

## Workers Attitudes in the Municipalities and Provinces towards the Decentralized and Regional Project in Jordan

Dr. Mustafa M. Soumadi Dr. Bassam Fathi Al-Theabat Dr. Ziyad Mustafa Al – shwiyat  
Al-Balqa Applied University, Irbid University College, P O BOX: 1293- Jordan –Irbid  
msmadi1@yahoo.com; aldaibat@yahoo.com; ziyadshw@yahoo.com

### Abstract

The present study aimed to identify the attitudes of workers in local Jordanian public departments as a project towards decentralization of territories of its municipalities in Jordan, The study sample consist of (228) managers, and employees of different ranks whom are working in municipalities and local governmental departments, in order to answer the study questions and hypotheses, the researcher developed questionnaires to measure main variables of the study. Some statistical techniques were used for testing the hypotheses and answering the study questions. The present study revealed the following findings:

1. There is statistically significant correlation between decentralization advantages and environmental factors.
2. There are no statistically significant impact of investigators attitudes toward advantages and disadvantages of decentralization according to demographic factors.
3. There is statistically significant impact of scientific qualification attitudes toward decentralization disadvantages.
4. There is statistically significant impact of investigators attitudes toward decentralization disadvantages and advantages.

**Keywords:** decentralization, attitudes, territories, project in Jordan, environmental factors Participation, political factors, social factors, financial, Developmental planning Factors, organizational factors.

### Introduction

The decentralized considered of the basic reform efforts undertaken by developing countries, and this is what recommended by international institutions, Such as IMF (International Monetary Fund) & World Bank, Which consistent with an integrated package that includes reducing the role of the public sector in economic activity such as privatization and reorganization of government activities. Where the decentralized lead to the development of democratic practice, increase the efficiency of public administration, increase the effectiveness of the development process and lead to the best governance.(Saito,2001.p.1). The decentralized Defines as a condition or situation that is given it the right to participate in decision-making for the lower administrative levels, without eliminating the right of the central authority in decision-making, Thus, the decentralized is a way of working based on the principle of the distribution of decision-making authority and competences between central authority and other independent bodies are located in the region and the different population centers. (Al-Zoubi, 1989, p. 14)

And the subject of decentralized had a considerable attention from scholars, researchers and governments, Because of its vital and important role in influencing administration of the state organs and institutions. In Jordan, despite the consecutive successes achieved by the plans development by its programs and productive projects, However, if the proceeds of growth and development in the cities and major centers worked on creating an unbalanced regional development between the regions of the Kingdom. (Abu Ayyash, 1988.s 0.2)

The Jordanian government was aware of this situation and began to take and implement a disparities series of economic, social and regional, and the most important actions taken in order to adopt the decentralized management style in the field of planning and regional development. However, the level of success is not as expected of it.

The development process is not confined to the economic growth as essential requirement for Development Planning. Objectives and content development planning has changed It is necessary to take the social and human variables in the planning, Thus, the development process is a complex process include a wide range of social, political, environmental, economic and spatial variables, means so-called holistic planning. (Conyers, 1982.p.23)

As a continuation of these efforts, a lot of talk recently about the regions and the decentralized project, which aims to give more powers and decentralization and local administrations, in line with the Royal directives to expand the base of participation and the involvement of the population in the preparation, implementation and follow-up development plans, and thus participating in the decision-making process. And the delivery of government services to citizens residing within better and gets rid of the bureaucratic red tape. The decentralized and regions project are the next target and the title of public administration and local administrations in Jordan.

And the decentralization has two frames; the first is political decentralization, which is the

constitutional status stand on the distribution of different government functions between government in the capital and the state governments or the regions, This technique is known as methods of organization from a constitutional standpoint, the federation system. Perhaps the Western countries, particularly the United States the biggest example of that, where government authorities are divided into four sections: First the federal government, represented by the President of the Republic and the Senate and its function is manage the foreign policies of the state and federal ministries and it has its own budget, And second, States Government and divided to the Governor and the Legislative Council representative and the Council of elders an elected by direct vote by the people and the third district councils and means of administrative affairs of local administrations and the fourth city council and its chairman is the mayor is concerned with the affairs of the city and all the actors in these four governments elected by the people. (Sharif 0.1987, p 0.280), Second: administrative decentralization, It means the divide the administrative function and distribution between the central government and among a number of local administration or independent ancones' bodies, so unique to these bodies to initiate competence in painted its border legally, with the subject at the same time to the control and supervision of the central government. (Canaan, 1993 p. 170), and its forms: regional administrative decentralization: It means the distribution of powers and authorities between different areas in a single state in order to connect and improve the services provided by the state to people in different regions of the state, and to ensure the implementation of plans and programs and projects development that the state aims to distribute in its various regions, and as a frames of these regional administrative decentralizations in Jordan establishment local units such as municipalities and local village of the central government and government departments such as the provincial councils and branches of government departments. (Ghoneim, 2008, p .266)

Administrative decentralization ancones': These arise when the administrative function is distributed on an objective basis and not regional, which means that the independent bodies determine the terms of reference on a functional basis, which is known as public institutions, an independent organs of the central government, which is modern in administrative management targeting public institutions management style commercial basis, and editing procedures in the central administrative body (Ghoneim, 2008, p 266).

It may be classified the advantages that generated from the application of the decentralized approach to government regulation into three groups: administrative advantages: the theory of evolution administrative policies assumes that the decentralized improve government performance and lead to constant evolution, Supporters of the decentralized is supposed it leading to local autonomy and reduce financial waste to central Governments and lead to justice in the distribution of resources between areas and various poles of community and development programs, As well as the accountability and responsibility of those who make the decision and give the balance in decision-making between the central and local government. (Doeveren, 2009. p.5) And political advantages: And the advantages of political decentralization demise idea individually the central government authority and enable the decentralized to expansion of democracy and the participation of residents in the study of their problems and find solutions to them that they are involved in which govern themselves (Khamis, 1999. p. 106). Finally, social advantages: the decentralized helps sense of social responsibility and activating the local administration and increase the participation of the people by contributing to the reduction of the degree of poverty in those communities (Doeveren, 2009.p23). And from social advantages is compatibility between the goals set and the actual needs of the community, and motivate employees to actively participate, and to increase the role of the groups in the project management of the implementers to shareholders in the decision-making.

And the decentralization has several disadvantages including: a lack of workers in the bodies to the necessary efficiency & experience to direct jobs and as well as the direction of these bodies in the wasteful spending of public funds, the mismatch between the objectives of the National Plan and those contained development policy and emergence of real-time, local and class interests. And control some individuals on the local areas resources to their benefits for the self-interest, leading to an increase in corruption at the local level, And non-optimal use of resources, particularly because these human, financial and social resources are already scarce in some developing countries, which could be used better by using the centralized (Khamis, 1999, p. 107), And to the lack of justice between regions, especially when there is resource-rich areas and to other poor where the poor would benefit from the rich one. (Saito. 2002, p. 3) The decentralized negatively impact on public administration by holds the budget more burdens may leads to an increase in the tax rate on local citizen, especially if some areas lacked natural or industries resources to help increase tax collection funds may even leading to the failure of this experiment, as happens in many third world countries. It urges such as these to strengthen the central system the central public institutions, provided that the system free of political and economic corruption and there is control system and the system of legislative strong enable it to apply the law to everyone. (Doeveren.2009.p.15)

### **First, environmental variables affecting in the decentralization**

There are many variables influencing in the decentralization in the first: political variables; since the

degree of political support from political leaders for the regions and the degree of willingness of government institutions to facilitate and support the activities of the regions will affect the success of the project (Rondinelli, 1983.p 53), And therefore there must be the political will at the central government to abandon part of its planning and development mandate for the benefit of regional planning bodies, but these bodies should be able to carry and implement these new responsibilities well and effectively, Also, it is necessary to build awareness and political culture among the population of the regions by the central government for the concept and importance of management objectives decentralization. Governments also need to be applied overhaul at all levels of management and should be the roles of central and local governments to be consistent and each of them is different from the other tasks and divides the roles clearly. (Shah, 1997, P.22)

Also must measure the relationship between local and central government, and whether the relationship between these two branches is neither the relationship of equality and effective participation neither based on purely scientific and administrative grounds nor ruled uniqueness of political and administrative decision? Or is the relationship between the Managers with subordinates? Of course, larger the relationship partners whenever we are closer than decentralization. The basis of measurement here is the decentralization government extension of the central government? If this is the basis the decentralization cannot succeed because the decentralized institutions are only outlet to the policies the central government, which is part of the dominant power. The larger the decisions and relationships are guiding and presidential, whenever this system tends towards centralization. Is appointments and promotion decisions and disciplinary procedures and the separation are taken locally or federal decision? If the federal or central weakness will be clear in the implementation of decisions, especially as the workforce know that the authorities of local governments incomplete. (Press Journal, 2008)

### **Second, social, cultural and behavioral variables and individuals trends towards decentralization and increase their effectiveness**

The regions program application will depend undoubtedly the cultural variables and the behavior of individuals especially the desire of officials in the provincial councils in the implementation and management functions required of them and the quality of leaders in local areas and trends of individuals in the regions toward the government, and approved the habits and behavior of individuals with the decentralization process in decision-making, and social variables publishing social and economic awareness among the local population, the gradual and deliberate transition from the concept of the decentralization represented the existence of the organs and institutions, especially the affairs of the region, but it is actually managed by the institutions and organs of the central authorities.

### **Third, The legislative variables**

That the most important provision of the legislation and regulations that provide an appropriate environment for the implementation of various policies proposed the decentralization management, and to determine the terms of reference the decentralization bodies in a specific manner so as to include activities and disciplines, and the existence of controls to determine the local facilities without national facilities, and determine the terms of reference for establishment economic facilities, and pass legislation for the management of the decentralization bodies, and the existence of legislation holds the representation of these independent bodies, and the existence of administrative councils are chosen members of these councils by election or election and appointment jointly. (Canaan, .1993 p 0.164)

The passing legislation ensures administrative guardianship to protect the national public interest and the interests of the local bodies and the goal of administrative trusteeship is to ensure respect for the principle of legality for all issued by the realization of the decentralization bodies. (Abu Sheikha .1985, p 203), and pass legislation for the exercise of economic competence and participation with the private sector, and amending several pieces of legislation to fit with the decentralization law as the law of local councils and municipalities, and the issuance of special legislation in coordination between the development of decentralization, such as provincial and municipal institutions.

### **Fourth: financial, material and human variables:**

As one of the important variables in the project regions are insufficient financial, human and material resources. The human resources that most of the technical competencies of learners and managers work in the main center of government, as well as a lack of training programs for workers in local areas. The existence of a lack of experience in the areas of administrative branches which affects the effectiveness of the programs that are intended to be implemented, The insufficient managerial and technical skills will reduce the degree of influence of local councils on citizens and therefore citizens will be considered to the main center instead of local units, which will be the loyalty of citizens toward the center. An important expected variables appearing lack of local resources, which will reduce the ability to execute projects and increase the quality of services provided by the

application of project regions requires that give regional administrations management and financial planning and decentralized authority, or at least the powers to generate revenues enable the regional administration to accomplish the tasks of planning and development placed on themselves, and the creation of local and potential private areas underlying the allocation of separate budgets for key administrative regions and areas, which helps in the development of regions at rates comparable resources. (Khamis, 1999. p. 107)

The subject of the financial resources is the most important topics of direct influence over the possibility of provincial council duties towards the population residing within the geographical boundaries. Thus, the assessment of the independence of the boards of the regions depends on the value of their income and the extent of adoption of this income on various government aids, also, the value of the local unit revenue determines to a great quality and the number of tasks and duties that can do. (Al-Akash, 1995, p. 111)

Financial independence includes being the decentralization body's its budget and special accounts distinct from the state budget, as it should be independent of each region of the central government's budget and the need for an independent central bank for each region and must not rely only assistance from the state or private entities through loans and government aid in the financing of its financial resources. (Kabbani, 1981 P: 92)

It also must rely on each province and region resources that each region and the province gets a part of the project income from natural, industrial and agricultural resources, and the state should be divided taxes into three sections part of the central government, part of the territorial Government and part of the county government projects because it undermines the independence of these bodies, And therefore must rely on their own resources in the exercise of its functions, as well as the need to be given incentives to local administrations to take advantage of local material sources, however, such programs often affected by the weakness of local administrations to control the property rights of those sources and the greed of the central governments, politicians powerful and businessmen in control this lack of resources and enable local governments to take advantage of them and participate in taking a share of the returns of these investments. (Engel & Palmer, 2009.p.7)

This is one of the most important obstacles that led to the weakening of local governments, as the problem lies in the process of tax collection, where a cluster of towns and provinces, municipalities and universities and various government departments and go to the government account in Amman and from there to the central bank does not come back again, but the decision of the Prime Minister, and this means sample and injustice must change laws that part of the regions and provinces and cities revenue within these areas to remain employed in the development of areas economically and agriculturally and educationally and in health infrastructure development and at all levels like the advanced countries.

#### **Fifth: organizational and administrative variables:**

Where the organizational variables impact on the output of regions project, and from these variables are the clarity, simplicity and structures of provincial council's devices, and the ability of these councils departments to communicate with the central government and the degree of integration of decentralized software components. For the success of the regions program must provide councils with technical assistance from the center in order to ensure that no decision-making randomly, as well as not to programs designed to be objectives and clear procedures uncomplicated terms will increase the success ratio of more of the programs that are targets complex and unclear, and also the organizational variables is coordination between provincial councils and local units and the municipal councils and the central government to overcome the weakness in the lower administrative levels through the provision training courses and provide provincial councils competencies trained especially in the event of shortages in regional areas, As well as to the success of the project must be monitored from the central government and the provision of technical assistance in the event of the appearance of certain signs of weakness or failure. And appropriate organizational variables authorities and responsibilities to be performed by the provincial councils with its administrative capacity must be increased these authorities gradually in the event of success it will increase the tasks and responsibilities, which means gradually implementing the project. And from the regulatory variables the existence of laws and legislation defining the responsibilities and functions of all relevant parties to implement the project accurately and must be characterized by clarity and simplicity, as well as define the responsibilities and functions of the provincial council staff at each administrative level. (1983.p.55 Rondinelli), and important the presence in regulatory variables the communication systems with the central government that should facilitate the exchange of information and cooperation and conflict resolution process more than the dissemination of information collected or between the central administration and the local areas and regulatory matters that it has should pay attention to it:

1. Coordination between regions in one state to the complexity of social relationships and overlapping interests.
2. Promotion and development of the institutional framework for local development under the decentralized system through the review and development of legislation and current regulations.

3. Provide cadres and scientific qualifications are able to make the required changes
4. Formation of administrative and regulatory boards assumes tasks and supervisory guidelines for social and economic sectors.
5. Existence of administrative independence of the decentralized bodies. It includes administrative independence authority to make decisions in accordance with the interests of the region, and the right to issue regulations and instructions for employees, such as functional systems and on incentives to attract the best talent.

### **Evaluate the decentralization**

After reviewing the available literature on decentralization notes there is a gap between supporters and opponents of decentralization, as well as between the expected and actual decentralization results that support or refute the supposed advantages of decentralization, there is poverty in the presence the scientific analysis to assess decentralization, the large part of the difficulty of assessing the decentralized due to the multiplicity of objectives that are trying to achieve decentralization at the same time, such as increasing economic efficiency, and the reorganization of management, and democracy, and combating poverty. (Crook, 1998.p.18)

In a recent study has shown that decentralization is not considered good or bad for the efficiency and equity and macroeconomic stability, and the impact of decentralization depends on the design of the institutions responsible for decentralization. (Litvack, 1998. p.35), some writers have considered decentralization as a tool for achieving the goals of the central government and related to social and economic development of local areas. And thus technical issue more than political (Olowu, 1995.p.87), some argue that it is better that there be a balance between the central authorities and decentralization, provided that there is a democratic system that identifies all the powers of the central government and those local and balances the distribution of resources and money to cover all of those poor areas by natural resources with those rich area, and this does not happen only in the most advanced countries, and the longest in the exercise of the democratic system in the sense developed countries and does not include third world countries. (p.33, 2009 Doeveren)

### **Recent trends in Jordan towards decentralization and regions project:**

The use of regional planning was not observed within the countries of the world only after the Second World War, in Britain, for example, there are economic planning on a national level and planning a regional on a local level, but after Second World War, there has been many developments have been the use of regional planning in the seventies when it was realized that the central planning failed in the development of all regions, and therefore need to be taking the spatial variable in the development process and must be linked to and coordinating strategies with central economic development strategies for regions in the sense of what is known regional planning and to the development of local areas. (Tahir.2000.p.3)

### **Historical development of the regions project in Jordan**

Regional Planning began in Jordan in 1966, where the Ministry of Municipalities and the division of the kingdom into six regions, including two in the West Bank, and then carried in 1969 by dividing the east bank to the six development regions, did not crystallize regional planning only in 1972, when the Jordan Valley Authority appeared as an independent body aims to achieve comprehensive development so has emerged after a series of regional development studies was a part of them with the participation of some international agencies, such as: A study of regional planning in Jordan in 1986 in collaboration with USAID, where this study focused on the institutional dimension to the process of regional development based on the principle of popular participation and decentralization (Ghoneim, 2008. p 0.266) were adopted a five-year plan from 1986 to 1990 a lot of proposals of this study. During the economic and social development plan for 1986-1990 were adopted the eight provinces of the Kingdom, such as development regions and each province is divided into several units. (Ministry of Planning, 1985.s 0.25)

The Jordanian government called for the adoption of regional planning in the development process as well as sectorally planning, which was the dominant objectives and policies development here has been the involvement of representatives of the events and activities in the Third Five-Year Economic Development Preparation (Freese, 1987.s 0.58). Noted (Chaudhuri) that development planning was initially directed to sectorally planning, which is essentially non-integrative. One criticism of this pattern that may result in economic growth, but it leads to inequality between regions. And planners in the past focused on the optimal use of resources and the development of economic sectors, but the current trend is the integration of National Planning and spatial dimension of development (Chaudhuri, 2001.p.35).

### **The new perception of decentralization and regional project in Jordan**

Based on the royal directives and King Abdullah II's speech at the opening of the second regular session of the Council of the Nation fifteenth Date 10/05/2008 and directives of His Majesty King Abdullah II Date 3/5/2009

for the implementation of the decentralization project at the provincial level, And the report of the Royal Commission for the regions and directives of prime minister, the work currently being for the division of the kingdom into three regions, in order to give more powers and decentralization for the local administrations, Proposed splitting formula is: North Region and the centered of Irbid and includes Irbid, Ajloun, Jerash and Mafraq, and the central region and the centered Salt includes Madaba, Balqa, and Zarqa, and the southern region and the centered of Karak and includes Tafilah and Ma'an. (Ramahi .2001)

The basic idea of the project depends on giving local communities greater decentralization ratio to be the owner of the citizen's role in decision-making related to the establishment of development projects in his area and what works to improve their standard of living. Under this division will be excluded from the capital, Amman, the central region, and the Aqaba Special Economic Zone (ASEZ) and the southern region of Petra and the project will be applied to the regions in 2011, It also will elect a local council by ten members and another appointed by the Council of Ministers for each region, as well as will be set in the Commissioner for each region with the rank of minister, and associated administrative with Prime Minister and the heads of the Executive Office in the region and oversee the official Device Manager, and the preparation of economic and social plans, and presented to the local council to take the appropriate decision thereon within the general plan of the state. However, the history of 2014 and did not execute very little and the rest of the goals remain unfulfilled, as the central government of the six have a real intention to implement an integrated and mature project autonomous local governments from Amman.

The division into regions aimed at decentralization and will lead to the completion of integrated projects in the regions, where will benefit from each of the other with its industrial or tourist or agricultural features, and therefore, all regions will promote the desired level without significant differences (Al-Ittihad newspaper .2009), and associated with regions project create new councils, such as local councils and the Executive Council as well as local decentralized institutions existing such as municipalities and municipal councils and provinces where it will be the formation of councils coordination between municipal councils and will be for each local provincial council is composed of thirty members being elected twenty members were direct elected secretly, the Council of Ministers selects The ten other members based on the recommendation of the Minister based on the recommendation of the governor and that experienced in each province (Al-Rai newspaper .2009), Such divisions will succeed only if the governor or the governor elected directly by the citizens, as well as councils, which will be the nucleus of a decentralized system of comprehensive independent administratively, politically and financially from the central government.

#### **The reasons for the adoption of the new decentralization Project:**

In addition to the advantages mentioned earlier for the decentralization of the reasons for the adoption of the regions project in Jordan according to a draft of the new decentralization law are:

1. Promote citizen participation in decision-making and it completes the process of political and administrative reform and push the democratic process.
2. Enhance the comprehensive local development, and equitable distribution of revenues, and improve the efficiency and effectiveness of the local administration and municipalities in the provision of services.
3. Raise the efficiency of the planning and preparation of the independent local budgets style (Al-Rai newspaper.2009)
4. The Regions project working on access resources and investments to all areas and regions of the State, and this reduces the severity of the regional economic and social disparities in the standard of living and income, increase the efficiency and effectiveness of management, especially when implementing local management programs which, if carried out from the center to be ineffective (Rondinelli, 1983.p. 32).
5. Decentralization enhance the effectiveness of regional planning from the central planning bodies, where the disposal of many of the tasks and powers of its allocation to regional and local bodies, and this situation can be the central planning bodies from taking the time to supervise effectively and practical follow-up on the various development plans.
6. Decentralization guarantee delivery of services closer to the citizens, who will have a greater opportunity to participate in the decision for the development of their areas and activities that provide them with decisions, and this review will lead to an increase in the provision of public accounting services responsible for the fact that the provision of services exist within local areas.
7. decentralized Will also speed in the delivery of services so that faster than refer to the main center, which is usually accompanied by the provision of services in the length of the bureaucratic procedures, both in the decision-making process or application services are provided, and will lead to the decentralization of services that are consistent with the needs of the regions. Thus reducing the size of government bureaucracy and optimum utilization of resources efficiently and effectively.

### **The problem of the study and its hypotheses:**

Researchers note absence a clear idea based on accurate field study for the project regions in Jordan, where the division of the kingdom into three regions is apparent already on the ground, the project is still, however, efforts are underway to highlight the project on the ground and study all the necessary arrangements for it, where is expected to be the year (2011) the beginning of the implementation of the decentralization project. Therefore, this study is trying to shed light on the trends of workers in the local government units and departments about the project regions in Jordan, and will focus on environmental variables such as the legislative, social, financial, and regulatory changes that will have a significant impact on the implementation of the project regions in Jordan. Also this study will focus on the challenges facing the implementation of this project. This study is also trying to verify the following hypotheses:

1. **The first hypothesis:** There are no advantages for the implementing the decentralization program in Jordan
2. **The Second hypothesis:** There are no disadvantages for the implementing the decentralization program in Jordan
3. **The Third hypothesis:** There is no statistically significant effect of environmental variables (political, social, legislative and legal) on the advantages of decentralization.
4. **The Fourth hypothesis:** There is no statistically significant effect of environmental regulatory variables (financial, administrative) on the positives of decentralization.
5. **The Fifth hypothesis:** There are no statistically significant differences in the perception of respondents to the advantages of the regions project due to demographic variables (experience, income level, educational qualification and job).

### **The study Objectives**

The present study aims to identify: the respondents' attitudes towards pros and cons of regions project in Jordan and the study of modern trends in Jordan towards local administrations and increase people's participation in development planning. The reasons for adopting project of regions in Jordan. Environmental variables that will effect in apply of the concept the decentralization, such as regulatory, legislative, social and financial variables. The challenges that are expected to arise when the project application. Whether if the workers' attitudes towards a project regions and environmental effects vary depending on personal characteristics.

### **The study Importance**

This study has gained importance from being the aim to identify the trends of workers in the local units towards the a project of regions in Jordan, There is no doubt that the a project of regions is ambitious project that aimed at increasing rates of development and increase opportunities for public participation in decision-making, as evident importance of the study of several aspects:

1. It dealing with the new decentralization framework in Jordan in theoretical and practical frameworks.
2. It examines the basic functions of organizations to develop the areas in which they operate.
3. It aims to raise awareness among workers in the local government units and devices for the project of regions to determine the advantages of the project and stand on the future challenges.
4. It is designed to exploit the natural, material and human resources for each province and regions of self-reliance in developing regions politically, economically and educationally, technically and physically and advanced infrastructure and not rely on the central government and the distribution of state resources equitably between the central government and local governments.
5. This study addresses an important issue has not been addressed sufficiently.
6. This study is expected to contribute through their results in providing scientific and practical suggestions and recommendations.

### **Literature Review**

Many Studies were conducted dealing with decentralization, and these studies: the study of Taamna (2002) entitled "Restructuring the local administration in Jordan, calendar analytical study", a study on the restructuring of the local administration in Jordan, and the division of the integration of the municipalities and the importance of the major municipal operation, the study concluded that the process of merging municipalities will contribute in creating an efficient and capable and qualified to ensure the success of municipal work and enhance the role of municipalities in the regions and communities service management system.

Conducted Taamna (2002) study entitled "problematic administrative decentralization in the local management systems in third world countries, decentralized planning in Jordan," The study found that developing countries option is to find a balance point between decentralization and centralization and the need to link them in foster comprehensive development in an efficient and effective . And move towards a decentralized system must be compatible with the gradual creation and economic policy, social systems and building civil

modules are able to carry out all the responsibilities and duties assigned to it.

It also a Center for Strategic Studies at the University of Jordan (2004) conducted study entitled "Municipalities weakness and strategic dominance interim", aimed at evaluation of the project from the financial aspects of administrative and political study concluded absence vision and a new strategy for the local administration, but took the project a sense of urgency and progress, and the emergence of an improvement in performance municipalities in terms of the proportion of the collection and institutional capacity and financial planning.

And also (Jütting, Kauffmann, McDonnell, Osterrieder, Pinaud & Wegner, 2004) conducted study entitled "Decentralization and poverty in Third World countries (to explore the effect)" and included in this study case study of 19 countries. I have two conclusions of this study showed important public policy, namely: that the central governments that do not implement a successful policy in the development of basic local communities. Will not succeed in governments decentralized systems and should not be a priority in public policy for those countries, But in those countries that provide the basic duties at the local level, the decentralized model can be applied. Decentralization and be effective contributor to the reduction of the degree of wilderness in those countries. Donor countries and international organizations that is equal in cooperative programs to those countries between the development of the central and local governments together. The researcher concluded that it is even less than the poverty rate in those countries, there must be a holistic reform in the central administrative system and reduce corruption, bureaucracy and raise awareness and development of infrastructure and a democratic political system and the development of health, education and assistance for women and the development of agriculture and the promotion of self-reliance programs.

The Jaradat (2005) study titled "Assessment of the effects of the merger on the performance of the major municipalities in Jordan", which aimed to assess the effects of the merger on the performance of major municipalities, from the standpoint of workers and citizens within several axes are: the financial, administrative, service-and social, cultural, technical problems and constraints facing municipalities. The researcher used the statistical descriptive and analytical approach. The study population consisted of the major municipalities of the provinces of the north region centers, a major Irbid Municipality, and the Municipality of major retail, municipality and major Jerash and Ajloun Municipality major. The study found that the performance of the municipal level after the merger came moderately to study all axes except the axis of manpower and social hub. And the presence of statistically significant differences in the attitudes of respondents for each study axes except for service-axis and the lack of differences in attitudes toward the study sample the effects of the merger except the axis of manpower.

And Audit Bureau (2005) prepared report entitled "financial and administrative irregularities", the goal stand over the application of the merger according to the instructions issued The study included three axes is the administrative axis and administrative axis legislative axis, and the study concluded that the merger did not work from the point of view process to achieve the goals and operational procedures were not of properly from the terms financial, administrative and services.

And the study of (Palmer & Engel, 2009) entitled "complexities of decentralization in a globalizing world", has authors argued that decentralization programs in many third world countries should give incentives for local administrations to take advantage of local material sources, however, such programs affected much of the weakness of local administrations to control the property rights of those sources and the greed of politicians and central governments and business men in the control of these resources and lack of empowerment of local governments to take advantage of them. This study has demonstrated interactions between decentralization and globalization and its impact on the local environment and the affairs of the study showed the complexity of the optimal political model.

(Doeveren, 2009) study entitled "obstacles and change: the relationship between decentralization and good governance in the South African government" aimed to clarify the relationship between decentralization and governance is based on the case of South Africa; the study does lead to an improvement in the performance or vice versa. And the researcher assumptions about the positives and negatives of decentralization and balance between centralization and decentralization, and results of the study included the state government since 1977 and even in 2007 there are no signs or any relationship between decentralization and increased political participation in governance or an improvement in the performance of decentralized government. And researcher concluded that the decentralized system of government cannot fit African States at the present time. The study also concluded that for the success of decentralization should be a good level of per capita income and balanced development which include democracy and political awareness and the creation of local cadres to receive local administrations, otherwise, as is the case in many Third World countries, the scientific backwardness and lack of democratic systems of administrative, political and economic corruption and the lack of inclusiveness of development of different regions in the same country. All of these factors will help the success of decentralization remains the role of governments and the central government is the best and most successful.

### Concepts and Terminology of the Study:

- **Employees in municipalities and provinces:** employees in municipalities Joint councils the function engineers or surveyors or painters or technicians or administrators or elected officials such as the mayor and city council members. And government employees within the provincial administrative Affiliate to Ministry of the Interior.
- **Trends:** Individual feelings towards things, accidents or other persons or activities and these feelings may be positive or negative as a result of the learning process over a period of time (Mughrabi, 1995, p 139).
- **Decentralization:** delegate, transfer and re-distribution of powers, responsibilities and resources related to administrative, financial, development and services Affairs of local character between the government and the provinces and local elected bodies (Al-Rai newspaper, 2009).
- **A Regions project:** the division of the kingdom into three regions, in order to give more powers and decentralization and local administrations., Proposed splitting formula is: North Region and the centered of Irbid and includes Irbid, Ajloun, Jerash and Mafraq, and the central region and the centered Salt includes Madaba, Balqa, and Zarqa, and the southern region and the centered of Karak and includes Tafilah and Ma'an. (**Ittihad newspaper, 2001**)
- **Environmental factors influencing the project of regions:** the political and social variables, regulatory and administrative variables, legislative and legal variables, and financial variables.

- **Study Methodology:**

The study relied on descriptive analytical methods, which were collected of the data and information for the study from the various sources of libraries.

- **The study population:**

The study population consisted of employees in local administrations and municipality's Joint councils in the governorate of Irbid, and government employees in provincial centers within the province of Irbid, Jerash and Ajloun, and the various administrative levels.

- **The study sample:**

It have been taking a random sample of all employees in the municipalities Joint councils, and consisted of 228 employees (Male & Female), whether a classified employees or sectioned salary or in contract in the Greater Irbid Municipality, the new Municipality Ramtha, the Municipality of Sahel Horan, the Municipality of Khalid bin al-Walid, the Municipality of Mazar, the Municipality of Alkfarat, the Irbid Council Services and the Jordan Valley Council services. The study sample included as well as employees within the provincial center. Table (1) shows the distribution of the study sample according to its variables.

**Table (1): repetition and the percentage of the study sample by demographic variables**

Variable		Repetition	Ratio
<b>Occupation</b>	Manager	27	%12
	Engineer	48	%21
	Administrative	66	%29
	Technician	33	%14
	Head of Department	42	%18
	Surveyor and draftsman	12	%6
	<b>Total</b>	<b>228</b>	<b>%100</b>
<b>Qualifications</b>	General secondary	62	%27
	Diploma	57	%25
	Bachelor	100	%44
	Postgraduate	9	%4
	<b>Total</b>	<b>228</b>	<b>%100</b>
<b>Experience (Years)</b>	From 1-5 years	35	%15
	From 6-10 years	62	%27
	From 11-15 years	81	%35
	From 16-20 years	43	%19
	More than 20 years	7	%4
	<b>Total</b>	<b>228</b>	<b>%100</b>
<b>Income level</b>	From 200-300	59	%26
	From 300-400	69	%30
	From 400-500	47	%21
	From 500-600	18	%8
	From 600	34	%15
	<b>Total</b>	<b>228</b>	<b>%100</b>

- **Study Tool:**

After being Arbitration data collection tool and ensure validity and reliability, the researchers personally distributed it to the study sample, and researchers adopted in collecting data and information the references in Arabic and English language, periodicals, previous studies that have addressed the issue of decentralization in Jordan in general, and focus on the project of regions, websites and databases that are interested in the subject of decentralization internationally in general and Jordan in particular, As well as the questionnaire that had been prepared for the collection of data from the sample, the researcher has benefited from the literature study and previous studies in the preparation of the study tool, the questionnaire included questions and variables of the study.

The questionnaire consisted of five parts: Part I respect to demographic variables include: age, number of years of service, sex, educational qualification, income level. The Part II regard to advantages and disadvantages of the proposed project of regions applied in Jordan and this axis included (16) paragraphs. And Part III regard to legislative and legal variables affecting the project of regions, and this axis included (6) paragraphs. And Part IV respect to organizational and financial variables affecting the project regions, and this axis includes (6) paragraphs, Part V regards to the social and political variables affecting the project of regions, and this axis includes (7) paragraphs.

It was inclusion the paragraphs according to grading the quintet Likert to see the degree of importance of each paragraph of the questionnaire for responder, were distributed degrees answer to these options, it was given the answer Strongly Agree (5) degrees, Agree answer (4) degrees, Neutral answer (3) degrees, The answer Disagree (2) degrees, and the answer strongly Disagree (1) degree.

- **Sincerity of study Tool**

In the purpose of check the sincerity the tool (questionnaire), the researchers distributed it to a group of professors to arbitration and develop the appropriate adjustments and know its suitability for measuring the variables of the study. And there have been added some modifications to the questionnaire.

- **Consistency of study Tool**

It been verified stability of the tool through the application and re-applied to the exploratory sample - size was 42 employees - from outside the study sample and within the society and lead a time frame of two weeks between the two application, where the stability of the run-off, which valued at coefficient (0.86), and was the stability of the internal consistency coefficient (Cronbach's alpha), which amounted to (0.93) and these two values are considered acceptable values and a mechanism for the purposes of this study.

- **Statistical Tests**

Researchers Adopted statistical software (SPSS) to address the study data through: frequencies & percentages to describe the personal characteristics of the study sample (age, number of years of service, income, educational qualification), and the arithmetic mean & standard deviations for all the questionnaire terms that reflect the amount of study variables, and test the statistical (T) to calculate the level of advantages and disadvantages of decentralization, and analysis of variance to determine the value of (F) when the level of significance at (0.05) for test the first and second the hypothesis, and regression analysis to test the fifth and sixth study hypotheses.

- **Showing results and discussion it**

**The result of the 1<sup>st</sup> hypothesis:**

Results of the verification the first hypothesis: "There are no advantages for the implementing the decentralization program in Jordan," To investigate this hypothesis, it was first calculate arithmetic means & standard deviations for estimates the sample terms on each paragraph of advantages and as a whole, and the Table (2) shows that:

**Table (2): the arithmetic means and standard deviations of the estimates of the sample on each paragraph of advantages and as a whole**

S.N	paragraph	arithmetic mean	standard deviations	Rank	Level
1	Project of regions will reduce the length of the bureaucratic procedure	4.22	.84	1	High
5	The project Decentralization will make the community's participation more effective	4.15	.82	2	High
3	The new project Decentralization will give more Decentralization in providing the needs of the provinces	4.08	.85	3	High
6	Decentralization project will distribute resources equitably among the province	4.05	.92	4	High
7	Decentralization project will develop solutions to all environmental imbalances and infrastructure services	4.05	.92	5	High
2	The new decentralization project will ease the burden on the central authority	4.04	.90	6	High
8	Decentralization project will expand the decision-making base and develop local management	4.02	.94	7	High
4	The new decentralization project will bring the best of services to all areas and will make the process faster levels delivery of government services	3.96	.99	8	High
	advantages for the decentralization program in Jordan	3.94	0.85		High

Table (2) shows: that the highest arithmetic average was (4.22) of paragraph (1), which states: "Project of regions will reduce the length of the bureaucratic procedure" by (high) level, in the next rank is paragraph (5), which states: "The project Decentralization will make the community's participation more effective ", with a mean (4.15) by (high) level. While the lowest arithmetic average (3.96) of paragraph (4), which states: "The new decentralization project will bring the best of services to all areas and will make the process faster levels delivery of government services," at the level (high), the average arithmetic of the advantages decentralization and a whole stood at (3.96) with (high) level. And in our opinion, these averages reflect the importance of reducing the length of the bureaucratic procedures, and increase the participation of individuals. To test the validity of the first major hypothesis was used (T) for one sample to compare the arithmetic mean of the estimates of the sample on the advantages of decentralization as a whole with the arithmetic mean of the tool (3) on the basis of the Five Likert scale. Table (3) shows the results of hypothesis

**Table (3): The result of (T) Test**

Variable	Mean	Std.	T value	Sig.
advantages of decentralization	3.94	0.85	16.660	0.000

Notes from the table (3) that the arithmetic mean of the estimates of the sample paragraphs that **advantages** decentralization as a whole has reached (3.94) and standard deviation (0.85), and the value (T) equal to (16.660) at the significance level (0.000) which is less than (0.05), which indicating a rejected the null hypothesis and accept the alternative hypothesis, which states: " There are no advantages for the implementing the decentralization program in Jordan."

**The result of the 2<sup>nd</sup> hypothesis:**

Results of the verification the second hypothesis: " There are no disadvantages for the implementing the decentralization program in Jordan," To investigate this hypothesis, it was first calculate arithmetic means & standard deviations for estimates the sample terms on each paragraph of advantages and as a whole, and the Table (4) shows that:

**Table (4): the arithmetic means and standard deviations of the estimates of the sample on each paragraph of Disadvantages and as a whole**

S.N	paragraph	arithmetic mean	standard deviations	Rank	Level
7	Decentralization project will lead to an increase in corruption locally	3.64	.87	1	Medium
8	Decentralization project will lead to inequality between regions	3.53	.89	2	Medium
6	Decentralization project will lead to a misallocation of national resources	3.43	1.02	3	medium
5	Decentralization of the project will weaken government control over the regions	3.22	1.11	4	medium
3	Decentralization project will lead to a lack of coordination at the local and national level	2.85	.98	5	medium
4	Decentralization project will lead to the emergence of events on the spontaneous bases	2.82	.91	6	medium
2	Decentralization project will lead to a weakening of the cohesion of the governmental body	2.69	.91	7	medium
1	Decentralization project will lead to the emergence of class interests	2.60	.85	8	medium
	<b>Disadvantages for the decentralization program in Jordan</b>	<b>0.64</b>	<b>3.09</b>		<b>medium</b>

Notes from the table (4) above that the highest arithmetic mean was (3.64) for paragraph (7), which provided for the "decentralization project will lead to an increase in corruption locally" with level (average), in the next is paragraph (8), which states: "Decentralization project will lead to inequality between regions", a mean (3.53) and with (average) level, while the lowest average arithmetic (2.60) and was paragraph (1) which states: "Decentralization project will lead to the emergence of class interests" with level (average). The arithmetic average of the negative aspects of decentralization as a whole amounted to (3:09) at level (average). To test the validity of the second main hypothesis was used (T) test for one sample to compare the arithmetic mean of the estimates of the sample on the disadvantage of decentralization as a whole with the arithmetic mean of the tool (3) on the basis of the Quintet Likert scale. Table (5) the results of hypothesis

**Table (5): The result of (T) Test**

Variable	Mean	Std.	T value	Sig.
<b>Disadvantages of decentralization</b>	<b>3.09</b>	<b>0.64</b>	<b>2.24</b>	<b>0.260</b>

Notes from the table (5) that the arithmetic mean of the estimates of the sample paragraphs **Disadvantages** of decentralization as a whole has reached (3.09) and standard deviation (0.64), and the value (T) equal (2.24) at the significance level (0.260) which is greater than (0.05), which indicates acceptance of the null hypothesis, which states: " There are no disadvantages for the implementing the decentralization program in Jordan."

**The result of the 3<sup>rd</sup> hypothesis:**

Results of the verification the third hypothesis: " There is no statistically significant effect of environmental variables (political, social, legislative and legal) on the advantages of decentralization," To investigate this hypothesis, it was first calculate arithmetic means & standard deviations for estimates the sample terms on each paragraph of advantages and as a whole, and the Table (6) shows that

**Table (6): the arithmetic means and standard deviations of the estimates of the sample on each paragraph of effect of environmental variables and as a whole**

S.N	paragraph	arithmetic mean	standard deviations	Rank	Level
2	That the degree of support for political parties and government institutions will affect the implementation of the project	4.07	1.00	1	High
7	Must embrace the values of participation and dissemination of social awareness before implementation of the project	3.81	.81	2	High
5	Must be cooperation between local leaders and central to the success of the project	3.78	.73	3	High
3	Must adopt a comprehensive administrative reform before the adoption of the project	3.73	.84	4	High
4	There must be a balance of resources and powers between the central authorities and the decentralization	3.67	.92	5	High
6	There must be a clear role for non-governmental organizations to implement the project	3.65	.87	6	High
1	The degree of political support that will affect the project regions	3.08	1.13	7	High
	<b>Political and social variables as a whole</b>	<b>3.68</b>	<b>0.51</b>		<b>High</b>
4	Must issue laws and regulations to exercise the economic terms of reference and participation with the private sector	3.95	.86	1	High
5	Must issue special instructions and regulations in coordination between the development of decentralization, such as provincial and municipal institutions	3.95	.96	2	High
1	The current legislation is considered suitable for the application of the decentralization project	3.80	.94	3	High
2	Must provide the administrative powers of the decentralization legislation sufficient and effective development	3.73	.92	4	High
3	Must issue regulations for the management of decentralized bodies	3.73	.83	5	High
6	Must modify the current Municipalities law and election law	3.43	1.02	6	Medium
	<b>Legislative and legal variables as a whole</b>	<b>3.77</b>	<b>0.47</b>		<b>High</b>
	<b>Environmental variables as a whole</b>	<b>3.72</b>	<b>0.33</b>		<b>High</b>

From the table (6) that the highest average arithmetic expressions that reflect the political and social variables was (4.07) of paragraph (2) which states: " That the degree of support for political parties and government institutions will affect the implementation of the project " with high-level, in the next: paragraph (7), which stipulates: " Must embrace the values of participation and dissemination of social awareness before implementation of the project " with arithmetic mean (3.81), and the arithmetic mean of the total area amounted to social and political variables (3.68). As can be seen from the table (6) that the highest average arithmetic expressions that reflect the legislative and legal variables was (3.95) for the paragraphs No. 4 and No. 5, which states: " Must issue laws and regulations to exercise the economic terms of reference and participation with the private sector." , " Must issue special instructions and regulations in coordination between the development of decentralization, such as provincial and municipal institutions ", and was the arithmetic mean of the overall legislative and legal variables field (3.77).

To test the validity of this hypothesis it has been used of multiple linear regression analysis, because the presence of two independent variables: the (legal & political) variables and one dependent variable: the advantages of decentralization and Table 7 shows the results of multiple linear regression analysis:

**Table (7) Result of multiple linear regression analysis**

Variable	Multiple correlation coefficient	Cumulative coefficient of determination	F- Value	Sig.
political	0.62	0.79	86.204	0.000
legal	0.92	0.84	285.214	0.000

Notes from the table (7) that the values of the significance of statistical variables independent (political variables and legal variables) (0.000) and two less than the level of statistical significance (0.05), indicating a rejected the third null hypothesis and acceptance alternative hypothesis, which stipulates: " There is no statistically significant effect of environmental variables (political, social, legislative and legal) on the advantages of decentralization." Where was the value of the coefficient of determination of political and social variables (0.62), which indicates that the political and social variables affect the positives of decentralization by (62%), while the cumulative specifically political and social variables and variables legal together coefficient (0.92), which indicates that both variables political, social and legal variables together affect the rate of (92%), which means that the legal variables affect alone by (30%).

**The result of the 4<sup>th</sup> hypothesis:**

Results of the verification the fourth hypothesis: " There is no statistically significant effect of environmental regulatory variables (financial, administrative) on the advantages of decentralization," To investigate this hypothesis, it was first calculate arithmetic means & standard deviations for estimates the sample terms on each paragraph of advantages and as a whole, and the Table (8) shows that:

**Table (8) The arithmetic means and standard deviations of the estimates of the sample on each paragraph of Environmental regulatory variables and as a whole**

S.N	paragraph	arithmetic mean	standard deviations	Rank	Level
4	Must be to decentralized bodies a budget and special accounts & must be distinct from the state budget	4.07	1.00	1	High
5	Should be given Incentives to local administrations to take advantage of local material sources	3.73	.84	2	High
6	Should be given to local administration units disbursement of funds validity	3.67	.92	3	High
1	There is a great dependence on central government spending on development projects	3.64	.87	4	Medium
2	Must find a local and private potential resources areas	3.53	.89	5	Medium
3	Should be allocated Independent budgets to the regions and the main administrative areas	3.08	1.13	6	Medium
	financial variables As a whole	<b>3.62</b>	<b>0.49</b>		Medium
3	It is necessary for the supervision of the central government and the provision of technical assistance in the event of signs of weakness in regional areas	3.81	.81	1	High
4	There must be laws and legislation defining the responsibilities and functions of all relevant parties to implement the project	3.80	.94	2	High
1	Must be coordination between the provincial councils and local units and the municipal councils and the central government	3.78	.73	3	High
5	There must be having communications with the central government systems to facilitate the exchange of information and mutual cooperation process	3.73	.92	4	High
6	There is a need to provide a cadre of scientific qualifications and are capable of bringing about the desired changes in the implementation of decentralization programs	3.73	.83	5	High
2	Must be designed Decentralization programs objectives in a clear and uncomplicated procedures	3.65	.87	6	Medium
	Administrative variables As a whole	3.75	0.40		High
	Environmental regulatory variables and as a whole	3.69	0.28		High

Notes from the table (8) that the highest arithmetic mean expressions that reflect the financial variables reached (4.07) of paragraph (4), which states: " Must be to decentralized bodies a budget and special accounts & must be distinct from the state budget," at the high level, and next paragraph (5) which states: " Should be given

Incentives to local administrations to take advantage of local material sources," at arithmetic mean (3.73), and was the arithmetic mean of the total area of the financial variables (3.62). As can be seen from the table (8) that the highest average arithmetic expressions that reflect the administrative changes was (3.81) for the paragraph (3), as the arithmetic mean of the total area amounted to administrative variables (3.75). To test the validity of the fourth main hypothesis was used multiple linear regression analysis, the presence of two independent variables: the administrative and financial variables and the dependent variable is: the Advantages of decentralization and Table (9) shows the results of multiple linear regression analysis:

**Table (9) Result of multiple linear regression analysis**

Variable	Multiple correlation coefficient	Cumulative coefficient of determination	F-Value	Sig.
financial	0.47	0.69	205.992	0.000
administrative	0.70	0.83	537.02	0.000

Notes from the table (9) that the values of the significance statistical for the independent variables (financial variables and administrative variables) (0.000) and both less than the level of statistical significance (0.05), indicating a rejection of the null hypothesis and accept the alternative hypothesis which stated: " There is no statistically significant effect of environmental regulatory variables (financial, administrative) on the positives of decentralization."Where was the value of the coefficient of determination of the financial variables (0.47), suggesting that financial variables affecting on the advantages of decentralization by (47.0%), while the cumulative selection of financial variables and variables administrative together coefficient (0.70), which indicates that both financial variables and administrative variables together affect the rate of (70%), which means that the administrative variables affect alone by (23%).

**The result of the Fifth hypothesis:**

Results of the verification the fourth hypothesis: There are no statistically significant differences in the perception of respondents to the advantages of the regions project due to demographic variables (experience, income level, educational qualification and job),"

To check the validity of the Fifth major hypothesis was calculate arithmetic means and standard deviations for the field of realization of respondent's for decentralization advantages depending on the variables (experience, income level, educational qualification, and Job), followed by analysis of variance (One Way ANOVA), and are presented below that:

- **With regard to the a variable experience**

**Table (10) Arithmetic mean & standard deviations for the field of decentralization advantages (experience).**

Variable		arithmetic mean	standard deviations
Experience (Years)	From 1-5 years	4.11	0.86
	From 6-10 years	3.82	0.95
	From 11-15 years	4.00	0.82
	From 16-20 years	3.81	0.79
	More than 20 years	4.42	0.53

Notes from the table (10) that there are virtual differences between the arithmetic mean for the field of decentralization advantages depending on the variables (experience), and to find out the statistical significance for these differences it has been applied the analysis of variance table (11) shows that.

**Table (11) Result of the application the analysis of variance (ANOVA) on the field decentralization advantages depending on variable (experience).**

Source	Sum of squares	DF	Averages squares	F- Value	Sig.
Within groups	4.551	4	1.138	1.558	0.18
Between groups	162.817	223	0.730		
Total	167.368	227			

Notes from the table (11) that the value of F for the field of advantages of decentralization amounted to (1.558) and the value of statistical significance (0.18) which is greater than the value of the significance level ( $\alpha = 0.05$ ), and this indicates that there is no statistically significant differences between the advantages of decentralization due to the variable experience . And thus accept the null hypothesis that there are no statistically significant differences in the perception of individuals to the advantages of decentralization belonging to variable experience.

- **With regard to the variable income**

**Table (12) Arithmetic means & standard deviations for the field of decentralization advantages (Income)**

Variable		arithmetic mean	standard deviations
Income level	From 200-300	4.06	0.86
	From 300-400	4.01	0.77
	From 400-500	3.68	0.98
	From 500-600	3.77	0.80
	More than 600	4.05	0.81

Notes from the table (12) that there are virtual differences between the arithmetic mean for the field of decentralization advantages depending on the variables (**Income**), and to find out the statistical significance for these differences it has been applied the analysis of variance table (13) shows that.

**Table (13)**

**Result of the application the analysis of variance (ANOVA) on the field decentralization advantages depending on variable (Income).**

Source	Sum of squares	DF	Averages squares	F- Value	Sig.
Within groups	5.448	5	1.090	1.494	0.193
Between groups	161.921	222	0.729		
Total	167.368	227			

Notes from the table (13) that the value of F for the field of advantages of decentralization amounted to (1.494) and the value of statistical significance (0.193) which is greater than the value of the significance level ( $\alpha = 0.05$ ), and this indicates that there is no statistically significant differences between the advantages of decentralization due to the variable Income . And thus accept the null hypothesis that there are no statistically significant differences in the perception of individuals to the advantages of decentralization belonging to variable Income.

- **With regard to the variable Occupation**

**Table (14) Arithmetic means & standard deviations for the field of decentralization advantages (Occupation)**

Variable		arithmetic mean	standard deviations
Occupation	Manager	3.96	0.85
	Engineer	3.72	0.89
	Administrative	4.07	0.79
	Technician	4.00	0.86
	Head of Department	3.88	0.91
	Surveyor and draftsman	4.16	0.83

Notes from the table (14) that there are virtual differences between the arithmetic mean for the field of decentralization advantages depending on the variables (**Occupation**), and to find out the statistical significance for these differences it has been applied the analysis of variance table (15) shows that.

**Table (15)**

**Result of the application the analysis of variance (ANOVA) on the field decentralization advantages depending on variable (Occupation).**

Source	Sum of squares	DF	Averages squares	F- Value	Sig.
Within groups	4.234	5	0.847	1.152	0.334
Between groups	163.135	222	0.735		
Total	167.368	227			

Notes from the table (15) that the value of F for the field of advantages of decentralization amounted to (1.152) and the value of statistical significance (0.334) which is greater than the value of the significance level ( $\alpha = 0.05$ ), and this indicates that there is no statistically significant differences between the advantages of decentralization due to the variable Occupation. And thus accept the null hypothesis that there are no statistically significant differences in the perception of individuals to the advantages of decentralization belonging to variable Occupation

• **With regard to the variable Qualifications**

**Table (16) Arithmetic means & standard deviations for the field of decentralization advantages (Qualifications)**

Variable		arithmetic mean	standard deviations
Qualifications	General secondary	3.91	0.96
	Diploma	3.96	0.86
	Bachelor	3.92	0.78
	Postgraduate	4.33	0.86

Notes from the table (16) that there are virtual differences between the arithmetic mean for the field of decentralization advantages depending on the variables (Qualifications), and to find out the statistical significance for these differences it has been applied the analysis of variance table (17) shows that.

**Table (17) Result of the application the analysis of variance (ANOVA) on the field decentralization advantages depending on variable (Qualifications).**

Source	Sum of squares	DF	Averages squares	F- Value	Sig.
Within groups	1.482	3	0.494	0.667	0.573
Between groups	165.887	224	0.741		
Total	167.368	227			

Notes from the table (17) that the value of F for the field of advantages of decentralization amounted to (0.667) and the value of statistical significance (0.573) which is greater than the value of the significance level ( $\alpha = 0.05$ ), and this indicates that there is no statistically significant differences between the advantages of decentralization due to the variable Qualifications. And thus accept the null hypothesis that there are no statistically significant differences in the perception of individuals to the advantages of decentralization belonging to variable Qualifications.

**Recommendations and suggestions**

Through the results of the study, the researchers recommend the following:

1. Transparency in the legal and financial accountability to the people's representatives and non-interference of the central authority in the management of local affairs through democratic administrative system and fair chooses from citizens who is qualified to represent them and not based on financial or political influence or tribal.
2. Put the Administrative strict regulatory regime to make sure accountable administrative authorities in both central and local government and the fight against financial and administrative corruption at the state level and to prevent encroachment on public money.
3. Neutralize all who stand in front of political and administrative reform and an obstacle to decentralization and the implementation of the objectives and programs of reform from the top of the pyramid to the bottom and in the end if we want to join those countries that have succeeded by administrative decentralization systems and implementation of the proposed reforms and only decentralization still a dream elusive.
4. There is a balance between the central authorities and decentralization condition that there is a democratic system that identifies all the powers of the central government departments and decentralization.
5. Give the local authorities the necessary powers to take financial and administrative decisions by the executive serve the citizen and are totally independent from the central government and have an independent budget recharging from the local area resources.
6. Create an elected local council lead in the future to the election of the governor and local parliament and to govern and meet the demands of the affairs of the regions, has the legislation authority to establish binding local laws to local governments.
7. Customize financial resources from the state's resources independently a budget placed in separate accounts for the central government and the local board or local government discretion and spending on local projects by priority, without interference from the central government to be sufficient for regional bodies to enable it to carry out its activities and development projects and not to rely only on the central government aid but finding self resources within the regions and provinces and the allocation and division of revenues and taxes in a fair gone where part of the central government and part of the regions and provinces.
8. Creation of a separate Ministry for the management of the affairs of the regions and provinces entirely separated from the Ministry of Interior and the provision of scientific and qualified people capable of bringing about the desired changes and coordination with the authorities responsible for the preparation

and rehabilitation workers institutions.

9. Distribution more equitable amount of the general budget of the regions and the provinces and rural infrastructure, employment and the promotion of local projects to reduce poverty and unemployment.
10. Amendment of several laws to fit with modern laws in the application of decentralized direct like the election of the governor or the governor by the people and the election of the local parliament and local councils and municipalities, and to benefit from the experiences of other countries in the field of decentralization and know the strengths and weaknesses of existing points.

#### Arabic References

- Abu Sheikha, Mohammed and Abdul Muti, Assaf. (1985). Public Administration in the Hashemite Kingdom of Jordan, Amman.
- Zoubi, Khalid. (1989). the formation of local councils and its impact on the sufficiency, Jordan University Publications, Amman.
- Freese, Ziad. (1987). Jordanian planning experience, Kuwait: Arab Planning Institute.
- Khamis, Joseph. (1999). Entrance to the planning, i 1. Amman: Dar El Shorouk for Printing and Publishing.
- Sharif, Ali. (1987). Management of public organizations. Cairo: University House.
- Osman, Ghoneim. (2008). General principles and foundations, i 4. Amman: Dar Al-Safa.
- Ghoneim, Osman. (1998). Introduction to regional development planning, Amman: Dar Al Safa.
- Kabbani, Khalid. (1981). the issue of decentralization applied in Lebanon, Beirut: Mediterranean Sea publications.
- The Ministry of Planning. (1985). Economic and social development plan for the years: 1986-1990, Amman.
- Al-Mughrabi, full. (1995). Organizational Behavior, 2nd Floor. Amman: Dar thought.
- Canaan, Nawaf al. (1993). Administrative Law of Jordan, Amman.
- Abu Ayyash, Abdul Ilah. (1988). Orientations of regional planning in Jordan, Journal of Social Sciences, (143), the Scientific Research Council publications, Kuwait University.
- Ghzawi, Khaledah. (1999). the economics of the application of the decentralized approach to management in the agricultural sector, Unpublished MA Thesis, University of Jordan, Amman.
- Ahmed, Ali. (1405). Decentralization in decision-making, Institute of Public Administration, the number (32), Riyadh.
- Taamna, Muhammad. (2002). Restructuring of the local administration in Jordan, an analytical study calendar.
- Taamna, Muhammad. (2002). Problematic administrative decentralization in the local management systems in third world countries, decentralized planning in Jordan. Arab Organization for Administrative Sciences from 0.163 to 176.
- The Audit Bureau report, financial and administrative irregularities, Al Rai newspaper, No. 12544, on Monday, January 0.2005.
- Saleh, Jaradat. (2005). Evaluate the performance of the merger raised major municipalities in the process of Jordan, unpublished Master Thesis, Yarmouk, Irbid, Jordan University.
- Center for Strategic Studies. (2004). Municipalities weakness and strategic dominance interim, University of Jordan, Amman.
- Al Rai newspaper. (2009). the draft of the new decentralization law in Jordan, Altarich2-12-2009.
- Ramahi, serenity. (2009). Regions step for the advancement or jump on the reform. Amman net site, itadbic@ammannet.Net
- Union newspaper. (2009). Jordan is divided into three administrative regions, the date 23/03/2009. www.alithhad.com

#### Foreign References

- Anwar, S. (1997). Balance, Accountability, and Responsiveness: Lessons about Decentralization, the World Bank Conference on Evaluation and Development.
- Chaudhuri, J.R. (2001). An Introduction to Development and Regional Planning, Oriental Longman Ltd., Kolkata.
- Conyers, D. (1982). An Introduction To Social Planning in Third World, Institute of Planning Studies University of Nottingham, John Wiley & Sons Ltd. UK.
- Crook, R., and James M. (1998). Democracy and Decentralization in South Asia and West Africa: Participation, Accountability and Performance, Cambridge University Press.
- Doeveren, V. (2009). Complexity and Change: On the Relationship of Decentralization and Good Governance in South Africa Balance, Accountability, and Responsiveness: Lessons about Decentralization.
- Jütting, J., Kauffmann, C., Mc Donnell, I., Osterrieder, H., Pinaud, N. And Wegner, L. (2009). Decentralization And Poverty In Developing Countries: Exploring The Impact, Paper to be presented at the APSA

- Annual Conference, 3-6.
- Litvack, J., Junaid A., and Richard B. (1998). Rethinking Decentralization in Developing Countries. World Bank.
- Migdal, J., Atul, K., and Vivienne S. (1994). State power and Social Forces: Domination and Transformation in the Third World, Cambridge University Press.
- Olowu, D., and Paul, S. (1992). Determinants of Success in African Local Governments: An Overview, Public Administration and Development 12: 1-17.
- Rondinelli, D., Nellis, J., and Cheema, G. (1983). decentralization in developing countries a review of recent experience. World Bank staff working papers. No 581.
- Saito, F. (2001). decentralization theories revisited lessons from Uganda. Ryukoko riss Bulletin, No.31.
- Stefanie E., & Charles P. (2009). The Complexities Of Decentralization In A Globalizing World, IED – Institute For Swiss Federal Institute Of Technology, Zurich , Working Paper.
- Tahir, F. (2000). Towards Integrated Development Planning In Sudan: The Relationship between Physical and Economic Planning.

The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:

<http://www.iiste.org>

## CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

**Prospective authors of journals can find the submission instruction on the following page:** <http://www.iiste.org/journals/> All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

## MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

Academic conference: <http://www.iiste.org/conference/upcoming-conferences-call-for-paper/>

## IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

