voluntary social responsibility disclosure at Jordanian universities.

Table 12. Results of the test of the second sub-hypothesis

Independent variable	Beta (β)	Value (T)	Significance (T)	Link R	Interpreted variance R ²	Value (F)	Significance (F)
Program and Performance Balancing	0.760	17.167	0.000*	0.760	0.576	294.718	0.000*

- Dependent variable: Level of voluntary disclosure of social responsibility

- The effect is statistically significant at the significance level of ($\alpha \leq 0.05$)

Regarding the effect of the application of program and performance budgeting on the level of voluntary disclosure of social responsibility, the results of the simple linear regression equation showed a statistically significant effect, as a value of ($F=294.718$) was recorded in terms of (0.000), and the correlation coefficient ($R=0.760$) was recorded, and this indicates that there is a direct correlation to a high degree, i.e., with the increase in the application of program and performance budgeting, the levels of voluntary disclosure of social responsibility increase. The coefficient of explained variance was also recorded ($R^2 = 0.576$) This shows that the program and performance budgeting explained (57.6%) of the variation in the level of voluntary disclosure of social responsibility, which is a moderate percentage. The score of the beta coefficient ($\beta = 0.760$) indicates that for every improvement by one unit in the application of program and performance budgeting, the level of optional disclosure of social responsibility improves by (76%).

1. There is an impact between program budgeting, performance, and the level of optional disclosure of intellectual/internal capital in Jordanian universities.

Table 13. Results of the test of the third sub-hypothesis

Independent variable	Beta (β)	Value (T)	Significance (T)	Link R	Interpreted variance R ²	Value (F)	Significance (F)

Program and Performance Balancing	0.795	19.243	0.000*	0.795	0.631	370.276	0.000*
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- Dependent variable: Elective level of disclosure regarding intellectual/internal capital

- The impact is statistically significant at a significance threshold of ($\alpha \leq 0.05$)

The findings from the simple linear regression analysis demonstrated that there is a statistically significant influence of implementing program and performance budgeting on the degree of elective disclosure of intellectual capital, as a figure of ($F=370.276$) was noted with (0.000), while the correlation coefficient was noted as ($R=0.795$). This signifies a strong positive correlation; that is, as the use of program and performance budgeting increases, so does the level of voluntary disclosure regarding intellectual capital/internal capital. The coefficient of determination was also recorded as ($R^2=0.631$), indicating that program and performance budgeting accounted for (63.1%) of the changes in the degree of voluntary disclosure pertaining to intellectual/internal capital, which is considered a moderate amount. The recorded beta coefficient ($Beta = 0.759$) suggests that with each unit enhancement in the implementation of program and performance budgeting, the level of optional disclosure of intellectual/internal capital rises by (79.5%). These results support the acceptance of the proposed sub-hypothesis in its validated form.

2. A relationship exists between program budgeting, performance, and the degree of elective disclosure related to intellectual/external capital within the financial departments of Jordanian universities.

Table 14. Results of the Fourth Sub-Hypothesis Test

Independent variable	Beta (β)	Value (T)	Significance (T)	Link R	Interpreted variance R ²	Value (F)	Significance (F)
Program and Performance Balancing	0.738	16.045	0.000*	0.738	0.543	257.449	0.000*

- Dependent variable: Degree of optional disclosure regarding intellectual/external capital

- The impact is statistically significant at a significance threshold of ($\alpha \leq 0.05$)

The findings from the simple linear regression analysis indicated that the implementation of program and performance budgeting had a statistically noteworthy impact on the degree of optional disclosure concerning intellectual/external capital, as indicated by an ($F= 257.449$) value associated with (0.000) and a correlation coefficient of ($R= 0.738$). This illustrates a strong direct correlation, meaning that as the application of program and performance budgeting increases, the level of voluntary disclosure of intellectual/external capital rises. Additionally, the explained variance coefficient was recorded as ($R^2= 0.543$), indicating that program and performance budgeting accounted for (54.3%) of the changes in the level of voluntary disclosure regarding intellectual/external capital, which is a moderate figure. The beta coefficient score ($beta = 0.738$) suggests that for every one unit increase in the application of program and performance budgeting, there is an improvement of (73.8%) in the level of optional disclosure concerning intellectual/external capital.

3. There exists an influence between program budgeting, performance, and the degree of optional disclosure of intellectual capital/human resources in Jordanian universities.

Table 15. Results of the Fifth Sub-Hypothesis Test

Independent variable	Beta (β)	Value (T)	Significance (T)	Link R	Interpreted variance R ²	Value (F)	Significance (F)

Program and Performance Balancing	0.688	13.912	0.000*	0.688	0.471	193.542	0.000*
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- Dependent variable: Degree of voluntary disclosure regarding intellectual capital and human resources

- The impact is statistically significant at a significance threshold of ($\alpha \leq 0.05$)

The findings from the simple linear regression analysis revealed a statistically significant impact resulting from the implementation of program and performance budgeting on the degree of voluntary disclosure of intellectual capital and human resources. A value of ($F=193.542$) was found significant and the level was (0.000), and the correlation coefficient was ($R=0.688$). This indicates moderate direct relationship, that is, the more program and performance budgeting is implemented, the more the voluntary disclosure of intellectual capital and the human resource would be as well.. The Explained Coefficient of Variance ($R^2=0.471R^2$) indicates that program and performance budgeting accounted for (47.1%) of the changes in the level of voluntary disclosure concerning intellectual capital and human resources, indicating a moderate percentage. The beta coefficient score ($Beta = 0.688$) signifies that with each one-unit enhancement in the application of program and performance budgeting, the level of voluntary disclosure for intellectual capital and human resources increases by (68.8%). There is an impact between program budgeting, performance, and the level of optional disclosure of the university environment in Jordanian universities.

Table 16. Results of the Sixth Sub-Hypothesis Test

Independent variable	Beta (β)	Value (T)	Significance (T)	Link R	Interpreted variance R^2	Value (F)	Significance (F)
Program and Performance Balancing	0.741	16.168	0.000*	0.741	0.547	261.413	0.000*

- Dependent variable: Degree of Voluntary Disclosure in the University Setting

- The effect is statistically significant at the significance level of ($0.05a \geq$)

The findings from the basic linear regression analysis demonstrate a statistically significant impact of implementing program budgeting and performance measurement on the degree of voluntary disclosure in the university environment, with an ($F=261.413$) value reported at (0.000). The correlation coefficient was recorded at ($R=0.741$), indicating a strong direct correlation; as the application of program and performance budgeting increases, so does the level of voluntary disclosure in the university context. The explained variance coefficient was noted as ($R^2=0.547$), meaning that program and performance budgeting accounted for (54.7%) of the variability in the level of voluntary disclosure, which is considered a moderate percentage. The beta coefficient ($Beta = 0.741$) reveals that for each unit increase in the application of program and performance budgeting, the level of voluntary disclosure in the university environment sees an improvement of (74.1%).

- There exists a relationship between program budgeting, performance, and the extent of voluntary disclosure within the competitive financial environment of Jordanian universities.

Table 17. Results of the Seventh Sub-Hypothesis Test

Independent variable	Beta (β)	Value (T)	Significance (T)	Link R	Interpreted variance R^2	Value (F)	Significance (F)
Program and Performance Balancing	0.741	16.168	0.000*	0.741	0.547	261.413	0.000*

Program and Performance Balancing	0.735	15.886	0.000*	0.735	0.538	252.363	0.000*
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- Dependent variable: Degree of Voluntary Disclosure regarding the University's Competitive Landscape

- The effect holds statistical significance at the significance threshold ($\alpha \leq 0.05$).

Ultimately, findings from the uncomplicated linear regression formula indicated a statistically significant influence of implementing program and performance budgeting on the degree of voluntary disclosure regarding the university's competitive landscape, as a value of ($F=252.363$) was noted at (0.000), with the correlation coefficient documented as ($R=0.735$). This signifies there exists a strong direct correlation; specifically, as the application of program and performance budgeting rises, so too does the degree of voluntary disclosure concerning the university's competitive landscape. The explained coefficient of variation was ($R^2=0.538R^2$), indicating that program and performance budgeting clarified (53.8%) of the changes in the level of voluntary disclosure about the university's competitive environment, which is a moderate percentage. The beta coefficient was obtained as ($\beta = 0.735$), which indicates that every one-unit rise in the usage of program and performance budgeting will be associated with an increment in (73.5) in the level of voluntary disclosure with regards to the competitive environment of the university.

Fourth Topic: Recommendations and Conclusions.

This part of the study summarizes the main findings and recommendations made by the researcher on the extent of program and performance budgeting application and its implications on the level of accounting disclosure in Jordanian universities, backed by statistical analysis, besides the information provided in the theoretical framework.

First: Conclusions:

The results revealed that the researchers believe that the application levels of program and performance budgeting in Jordanian public universities are high but it is worth noting that these high scores were realized during the beginning of a major approval period. This highlights the need to put more efforts in implementing the principles of program and performance budgeting at the government and private institutions in Jordan.

The results show that the execution levels of voluntary disclosure in the publicly and privately operated universities in Jordan are high, and all the elements of voluntary disclosure are generally met by a high rate of approval, with the exception of the element of competitive position of the university, which was of moderate approval. This explains why the authorities involved in preparing annual disclosures need to pay more attention to the different aspects of optional disclosure. This kind of disclosure is an indicator of the openness and honesty that is available in universities.

The comparative outcomes of the usage of program budgeting, performance levels, and optional disclosure show that the application level is higher in the case of the public universities compared to the private universities. This disparity can be attributed to how the public universities are approaching program budgeting, performance measures, and optional disclosure, therefore necessitating the administrators of the private universities to put more emphasis on these practices and improve their focus on all areas of voluntary disclosure, which they are given the importance they warrant.

The results of multiple regression analysis showed that program budgeting and performance application had a statistically significant effect on the voluntary disclosure levels in the financial sectors of Jordan universities, as it was found as a key predictor of accounting disclosure, followed by program, after

accounting projects. The activities dimension, on the contrary, did not show a statistically significant influence. This could be because of the concentration that universities are dedicated towards displaying finished or future projects which can be considered as different contributions when contrasted with other important elements of the budget which is considered a basic need and not an accomplishment.

The results of the simple regression models showed that there was statistically significant effect of program and performance balancing to all aspects of selective disclosure illustrating the importance of program and performance balancing in influencing voluntary disclosure. The practice within universities is also associated to their voluntary disclosure efforts as it constitutes a profile of their strategic plans in an attempt to achieve quality standards and attain a better ranking that in turn promotes their reputation and status within the region.

Second. Recommendations:

Based on the findings of this study, and considering past literature and studies on the subject of program budgeting and performance and evaluation of accounting disclosure, future recommendations have been provided based on the improvements in terms of programs and performance and its implications on universities in Jordan to achieve a better level of accounting disclosure.. The study suggests the following actions.

1. Future research should delve deeply into the factors contributing to the limited influence of activities in program balancing and performance when it comes to voluntary accounting disclosure.
2. The current research topic could be explored using an alternative approach, particularly the qualitative method, as this method can yield comprehensive findings that cover all aspects not measurable through the questionnaire.
3. It is essential to conduct upcoming studies that concentrate on private universities to explore the causes behind the lower levels of program and performance budgeting as compared to public universities in Jordan, aiming to develop more informative recommendations.
4. It is also necessary to carry out additional studies to explore the role of program and performance balancing in influencing different performance outcomes.
5. Further research should be undertaken to investigate other elements that affect voluntary disclosure in both public and private universities in Jordan.

Resources

First. Arabic resources:

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- 4- Al-Fares, Ahmed (2014). Accounting Thought in the Field of Intellectual Capital Disclosure in Financial Reports. *Scientific Journal of Research and Studies*, Volume28, Issue (2), pp.233-264.

- 5- Badri, Yasser & Ahmed, Mohamed (2018). Balancing programs and performance and their role in continuous quality improvement in public institutions (from the point of view of administrative affairs staff at the Ministry of Interior). *Journal of Graduate Studies*, Volume 12. Issue (1), pp. 228-244.
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- 7- Aliwi, Abbas & Obeid, Fida (2021). The role of some governance mechanisms in measuring and disclosing intellectual capital in for-profit government enterprises. *Al-Dinar Magazine*, Volume 1, Issue (23).
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