REGULATORY REQUIREMENTS AND QUALITY IMPROVEMENT OF SERVICES IN NON-GOVERNMENTAL ORGANIZATIONS

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Abstract

Non-governmental organizations (NGOs) play a crucial role in providing social, health, and educational services to various community segments. The quality of services delivered by these organizations is significantly influenced by the regulatory and administrative requirements that guide their operations. This study aims to explore the regulatory requirements essential for NGOs and analyze their impact on the quality of services provided. Through a comprehensive literature review and field study involving multiple NGOs, the research examines the adherence to regulatory frameworks and its correlation with service quality.

The findings are expected to reveal a strong relationship between compliance with regulatory requirements and high-quality service delivery. Organizations with strict administrative systems are likely to offer superior services compared to those lacking such systems. The study will provide practical recommendations for NGOs to effectively adopt and implement regulatory requirements, including enhancing administrative capacities, continuous staff training, developing regular monitoring and evaluation systems, and promoting transparency and accountability.

This research highlights the significant role of administrative regulation in improving the service quality of NGOs and offers a practical framework for enhancing their operational effectiveness, thereby strengthening their positive impact on society.

Keywords:Non-Governmental Organizations (NGOs), Regulatory Requirements, Quality Improvement, Service Delivery, Administrative Systems, Compliance, Transparency, Accountability, Monitoring and Evaluation, Community Services

Introduction

Organizational development aims to enhance and improve the performance of groups and departments within the entire organization. It involves planned efforts at the organizational level to increase performance through planned interventions and training experiences. Organizational development deeply focuses on the human aspect of organizations, striving to change attitudes, values, organizational structures, and administrative practices to improve organizational performance.

The concern for quality has a long and rich history in Greek, Roman, Chinese, Arabic, and Islamic civilizations and continues to this day. In primitive societies, life was closely linked to the quality of

services, with individuals working diligently to provide suitable conditions for their lives and comfort and to offer services of appropriate quality. With the advent of the twenty-first century, characterized by globalization and comprehensiveness, service quality has become an inevitable necessity within the strategies of service organizations. Therefore, non-governmental organizations (NGOs) have no choice but to provide services that meet the desires and requirements of their clients. Quality has thus become a crucial element in contemporary human life.

This research will address organizational development in terms of concepts, objectives, characteristics, elements, fields, and stages.

Type of study

The type of study is determined in light of the nature of the topic to be studied and the goal to be achieved, and because the aim of this study is to determine the organizational requirements for civil society organizations and improve the quality of services provided to homeless children.
On this basis, the descriptive study is considered one of the most appropriate studies to conduct such a study, which aims to describe the topic or problem of the research and determine its characteristics quantitatively and qualitatively. (Ragab,2005)
Which also aims to reveal the current facts related to a particular phenomenon, while recording its significance, characteristics, classification, and revealing its connections with other variables, with the aim of describing this study in an accurate and comprehensive manner, all its aspects, and drawing attention to its various dimensions. (shafoq,1994)
Third: The study methodology (social survey method).
The concept of method refers to the method followed by the researcher to study the problem that is the subject of the study.(Abu Al-Nasr,2004)
Which is used to describe the studied phenomenon and depict it quantitatively by collecting standardized data about the problem, classifying it, analyzing it, and subjecting it to careful study. (Shafiq,2005)
The social survey approach is focused on the present and is concerned with studying things that actually exist at the time of conducting the survey, and trying to uncover existing social conditions, analyze and interpret them, and develop a plan for social reform.(Abd al-Rahman,2002)

Third - Concepts of the study: -
The researcher addressed several concepts within the framework of her study in a procedural manner, which are:
- The concept of regulatory requirements.
- The concept of civil associations.
- The concept of service quality.

1- The concept of regulatory requirements:
A demand is defined in the Arabic language as a request for something or an attempt to find it,

and a request is a request again (Kamal,2014).

Webster's Dictionary defines "requirement" as something that is required to be available, and the synonym for requirement is necessity, demand, or mother (Webster,1991).

The Oxford Dictionary also defines it as something that we need or want as basic requirements in life (Oxford,2002).

The procedural concept of regulatory requirements can be defined as follows(Abu Al-Nasr,2004):

1- It is a set of needs that must be met by civil society organizations working in the field of homeless children.

2- It is a set of services that civil society organizations must provide to beneficiary homeless children and their families.

3- These requirements may be human, financial, administrative and information requirements.

2- The concept of civil associations: -

There are many concepts surrounding the concept of civil society organizations, including the following:

(Amani Masoud) defines civil associations as non-profit organizations that are concerned with providing social services to their members, residents of the community, or a specific group of it. These associations are established through voluntary contributions, and the government sometimes provides them with some subsidies and assistance.

While the Social Service Dictionary defines it as non-profit associations or organizations that provide personal social services to members of society, targeted population groups, and are established by the members contributing to its establishment, as they form a general assembly from which they elect members of the Board of Directors who manage the work in accordance with the executive regulations, and it also has internal organizational regulations. Management methods for programs and projects, rewards and punishment for employees, and the powers of the executive director are limited at the same time.(Al-Sukari,2000)

The Encyclopedia of Social Work defines it as N.A.S.W. Those organizations that seek to help others achieve a higher standard of life and obtain resources and services in response to crises

Trueman confirms that they are non-profit, non-governmental organizations that work in the field of humanitarian services (Muhammad,2008).

The concept of civil society organizations for homeless children in the current study can be defined procedurally as follows:

1- There is a group of individuals who occupy specific positions.

2- There is a network of official and informal relations between them.

3- There is a set of goals among them that each of them seeks to achieve.

4- These associations have capabilities (financial, human, organizational) that help them achieve their goals and provide their services to the children who frequent them.

5- Its work shall be carried out in accordance with the executive regulations of the associations.

6- It provides services to specific categories of beneficiaries, namely homeless children.

3- The concept of service quality:

- Quality concept (Abu Al-Maati, 2013)

The linguistic concept of quality:

The concept of quality has been derived from the verb (jad) (quality), meaning he has become good, and it is said that if a man does good in words and performs deeds, then he is (good). Ibn Manzur also explained that the root of quality is "goodness" and that good is the opposite of "bad".

Terminological concept:

Doing the work correctly from the beginning, relying on evaluating the work to determine the extent of improving performance, designing products and providing future services to customers according to their needs and achieving continuous improvement.

Hence, service quality can be defined in the current study as:

The ability of civil society organizations in the field of caring for homeless children to provide good services to homeless children and their families through which they can satisfy their needs and obtain their satisfaction in order to achieve their goals with the highest possible efficiency.

4-The concept of organizational development:

The organizational development process is considered a change strategy for developing organizations at the professional level, and the primary goal of organizational development is to help organizations make changes and transformations from their current state to the desired future state.

However, there is no single agreed-upon definition of organizational development, and there is a set of definitions through which the meaning of organizational development can be identified, which provides broad outlines about the nature and methods of developing organizations.

(Al-Qaryouti, 2000) defined organizational development as a comprehensive, planned effort that aims to change and develop employees by influencing their values, skills, and behavior patterns, and through the technology used, as well as organizational processes and structures, as a way to develop human and material resources or to achieve organizational goals, or both goals (Ali, 2013).

Dr. Al-Salami also defined organizational development as "a long-term activity that targets the organization's ability to solve its problems and self-renew itself, by bringing about comprehensive development in the prevailing climate in it and focusing on increasing the effectiveness of work groups, with the assistance of an external element that plays the role of managing change that promotes ideas." new among the members of the organization. (www abah.uk.)

Some believe that organizational development is an administrative function that aims to increase the organizational efficiency of the organization through a comprehensive study of the organization in all its aspects and the creation of new and consistent organizational patterns at the level of the organization as a whole, enabling it to gradually and comprehensively move from the current situation to the targeted situation during a specific period.

Organizational development was also defined by representatives of the organizations that participated

in the organizational development program. The definition differed in some aspects, but it gathered around one position (organizational development is the process during which the organization develops its internal capacity so that it is

Its long-term success) (Mikush, 1999: 6)

Organizational development can be defined as "a planned and continuous intervention based on knowledge of behavioral sciences and aims to increase the effectiveness of the organization and includes the entire organization or part of it" (Yassin, without year of publication: 2) .

Second: Objectives of organizational development:-

We can summarize these goals as follows (Al-Safiya, 15)

1- Increasing the ability to confront organizational problems by finding cooperative solutions to these problems.

2- Increasing the effectiveness of communications horizontally and vertically, which helps provide the necessary information to the decision maker.

3- Changing the organizational climate, as organizational development is an attempt to reorganize the roles of organizational members, relationships, standards and administrative methods.

4- Bringing the individual and organizational goals of the organization closer together and increasing understanding of leadership styles, conflicts and their causes.

5- Linking the organization to its environment and adapting to it successfully.

6- Replacing the organization's previous traditions and practices that restrict efforts and creative thinking with standards and values that promote excellence and innovation efforts.

7- Increasing employees' sense of the importance of organizational goals.

8- Increasing the degree of cooperation between individuals and groups within the organization.

Third: Characteristics of organizational development:

Organizational development is characterized by many characteristics, the most important of which is (Mattar, 2008: 13)

1- Comprehensiveness: Organizational development requires attention to the workforce, as well as the internal organization of the organization, the applied work methods, as well as the laws and regulations.

2- Increasing organizational effectiveness and improving the general climate permanently and continuously.

3- Planned intervention: Organizational development cannot take place without prior planning to accurately diagnose problems and pool efforts to confront them.

4- Participation: All organizational members must participate in implementing organizational development processes at all stages, to ensure their contribution to implementing the organizational development process because they are participants in it.

Al-Tajam explained that the characteristics of organizational development are as follows: (Al-Safiya, previous source)

1- It is of a practical, planned and long-term nature.

2- It is of a practical nature and aims for actual change.

3- The process of organizational development is based on human values by creating an organizational

climate in which cooperation and mutual trust prevail.

4- Organizational development is an integrated program, and is concerned with the interaction between the components of the various elements in the organization, each of which affects the other.

There is another opinion that summarizes a set of characteristics of organizational development, which are as follows: (Sangamithra, p.1)

1- It focuses primarily on the human and social aspect of the organization

2- Focus on transferring problem-solving skills

3- Focus on systemic change.

4- Participation in solving problems and making decisions by all levels of the organization.

Fourth: Elements of organizational development:-

The elements of organizational development can be extracted as follows: (https:// aeomasr.files.word press.com)

1- Long-term plan:

Organizational development and change depend on a long-term policy, and the development plan requires at least one year and usually between three to five years

2- Solving problems and renewing practices:

Organizational development processes aim to increase the activities of influential people in the organization, raise their abilities to draw strategies and make decisions, and then double their leadership influence. Through this active group of members, the organization is able to maintain a state of renewal and readiness to confront problems and deal with the challenges that stand in its way. .

3- Orientation towards the future:

Organizational development is essentially directed towards the future by preparing managers to learn from present situations and experiences how to treat potential problems in the future and introducing an element of estimating the future and the changes it may bring within the structure of the planning and program preparation process in the organization.

4- Interest in developing the internal climate:

The organizational development process focuses attention on developing the internal climate of the organization, which consists of the sum of its basic elements and the interactions and relationships that take place between them.

This does not mean that the organizational development process neglects the external climate of the organization, but what is meant is that development efforts begin by looking at the internal climate and continue to monitor the external climate to take into account any changes that may occur in it.

5- Acceptance and cooperation of every member of the organization:

This means that organizational development is not imposed by senior management at lower levels, but rather stems from the effective participation of organizational members.

6- External interference:

It is sometimes said that what is inside the picture does not see it as it really is, and therefore it is necessary to have external parties in the organization. The external party may work in one or more of the steps of change, such as diagnosing problems and training employees to develop themselves and solve their problems.

7- Scientific application of behavioral sciences:

The organization's reliance in its development efforts on collecting data on problems, relying on the experience of external consultants, relying on the participation of administrators in developing solutions, and collecting continuous information when applying new development methods and evaluating them is nothing but an application of behavioral sciences, and organizational development programs depend on benefiting from the principles of behavioral sciences.

8- Using the concept of systems:

The organization is viewed as a network of overlapping subsystems that do not work in isolation or independently. The entire organization is also viewed as a subsystem of the external climate or surrounding environment.

Fifth - Areas of organizational development:

Organizational development includes three main areas (individuals, the group, and the organization itself). The following is a presentation of these areas in some detail: (Matar, p. 36)

1-Individuals:

They are the most important elements of organizational development, and their behavior and attitudes are developed to suit the goals and requirements of the organization. Among the aspects that management seeks to develop in individuals are their motivations, abilities, tendencies, and attitudes, developing their personalities, and enhancing their role in the decision-making process in order to help the organization achieve its goals.

2-The group:

Organizational development is concerned with the problems of the group, especially those mutual relationships between members of the work group. Development seeks to establish the rules of trust, cooperation and respect between individuals and all conflicts within the group.

3-The organization itself:

Organization consists of developing the structure of relationships and authorities, the structure of communications and information, the set of functions that the organization includes, and the administrative processes that take place within the organization. Organizational development seeks to improve activities, work tasks, functions, the relationship of authority and communications, and the relationship between the organization and other organizations.

When talking about organization, one should talk about the organizational climate prevailing in the organization. The climate includes the following:

- The amount and type of teamwork and cooperation within the organization.

- Degree of commitment among organizational members (effectiveness of communication).

- The extent to which planning and innovation are encouraged.

- How to resolve disputes and differences of opinion.

- The extent to which employees contribute to decision-making.

Sixth: Stages of organizational development:-

There are four basic stages of organizational development, and we will present here basic overviews of each stage

1- Diagnostic study:

The process of organizational development is based on three axes: people, work systems, then work equipment and facilities. Therefore, the diagnostic study that aims at organizational development must recognize these three axes to discover development opportunities and bring about the required change. The first of these axes, of course, is the human being and discovering development opportunities in this axis are linked. The other axes are linked to each other.

2- Develop a development plan:

This process has two stages - discovering an opportunity to develop and developing a development plan in light of the goals and available capabilities by asking and answering a number of questions:

What are the available development opportunities, whether urgent or long-term, possible or not? - The material cost - the available time - the available place - the available and unavailable physical facilities - the systems and organizations that need to be modified and the scope of time allowed.

As for the questions related to developing the plan, they are as follows: (The plan must be specific, written, actual, and reviewable. The plan must be achievable within the limits of available costs and capabilities. The plan must be measurable and have a specific time frame.

3- Preparing to accept and nurture development:

We make plans to accept implementation. This is a correct hypothesis. When implemented, plans face actual, written resistance. This is a correct hypothesis. Man naturally resists change, even if he expects it, and this is a fact.

The process of developing plans must take into account the preparation for this plan to ensure proper implementation. Perhaps organizational development plans are more worthy of this than others because the human being is one of the basic pillars in the organizational development process.

4- Correct follow-up:

The organizational development process is not complete without follow-up. There are methods of follow-up that depend on interviews, follow-up reports, and the method of measuring results quantitatively or qualitatively and discovering errors. The more precisely the goals are defined, the more the follow-up process is possible and subject to measurement. The following are the foundations of follow-up:

- Monitoring the performance of human resources through (performance rates - absence - turnover rate - complaints).
- Follow up on the performance of facilities and equipment.

The rate of performance of systems and organizations through (efficiency, effectiveness and cost of communication - information flow - problem solving and decision making).

Fifth - Models of service quality in civil society organizations:-

The period of the eighties and the beginning of the nineties witnessed a real challenge in the field of total quality management, represented in finding integrated systems, models and methods that enable practitioners to put total quality management into practice or application in organizations.

Which prompted many researchers and organizations concerned with quality management to try to find models that express an integrated system that can be relied upon in application. The most

important of these models was (Mohamed, 2012: 196)

1- Service quality model:
 In 1985, Perry et al. identified a model of service quality that includes ten dimensions on which the service user bases his expectations, perceptions, and judgment about the quality of service from the organization. These are known as Reliability, Responsiveness, Competence, Access to Service, Courtesy, and Communication. Communication, Credibility, Safety, Security in performing the service, the degree of the service provider's understanding of the beneficiary, and the tangible things in the service Tangibles.
We note that these dimensions can be relied upon as quality standards in organizations:

2- The European model of quality:-
 In 1992, European countries and European organizations for quality management identified what is known as the European Award, basic elements that are divided into a set of contributing factors that work to help implement the total quality system, and a set of expected results from implementing the system. The nine elements of the model have been linked in a logical and sequential framework. It enables practitioners to put the quality model into practice, as it begins with the leadership element that leads to improving and developing the practices of human resources management, strategies, policies, and resource management that can be made available in the organization, and then after that, a set of processes that take place in all daily practices to achieve outstanding results to achieve employee satisfaction and customer satisfaction. And its impact on society, which would directly reflect on the ultimate goal of the organizations.

3- Edward De Grant's Model (Al-Sirafi, 2006: 187)
This model includes (14) principles that together constitute a general framework that organizations can use in order to develop their own model. These principles are: -
1- The organization adopts a new philosophy based on achieving the highest quality in its products.
2- The intensity of competition calls on the organization to adopt a policy of continuous development and improvement of its products or services.
3- Changing the goal of oversight in detecting errors to preventive oversight that aims to prevent errors.
4- Consolidating the relationship between suppliers.
5- Focus on the process of continuing education and training.
6- Adopting an evaluation policy based on quality.
7- Developing leadership qualities among managers. The leader is a coach and not a judge. The burden of identifying deviations and identifying their causes falls.
8- Stay away from the idea and policy of making profit by any means.
9- Remove all obstacles and incentives that prevent employees from achieving their achievements.
10- Striving to resolve all existing conflicts between employees.
11- Focus on the process of development and self-improvement among employees.
12- Providing an element of job stability for employees.
13- Bringing about a radical change in the organizational structure of the organization.

14- Consolidating the previous principles of comprehensive quality among employees and urging them to adhere to them permanently and continuously.

4- Peter Drucker's model:-
This model is based on eight principles:
1- Each organization should have its own strategy through which it seeks to achieve its goals.
2- Customer satisfaction is the primary goal of any organization.
3- The work organization must be in place and designed in a way that helps achieve the goals.
4- The administrative method that serves to achieve quality is the management by objectives method.
5- Good care and appropriate stimulation must be provided to the human element.
6- The necessity of defining specific standards in order to measure the level of quality.
7- Communication is considered an effective tool for interaction and communication between workers at all levels
8- The success and continuity of the organization depends to a large extent on the direct management "executors".

5- Berkeley-Greta Model "Alignment Model":-
This model generally refers to increasing efficiency with attention to improving the service provided to customers in the long term and improving the quality of services. This improvement includes specific dimensions: (responsiveness, adequacy, speed of access, communication, understanding of customers, monitoring operations, and facilitating services) (Deshmukh, 2004: 10).

6- Six Sigma Model:-
 The Six Sigma model is a relatively modern management method that aims to reduce the standard deviation of the actual production line (whether for a good or service) at the required, expected or targeted production line. This in turn requires identifying existing errors, defects and problems and working to avoid them, avoid them or solve them, so that they do not It will be repeated in the future (Abu Al-Nasr, previous source: 211).

Conclusion

        The study highlighted the essential role of regulatory requirements in enhancing the quality of services provided by charitable organizations, particularly those serving homeless children. It demonstrated that effective organizational development is vital for improving service quality, emphasizing the need for strategic planning, internal governance, and continuous evaluation. The findings suggest that addressing organizational needs—such as resource management, training, and transparent decision-making—can significantly improve the performance and impact of these organizations.

Recommendations

1. Capacity Building: Charitable organizations should invest in continuous training and development programs to enhance the skills and competencies of their staff. This includes administrative, technical, and leadership skills necessary for effective service delivery.

2. Internal Governance: Establish clear and transparent internal governance structures. This includes having a well-defined mission statement, involving all members in decision-making processes, and ensuring gender balance in committees and boards.

3. Resource Management: Efficiently manage resources by conducting regular needs assessments and aligning resources with organizational goals. This involves financial planning, optimizing the use of facilities and equipment, and seeking sustainable funding sources.

4. Stakeholder Engagement: Engage stakeholders, including beneficiaries, community members, and other organizations, in the planning and evaluation of services. This can be achieved through annual satisfaction surveys and public sharing of organizational reports and achievements.

5. Adoption of Technology: Incorporate modern technology and innovative practices in service delivery to keep pace with evolving needs and improve operational efficiency.

6. Quality Assurance: Implement robust monitoring and evaluation mechanisms to continuously assess and improve service quality. This includes setting measurable performance indicators and using feedback to refine and enhance services.

By following these recommendations, charitable organizations can ensure they meet regulatory requirements while delivering high-quality services to their beneficiaries.

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