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***Effectiveness of Human Resources
Management in the Quality of social welfare
services in Voluntary Associations***

*Within the requirements to obtain a master's degree in social work
Industry Development & Planning*

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First: the problem of the study:

The shift from the agricultural society to the industrial society is the biggest transformation in the history of mankind, as it opened the door to satisfying the needs, and it also represented a civilizational and cultural challenge to the prevailing values. Perhaps the most important innovation of the industrial society is the creation of an unprecedented space, which is the market, Transition from centralization to decentralization.

Therefore, it became necessary to create joint work between governmental organizations and non-governmental organizations. It is known that these changes and the adoption of economic reform programs lead to the occurrence of many problems that society faces, such as poverty and unemployment, and therefore the state began to gradually give up its basic role in bearing the burdens of development and civil society organizations began to Emerging as a key partner in the development process, especially NGOs.

And NGOs play a major role in various contemporary human societies, through the provision of health, educational and social care services, and tens of millions of poor people, women, children and others benefit from them, and in order for NGOs to provide a service that is consistent with customers' expectations and meets their needs, we must look for ways and means to develop

and improve the quality of The service, therefore, the association must identify the standards and indicators upon which customers rely in judging the quality of service provided to them. The indicators of the quality of social care services are represented in the following: (reliability - access to service - communication - human considerations - efficiency and merit – response).

In particular, social Welfare organizations are bodies formed to express the will of society and to meet human needs, whether these needs are material or moral, and these institutions do not aim to achieve material profit, but rather their goal is to provide assistance or services to each of individuals, groups and societies, and social Welfare organizations provide two types Of the services for its beneficiaries and its employees, the first type is services provided to the beneficiaries, which are material or in-kind assistance such as clothes, means of transportation, financial or housing assistance in case of crises, and the provision of recreational, social and cultural programmes, and the second type is services for its employees, which is training workers in the fields of social Welfare and contributing to vocational rehabilitation This is done through human resources management in the organization, and then achieving the goal is related to providing the service and that this service is desirable and enjoys the support and attention of customers.

In order for the Human Resources Department to achieve its general goal, it exercises a set of functions and sub-goals, which are “providing the appropriate human resource to work in the private sector, enhancing cooperation between the association’s employees, bringing about integration between the objectives of the employees and the objectives of the association, developing community members, using moral stimulation for workers, increasing community services, and others, Recruitment, development, motivation, planning, organization and control.

The Human Resources Department also seeks to achieve a sense of satisfaction and happiness among workers during their work, through a group of attitudes that the worker forms about the nature of work, wages, and the opportunities available to him, which makes them feel loyal and satisfied with the work, which leads to taking responsibility and striving towards certain goals and perseverance to overcome obstacles and problems, that you may encounter.

Does the role of human resources management in NGOs contribute to improving the quality of the social services they provide to their beneficiaries? As they provide various educational, health and other services, and become a major demand for most segments of society, especially the poor and the middle class, and accordingly the problem of the study is determined in an issue of “effectiveness of management human resources on the quality of social care services in NGOs”, by examining the elements of

human resource management in NGOs, their objectives and functions, and what are the skills of workers when “providing social care services provided by NGOs and its reflection on the quality of social care services provided in NGOs“.

Second: The importance of the study:

The importance of the study is determined as follows:

- 1- Attention to human resources has become the direction of the state at the present time, according to Egypt's Vision 2030.
- 2- Human resources management may be a solution to move from the traditional situation of NGOs to a situation of development and creativity, so it is important to pay attention to the human element in NGOs.
- 3- Some NGOs neglect the importance of the role of human resources in providing quality services. This prompted the researcher to find appropriate solutions to invest in human resources, and then achieve the quality of services provided.

Third: Study Concepts:

In this study, the researcher relied on two basic concepts:

- 1- The concept of human resource management.
- 2- Quality of service.

Fourth: Study Objectives:

The study seeks to achieve two main objectives:

- 1- Standing on the effectiveness of the role of human resources management in achieving the quality of social Welfare services.
- 2- Coming up with a suggested conception of the role of social planning in improving the quality of social Welfare services based on human resource management in NGOs.

Fifth: Study Questions:

The study seeks to answer two main questions:

- 1- What are the components of human resource management in active NGOs?

The indications for this question are identified in:

- A) What are the objectives of human resources management in NGOs?
 - B) What are the functions of human resources management in NGOs?
 - C) What are the professional skills of NGO workers?
- 2- What are the indicators of the quality of social Welfare services in NGOs?

The indications for this question are identified in:

- A) The response.
- B) Reliability.
- C) Access to the Service.

- D) humanitarian considerations.
- E) Competence and merit.
- F) Communication.

Sixth: Methodological Procedures:

- 1- **Type of study:** This study belongs to the type of descriptive studies, and therefore, the study aims to describe and determine "the effectiveness of human resource management on the quality of social Welfare services in NGOs".
- 2- **The method used:** The current study relies on the descriptive approach, which aims to describe and define "the effectiveness of human resource management on the quality of social Welfare services in NGOs", by identifying the elements of human resource management in NGOs and standing on the objectives of human resource management in NGOs, and resource skills. The study is also concerned with determining the availability of quality indicators of social Welfare services. The role of social planning in improving the quality of social Welfare services based on human resource management in active NGOs, and that is through:
 - A) The social survey based on the intentional sample of the selected active NGOs, and their number is (3) active NGOs. The three associations were identified based on an interview with Mr. Eman Ahmed Zaki - Undersecretary of the Ministry of Social Solidarity in Fayoum. The management of the associations decided that the three associations have a distinct

management of human resources in Bandar Al-Fayoum, and it is determined in the following: (Saladin Al-Ayyubi Association - Scientific Association for Cancer Center - Resala Association for Charitable Works), with the aim of identifying the goals of human resources management in NGOs, the professional skills of human resources in the association, and emphasizing the functions of human resources management in NGOs, and its effectiveness in the quality of social Welfare services provided.

B) Relying on the law of optimal size in determining the sample of beneficiaries from the services of NGOs in order to find out the quality of social Welfare services provided by these associations.

3- Fields of Study:

A) Spatial field/domain:

The number of active associations in Fayoum Governorate has reached (23) association, and (3) active NGOs have been selected in Bandar Fayoum (Salah al-Din al-Ayyubi Association – Scientific Association of the Oncology Center – Resala Association for Charitable Works), and they have been chosen according to a set of conditions are:

- Active NGOs in the field of providing social Welfare services (educational - health - economic) that were identified based on communication with the official of the Associations Department at the Directorate of Social Solidarity in Fayoum, and then confirmed by the researcher by conducting several interviews

with human resources officials in the selected NGOs and the heads of their boards of directors, who are Mr/ Muhammad Reda: Director of Human Resources at the Salah Al-Din Association, March 2019, Mr/ Muhammad Mahmoud: Employee in the Human Resources Department at the Resala Association for Charitable Works, March 2019, Dr. Salah Abu Talib, Chairman of the Board of Directors of the Scientific Association of the Oncology Center, March 2019).

- The selected NGOs have a Human Resources Development Department that is concerned with selecting, training and evaluating the employees, and it was determined based on communication with the managers of the selected NGOs based on a proposal from the NGOs Department.

B) the human field/domain:

- The human field of study in the social survey is determined by the intentional sample of the selected active NGOs and their number is (119) individuals, in the three associations, where the workers in the Human Resources Department were excluded, then the workers who deal directly with the association's clients and provide its various services are determined, and accordingly their number is determined (56) individuals, They are the workers of the three associations.
- Reliance on the law of the optimal size in determining the sample of beneficiaries of the services of the selected NGOs to whom the study will be applied, and the comprehensive

enumeration of the beneficiaries reached (13455), and when applying the study tools to the beneficiaries of the selected NGOs, the number of forms that were filled out reached (374) form only.

C) time field/domain:

The field portion took place from April 2022 Until September 2022.

Seventh: Results of the study:

1- After the objectives pursued by the Human Resources Department of the association, the association came in the first place, followed by the workers in the second place, and the society in the third place. NGOs place their first interest in achieving and developing their own goals in the association, and then work on developing the skills of the workers, which results in achieving a goal The association is inseparably linked and concerned with the community, but human resources management is interested in investing community energies by involving them in the development of the association and working on developing their skills through a set of training courses, The interest in the community is necessary and important in developing the capabilities of the association, and this is reflected in meeting the needs of the local community.

2- And after the functions achieved by the Human Resources Department in the association, it came in the following order: the recruitment function comes in the first order, followed by the organizing function in the second order, and the control function came in the third order, followed by the development function in the fourth order, then followed by the planning function in the fifth order, and finally came In the sixth order, the motivational function. This may refer to associations that are primarily interested in selecting competent workers according to specific principles and conditions. They are even interested in regulating their work performance in order to reflect this on achieving the desired goal of the association. However, there is a deficiency in the performance of some other functions such as the control function, so the three NGOs must pay attention. By making periodic reports on the performance of employees by allocating an individual in the Human Resources Department to carry out this task so that it is done well and appropriately, and as a development function, it is necessary to focus on limiting work-related training needs and focus on developing skills related to social welfare programs and work to bridge the deficit for these courses And as a planning function, periodic bulletins about service evaluation in the association should be made by the Human Resources Department, and alto is given Giving gifts to workers in a motivational way so that this is reflected in improving the level of service provided by the associations.

- 3- Then came the professional skills acquired by the Human Resources Department in the following order: Negotiation skill came in the first order, followed by leadership skill in second order, then communication skill in third place, team work skill came in fourth place, and finally problem-solving skill came in fifth place. This may refer to NGOs that have a group of workers who enjoy high expertise and skills, which is reflected in the excellence of their service quality and the reputation of these associations for their excellence in providing quality and distinguished service .
- 4- It also came after the indicators of the quality of social Welfare services in the associations in the following order: The Humanitarian Considerations Index came in the first order, followed by the Service Access Index, then the Response Index came in the third, followed by the Reliability Index in the fourth, then the Communication Index came in the fifth, then came in The sixth ranking is an indicator of efficiency and merit. This may indicate the beneficiaries' sense of reassurance and satisfaction with the three NGOs, and their sense of respect increases from these associations and their employees. This is confirmed by the indicator of humanitarian considerations. The associations also seek to achieve the maximum benefit for them and work to meet their needs, but attention must be focused on the efficiency indicator. And the merit and interest in providing adequate human resources to fill the deficit and provide the

service and try to meet the needs of the beneficiaries faster, so attention must be paid to the satisfaction of the beneficiaries with the level of service provided and work to strengthen social Welfare services by associations.

- 5- The study also reached a proposed vision about the role of social planning in improving social Welfare services, depending on human resource management in NGOs.