

The Extent Implementation of Managerial Decentralization in Jordan and its Impact on local development

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Abstract: The main purpose of this study is to analyze the extent implementation of managerial decentralization and its impact on local development in Jordan, the sample consists of (80) individuals with percentage (66.66%) (chairman of governorate council, vice president of governorate council, member of the governorate council) in the north regions of Jordan, the results showed that the altitudes of the study sample towards independent variable (Managerial Decentralization) was positive with high degree except the variable (delegation of authority) which was of medium degree, and the altitudes of the study sample towards dependent variable (local development) was medium degree, also there is a significant statistical impact of Managerial decentralization (speed of achievement, simplification of procedures, delegation of authority, participation in decision-making) on local development in Jordan.

The researchers recommended (increasing interest in local development for regions and cities by increasing the budget allocated to governorates, improving services provided to citizens, paying attention to developing infrastructure, roads and transportation, taking care about improving health and educational services, reducing unemployment by providing jobs, reducing the community problems, listening to the problems of citizens and employees participation in delegation of authority.

Keywords: Managerial Decentralization, local development

1. Introduction

Jordan held the first local elections on August 15, 2016, which included the elections for governorate and municipal councils, local councils, also municipality of capital "Amman". The elections were formally called "decentralization elections", the purpose of election was to find solution to centralize wealth and political power in the capital. The decentralization system is a positive step for Jordanian state, because it's important for enhancing and strengthening the democratic process, building a civil state based on the rule of law and citizenship, applying justice values, equality in rights and duties of all citizens and governorates.

Decentralization is the degree to which power is not concentrated and distributed among community at various managerial levels of the organization or at the country. its includes the transfer of authority, judicial, responsibilities, services, from central government to lower levels in the regions. Decentralization Jordanian Law No. (49) Was issued in Jordan 2015, the new decentralization law grants the governorates right to self-determination through election of (330) members in provincial councils in "114" constituencies distributed throughout the Kingdom. (Decentralization Law, 2015). The implementation of decentralization puts the Kingdom at an important turning point. And increasing popular participation in the decision-making process that will yield improved governorates capacity for development and planning for a better future. Governorates, through their elected councils, will also be held accountable before the central government and the citizens in a way that will strengthen the basis of monitoring and evaluation of the implemented projects and programs aiming at improving services for citizens.

Decentralization in administrative governance is based on the participation of citizens in management of their lives, and planning the development of their regions, In addition, the decentralized administration contributes to balance the development of all regions in the country, reducing the wide gap between the major cities and the rural areas, and limiting the rural migration to the cities, because the minimum level of development in the countryside, villages, and desert by the central administration contributes to the establishment of schools health centers and social services, which contributes to the creation of sustainable development and helps to stabilize citizens and improve their incomes. (Al- Mulki ,2016)

The aim of the article is to analyze the extent implementation of managerial decentralization in Jordan and its impact on local development in Jordan.

2. Study problem

Managerial decentralization is the means of implementing administrative democracy; Jordan is considered one of the countries implemented administrative decentralization in 2017 for several reasons: First. Meeting the needs

of citizens because citizens have the ability to know their needs, and define them in terms of importance, secondly, The Jordanian regions and governorates are facing several problems such as far from the capital and suffered from administrative routine, slow decision-making, problems of distributed resources, thirdly, Central authority and central government faced pressures demands from regions, bureaucratic leadership, delays and lack of services.

This study attempts to investigate the extent implementation of administrative decentralization in Jordan and its effect on local development. The problem of the study is represented in answering the following questions:

1. What is the extent implementation of decentralization (speed of achievement, simplification of procedures, delegation of authority, and participation in decision-making) and its effect on local development in Jordan?
2. What is the level of managerial decentralization (speed of achievement, procedures simplification, delegation of authority, participation in decision-making) in Jordan?
3. What is the altitude of study sample toward managerial decentralization and local development?
4. What is the level of local development in Jordan?

Important of Study

The importance of the research is come from the significance of the topic (decentralization and local development), decentralization is a democratic necessity, and it is legal and technical means to spread the principle of administrative democracy, and it faces the diverse needs of regions state's, decentralization is a successful technical and practical way to educate citizens politically and socially through their participation in decision-making, also its means of equitable distribution of services and basic needs of citizens, also the study will contribute to performed a conceptual framework about decentralization and local development.

This study is important for decision maker about the reality of extent implementation of decentralization and its impact on local development in Jordan.

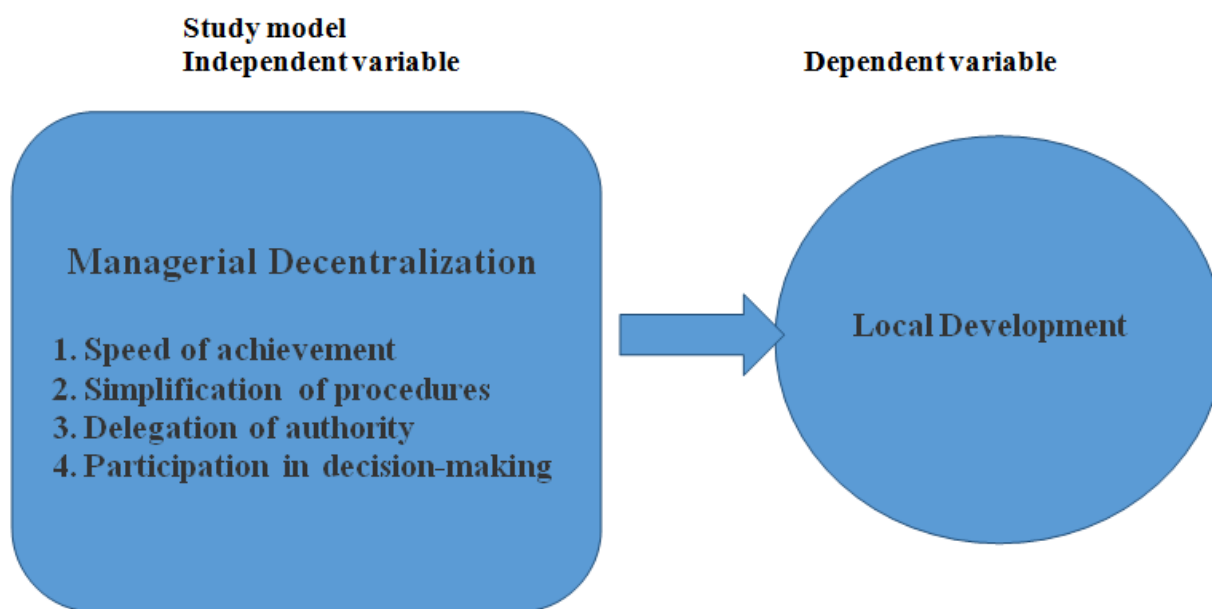
Study hypotheses

The main hypothesis is:

There is no significant impact of Managerial decentralization (speed of achievement, simplification of procedures, delegation of authority, participation in decision-making) on local development at level (0.05)in Jordan. The hypotheses are:

1. There is no significant statistical impact of (speed of achievement) on local development.
2. There is no significant impact of (simplification of procedures) on local development.
3. There is no significant impact of (delegation of authority) on local development.
4. There is no significant impact of (participation in decision-making) on local development.

Study model



Theoretical framework and previous studies

Theoretical framework

What is Decentralization?

Decentralization is the transfer of authority and responsibility from the central government to local administrations because they knowing their needs to citizens and are more aware of their needs requirements, making it in a better position to support sustained development and elevate the benefits and services offered at the local government, also the overall reinforcement of transparency and accountability. Based on the territorial organization of Jordan, decentralization may be implemented at the smallest unit of local administration – municipalities as well as at the intermediate regional level -the governorates.(Ozmen,2014,p:415)

Decentralization Models

There are three forms of administrative decentralization”(International idea,2011)

1. Political decentralization, which is concerned with defining the political system, the form of the regional councils, the mechanism of their election, and their number. 2. Administrative decentralization, which defines the structure and setup of the required local administration. It also defines the organizational relationship, powers and responsibilities of all administrative structures. -De-concentration: Central government disperses some powers and administrative and fiscal responsibilities to the organizational units in the governorates (the directorates and departments) under the supervision of the central government, which is the adopted style in Jordan. (Eryilmaz, 2011: 93). - Delegation: Central government transfers authority for decision-making to local administrations, which are accountable to the central government, with some moderate local control of administrative tasks. (Rondinelli, 1999: 3). - Devolution: Central government transfers all decision-making authority in finance, and management to the local authority. (Schneider, 2003: 38). 3. Fiscal decentralization, which establishes the fiscal authority its role in the preparation of policies and planning, as well as the appropriate allocation of available funds to effectively carry out activities and spending.

Decentralization goals: The goals of decentralization are: (farag,2013) 1. Increasing community participation: this means that the local community participates in the priority projects and these projects are effectively implemented, increasing popular engagement.2. Best utilization of available resources: managing public money through preserving the distribution of the limited resources in the best manner within the various priorities 3. Justice in distributing resources: to ensure the welfare, stability of the citizens in line with their needs and their economic, social, and intellectual abilities. 4. Improving local government capacity: the knowledge and capacity of elected and administrative officials will increase over time as their responsibilities increase and they will successfully implement locally identified priorities. 5. Improvement of the quality of public services: the quality of public services in the governorates is bound to show a marked improvement through the implementation of priority projects and the gradual transfer of responsibilities and functions to the governorate. Achieving these results requires the development of appropriate legislative and financial frameworks, working on building and

developing the capacity of governorates, as well as providing human and financial resources and supportive administrative systems

Previous studies

Study Christopher (2020) Decentralization for improving the provision of public services in developing countries. This study aimed to answer the question “does decentralization improve service delivery levels at the local level in development countries, results showed, decentralization has made some gains in meeting the real needs of local people services ,and expenditure of local governments have increased service provision levels. , The study recommends to design form of decentralization to empower the local people to demand transparency and accountability from local government officials. Study Halhash,et al (2020) Impact of Decentralization on Sustainable Development of the Newly Created, Amalgamated Territorial Communities in the Regions of Ukraine. This article analyses decentralization in Ukraine and its role in the sustainable development of regions .the results showed the citizens' participation in managing sustainable development . The analysis of financial is positive dynamics in local budgets' revenues. The researcher recommended to participate community implies involvement of the civil society in management and allocation of local budgets. Study Helge (2020)The Dangers of Fiscal Decentralization and Public Service Delivery: a Review of Arguments. This article aimed to review the decentralizing public services (inefficient, un equal, un accountable service provision at the local level). This study focuses on two important main sectors, health, and education. The results showed that the dangers of decentralization are highly relevant to local public service provision, although there is an evidence supporting both the decentralization-enthusiastic and the decentralization-skeptical views Study Goel ,et al (2016)Different forms of decentralization; Micro-level evidence from (113) countries. These study talks about different forms of decentralization on government, (fiscal decentralization, administrative decentralization, federalism, and aggregate decentralization, (1000) questionnaires were distributed expressing the views of leaders and managers in (113)(country, performance(tax management, business licensing),the results showed decentralization improve perceptions of government performance, Federalism is associated with worse perceptions, large firms perceive decentralization less favorably than other firms. the three government activities. Study ,et al (2016) The Impact of Fiscal Decentralization: A Survey. The study examine of the impact of fiscal decentralization on the economy, society and politics, the results showed the impact of fiscal decentralization reforms on political institutions and public policies is also considered. Complete answers on the impact of fiscal decentralization are not likely to be certain but; overall, there are reasons to be optimistic about the net positive result...

3. Research Methodology

The research sample

The population of the study is consist of governorate councils in north regions of Jordan(120) individuals, it includes (Chairman ,vice-provincial ,provincial members),the questionnaire was used as a tool for the study, we selected a random sample of (85) persons,(80) questionnaire were retrieved with percentage of(66.66%) from the population study, the sample distributed according to the variables of the study as follows:

Table No. (1) Distribution of the study sample according to its variables

Variable		N	Percentage
Gender	Male	65	81.3%
	Female	15	18.7%
Age	Less than 35 years old	12	15%
	From 35 years to less than 45 years	26	32.5%
	45 years and over	42	52.5%
Qualification	Diploma or less	15	18.8%
	Bachelor	40	50%
	M.A.	14	17.5%
	PhD	11	13.7%
Job title	Chairman of the governorate council	4	5%
	Vice President of the governorate council	4	5%
	Member of the governorate council	72	90%
Total		80	100%

Distribution of the respondents according to the gender variable (65) male with a percentage of (81.3%), and (15) female with a percentage of (18.7%),we see the majority of governorate councils is male ,this due to the Jordanian culture, customs ,values, and traditions towards the male gender, Age variable, the majority is (42)years and over with percent(52.5%), qualification variable the majority of study sample is bachelor degree and the least is PhD, we see the majority of qualification in governorate councils is suitable “bachelor degree and up” ,Job title variable the majority is member of governorate council (72) persons with (90%) of study sample ,

Study tool

To achieve the objectives of the study, the following tool was used:

Questionnaire of: The Extent Implementation of Managerial Decentralization and its Impact on local development in Jordan, Where the researcher developed the study tool with the help of theoretical literature and related studies to the subject of the study, The tool consisted of two parts. The first section covered the variables related to the study, namely (gender, age, academic qualification and job title), while the second section covered the articles and paragraphs of the tool, which consisted of (40) paragraphs, and the indications of validity and reliability of the tool were also verified as follows:

Validated content:

To verify the validity of the tool, the clarity of its paragraphs, and its linguistic and grammatical integrity, it was presented to a number of specialized arbitrators in Jordanian universities., to express their opinion on the content of the tool and that the paragraphs included in it measure the same characteristic. In addition, that they are valid for the purposes of the current study and the extent of Its suitability for the Jordanian environment. Amendments were made and observations were taken in accordance with what was agreed upon with an agreement between the arbitrators amounting to (90%) and Appendix (1) clarifies the tool in its initial form, and Appendix (2) shows the tool in its final form.

The reliability of the tool:

The reliability of the tool was verified by calculating the internal consistency of the responses of the survey sample members, according to the Cronbach Alpha equation to estimate the stability, which amounted to (0.948) for the tool as a whole.

Table No. (1) Reliability of the study tool axes

variable	Cronbach Alpha
Speed of achievement	0.901
Simplification of procedures	0.882
Delegation of Authority	0.879
Participation in decision-making	0.921

Study results:

Before starting to test the study hypothesis, the researcher worked on calculating the means and standard deviations of the responses of the study sample individuals as follows:

Table No. (3) The arithmetic averages and standard deviations toward the independent variable (Managerial Decentralization)

NO	Paragraph	Mean	STD	Scale
Speed of achievement				
1	The implementation of managerial decentralization saves time and effort in making work	3.79	0.90	High
2	Managerial decentralization helps in responding the needs of local community quickly.	4.25	0.63	High
3	The application of managerial decentralization decreases errors in work.	4.00	0.66	High
4	The implementation of managerial decentralization helps in getting work quickly.	3.95	0.97	High
5	managerial decentralization leads to perform tasks on time	3.83	1.04	High
Total		3.96	0.84	High
Simplification of procedures				
6	The council’s procedures are simple and do not cause confusion in work	4.11	0.59	High
7	Available technology helps to simplify the ways of doing business	3.96	0.79	High

8	The work of the Governorate Council depen on specific programs to simplify service delivery procedures	4.85	0.94	High
9	I see the provincial council’s work procedures are clear and uncomplicated	4.35	0.81	High
10	There is a good coordination and relationship between the Governorate Council and the Executive Council	3.55	0.85	average
Total		4.16	0.80	High
Delegation of Authority				
11	Decentralization reduces the burden on the central government	4.03	0.64	High
12	All the members of governate council are involved in discussing problems and making decisions	3.59	0.81	average
13	The members of the provincial council have the opportunity to determine the appropriate method to accomplish their work	3.28	0.97	average
14	Decentralization encourages initiatives outside of formal instructions	2.83	0.84	average
15	Managers in government departments delegate sufficient authority for subordinates to accomplish tasks	2.25	0.89	Low
16	The governate council has the power to carry responsibility of the work.	4.30	0.85	High
17	There are sufficient powers for government department managers to accomplish the tasks	2.28	0.93	Low
Total		3.22	0.83	average
Participation in decision-making				
18	All members of the provincial council participate in making decisions	4.11	0.75	high
19	There is no influence for provincial council in making decisions	3.19	0.80	average
20	Provincial council members are allowed to express opinions and perform new ideas	3.99	0.74	High
21	The county council president encourage to show initiative in work	4.26	0.80	High
22	The provincial council gives sufficient powers to perform the tasks	3.80	0.89	High
23	All members of the provincial council participate in making important decisions	4.30	0.74	High
24	There is participation and agreement between the provincial council and the executive council	3.86	0.62	High
Total		3.93	0.76	High
The overall average for the tool as a whole		3.78	0.81	High

It is clear from Table 4 that the general arithmetic average of the responses of the study sample individuals to the independent variable (Managerial Decentralization) reached (3.78), which is a high degree except delegation of Authority variable was medium degree, we see the altitude of study sample about independent variable was positive, while the arithmetic average of the responses of the study sample at variable (Speed of achievement) (3.96). This is a high degree, and the arithmetic means of the responses of the study sample members at variable Simplification of procedures reached (4.16), which is also a high degree, and the arithmetic average of the responses of the study sample towards delegation of authority reached (3.22), which is a medium degree. While the arithmetic means of the responses of the study sample toward (Participation in decision-making) (3.93), which is a high degree.

Table No. (4) Means and standard deviations of the study sample’s responses to the dependent variable (Local development (

NO	Paragraph	Mean	STD	Scale
25	The decentralization programs contribute in improving educational, health services and infrastructure	3.2	0.71	average
26	I think that the services provided to citizens are sufficient	2.47	0.76	average
27	I see there is no bureaucracy in providing services to citizens	2.58	0.70	average
28	Governmental departments provide services to citizens easily	2.63	0.76	average
29	I see that there are many developing projects that benefit the community in the governorate	2.82	0.85	average
30	I think that the budget allocated to the province is sufficient	2.12	0.70	average
31	The county council communicates with the local community and discusses its needs	3.02	0.59	average
32	The decentralization leads to fair implementation of developing projects	2.99	0.72	average
33	The provincial council has the ability to deal with crises efficiently	2.9	0.77	average
34	The government provides sufficient support for youth and sports programs	2.93	0.61	average
35	The government provides quality programs contributing in developing local community	2.74	0.77	average
36	The government provides sufficient services to support and empower women’s	2.95	0.92	average

	programs			
37	The provincial council adopts transparency and objectivity in solving problems	3.26	0.80	average
38	The employees are equal in dealing with customers	2.78	0.85	average
39	The various resources are distributed fairly among cities and villages of province	3.05	0.81	average
40	I see that the infrastructure and roads in county are suitably	2.55	0.75	average
Total		2.81	0.76	average

It is clear from Table (4) that the general average of the responses of the study sample about Local development was within the medium degree, with the arithmetic mean of (2.81), and thus it can be confirmed that Local development fell within the level of the average trends of the individuals of the study sample, we see the dependent variable local development was medium ,such as(I think that the budget allocated to the province is sufficient with mean (2.12) and STD(0.70),I think that the services provided to citizens are sufficient with mean (2.47) and STD(0.76),I see that the infrastructure and roads in county are suitably with mean (2.55) and STD(0.75),

Study hypotheses

The main hypothesis is:

There is no significant statistical impact of Managerial decentralization (speed of achievement, simplification of procedures, delegation of authority, participation in decision-making) on local development at level (0.05) in Jordan.

To test the hypothesis of the main study, the researcher derived the following sub-hypotheses

The sub hypotheses are:

1. There is no significant statistical impact of (speed of achievement) on local development of Jordan at level ($\alpha \leq 0.05$).

To test this hypothesis, use the ANOVA test as follows:

Table (5) one-way ANOVA of the Speed of achievement variable

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.760	12	0.230	2.180	0.023
Within Groups	7.067	67	0.105		
Total	9.826	79			

We can see table (5) there is a significant statistical impact of (speed of achievement) on local development of Jordan at level ($\alpha \leq 0.05$).

1. This result can be inferred through the level of significance (Sig), which came less than (0.05), and thus the failure to reject the null hypothesis and accept the alternative there is significant statistical impact of (speed of achievement) on local development of Jordan at level ($\alpha \leq 0.05$).

- .2. There is no significant statistical impact of (simplification of procedures) on local development of Jordan at level ($\alpha \leq 0.05$).

Table (6) one-way ANOVA of the simplification of procedures variable

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.275	14	0.162	1.399	0.180
Within Groups	7.552	65	0.116		
Total	9.826	79			

It can be seen from the table (6) there is no significant statistical impact of (simplification of procedures) on local development of Jordan at level ($\alpha \leq 0.05$).

As this result can be inferred through the value of the significance level (sig), which was greater than the value of alpha (0.05), thus accepting the null hypothesis” There is significant statistical impact of (simplification of procedures) on local development of Jordan.

3. There is no significant statistical impact of (delegation of authority) on local development in Jordan at level ($\alpha \leq 0.05$).

Table (7) one-way ANOVA of the delegation of authority variable

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.828	14	0.202	1.876	0.046
Within Groups	6.999	65	0.108		
Total	9.826	79			

This can be seen from the table (7) there is a significant statistical impact of (delegation of authority) on local development of Jordan at level ($\alpha \leq 0.05$).

This result can be inferred through the level of significance (Sig), which came less than (0.05), and thus the failure to reject the null hypothesis and accept the alternative” There is significant statistical impact of (delegation of authority) on local development in Jordan”.

4. There is no significant statistical impact of (participation in decision-making) on local development in Jordan at level ($\alpha \leq 0.05$).

Table (8) one-way ANOVA of the participation in decision-making variable

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.730	13	0.210	1.953	0.039
Within Groups	7.096	66	0.108		
Total	9.826	79			

This can be seen from the table (8) there is a significant statistical impact of (participation in decision-making) on local development of Jordan at level ($\alpha \leq 0.05$).

This result can be inferred through the level of significance (Sig), which came less than (0.05), and thus the failure to reject the null hypothesis and accept the alternative” There is significant statistical impact of (participation in decision-making) on local development in Jordan “.

4. Conclusion

In this article we analyzed the extent implementation of decentralization and its impact on local development in Jordan, the results showed the altitudes of the study sample towards independent variable (Managerial Decentralization) was positive with high degree except (delegation of authority) was medium, and the altitudes of the study sample towards dependent variable (local development) was within the medium degree, also there is a significant statistical impact of Managerial decentralization (speed of achievement, simplification of procedures, delegation of authority, participation in decision-making) on local development in Jordan.

The researchers recommended(increasing interest in delegation of authority and improvement local development for regions and cities by increasing the budget allocated to governorates, improving services provided to citizens, paying attention to developing infrastructure, roads and transportation, interesting in improving health and educational services, reducing unemployment by providing jobs, reducing the problems that are faced by the community ,and listening to the problems of citizens)..

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