



Fayoum University
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Requirements Of Restructuring For Improving The Quality Of Social Services In Voluntary Associations

As a Prerequisite for getting Ph.D. in Social Work

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Summary

I- Problem of the Study:

Restructuring is necessary for the development of the performance of the civil associations, which supports the quality management in the services sectors in general and especially, in the civil associations. This could also help an association get the maximum effort and thought of the staff in favor of its services. It can be accomplished by changes in the managerial and organizational systems of the associations and HR management policies in terms of technological changes. This entails the availability of physical and financial potentials to enable them to implement their programs and services. Accordingly, the restructuring is a tool for change and development in a way that achieves the desired goals and improves their performance of service delivery to gain the beneficiary's satisfaction.

The civil associations today attract the attention of formal and public parties in terms of the Egyptian view for 2030, because of their considerable role in community service. They are a genuine partner with the government in relieving sufferings of poor and low-income people. The associations currently face a set of obstacles to the performance of their developmental roles and the governmental support in

delivering various services and improving citizens' well-being, especially the poor. Thus, change in these associations has become necessary and prerequisite for its survival according to the renewed circumstances imposed on them and with which they should cope and adapt.

Accordingly, need for renewal and modernization should be an integral part of the structure of any voluntary organization. It is something that should be developed systematically not from nothing, and should be well prepared. It is eventually reflects the serious desire for revolutionary changes in the organizational systems, attitudes, and traditional behaviors already existed within an association including its methods of work. They should seek to be improved, developed and distinguished in all what they practice to accomplish their goals within active coordination and participation by their staff based on teamwork to render a total effectiveness in their performance. This requires updating and activating the methods and procedures used in preparing and delivering these services and activities. Thus, there is an urgent need for a new approach for the management of associations in order to be more effective in delivering the services with high quality to the beneficiaries.

Accordingly, the current study is titled: "requirements of restructuring for improving the social services' quality in civil associations".

II- Goals of the Study:

This study seeks to accomplish the following main goals:

- 1- To identify extent of the awareness of the concept of the requirements of applying the restructuring in civil associations
- 2- To identify requirements of restructuring for the improvement of quality of social services in civil associations

From this main goal, the following sub-goals stem:

- a. To identify the requirements of **administrative** restructuring in civil associations to improve social services' quality
- b. To identify the requirements of **organizational** restructuring in civil associations to improve social services' quality
- c. To identify the requirements of **HR** restructuring in civil associations to improve social services' quality

- d. To identify the requirements of restructuring the physical and financial resources in civil associations to improve social services' quality
 - e. To identify the requirements of **technological** restructuring in civil associations to improve social services' quality
- 3- To identify the major obstacles that hinder restructuring the civil associations to improve the social services' quality.
 - 4- To suggest a schematic proposal based on a Social Work perspective to achieve the restructuring in civil associations for the improvement of the quality of their social services

III- Questions of the Study:

This study seeks to answer the following main questions:

- 1- How much is the awareness of the concept of the requirements of applying the restructuring in civil associations?
- 2- What are the requirements of restructuring to improve the quality of social services in civil associations?

From this major question, the following sub-questions stem:

1. What are the requirements of **administrative** restructuring in civil associations to improve social services' quality?

2. What are the requirements of **organizational** restructuring in civil associations to improve social services' quality?
 3. What are the requirements of **HR** restructuring in civil associations to improve social services' quality?
 4. What are the requirements of restructuring related to the **physical** and *financial* resources in civil associations to improve social services' quality?
 5. What are the requirements of **technological** restructuring in civil associations to improve social services' quality?
- 3- What are the obstacles that hinder the restructuring of voluntary associations to improve their social services' quality?
- 4- Is there a statistically significant correlation between the characteristics of the studied sample and the requirements of restructuring for improving the quality of the social services in civil associations?

IV- Terminology of the Study:

The study included the following concepts:

- 1- Requirements
- 2- Restructuring
- 3- Social Services' Quality

4- Civil Associations

V- Methodology of the Study:

1- Type of the Study:

This study comes under the heading of descriptive studies since it determines the requirements for restructuring to improve the quality of social services in civil associations. It seeks to identify the characteristics of the studied phenomenon. The descriptive study is the most appropriate type for the nature of this study since it aims to describe and define the requirements of achieving restructuring aiming to improve the quality of the social services delivered by civil associations.

2- The Method:

The study depended on the scientific method where a comprehensive social survey as a method for data collection was used and applied to the boards of civil associations in Fayoum city.

3- Tools of the Study:

The study used a research instrument designed according to the scientific approach, as shown next. Thus, it is the appropriate method for the goals set by study concerning data collection or data statistical analysis.

a. The Tool of Data Collection:

The basic tool used by the study to collect field data was a measurement form to be applied to the boards of civil associations in Fayoum city. It is titled **"Requirements of Restructuring to Improve the quality of Social Services in Civil Associations."**

b. The Tool of Data Analysis:

For data processing, the study used the application of SPSS (version 21.0). The study used a set of statistical functions; namely percentages, Sum of Weights, Weighted Average, Relative Strength, Pearson's Correlation Coefficient, t-Test, One Way ANOVA.

4- Fields of the Study:

1- **Location:** The tool of the study was applied to 47 civil associations in Fayoum City including active and inactive associations, and others classified as "working associations" (i.e. with medium performance). The sample was drawn according to certain guidelines upon which the size of the sample was determined. These guidelines points out that in descriptive study, it is advised that 20% of small population to be used, i.e, some hundreds; and 10% of large population composed of thousands; and 5% of the larger populations

composed of tens of thousands. Accordingly, 20% of population members were drawn as the sample of the study.

According to statistics by Fayoum Social Security Directorate in 2019/2020, number of civil associations reached 497 associations. After excluding the suspended associations, the total reached 233 associations. 20% of these associations were selected as the sample of the study. Thus, the associations studied in this research were 47 civil associations. This was done according to the following equation:

2- Human Scope:

The study used the boards of the selected civil associations as the location of the study. Thus, the human scope here included members of those boards. They are 232 units from the original number (235 units) since some died and no elections were made to choose the alternatives.

3. Duration of the Study:

The duration of the study covered periods of data collection from the field, data analysis, and data interpretation. Thus, the study took from January 1st, 2021 to April 8th, 2021.

VI- Results of the Study:

The current study showed a set of important results that can be presented as the following:

First: Results related to answering the first question "**How much is the awareness of the concept of the requirements of applying the restructuring in civil associations?**"

The current study aimed to answer its questions to suggest a structural perspective for Social Work to activate the requirements of restructuring for improving the quality of social services in civil associations. The study found a set of major results. The following is a discussion of these results in terms of questions of the study:

The field study showed that the concept of restructuring means the following:

- 1- Providing services based on the renewed needs of beneficiaries.
- 2- To develop a set of programs and activities matching the societal changes,
- 3- To develop an organizational structure according to recent environmental developments,
- 4- To get rid of complicated administrative procedures,
- 5- To find out various funding resources,

- 6- To provide new technological techniques to facilitate the provision of services to the beneficiaries,
- 7- Rendering multiple changes in human resources management to enhance its competence and performance, and,
- 8- The appropriate investment of physical and financial resources in associations.

Second: Results related to the answer of the second question: "What are the requirements of restructuring to improve the quality of social services in civil associations?"

6. Results related to the answer of the sub-question: "What are the requirements of *administrative* restructuring in civil associations to improve social services' quality?"

1. For the planning indicator:

1. To formulate and develop a clear and definite plan and publishing it to be known for all members of the association, its staff, and the surrounding community.
2. To formulate and develop a mission for the association in a way that encompasses all categories in the community.
3. To formulate and develop clear, accurate, written and publicly declared goals.

4. To develop alternative plans to be used by the association when necessary (in crises or catastrophes) instead of the basic plan.
5. To develop appropriate strategies for work (such as, empowerment, human resources management,...etc.) that suits the inner abilities and possibilities of the association.
6. To develop a plan covering all activities in the association simultaneously, without neglecting some activities in favor of others.
7. To design and develop the associations' plan flexibly.
8. To develop new programs, projects, and various fields of work that satisfy needs and services of the beneficiaries.

2. For organization indicator:

- To facilitate and simplify the procedures of accessing services and its regulations.
- To develop clearer and definite regulations that organizes beneficiaries' access to different services.
- To improve and develop the association's services of higher priority.
- To develop and create new work techniques that achieve variation of the advanced services.

- Applying accountability to all staff members regularly to assess their work and to deal with any mistakes immediately.

C- For the Indicator of Supervision and Guiding:

- To provide services that apt to the renewed needs of beneficiaries.
- To reward the creative ideas and efforts.
- To state clear instructions to help and guide staff to do their job assignments.
- To reduce various levels of supervisions in purpose of achieving quick decision-making.
- To discuss decisions made within the board meetings with the staff and reassess these decisions
- To provide a climate of mutual trust between the board and the staff.

C- For the indicator of Sponsorship:

- Benefiting from results of assessments.
- Regular monitoring and sponsoring for all the activities of association.
- Ability to work out and apply the corrective techniques when discovering mistakes.
- Monitoring the services' provision process in a regular way.

**7. Results related to response to the second sub-question:
"What are the requirements
of organizational restructuring in civil associations to
improve social services' quality?"**

1. For the Indicator of Organizational Structure:

- Caring for the staff within the organizational structure and enhancing the competence of the service providers,
- Building a flexible organizational structure so that it can be responding to any inner or external environmental changes for the association,
- The organizational structural should be able to deal with the flow of information exchanged among the various administrative levels to and fro the board and the staff.

2. For the Indicator of work relationships:

1. To develop and reinforce the human relations in the association among staff members,
2. Realization of equity and equality in treating staff members without discrimination,
3. Providing a work climate based on cooperation, warmth, participation, and friendly relations among all levels of staff,
4. Helping staff solve their personal and professional problems and achieving mutual support.

C- For the Indicator of Organizational Values (Values of the Association):

5. To support spirit of loyalty and belongingness between staff and the association,
6. To adopt values contributing and supporting to the improvement of staff performance (performance quality, teamwork, honesty, and mutual respect),
7. Statement of written, clear, and declared values for all people within the association,
8. To maintain confidentiality of data and information of beneficiaries of the association.

3. For the Indicator of Organizational Culture
(The association's culture)

- The Association's culture should adopt the value of quality in work,
- The association's culture encourages adherence to instructions included in internal regulations that guide its work,
- Clear guidelines for relations between an employee and a beneficiary,
- Expecting different kinds of staff's administrative behaviors when dealing with difficult situations and crises,
- To determine the expected professional behavior of a staff member in the association.

8. Results related to the third sub-question "What are the requirements of HR restructuring in civil associations to improve social services' quality?"

1. For the Indicator of Polarization, Selection, and Assignment:

1. To provide clear and declared principles on which staff members are polarized, selected and assigned in different jobs,

2. Selecting and assigning distinguished employees with various skills and experiences, and the polarization of human resources with distinguished abilities and competence,
3. The variety of qualifications of the association's staff,
4. Regular and constant review of job descriptions within the association,
5. Number of staff members should be appropriate so that they can be served in the suitably,

2. For the Indicator of Wages and Incentives:

1. To formulate clear and definite regulations that organizes the financial rights of staff,
2. To provide quick incentives for staff when they deserve them,
3. Employee satisfaction concerning wages he/she gets,
4. There should be balance between wages got by the staff and the possibilities and financial resources of the association,
5. There should be a clear and declared system for assessing regular incentives and rewards.

3. For the Indicator of Training and Development:

1. To support and encourage the staff to think creatively,

2. To develop a plan in the association that contributes to the development of staff's abilities at the administrative, technical, and organizational levels,
3. To seek the assistance of experts and specialized persons to train the staff of the association,
4. It is necessary to prepare training programs that consider the individual and relative differences among the staff members.

4. For the Indicator of Staff's Performance Assessment:

1. To develop a system for assessment that achieves the creativity in work and provides a climate encouraging for creativity,
2. To develop clear, definite, and declared models and criteria based on equity, justice objectivity, and transparency when assessing staff's performances,
3. Benefiting from the results of assessments and evaluating the performances to make sound decisions; and to make the necessary adjustments in HR plans.
4. All the employees should participate in various processes of assessment,
5. To develop advanced methods and techniques that help assess the work techniques.

9. 4- Results related to responses to the sub-question " What are the requirements of *technological* restructuring in civil associations to improve social services' quality?"

1. For the Indicator of Information Technology's processes and activities:

1. To provide data and information that contribute to the improvement of the services' quality provided by the association,
2. To provide an internet service within the association to facilitate beneficiary's access to its services and contributes to its quality improvement,
3. The association should use IT to facilitate communication between the association and the beneficiaries to get the necessary data,
4. To establish a unit for information and statistics shared by all associations about the beneficiaries,
5. To use recent technologies that achieve the best for work within the association.

2. For the Indicator of Maintenance and Updating Information Technology:

1. To provide technological hardware with the necessary maintenance and update processes in the association,
2. To publish a web page telling others about the recent news of the association and to update it regularly,
3. To develop a technological needs assessment for the association,
4. To establish an IT unit in the association,
5. To develop a plan sensitive to the changes in the technological environment around the association.

10.5- Results related to the sub-question "What are the requirements of restructuring related to the physical and financial resources in voluntary associations to improve social services' quality?"

1. For the Indicator of Physical Resources:

- To provide various equipment and sets (furniture, computers, desks) necessary for work in the association,
- To find out new various and multiple resources (contributions, gifts, subscriptions, and grants) that enhance the material resources of the association,