

Article

# Clients' satisfaction about non-governmental organizations (NGOS) services in Jordan

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**This paper has tried to clarify the clients' satisfaction about NGOS services at Jordan in terms of gender, kind of organization and source of support of these organizations. The study sample size was 233 subjects were females and 140 were males. The comparison of means results could order the satisfaction aspects as a follow: Reception and treatment, NGO Impact on Clients, Services, Privacy and confidentiality, Objectives and Programs, Community and Participation and Discrimination, Results of ANOVA analysis indicated that the gender, kind of organization (specialized or multi-services organization) and source of support (local, royal and foreign) for the organization were having significant effects on the clients' satisfaction. Results of MANOVA analysis indicated that females were more satisfied about organization services more than males do; also the level of clients' satisfaction was higher about specialized organizations than multi-services. Moreover the level of satisfaction about the royal came first, the local organizations were in the middle and foreign was the third. Finally these results have been discussed in terms of Arabic and Jordanian society.**

**Key words:** Jordan, NGOS, civil society.

## INTRODUCTION

Strikingly, the budget of human service organization is estimated to be multi-billion dollar enterprises. It is also constitute one of the major segments of the economy for all industrialized country. It is obvious that services organization aim to provide the best services to the client. Likewise, services will not meet the quality promised unless there is a good management that works at all levels to achieve the goals of these organizations (Weinbach, 1994). However, the last several decades have witnessed major cultural and political shifts in the services delivery philosophies of social and educational programs. Therefore, administrators have been forced to look beyond the provision of services and to become competent in judging the efficiency and the effectiveness of their programs (Schalock, 1995). The principal notion for a human service agency is to improve the lives of the clients it serves (Rapp and Poertner, 1992).

The objective of social work welfare organizations we are often told, is to bring about some desired change in people, whether in their behavior, functioning, or living

conditions rather than to make a profit. The lament that social services organizations do not have specific measurable goals has been used not merely to justify a distinct administrative framework but also the serve as a rationale for the lack of program effectiveness. Schools of social work have only recognized the validity of specialized training for administration. On the contrary, social services organizations will continue to perceive as being poorly managed and promote the belief that social workers do not make good administration (Hansenfeld, 1983).

It is proposed that service effectiveness is reflected in three kinds of outcomes, which may be, but are not necessarily related (Patti, 1988). The first is the extent to which the agency is successful in bringing about desired changes in for the client systems it serves. In the case of individual clients, this may be changes in behaviors, cognitions, skill level, attitudes, and alterations in social status, or modifications in undesirable environmental conditions.

The second aspect of effectiveness is service quality, or the extent to which the organization is competently implementing methods and techniques that are though necessary to achieving service objectives. Service quality can be measured against standard prescribed by the

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agency based on prior experience, models used in other organizations. Some types of standards may include accessibility, timelines, consistency, humanness, and technical proficiency of services, are examples of quality.

The third, is the client satisfaction, this is concerned with how consumers assess the quality and/or impact of services received. In addition to direct feedback from clients, client's satisfaction can sometimes be inferred from attendance rates, premature terminations, reapplications for services and related types of data.

Literature shows that a majority of human service agencies have adopted computer technology to support administrative and clerical tasks, such as accounting, billing, word processing and the likes. But the application of day to day tasks of practitioners such as middle managers, line workers, and clinicians, lags behind the potential that the information technology has to offer (Mutschler and Hoefer, 1999).

However, there are several factors for administrators to consider when introducing computer in their agencies. Some of these factors are more under the control of administrators than others. According to GUVS that there were a small percentage of human services agencies do not use computers. The tasks, which are first automated, are highly structured tasks. If administrators want to use computer for unstructured complex decision tasks, they need to invest a considerable amount of money and manpower to first identify the decision processes, the decision rules and needed information related to such tasks as program planning, decision related to treatment, and outcome evaluation.

There are frequently cited obstacles including lack of organizational incentives, practitioners' concern about confidentiality of information, ethical standards, or inappropriate role of technology in the work with clients (Mutschler and Hoefer, 1999). Undoubtedly, in social work, the right of privacy is cherished value, and therefore, social workers face a dilemma when they are required administratively to collect personal data while believing at the same time that individuals should be allowed to keep some information about themselves and their families private (Bayram, 1992).

The micro computer based information system can automate agency functions such as bookkeeping, client profiles, staff time and effort, need assessment, information and referral client, client tracking and scheduling, and program evaluation (Dick, 1987).

### **Jordan Profile**

Jordan is a small country with limited natural resources. The total population is 5,480,000; population growth rate is 2.8% p.a., population less than 15 years of age constitutes 37.8% of the total population, and average household size (person) 5.7 (DOS, 2003). The age structure of Jordan is characterized by the continuing dominance of youth (Zaghal, 1984). Much of its landscape is

arid desert, leaving only 4% of land suitable for agriculture. Water shortages are a major problem, exacerbated by recent droughts. Jordan's economy has shown some signs of recovery since 1991, however, recessions and stringent economic recovery programs have resulted in lower living standards than at any time before. Currently, nearly a quarter of the population is unable to find work (IRO, 2005).

The Iraqi conflicts and sanctions have had a heavy impact on Jordan. Lucrative trade links that existed between Iraq and Jordan before 1990 have been damaged by the war and 12 years of sanctions. During this time of social and economic vulnerability, when unemployment, poverty, and human suffering were all rising, the Gulf crisis struck Jordan with three successive blows: the economic embargo against Iraq, the influx of over a million evacuees, or repatriates, and the war itself (UNESCO, 1991).

According to official statistics, 35% of the Jordanian population is made up of Palestinian refugees. There are 1.7 million refugees live in Jordan - the largest number of refugees in the region, putting considerable strain on the economy. Many Palestinian refugees endure very poor conditions, and often live without access to clean water or electricity. The UN provides medicine, education and financial support, but it is still not enough. Refugee camps cost Jordan US \$350 million a year - an amount the government says it can no longer afford (IRO, 2005). Jordan has suffered a lot from the Arab-Israeli conflict during the past 50 years. Moreover, has received three influxes of refugees, the first in 1948, the second in 1967, and the last one in 1990, which had the heaviest impact on the Jordanian economy. During the period from 1952 to 1998, Jordan paid out approximately US \$ 31 billion dollars for hosting Palestinian refugees (Athameneh, 2000).

### **Social work context in Jordan**

Social work in Jordan is rooted in the structure of the religion, customs, and traditions of the community. Moreover, social work plays a vital and viable role in providing various kinds of social and humane support to vulnerable groups such as aged people orphans, Palestinians refugees, needy, most disadvantaged, and marginalized and the likes. This part of support comes through the structure of the direct individual's ethical and religious responsibilities. Jordan has many private and public social work agencies, which provide a variety range of services. Most of these services are scattered randomly and in most cases are duplicated in the same local communities, which in turn, will affect negatively the quality and the quantity of such services.

Additionally, some of the external donors impose their social program with out taking into consideration the authentic needs of the community. Foreign funding in Jordan became a controversial issue. The increased access

of civil society organizations to external funding, and the sometimes sensitive issues for which funds have been allocated- such as public policy, human rights, press freedoms or gender equality – occasionally provoked acrimonious debates about the issue of foreign funding (Talal, 2004). Jordan as any other country in the world has witnessed a growing expansion of its multi functional Non Governmental Organizations (NGOs). Therefore, the magnitude and variety of the services, sustainability, donations, targeted groups, social inclusion and exclusion all of these variables depend mainly on the effectiveness and efficiency of those who are running these NGOs.

NGOs in Jordan suffer from three major obstacles pertaining to: management, institutionalization, and professionalization. Firstly, and based upon the current indications, the majority of these organizations are being run by unqualified staff where 41% of the NGOs staff management have educational qualification of General Secondary School Certificate (GSSC) or below and 59% of them have qualification exceeds the level of this certificate (Farhan and Khasawneh, 1991). Some of the NGOs confront extended families conflicts as members of those families dominating the activities of the NGOs, where other small families are socially excluded and they impose sanctions against NGOs. Therefore, traditional leadership reflected on kinship and or tribalism is the most prominent style. Unfortunately, some of the NGOs still have a valid registration status and receiving fund, even they do not have offices or providing services (Farhan and Khasawneh, 1991).

Secondly, NGOs are usually, based on group coalitions such as religion, and ethnicity (Manni, 2003). These types of coalitions take the form of organizations. The philosophy of service delivery however, is generally reflecting the state of social exclusion rather than inclusion, meaning that if the individual does not belong to that particular religious or ethnic group, he/she will not be entitled to get the service. Thus, the magnitude of marginalization, deprivation among the poor, needy and other vulnerable groups has been increased. Notably there is a lack of understanding of the philosophy and objectives of social work from the side of the local communities as well the NGOs managerial staff. This makes the interaction and connection between them very limited and narrow. People in the rural areas perceive social work as the mere provision of relief and this kind of understanding will hinder effective and dynamic relationships between NGOs and rural communities (Farhan and Khasawneh, 1991).

Thirdly, there is no theoretical or practical framework for social work, since it relies on the fieldwork experience and individual initiative instead of knowledge and education. Consequently, the notion of helping the poor to help themselves will not take place in the current situation. On the contrary, these organizations are currently used to create much more dependency rather than creating high levels of independency among recipients of their

services. Most of the managerial staff working in the NGOs, lack of the general concepts of management, especially concepts related to planning, implementing, and evaluation.

Researchers in Arabic settings acknowledge a crisis of understanding between social workers and their communities. Ironically, one researcher went so far as to say that the profession prefers to exist without any kind of recognition! (Shyrian, 1997), another researcher reiterated the famous saying of the renowned sociologist, Saad Aldeen Ibrahim, when he said: "What it will happen to the Arabic region if all the Arabic Sociologists disappeared suddenly?" then he himself answered:" Nothing will happen either positively or negatively!" (Shyrian, 1997). Consequently, there should be a system for licensure in the social work profession to identify clear job roles and responsibilities in order to prevent intruders from practicing social work (Shyrian, 1997). In Jordan, there are 783 local NGOs functioning in different kind of arenas such as Human Rights Advocacy, health care, juvenile delinquency, family conflict, childhood, women empowerment, orphans, educational, palliative care, disability rehabilitation, income generating programs, and community development (GUVS, 2003).

## History of the NGOs in Jordan

Historically, voluntary social work movement in Jordan emerged at the beginning of this century with the following objectives: religious, Sectarianism, and political (Naser, 1989; MOSD, 2004): NGOs was established on the basis of religious backgrounds such as the Society Philanthropy House which was established 1912, and the Renaissance of Orthodox which was established in 1925. Such of these societies were exclusively providing services to a particular religious group. Some of these NGOs were established to serve ethnic groups such as Hijazi Society, which was established in 1931 in order to provide services to the Hijazi Community, and the Circassian Society which was established in 1932 in order to serve the Circassian community. Some of the Jordanian NGOs were established for political reasons in the thirteenth, such as the Jordanian NGO for Youth League, which was established in 1923, Red Freedom NGO, which was established in 1937 for solidarity with Arab Rebels in Syria and Palestine.

## The historical stages of the social work in Jordan

### First Stage: 1912 - 1948

In this stage, NGOs were registered according to the Law of NGOs for the year of 1936. It was derived from the NGOs Law which was used in Palestine. The constitution of these NGOs in this period encountered resistance from the British Colonial Authorities, based on the allegations that such organizations were cooperating with the Palestinian rebels. However, the objectives and policies of these

NGOs were not obvious. Formally, a special administration for social affairs was established at the Ministry of Interior in 1948 (Naser, 1989; Farhan and Khasawneh, 1991; Talal, 2004).

### **Second Stage: 1948-1967.**

The kingdom of Jordan had participated in the sector of the social work through instituting a Department for Social Affairs in 1949, also issued a Law for the first Ministry of Social Affairs to establish in Jordan. Then, this Ministry became the body that was responsible for supervising the voluntary work in Jordan. After that, this ministry issued the Law of Charitable NGOs NO. 7 for the year of 1965, which entitled the Ministry of Social Affairs to oversight the activities of NGOs, Naser (1989) indicates that this period marked by: Increasing the numbers of multi-service NGOs where it reached to 41 NGOs; The duality of supervision for the NGOs, and the organizing of NGOs in unions according to the Governorates (geographical areas), which finally emanated the General Union of Voluntary Societies (GUVS).

### **Third Stage: 1967 - 1987**

After the War of 1967 (Arabs-Israel), the International NGOs in Jordan had worked firmly to provide services to the war survivors such as reconstruction of the destroyed houses, opening kindergartens etc. During this period, the Ministry of Social Affairs worked on community development and development the NGOs services. It was also noticed that the increasing of NGOs and the voluntary work had spread over the kingdom as well the emergence of NGOs based on multi-service and specialized (Farhan and Khasawneh, 1991).

### **Status of NGOs in Jordan**

Presently, there are more than 783 local and international NGOs functioning in Jordan. They cover a wide spectrum of all social work activities and programs. Additionally, they operate in rural, Bedouin, remote, desert, urban and semi-urban areas. However, one hundred and seventy of the local NGOs are specialized, which represent 22% of the total NGOs where, 14% of the specialized are located in the Capital City Governorate of Amman, and only the 8% are located in the rest of the kingdom. Whereas, there are about 613 multi-services representing 78% of the total NGOs (GUVS, 2003) in Jordan. More specifically, 399 of these NGOs are rural, while 384 are urban. The number of local NGOs in all 12 governorates of the kingdom has augmented from 559 in 1992, to 734 in 1999 (Global Development Forum, 2000).

Some of the big NGOs have branches located in different parts of the country and registered in the Union of Voluntary Societies (UVS) of their respective governo-

rates. This union is in turn, represented in the General Union of Voluntary Society (GUVS). Therefore, every governorate in Jordan has its own Union of Voluntary Societies. More importantly, there are over 60,000 volunteers are signed up in voluntary welfare industry, and function within the framework of the existing NGOs. However, not all of these NGOs have the same power and impact on their target groups (Global Development Forum, 2000).

### **The role of NGOs in the development**

At this time, the role of the voluntary social work becomes central, in complementing the government's role and not competing with it. Since NGOs are closer to the grass roots levels, they can response better than government to the needs of the poor, needy, marginalized and most disadvantages. However, the existence of active NGOs in rural areas contributed to reducing the rural-urban migration (Global Development Forum, 2000). In Jordan, NGOs played a very solid and structured movement to support the government in its developmental efforts targeting the disadvantaged population. Definitely, some NGOs succeeded to substitute for government. In the rural areas, pre-school sector, 90% of the kindergartens are NGOs operating. In addition, it is the same for services that targeting the aged, disability, mentally sick, and the impoverished and marginalized (Global Development Forum, 2000).

The welfare Law No. 33 of 1966 identified the relationship between NGOs and the government. In theory, Ministry of Social Development has the legal right to oversee the activities of the NGO such as visiting, reviewing its performance in relation to its goals or to review its financial status against its expenditure. Moreover, every NGO has to submit an annual report to the minister, which includes financial statement and balance sheet (Global Development Forum, 2000).

### **The legal status of NGOs in Jordan**

The majority of the NGOs in Jordan are registered with the Ministry of Social Development or at any other ministries such as Ministry of Youth, Ministry of Education, Ministry of Planning etc, under Law 33 from 1966. Not distinguishing between charity and development, the law clearly excludes political goals of NGOs. A narrow concept of politics is applied. Specialized NGOs will only be permitted to work in their specialized field of work, after presenting a detailed description of their work and budget plans, to the relevant ministry, and receive their Registration certificate from the related ministry (Global Development Forum, 2000). The NGOs registered with Ministry of Social Development automatically become members of the General Union of Voluntary Societies, an Umbrella organization that is supposed to give training and support to the NGOs and to coordinate their activities.

The GUVS does some lobbying for NGOs work, but seems to be weak in the field of capacity building for NGOs (Women's NGOs in Jordan, 2004).

### **Royal NGOs (RINGOs)**

There are several Royal NGOs in Jordan, which have to be dealt separately. The law does not restrict them, being founded by royal decree. These NGOs are led by princess Basma president of the Queen Alia Fund, Queen Noor being president of the Noor al-Hussain Foundation, and Queen Rania Alabdullah being president of Jordan River Foundation. They have special relationship to authorities and do not report to the Ministry of Social Development. This gives them much more freedom not only in their decisions over their activities, but also in direct access to foreign donors, which the other NGOs officially are not allowed to establish. Therefore, they are more flexible and can accumulate funds, very much to the disadvantage of smaller NGOs. The Ministry of Social Development describes the relationship with the RINGOs as one of competition and complains about lacking cooperation from their side (Women's NGOs in Jordan, 2004).

### **Foreign NGOs working in Jordan**

There are around 30 foreign NGOs working in Jordan. Although their funding sources may differ, their relationship with the government is similar to that of the local NGOs. Like local NGOs, international NGOs must get approval of the minister in order to be registered, and are committed to submit an annual report to the ministry, cover their activities, and financial status. They are also subject to supervision by the concerned ministry (Global Development Forum, 2000).

### **Problems facing NGOs in Jordan**

Most of the NGOs in Jordan are multi-activity oriented rather than specialized. This means that activities become thinly dispersed rather than focused, and may cause duplication of activities. Added to this the efficiency of the NGOs in the field is limited by the shortage of financial and human resources, which most of the NGOs suffer from (Talal, 2004). In the view of this problem, the lack of coordination between NGOs themselves on one side, and NGOs and government on the other becomes another serious problem, which hinders the work of NGOs, and affects their effectiveness (Global Development Forum, 2000). Furthermore, there is a lack of a clear policy concerning the concepts of sustainable social development and participatory social care. Subsequently, there is a lack of framework, which determines their scope of work and line of action (Global Development Forum, 2000).

One of the major problems is that the lack of funds or the lack of sustainability. NGOs complained particularly about the fact that the law allows direct fund raising only to the Royal NGOs (RINGOs). Strikingly, participational approach in the NGOs as well as in need assessment is often limited to participation in implementation not in decision finding and decision-making. Moreover, the development of new projects is often limited to one person. NGO Members as well as the target groups often enough lack willingness and the self-consciousness to take responsibilities. This is partly due to the lack of skills and experience (Women's NGOs in Jordan, 2004).

### **Aims and significance of the study**

#### **This study aims**

To investigate the effectiveness of management within NGOs in Jordan from the perspectives of both managers and clients; and

To make recommendations for enhancing the effective management of NGOs

Based on the above, the significance of this study is as follows:

It will be the first study in Jordan on the national level, which will explore the major obstacles that face the management of NGOs in Jordan. It is expected that this study will help the decision makers, policy maker, and Government to develop and restructure management of NGOs in Jordan as well as eliciting local and international fund. It is expected to contribute to knowledge as well as to the debates currently taking place in Jordan about the role of civil society and NGOs in creating political and social structural changes and reforms

#### **Research questions**

To achieve the above outlined aims, the study attempts to define the problem of the study through the following research questions:

1. What is the level of satisfaction dimensions about NGOs services among clients in Jordan?
2. What is the effect of gender, kind of organization service and source of the organization support on satisfaction of the clients in Jordan?
3. Are there any differences in the clients' satisfaction dimensions which could be attributed to the differences of the gender, kind of organization service and source of the organization support on satisfaction of the clients in Jordan?

### **METHODOLOGY**

#### **Population of the study**

Any research population must be accurately specified in order col-

**Table 1.** Factors of satisfaction concepts

Factor	Eigne value	PCT of variance	CUM PCT
1	14.66	18.01	16.01
2	13.185	16.22	34.35
3	10.66	11.54	47.80
4	7.91	8.76	56.56
5	5.51	6.71	63.21
6	4.32	5.21	68.42
7	3.12	4.14	72.56

lect the required data for the research problem. The research population is all individual clients who benefit directly from the NGOs in Jordan, who are registered with Ministry of Social Development in Jordan, according to the Guide of General Union for Voluntary Associations (GUVS) there are 783 NGOs registered as at 31<sup>st</sup> December 2003 (GUVS, 2003). NGOs registered after that date has been excluded from population of this research because they are presumed not to have gained enough experience to form attitude toward the issues raised in this research.

### Sampling

Subjects of the study were selected from 738 non-governmental organizations (613 for multi-services and 170 for specialized organizations), which were selected through cluster sample method using the organization as a unit. Also, the clients were selected randomly from these organizations using simple random method were the organization used as a unit. About 373 clients enrolled in these organizations were given a questionnaire to be filled by themselves (303 clients were from multi-services and 68 were from specialized organizations) returned their answered questionnaire representing a rate 100%, which is considered to be fully sufficient for the purpose of the study. At the same time, 240 subjects were females and 133 were males. Occupations of these clients are as follows, 197 were farmers, housewives and soldiers, 125 were governmental employees and 54 were professional. Education of these clients represent a wide range of educational ladder; 125 parents have completed their middle school, 75 have completed high school or more, while were 173 completed elementary school or less. The annual income of their families was about less than 3000 JDs (Jordanian Dinnar or \$ 5000). For place of living, 246 from those clients were coming from rural areas, while 127 of them were coming from urban areas.

\*Due to the lack of the data base in the NGOs in Jordan concerning the total number of the direct beneficiaries, the researchers have chosen five clients in each selected organization.

### Survey procedure

After the researchers had chosen the selected sections of the seventh grade students, they visited each section individually to inform the students about the purpose of the study and to ask for their participation in filling out the questionnaire for the study. Instructions for answering the questionnaire items were delivered and students were instructed not to write their names on the questionnaire to ensure that their responses were confidential. Questionnaires were completed during the homeroom class period and collected by the researchers. Afterwards, the students were debriefed and thanked

### Measures

The survey instrument was based upon prior instruments used in

survey research by the authors and a literature review. Based on the results of factor analysis, the dimensions of the instrument and their items were chosen. The domains of the instruments are:

1. 9 items on services dimension.
2. 8 items on impact on clients dimension.
3. 6 items on privacy and confidentiality dimension.
4. 5 items on discrimination dimension.
5. 9 items on objectives and programs dimension.
6. 8 items on reception and treatment dimension.
7. 6 items on community and participation dimension.

Satisfaction Concepts, Likert scale was used in this study to measure the respondents' perception of satisfaction. The scale items were scored in 5 points scale (1 = strongly disagree, 2 = disagree, 3 = not sure 4 = strongly agree and 5= strongly agree). The seven dimensions were addressed by these items and can be grouped into seven domains confirmed by factor analysis (table 2): services, impact on clients, privacy and confidentiality, discrimination, objectives and programs, reception and treatment and finally community and participation domain, scores were calculated for one domain by summing the all items of the scale. The reliability was calculated by Cronabach's Alpha and it was 0.92 for services domain 0.90 for impact on clients domain and 0.90 for privacy and confidentiality domain 0.88 for discrimination domain 0.91 for objectives and programs domain 0.87 for reception and treatment domain and 0.94 for community and participation domain. While, the reliability of the total test was 0.95. The detailed results of factor analysis in Table 1

The independent variables defined in his study were: source of organization support (1 for local and 2 for royal, 3 for foreign NGOs), kind of organization variable (1 for specialized, 2 for multi-services). Finally, the gender was defined (1 for females and 2 for meals).

## RESULTS

Data were obtained from 140 males and 233 females, selected randomly from several areas in Jordan. Tests answers were given, that ranged from 1 to 5, 1 represents strongly disagree, 2 represents disagree and 3 were not sure, 4 represents agree and 5 represents strongly disagree while the total score was 260 the highest score, 52 and the lowest score. To answer the first question regarding the level of satisfaction about the NGOs services, findings indicated that mean score for the sample of 3.95 (out of 5) and a SD 1.38 (total score), which presents a fair satisfaction of clients, and did not suggest the presence of a noticeable degree of difficulty in the satisfaction of clients about the NGOs services, therefore it can be said that the services were received easily by the needed people. The mean score and standard deviation of each item were calculated and shown below in Table 2.

To investigate the effect of independent variables, 3-way analysis of variance (ANOVA) was used. The findings using ANOVA (Table 3a) showed that gender has significant effect on the client's satisfaction  $F, (21.372) 32.94 = p < 000$ : Also, the kind of organization has significant effect  $F, (1.372) 28.48 = p < 000$ : Finally, the source of organization support were having a significant effects on the client's satisfaction, the result was  $F, (3.372) = 23.92 p < 0.05$ . The findings, also, have indica-

**Table 2.** The means and standard deviations of the test Domains

	<b>Dimension</b>	<b>Mean</b>	<b>St. Deviations</b>
1	Services	3.78	.82
2	NGO Impact on Clients	4.01	1.73
3	Privacy and confidentiality	3.2	1.61
4	Discrimination	2.8	.70
5	NGO Objectives and Programs	3.19	1.69
6	Reception and treatment	4.22	1.71
7	Community and Participation	3.01	1.08
	<b>Total</b>	<b>3.05</b>	<b>1.38</b>

**Table 3a.** Summary of ANOVA to effects of independent variables on clients' satisfaction.

<b>Source of Variance</b>	<b>Sum of Squares</b>	<b>DF</b>	<b>F</b>	<b>Sig. of F</b>
Main Effect	4276.89	1	833.85	0.000
Gender	20.22	1	32.94	0.000
Kind of organization	94.79	1	28.48	0.000
Source of support	40.30	3	23.92	0.000
Gender x kind of organization	27.28	2	1.51	0.293
Gender x Source of support	2.22	2	0.217	32.31
Kind of organization x Source of support	7.42	2	0.72	3.567
Gender x Kind of Organization x Source of support	4.21	3	0.65	1.955
Residual	312.68	372		

**Table 3b.** Summary of MANOVA to dimensions of Parent's Efficacy and Socio-Demographic Factor

<b>Variables</b>	<b>Services</b>	<b>The impact on Clients</b>	<b>Privacy and confidentiality</b>	<b>Discrimination</b>	<b>NGO Objectives and Programs</b>	<b>Reception and treatment</b>	<b>Community and Participation</b>
Gender	3.38*	0.204	0.260	3.92*	2.393	2.61	2.14
Organization Kind	8.11**	6.35**	0.426	0.026	5.67**	5.23*	4.78*
Support Source	10.568**	2.360	7.973**	7.03**	1.391	10.45**	5.67*

\* P < 0.05 \*\* P < 0.01

ted that there is no any significant effect of the interaction between the independent variables, which means that the independent variables of this study can be described as good indicators of the clients' satisfaction.

Using Post-hoc comparison (Newman-Kuels) tests between means revealed a significant difference between the males (M = 2.34) and females (M = 3.03), females were more satisfied about the organization services than males and the result revealed a significant difference between the kinds of organization, specialized (M = 3.89.) and multi organization services (M = 2.11), the specialized were more effective than the multi services organization. Results, also Indicated that a significant differences between the Royal organization (M = 3.02) and the local ones (2.12) and between the royal (M = 3.72) and foreign organization (M = 2.72). This means that royal organizations the came the first, the local orga-

nizations were the second, the foreign organizations were the third and the weakest organizations in their effect on the client's satisfaction. The interactions between the variables were not significant (Sum of squares and F tests = 0).

To address the effect of the study's independent variables (gender, kind of organization and source of support) on the each dimension of client's satisfaction (services, impact on the client, privacy and confidentiality, discrimination, objectives and programs, perception and treatment and finally, community and participation) MANOVA has been used (table 3b). Results of MANOVA showed that the gender has a significant effect on the discrimination dimension (F = 3.38, P < 0.05); and on the services dimension (F = 3.929, P < 0.05); the kind of organization variable has significant impact on several dimensions: the effect on services was significant (F =

8.11,  $P < 001$ ), the impact on the client was also significant ( $F = 6.35$ ,  $P < 0001$ ), the impact on the objectives and programs was significant too,  $F = 5.67$ ,  $P < 01$ , moreover the perception and treatment affected significantly  $F = 5.23$ ,  $P < 01$  and the community and participation dimensions  $F = 4.78$ ,  $P < 0.05$  by the kind of organization.

The last independent variable in the study (source of support) has significant effect on most of the satisfaction dimensions, its effect on the services was strong  $F = 10.568$ ,  $P < 0001$ , on privacy and confidentiality, the effect was also significant  $F = 7.973$ ,  $P < 0001$ , in addition to that, the effect on the discrimination was significant  $F = 7.03$ ,  $P < 002$ , the perception and treatment has been affected significantly by the source of support  $F = 10.45$ ,  $P < 0001$  finally, the community and participation dimension has been affected significantly by the source of support  $F = 5.67$ ,  $p < 01$ .

To compare between levels' of the study's independent variables in their effects, on each dimension of Satisfaction as dependent variables.

A comparison test (Newman-Kuels) between means has been used to address these differences. A comparisons test (Newman-Kuels) revealed that the kind of organization has significant effects in most of the satisfaction dimensions (services, the impact on clients ,NGOs objectives an programs, perception and treatment, and community and participation), the specialized organizations were more effective on services ( $M = 3.65$ ) than the multi actives ones ( $M = 2.82$ ), at the same time it was more effective in its impact on the clients ( $M = 2.98$ ....) and perception and treatment ( $M = 2.74$ ), tan the multi-services ones, ( $M = 2.45$ ,  $M = 2.22$ ), while the multi -services organizations were more effective in community and participation ( $M = 3.11$ ) dimension.

Moreover, the comparison test Newman-Kuels revealed that the sources of supporting of organization have impact on most of the dimensions of clients satisfaction, the results revealed that, the royal NGOs were having effect on most of satisfaction dimensions, (services  $M = 3.14$  discrimination  $M = 2.84$ , objectives and programs  $M = 2.66$ , perception and treatment  $M = 2.95$  and community and participation  $M = 2.2.68$ ) than other sources of support for organizations, the local organizations were more effective on the services ( $M = 2.31$ ) , the privacy and confidentiality dimension ( $M = 2.22$ ) and discrimination ( $M = 1.98$ ) than foreign organizations ( $M = 1.81$ ,  $M = 1.64$ ,  $M = 0.38$ ), while the foreign organization were more effective in perception and treatment ( $M = 2.77$ ) and community and participation ( $M = 2.49$ ) dimensions than the local ones.

Finally A summary of means revealed that the females have more feeling of discrimination negatively ( $M = 3.08$ ) than males ( $M = 1.98$ ) and the females were more satisfied in organization services dimension ( $M = 3.71$ ) than males satisfaction about that dimension ( $M = 2.56$ ).

## DISCUSSION

Through the table 2 (answering question 1), it is clear that the clients have rated their satisfaction about NGOs higher the mean (3.95 out of 5 and a SD 1.38), which means that the clients' satisfaction is high, they were not extreme in their satisfaction but it is reasonable in small and poor country like Jordan. And because voluntary social work in Jordan is rooted in the structure of the religion, customs, and traditions of the community. Moreover, social work plays a vital and viable role in providing various kinds of social and humane support to vulnerable groups such as aged people orphans, Palestinians refugees, needy, most disadvantaged, and marginalized and the likes. This part of support comes through the structure of the direct individual's ethical and religious responsibilities (Taal, 2003).

In answer to question 2, the results were Consistent with expectations, (Table 3a) the gender of the client showed inverse relationship with satisfaction, females were having higher level of satisfaction than males, this result may be because that females especially mothers are having more time with their children than males (fathers) in supervision of the child, and they have more time to care for their children than their fathers, at the same time most of the father's time especially in Jordan is out of home or perhaps out of country in terms of work. As it is known the woman financial status relatively is poorer than men, so the women in Jordan are in more need of NGOs services, in addition to that Ministry of Social Development has the legal right to oversee the activities of the NGO such as visiting, reviewing its performance in relation to its goals or to review its financial status against its expenditure (Global Development Forum, 2000).

This kind of organization variable has a strong impact on the clients' satisfaction; this result is very consistent with expectations and literature, which indicated that, whether the organization is specialized or multi activity has to be affected by its nature of activities, staff, and supervision, these factors are playing an important role in the services. NGOs in Jordan cover a wide scope of activities covering all humanitarian aspects, they can be divided into main categories: Multi-service, and specialized. Multi-services NGOs deal with a number of economic, welfare, health, education, and other developmental issues, while the specialized deal with just one or two at the most (Global Development Forum, 2000).

Moreover, the source of NGOs support has a significant effect on the clients' satisfaction, this result is very expected in Jordan, because NGOs in Jordan are having several sources of support e.g. royal, foreign and (private) local which have effected the level and quality (economic, social, rehabilitation, health, and education) of these NGOs services

The results of table 3b in answering question 3, which is asking about the impact of the study's independent va-

riables on each dimension of clients' satisfaction (services, impact on clients, privacy and confidentiality, discrimination, objectives and programs, reception and treatment and finally community and participation).

The results revealed that the gender has a significant on satisfaction about services and discrimination; the result indicated that females were more satisfied about services than males because the females are having more services than males according to their needs of these services, at the same time the females still are suffering from discrimination and prejudice against them in Jordan (pre-industrial or traditional country), so it is expected that they feel looks like this feeling of discrimination (Manni, 2003).

Regards to effect of organization kind (specializes or multi services) on some clients' satisfaction dimensions, the results revealed that the clients were positively satisfied from NGOs services, the impact on clients, objectives and programs, perception and treatment, and community and participation dimensions, the results revealed that the clients were more satisfied about the specialized organization in their services, their impact on the clients and the NGO objectives and programs, this result can be attributed, that the specialized organizations are more specialized and qualified staff, which is reflected directly on the quality and value of their services (Talal, 2004), while the clients were more satisfied from the multi services organization in their treatment and community participation, this result may be due to some social factors such as social integrity, and social support to these social category in terms of religious and ethical reasons, as it is known Jordan society is Islamic, which means it is still conservative and very interesting in collective feeling and values (Wrikat and Simadi, 2001).

Finally, the results revealed that the royal organizations were more effective in all clients' satisfaction dimensions than gender and organization kind variables; this result is very expected, because the royal NGOs have special relationship to authorities and do not report to the Ministry of Social Development.

This gives them much more freedom not only in their decisions over their activities, but also in direct access to foreign donors, which the other NGOs officially are not allowed to establish.

Therefore, they are more flexible and can accumulate funds, very much to the disadvantage of smaller NGOs. The local organizations were having more impact on some dimensions of clients' satisfaction (services, confidentiality, and discrimination than foreign ones, this result can be attributed to that local organizations were having more access to clients specially in rural and nomadic locals in terms of confidence and understanding of initiation of local organizations, while the foreign organizations usually are hated and resisted by most of these social categories because these categories are very conservative and they do not like the changes and stranger things (Wrikat and Simadi, 2001), while the for-

reign organization were having impact on the dimension participation, this result may be due to that foreign organizations have more qualified experts in social work field than the local ones which is helping the foreign staff to be more effective on dealing with needs, and treatment all the problems of the clients'. At the same time, the major problem of local organizations is lack of funds or lack of sustainability. In general it can be said, although the funding sources of local and foreign organizations may differ, their relationship with the government is similar to that of the local NGOs like local NGOs, international NGOs must get approval of the minister in order to be registered, and are committed to submit an annual report to the ministry, cover their activities, and financial status. They are also subject to supervision by the concerned ministry (Global Development Forum, 2000).

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