

## Impact of Level of Democratization on the Level of Responsiveness of Government Organizations to Public Demands in Jordan: Citizens' Perspective

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### Abstract

This study aimed to investigate the impact of the level of democratization on the level of government organizations' responsiveness in Jordan. A descriptive approach was used and a structured questionnaire was administered to a sample of respondents. Findings reported medium levels of democratization and responsiveness. A significant impact of democratization on government organizations' responsiveness to public demands is manifested. Separation of power, protection of human rights, free media and equality dimensions, respectively, reported significant impacts on the level of responsiveness. It is recommended that employee-to-client ratios need to be reconsidered in government agencies so as to meet the increasing number of clients. Furthermore, more consideration for conducting polls and research to improve agencies' capacity to respond to citizens' needs and demands is highly recommended.

**Keywords:** Democratization, Responsiveness, Public demands.

### Introduction

Since the times of Plato, Aristotle and Thucydides, people have fought against authoritarian and dictatorial regimes in which rulers had full authority in making decisions without popular participation. Since then, the idea of participatory government has emerged. People have become more interested in impacting the decision-making process and have refused to be ignored. When the industrial revolution began, authoritarian and dictatorial regimes started to decline and the power of the democratic system grew; rulers started to give up a part of their power and authority and delegated it to the people who, as a result, started to participate in the policy-making process. Meeting people's demands, aspirations and expectations became a priority for many governments worldwide. Nonetheless, responding to citizens' needs was, and still is, a complex and difficult task to achieve. In a democratic system, the voices of citizens are critical to the success of any leading government. According to the majoritarian model of democratic government, the government should be responsive to the opinions of the majority. In contrast, the pluralist model emphasizes that minorities interests should be focused upon by maintaining and guaranteeing their rights to freely organize and press their claims. It is noteworthy to say that obstacles are obstructing governments to be highly responsive to the demands and interests of the majority as suggested by the majority model. Similarly, addressing the claims and interests of all competing groups, as recommended by the pluralist model, is not always attainable (Janda et al., 2000).

Jordan was one of the leading Arab countries to adopt the democratic system. Even though it is not fully implemented because of many political, social and economical factors, the country is still trying to follow its standards and fundamentals. This study investigates the impact of the level of democratization on the level of responsiveness of government agencies to public demands in Jordan, from the clients' perspective.

### **Grass- Roots of Democracy**

The concept of "democracy" has its origins in the Greek language, being a combination of the words "demos" (people) and "kratos" (rule or authority). Thus, the term refers to "rule by people.". The city-states of ancient Greece are where democratic ideals have originated and transferred to other parts of the world. Democracy, however, is still being described as a system of representative government in which representatives are chosen by free competitive elections (Birch, 1993). Within this context of representative government, public opinions about public policies, laws and regulations, constitute the pivot around which public decisions revolve (Weale, 1999). Badran & Sari eloquently summarize the basic Pillars of democratic system of government when they state

"All of the popular should have the right to organize themselves in political parties and civil-society organizations, and to choose their government, as well as the right of managing their affairs and make their future by themselves within a frame of fairness, equality, pluralism separation of power, human rights and citizenship." (Badran & Sari, 2013, p. 14).

To implement a democratic system, several requirements must be met and adopted. Majority rule and minority participation within free and fair elections, along with the protection of minority rights and respect for basic human rights and equality in law, represent the basic features of democracy (Ibrahim, 2016).

The basic elements of democracy have been justified by multiple institutions and organizations. Based on the Economist Intelligence Unit's measure of democracy, pluralism and integrity of the electoral process, civil liberties, effective and efficient government, political participation, and sociopolitical culture represent the core elements. However, Freedom House—a non-government organization that supports research on democracy, political participation and human rights—has indicated that a democratic system can be achieved through practicing the following conditions: the provision of a pluralistic and competitive political system, giving all adults the right to vote, integrity in the electoral process, and communication between competing parties and the audience (popular) through media.

Political participation and citizens' involvement constitutes the hub of democracy. Political participation is embodied in citizens playing a positive role in the political process through practicing their rights in voting, being nominated for elected institutions or organizations, having discussions with other people about political issues, or participating in intermediate organizations (Weitz-Shapiro & Winters, 2008; Othman, 2016). Following this definition, indicators of political participation include citizens being nominated for important political and administrative roles, joining interest groups or civil-society organizations, being nominated for public office, holding political roles, and participating in public political meetings (Othman, 2016).

Apart from political participation, equality is an essential part of democracy and the two terms are entwined and cannot be separated from one another. Equality can be defined as everyone being equal with each other in every aspect of life. This concept can take on many forms political, legal, social mobility, economic, and social dimensions (Lasheen, 2019).

On another plane, the rule of law and respect of human rights constitute the pivot around which the democratization process revolves. These two dimensions are indispensable for ensuring stability in democratic societies. Rule of law has also been considered as primary aspect in determining the quality and good governance of a country (OECD, 2013). According to the World Justice Project (WJP) Rule of Law Index, there are four major principles of the rule of law. First, the government and all of its fellow bodies are accountable under the law. Second, laws must be published and presented in a clear, fair, and stable manner. Furthermore, primary rights must also be protected. Third, accessibility, efficiency, and fairness must be conducted in the process of enacting, administering, and enforcing laws. Fourth, justice must be delivered by a fair number of competent, ethical, unbiased, and independent representatives who have adequate resources and reflect the formation of the society they serve (World Justice Project, 2019). The Office of the High Commissioner for Human Rights

indicated that in order to strengthen the rule of law and promote democracy, the government should support the separation of powers. Rule of law can be strengthened through ensuring that nobody is above the law and, consequently, everyone receives equal protection under it (UN Commission on Human Rights, 2005).

Another pillar of democracy is the protection of human rights. Freedom of expression along with guaranteed access to information, freedom of association and assembly whereby the rights of political parties to organize interest and professional groups, organize meetings, and discuss certain issues are sustained are all examples of human rights. (Democracy Reporting International, 2011). Fifty-eight different human rights have been adopted by various treaties during the past fifty years, starting with the Universal Declaration of Human Rights in 1948 (Landman, 2013).

The most commonly accepted categories of human rights were reflected in 1966 in the International Covenant on Civil and Political Rights and International Covenant on Economic, Social, and Cultural Rights. These categories include civil and political rights, economic, social, and cultural rights, as well as accessibility to public goods or "solidarity rights".

Independence of the Judiciary is another facet of democratic systems. Having an independent judicial branch implies that the courts and judges should have the ability to perform their jobs freely without any kind of interference or control by other governmental or private actors. Judicial independence reflects the kind of independence courts and judges should have. Independence can be given to individual judges or the judiciary as a whole (Law, 2019).

Freedom of the media is one of the essentials of democratic systems. Free media can enhance the creation of open and accountable societies and a more transparent government system (Democracy Reporting International, 2011). Having an independent and unfiltered press can assist some areas of the democratization process. This can be in the form of strengthening government responsiveness and accountability toward all citizens, freedom of expression, or the provision of multiple platforms and channels for political expression for diverse groups and interests (Sen, 1999; Besley & Burgess, 2001; Harvey, 2005). In its "watchdog" role, the media can help to enhance government's transparency and accountability and assist in the public scrutiny of decisions makers by focusing on presenting various issues, including failed policies, judicial corruption, and mismanagement of public officials (Donohue et al., 1995; Harvey, 2005).

The last, pillar of democracy is the separation of power. The French philosopher Montesquieu emphasized that each of the three branches of government has its function. Under the legislative branch, the president or king (the ruler) legitimates the laws temporarily or permanently and can also adjust or cancel them. In contrast, within the executive branch, the ruler works on ensuring the inner peace of the country and developing relationships with other countries or institutions, while the responsibility of the judicial branch is to account for those who have broken the law and solve conflicts among members of society (Yousef & Rahal, 2010). Montesquieu argued that the three branches of the government must be separated from one another as independent bodies. This is because if the branches were centralized by one person or body, abuse of power would occur, rights of citizens would be damaged, and their freedom would be at risk.

The above stated brief description of the pillars of democracy did not intend to be exhaustive nor exclusive. Surely, students of political science go much more in detail when explicating each of the aforementioned facets of democracy. Although more details about many controversial issues related to democracy are beyond the scope of this study it can be said that political systems can become more or less democratic according to how close they become to the basic characteristics of democracy. It is true that group of western and non-western countries possess larger proportions of democratic traits as compared with the developing countries, yet no single country meets fully the ideal tenants of democracy. The regrettable events of violence which have taken place recently in the United States capitol are evident of non- democratic behavioral patterns.

As to the case of Jordan, the country has made a considerable progress with regard to democratization since its independence in 1946. Surely, the pace of democratization has gone through ups and downs due to a variety of domestic, regional and international circumstances. The repercussions of the 1967 Arab -Israel war and the aftermath of the occupation of the West Bank and the influx of millions of Palestinians refugees have substantially obstructed the process of democratization if not halted it for about two decades. Late eighties witnessed a resumption of political reform but unfortunately short-lived due to sever economic crises and the first and second Gulf war which severely impacted Jordan economically and politically. The Arab spring 2010-2016 has profoundly affected efforts of democratization. The political system, under great domestic and regional pressure, introduced more than 40 constitutional amendments and established a constitutional court. The debate about the extent to which these amendments and political reform efforts have a real impact on the substance and direction of democratization in Jordan is still going on. It is hoped, however, that the findings of this study will enable us to identify the level of democratization and whether it improves government agencies' responsiveness to citizens' demands.

### **Responsive Democracy**

Responsiveness refers to having the ability to react purposefully to significant events, opportunities, or threats in order to achieve or maintain a competitive advantage (Bernardes & Hanna, 2009; Abu Hasanein, 2017). In the area of public administration, responsiveness refers to the ways public administrators notice and track variations in public demands and needs and then work on affording them (Liao, 2018). Responsiveness may be envisaged as the way citizens perceive the ability of public officials to include their demands and how successfully they can fulfill these demands in their final decisions (Rölle, 2017; Abu Hasanein, 2017). By the same token, responsiveness indicates the level of acceptance by institutions to the demands of their stakeholders, as well as how the state and other public agencies perform in response to the requirements and rights of citizens (Abrha, 2016).

Using the political system theory terminology inputs into the political system include both demands and support while political system outputs come in the forms of laws , regulations and decisions to respond to citizens' claims of actions. The Extent to which the political system is able to respond to public demands influences the size of support it receives from citizens and consequently affect its prospects to sustain itself (Easton, David ,1965). It is in this sense where political science and public administration converge and the term responsive democracy becomes more meaningful and indicative. Being responsive to public demands becomes a political as well as an administrative requirement. This, of course, does not ignore or underestimate the conflict public administration confronts when responding to citizens as clients and collaborating with them as partners. Responsiveness can be described as a "passive uni-directional" response to citizens' needs and demands while collaboration tends to be an "active bi-directional" act of contribution, collaboration, and consolidation of power between two or more parties or groups (Vigoda-Gadot & Cohen, 2004, p. 27). Responsiveness depends on the marketplace view of providing the best services for citizens as clients. Therefore, responsiveness considers meeting citizens' needs and demands as a core requirement for government and public administration systems looking to achieve a high level of performance. The researchers, of course, do not overlook the argument related to the differences between citizens and clients. Citizens are those who have rights and obligations within a community as compared with clients who do not share common goals or objectives; instead, each group seeks to maximize its own benefits and interests (Denhardt & Denhardt, 2007). More importantly, citizens receive public value jointly, whereas clients receive private value on an individual basis (Alford & Yates, 2016; Brandsen et al., 2018). Needless to say, that responsiveness requires that citizens are treated differently by government and public officials. The conventional hierarchal bureaucratic orientation, centralized power, formal structure, limited communication channels, and strict rules and regulations do not provide a conducive ground for client- responsive public administration. These bureaucratic characteristics run contrary to the nature, basics, and principles of collaboration or partnership with citizens. Collaboration is based on negotiation, participation, innovation, an unlimited flow of information, and equal distribution and redistribution of power and resources. Collaboration is

very important for democracy. It reflects the acceptance of the leader's role in running the lives of citizens by the authorities and state officials as it is a mission they are committed. Responsiveness generally relates to how quickly and accurately the service provider responds to the service users' requests for action or information. In this context, speed indicates the time, while accuracy refers to the degree to which the response of the service supplier meets the expectations and needs of the service users (Vigoda-Gadot & Cohen, 2004). For the purpose of this study, the following elements of responsiveness are adopted and focused upon: adaptation, problem solving, clients' satisfaction and respect, output quality, clients' feedback, integrity, use of technology, and accountability and transparency.

### Literature Review

Speaking of democratization Al Akash study probed the relationship between civil-society institutions and democratization in Jordan by recognizing the role civil society institution takes to support the process of democratization, as well as the connection that portrays the relationship between the two variables. Findings showed that even though civil-society institutions in Jordan have done much successful work in improving the democratic climate, these institutions are still obstructed by alienation and centralization, which in turn, gives rise to government interference in these institutions (Al Akash, 2006). In another study on democracy change in the Arab world with emphasis on the Jordanian experience it has been concluded that the basics theoretical principles that are necessary for the democratic change are relatively exhibited, with a significant degree of cooperation in the Arab political systems, and that the delay of materializing the democratic approach is due to several social, legal and political factors (Almeqdad, 2007). Investigation of the impact of democratization on responsiveness and accountability in Bangladesh province Upazila Parishad revealed that elected representatives were unable to improve their responsiveness and accountability to the public, as a result of imposing too many rules and regulations, coupled by poor performance of the representatives. The study also pointed to the low level of bureaucratic accountability due to the lack of democratic practices at the national level, leading to poor accountability of the upazila Parishad province (As-Saber & Rabbi, 2009). A broader study of the impact of democracy on the quality of governance which was based on a cross-national dataset and involved data on democracy and performance signals of one hundred and ninety-one countries indicated that the mere existence of democratic institutions does not necessarily facilitate the process of constraining political corruption. Moreover, the relationship between democratization level and state capacity for constraining corruption is non-linear. There are more chances for citizens and opposition parties for observing and punishing public officials who are involved in corruption when there is more consolidate democracy (Pellegata, 2009). These findings seem to be, partly, compatible with the results of another large-scale study of whether democracy produces the quality of government. The study was based on the assumption that economic development was a major condition to determine the type of relationship that might exist between democracy and quality of government. More than one hundred and twenty-five countries were included in the sample. Findings showed that there is a non-linear relationship between democracy and quality of government. Moreover, economic development has been provided to make democracy more functional and enhance the quality of government (Charron & Lapuente, 2010). In the case of Oman, it was found that the democratization process is slow, and that even though the Omani political system allows the establishment of civil-society organizations, it restrains their work by the rules and regulations it imposes. Furthermore, Omani civil society organizations have a weak influence over the decision makers (Al-Hosni, 2011).

The Jordanian experience of political reform and its impact on the improvement of performance of government agencies during the Arab spring has been explicated by recent study. It has been revealed that political reform and performance improvement were both at medium level and political reform has a significant impact on enhancing the government system's performance (Khasawneh, 2015). The relationship between democracy and quality of government can be better understood when considering level education in the country as an intervening variable. Within this context, a cross-country and panel data study revealed a significant positive correlation of education and democracy

interaction with quality of government. Interestingly, significant correlation between democracy and quality of government in countries with a high level of education only was manifested. The higher the number of educated citizens, the more democracy has chances to flourish and the existence of democracy institutions *per se* does not ensure the existence of effective government (Fortunato & Panizza, 2015).

Responsiveness has been reported to be related to accountability and public trust. In a study conducted in the Palestinian Authority's institutions in Gaza Strip uncovered a significant relationship between accountability elements and public trust, in which responsiveness, responsibility, and equity were the most influencing elements (Abu Hasanein, 2017). Similarly, responsiveness is found to be positively linked to supporting the political system. Researchers used survey data from the 2012 sixth round of the European Social Survey to test this assumption. Findings showed a statistical significance by which responsiveness is positively correlated to support to political system "(Linde & Peters, 2020).

### **Research Problem**

Based on the Economist Intelligence Unit, Jordan experience with democracy is not that good. According to 2018 democracy index, Jordan ranked 115 worldwide scoring (3.93 out of 10) which means that Jordan is still considered as an Authoritarian country where there are still problems obstructing the process of implementing and practicing democracy (The Economist Intelligence Unit, 2019). The research problem stems from our lack of knowledge of the extent to which level of democratization in Jordan effects the level of government organizations' responsiveness to public demands? Based on that, the following research question is tackled:

*What is the impact of the level of democratization (political participation, equality, rule of law, protection of human rights, independent judicial branch, free media and separation of power) on the level of responsiveness (adaptation, problem-solving, clients' satisfaction, output quality, feedback, integrity, taming technology, transparency and accountability) of government organizations to public demands in Jordan?*

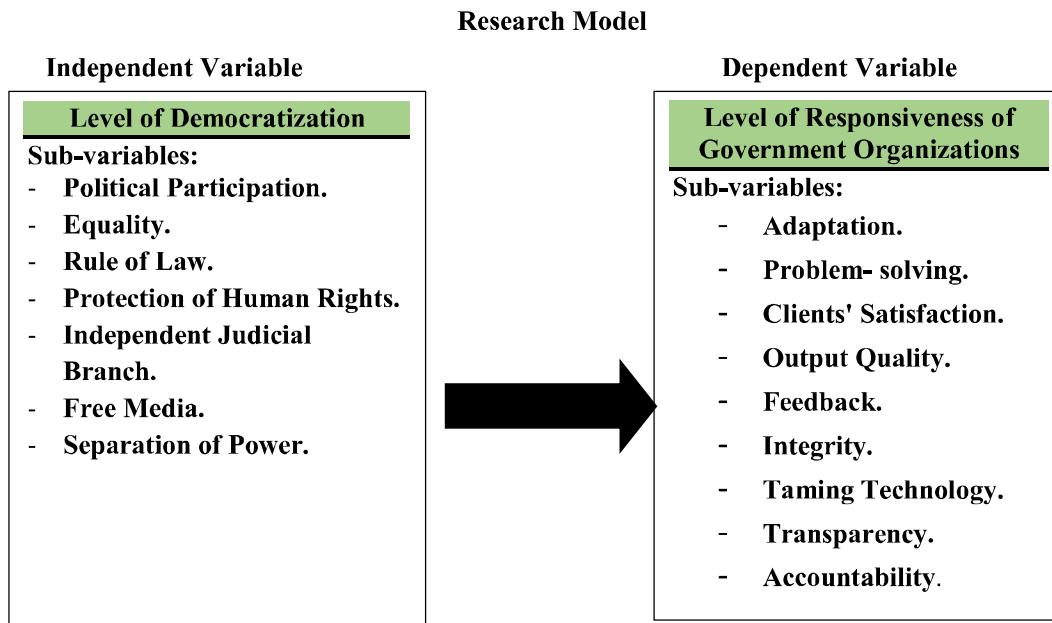
### **Research Significance**

Published research investigating the impact of level of democratization on government organizations' responsiveness is meager. This study is expected to add valuable knowledge to the Arab library and literature therein. It is hoped, however, that this study would provide a base or a frame of reference for future studies in this area. On the other hand, findings of the study are expected to assist those in charge of political and administrative reforms to take measures to relate democratic developments in Jordan to the actual performance of government agencies by introducing democratic practices and patterns into government agencies at both institutional and personal levels. Democratic developments and political reforms should go beyond rhetoric and they have to be tangibly embedded and manifested by government apparatus when interacting with clients. Citizens should genuinely feel that the behavioral patterns of government agencies and their administrative staff are consistent with the democratic advances and developments.

### **Research Objective and Hypothesis**

The study aims to investigate the impact of the level of democratization on the level of government organizations' responsiveness to public demands in Jordan. Based on logic and common sense, and to achieve the objectives of the study, the following research hypothesis is developed and empirically tested:

*There is a statistically significant impact at ( $\alpha \leq 0.05$ ) of the level of democratization (political participation, equality, rule of law, protection of human rights, independent judicial branch, free media and separation of power) on the level of government organizations' responsiveness (adaptation, problem-solving, clients' satisfaction, output quality, feedback, integrity, taming technology, transparency and accountability) to public demands in Jordan.*



\*Developed by the authors.

### Procedural Definitions of Variables

#### First: The Independent Variable and Sub-variables

**Democratization:** The movement of an authoritarian political system towards a system with separation of power, political participation, equality, rule of law, respect for human rights, independent judicial system and free media constitute the pivots around which the entire functioning of the state revolves.

- **Political Participation:** The extent to which elections are transparent, and reflect the actual will of the people. Furthermore, it reflects citizens' right to participate in political parties, and protest against government decisions.
- **Equality:** The extent to which the government provides services at the same quality and amount among different areas of the country. Also, it reflects the equity in the chances of holding leading public positions in government agencies.
- **Rule of Law:** All citizens and institutions are subject to declared laws where everyone is held equally accountable to an independent judiciary.
- **Protection of Human Rights:** Citizens' ability to express their opinions without restrictions and obtain the information they need without interference by the government, as well as their right to hold public meetings.
- **Independent Judicial Branch:** The extent to which the government guarantees autonomy to judiciary to settle conflicts and account officials in private and public sectors independently and without bias.
- **Free Media:** The extent to which the government guarantees freedom and provides support to the press and media in expressing their opinions, accessing information they need, and criticizing the government's performance.
- **Separation of Power:** The extent to which there is separation and balance between the political branches of the state (legislative, executive, and judicial).

## **Second: The Dependent variable and sub-variables**

**Responsiveness:** The extent to which government agencies are able to respond to the needs, expectations, and aspirations of stakeholders. Several sub-variables are relevant:

- **Adaptation:** The extent to which the government is interested in responding and adapting to the changing needs of citizens.
- **Problem-solving:** The extent to which the government has an interest in making efforts to solve the problems and complaints of citizens and providing communication channels to facilitate the process of resolving problems.
- **Clients' Satisfaction:** citizens' satisfaction with government's performance and the quality of services it provides. It indicates the extent to which the government pays attention to measuring citizens' satisfaction and the way public officials treat clients with respect and courtesy and.
- **Output Quality:** The extent to which the quality of government outputs is consistent with the expectations of the citizens and whether they are provided in a timely, accurate and credible manner to all citizens.
- **Feedback:** The degree to which government agencies are keen to obtain feedback from citizens and consider it as an important source for developing and improving their performance.
- **Integrity:** The degree of credibility, accuracy, ethics, and openness of government agencies in providing services and information to citizens.
- **Taming Technology:** It relates to government utilization of modern technology in facilitating the process of service provision to citizens.
- **Transparency:** It relates to how public decisions are transparent, citizens' confidence in these decisions, and government's openness with the media.
- **Accountability:** Citizens' ability to ask the government questions and obtain answers, and to hold government officials accountable for their actions.

## **Methodology and Statistics**

A descriptive-analytical approach is used to investigate the impact of the level of democratization on the level responsiveness of government agencies in Jordan. A structured Likert-type questionnaire was developed and used as the primary tool for evaluating the impact of democratization on government organizations responsiveness to public demands. To ensure the validity of the questionnaire, six professors from different Jordanian universities evaluated it and their notes were taken into consideration.

The questionnaire schedule consisted of sixty-seven close-ended questions related to the variables under scrutiny. The questionnaire (see Appendix One) was divided into two main parts each of which includes a group of items related to research variables. The first part (items one through four) focused on demographic variables whereas the second part consisted of two groups of items. The first group was related to independent variable, democratization and its components (political participation, equality, rule of law, independent judicial branch, free media, and separation of power) and the second group was related to the dependent variable, responsiveness and its components (adaptation, problem-solving, clients' satisfaction, output quality, feedback, integrity, taming technology, transparency, and accountability). On one hand, the distribution of items designated to detect the level of each dimension of democratization is as it follows: political participation (items 1 through 11), equality (items 12 through 14), rule of law (items 15 through 18), protection of human rights (items 19 through 21), independent judiciary (items 22 through 26), free media (items 27 through 31) and separation of power (items 32 through 35). On the other hand, the distribution of items designated to detect the level of each dimension of government agencies responsiveness to public demands is as it follows: adaptation (items 36 through 38), problem-solving (items 39 through 42), citizens' satisfaction (items 43 through 47), output quality (items 48 through 50), feedback (items 51 through 53), integrity (items 54 through 57), taming technology (items 58 through 61), transparency (items 62 through 64) and



accountability (items 65 through 67). It is worth noting that in developing research instrument the researchers have partly benefited from Khasawneh study (Khasawneh, A., 2015).

Several different statistical techniques are used to test the hypothesis of the study. These techniques are: Descriptive Statistics, Cross Stabilization, Percentages, Simple- Regression, Multiple-Regression, and Step-wise Regression. As to reliability of the instrument a Cronbach's Alpha was computed for the research variables. Table (1) displays the values of Cronbach's Alpha for the research variables.

**Table (1):** Reliability of the Questionnaire

Variable	Cronbach's Alpha	Variable	Cronbach's Alpha
<b>Democratization</b>	<b>0.952</b>	<b>Responsiveness</b>	0.973
Political Participation	0.872	Adaptation	0.896
Equality	0.821	Problem-Solving	0.902
Rule of Law	0.829	Clients' Satisfaction	0.894
Protection of Human Rights	0.824	Output Quality	0.903
Independent Judicial Branch	0.895	Feedback	0.843
Free Media	0.881	Integrity	0.879
Separation of Power	0.880	Taming Technology	0.919
Overall Cronbach's Alpha for the Whole Questionnaire	0.979	Transparency	0.906
		Accountability	0.866

The Cronbach's Alpha for all items related to Democratization is (.952), as compared to (.973) for Responsiveness. Furthermore, Cronbach's Alpha of overall questions of the questionnaire is (.979). Consequently, there is a high level of consistency and reliability for the answers of respondents

### Research Sample

The research covers twenty-six governmental ministries and departments in Jordan. A non-probability accidental sample was used. Due to Coronavirus circumstances and restrictions in Jordan during the period of distributing the questionnaires (July 2020), clients of two ministries and two government departments were accidentally selected and asked to fill out the questionnaire. Table (2) presents the names of selected ministries and departments alongside the numbers of distributed, returned, and valid questionnaire forms.

**Table (2):** Distribution of Research Sample According to Ministry and Department

No.	Ministry or Government Department	No. distributed	No. returned	No. valid
1	Ministry of Industry, Trade & Supply	123	121	106
2	Ministry of Higher Education & Research	50	50	38
3	Income & Sales Tax Department	130	126	96
4	Civil Status & Passport Department	102	102	77
<b>Total</b>		<b>405</b>	<b>399</b>	<b>317</b>

### Scale of Measurement

The criteria upon which level of democratization and agencies' level of responsiveness to public demands are measured is the following formula: Maximum score-1/3.

**Table (3):** Scale of Measurements

Extent	Degree
1 –2.33	Low
2.34 – 3.66	Medium
3.67 – 5	High

### Data Analysis and Discussions

Sample characteristics are displayed in this section table (4).

**Table (4):** Sample Characteristics.

Variable	Category	Frequency	Percentage
Gender	Male	217	68.5%
	Female	99	31.2%
	Missing	1	0.3%
	<b>Total</b>	<b>317</b>	<b>100%</b>
Age	25 years of less	81	25.6%
	26-40 years	148	46.7%
	41 years or more	88	27.7%
	<b>Total</b>	<b>317</b>	<b>100%</b>
Education	Intermediate vocational diploma or less	102	31.1%
	Bachelor or higher	213	67.2%
	Missing	2	0.6%
	<b>Total</b>	<b>317</b>	<b>100%</b>
Job Status	Public sector employee	17	5.4%
	Private sector employee	123	38.8%
	Self employed	80	25.2%
	Unemployed	62	19.6%
	Others	35	11%
	<b>Total</b>	<b>317</b>	<b>100%</b>

Table (4) shows that the majority of respondents (68.5%) were males and (72.3%) of them were less than 40 years old. The distribution of the sample was largely consistent with the 2019 population statistics which indicated that the number of males in Jordan exceeded the number of females and more than half of the population is young whose age between 15 and 45 years (Department of Statistics, 2019). Respondents who received university education constituted the highest percentage (67.2%). Respondents from private sectors accounted for the greatest percentage of employment status (38.8%) as compared to (5.4%) in the public sector.

#### Level of democratization in Jordan.

To investigate level of democratization in Jordan as perceived by sample respondents, arithmetic means and standard deviations (SD) of responses to the various dimensions of democracy, individually and collectively, is calculated, Table (5) displays the results.

**Table (5):** Means, Standard Deviations (SD), and Level of Democratization and Its Dimensions.

Rank	No.	Dimensions of Democratization	Mean	SD	Level
1	5	Independent Judicial Branch	3.524	0.864	Medium
2	3	Rule of Law	3.467	0.8819	Medium
3	6	Free Media	3.269	0.9101	Medium
4	7	Separation of Power	3.237	0.9261	Medium
5	4	Protection of Human Rights	3.205	0.9262	Medium
6	1	Political Participation	2.841	0.9383	Medium
7	2	Equality	2.502	0.9453	Medium
<b>Democratization as a whole</b>			<b>3.149</b>	<b>-</b>	<b>Medium</b>

Table (5) shows a medium level of democratization in all its dimensions, where the independent judiciary branch scored the highest average (3.524), followed by the rule of law (3.467), free media (3.269), separation of power (3.237), protection of human rights (3.205), political participation (2.841), and equality (2.502). These findings might reflect that the basic principles of democracy are being theoretically adopted, just as Almeqdad (2007) claimed, but this adoption is coupled with an implementation crisis; more specifically, Jordan might still be stuck in a gray area, as suggested by Meng-Hsuan (2013). That is, elements of democracy formally exist, but there are fluctuations in the level of implementation of those elements.

There are many factors that may impede the implementation of a democratic transformation in Jordan one of which is the weak economic situation, which makes it extremely difficult for governmental agencies to meet all needs and demands of citizens. In addition, there has been a noticeable increase in the country's unemployment rate in the third quarter of 2020 by (23%) compared to (19%) in the first quarter (Department of Statistics, 2020). This increase is due to the coronavirus crisis that struck the country and the world. Moreover, over the past years, Jordan has received and dealt with two million Arab refugees, which has increased pressure on public services and the Jordanian economy as a whole.

### Level of Government Organizations Responsiveness to Public Demands in Jordan.

To investigate level of responsiveness of government organizations to public demands in Jordan, arithmetic means and standard deviations (SD) of responses as perceived by sample respondents are computed. Table (6) discloses the results.

**Table (6):** Means, Standard Deviations (SD), and Agencies' Level of Responsiveness.

Rank	No.	Dimensions of Responsiveness	Mean	SD	Level
1	7	Taming Technology	3.5388	0.94725	Medium
2	8	Transparency	3.1699	1.02749	Medium
3	5	Feedback	3.1444	0.91706	Medium
4	6	Integrity	3.1212	0.96411	Medium
5	1	Adaptation	3.0279	1.02824	Medium
6	3	Clients' Satisfaction	2.9899	0.89128	Medium
7	9	Accountability	2.9826	1.03026	Medium
8	2	Problem Solving	2.9277	0.99705	Medium
9	4	Outputs Quality	2.7752	0.97041	Medium
<b>Responsiveness as a whole</b>			<b>3.07528</b>	<b>-</b>	<b>Medium</b>

Table (6) clearly shows a medium level of government agencies responsiveness to public demands and all its dimensions in Jordan. Means ranged from (2.7752) for the output's quality, to (3.5388) for taming technology. Transparency reported a moderate response (3.1699), followed in order by feedback (3.1444), integrity (3.1212), adaptation (3.0279), clients' satisfaction (2.9899), accountability (2.9826) and problem solving (2.9277).

Variations in the level of responsiveness dimensions may be caused by the variations in government ministries and departments' abilities to respond to the needs of citizens. Furthermore, the dynamic and ongoing changes in citizens' needs can influence the abilities or chances of government agencies to respond to these needs; therefore, government agencies may not always be able to match their responsiveness level and improve it. In addition, the expansion of e-government and the transfer to electronic services, especially in 2020 following the aftermath of the corona pandemic, may explain why taming technology has scored the highest mean among all dimensions of responsiveness. Other factors may adversely influence the capacity of government agencies to respond to public demands. On top of these factors is the low level of involvement of citizens in decision-making processes. Communication with the public tends to be one-way communication in which government decides for the citizens in a variety of aspects that interest them most without involving them in decisions related to their demands and interests.

Moreover, the troubled economy and the huge amount of debt that the country struggle with might impede the opportunities for reaching out at a high level of responsiveness. These constraints obstruct the provision of many services, needs, and demands due to the lack of financial support.

## Testing research hypothesis

### The research hypothesis states

*There is a statistically significant impact at ( $\alpha \leq 0.05$ ) of the level of democratization (political participation, equality, rule of law, protection of human rights, independent judicial branch, free media and separation of power) on the level of government organizations' responsiveness (adaptation, problem-solving, clients' satisfaction, output quality, feedback, integrity, taming technology, transparency and accountability) to public demands in Jordan.*

To test research hypothesis a multicollinearity test was applied to detect the degree to which the independent variables correlate to each other. The normal distribution of the data is examined via using Skewness and Kurtosis tests. The results show that the Variance Inflation Factor (VIF) values for all dimensions of democratization are less than 5, and the Tolerance Factor values are more than (0.05). Therefore, there are no clear correlations between the independent variables.

As to whether the research data are normally distributed, the values of Skewness and Kurtosis for all democratization and responsiveness dimensions are found to be less than 1, meaning that they are within the accepted range. Consequently, the data are normally distributed. Table (7) presents the results of simple linear regression for the impact of democratization on the overall level of government organizations' responsiveness to public demands.

**Table (7):** Simple Liner Regression for the Impact of Democratization on the Level of Government Organizations' Responsiveness.

Variable	Beta	Sig.	R	R <sup>2</sup>	F value	F Sig.
Democratization	0.809	0.00	0.809	0.654	322.011	0.00

Dependent Variable: Responsiveness

- Significant at ( $\alpha \leq 0.05$ ) level.

As highlighted in table (7), democratization has a significant impact at ( $\alpha \leq 0.05$ ) on the level of government organizations' responsiveness with a correlation coefficient ( $R=80.9\%$ ) and interpreting ( $R^2=65.4\%$ ) of the variances in the level of government organizations' responsiveness to public demands. Based on these findings, the research hypothesis is accepted. For further analysis, a simple linear regression is conducted to test the impact of democratization on each dimension of responsiveness. Table (8) displays the results:

**Table (8):** Simple Liner Regression of the Impact of Democratization on Dimensions of Responsiveness.

Rank	Dimension	Beta	Sig.	R	R <sup>2</sup>	F Value	F Sig.
1	Transparency	0.736	0.00	0.736	0.541	238.126	0.00
2	Feedback	0.714	0.00	0.714	0.510	211.445	0.00
3	Problem-Solving	0.709	0.00	0.709	0.503	201.059	0.00
4	Accountability	0.690	0.00	0.690	0.476	181.525	0.00
5	Integrity	0.686	0.00	0.686	0.471	175.974	0.00
6	Outputs Quality	0.682	0.00	0.682	0.465	175.244	0.00
7	Adaptation	0.652	0.00	0.652	0.425	149.347	0.00
8	Clients' Satisfaction	0.646	0.00	0.646	0.417	141.703	0.00
9	Taming Technology	0.610	0.00	0.610	0.373	117.546	0.00

- Significant at ( $\alpha \leq 0.05$ ) level

As highlighted in table (8), democratization has a significant impact at ( $\alpha \leq 0.05$ ) on all the dimensions of responsiveness. Transparency is the most affected dimension by democratization with a correlation coefficient of ( $R= 73.6\%$ ), explaining ( $R^2= 54.1\%$ ) of its variations, whereas the taming technology dimension reported the least level of influence by democratization with a correlation coefficient of ( $R= 61\%$ ), explaining ( $R^2= 37.3\%$ ) of its variations. On the other hand, feedback came in second place as ( $R^2= 51\%$ ), followed by problem-solving ( $R^2= 50.3\%$ ), accountability ( $R^2= 47.6\%$ ), integrity ( $R^2= 47.1\%$ ), output quality ( $R^2= 46.5\%$ ), adaptation ( $R^2= 42.5\%$ ), and clients' satisfaction

( $R^2= 41.7\%$ ). Multiple liner regression is conducted to test the extent to which each dimension of democratization has a significant impact on the level of government organizations responsiveness to public demands.

**Table (9):** Multiple Liner Regression for the Impact of Democratization on Agencies' Responsiveness.

Dimensions of Democratization	Beta	Sig.	R	R <sup>2</sup>	F Value	F Sig.
Political Participation	0.118	0.058				
Equality	0.127	0.036*				
Rule of Law	0.058	0.343	0.826	0.683	50.485	0.00
Protection of Human Rights	0.219	0.004*				
Independent Judicial Branch	0.027	0.664				
Free Media	0.210	0.008*				
Separation of Power	0.293	0.00*				

**Dependent Variable: Responsiveness**

•Significant at ( $\alpha \leq 0.05$ ) level

Results in table (9) indicate that there is a statistically significant correlation between democratization and responsiveness. The F value (50.4857) was significant at (Sig. 0.00). The  $R^2$  (68.3%) signifies the proportion percentage of variation for responsiveness that could be attributed to democratization.

The extent that each dimension of democratization affects responsiveness is determined by the beta ( $\beta$ ) coefficient. The dimension that has the highest impact on responsiveness is separation of power with a  $\beta$  value of (0.293), followed by the protection of human rights ( $\beta = 0.219$ ), free media ( $\beta = 0.210$ ), and equality ( $\beta = 0.127$ ), respectively. It is noteworthy to say that the dimensions of political participation, the rule of law, and an independent judicial branch did not have a significant impact on the responsiveness of government agencies. Stepwise linear regression is performed to test the level to which each independent variable influences the dependent variable as a whole. Results of stepwise regression are shown in table (10).

**Table (10):** Stepwise Multiple Regression for the Impact of Democratization Dimensions on Government Organizations Responsiveness.

Model	R	R <sup>2</sup>	Beta	t	Sig.
1 (Constant)				5.440	0.000
Free Media	0.733	0.537	0.733	14.034	0.000
2 (Constant)				3.713	0.000
Free Media	0.783	0.613	0.450	6.561	0.000
Separation of Power			0.395	5.759	0.000
3 (Constant)				2.563	0.011
Free Media	0.808	0.653	0.257	3.268	0.001
Separation of Power			0.341	5.139	0.000
Protection of Human Rights			0.308	4.393	0.000
4 (Constant)				2.163	0.032
Free Media	0.821	0.675	0.223	2.900	0.004
Separation of Power			0.316	4.872	0.000
Protection of Human Rights			0.252	3.591	0.000
Equality			0.181	3.369	0.001

•Significant at ( $\alpha \leq 0.05$ ) level

Table (10) shows that free media ranks first, accounting for ( $R^2= 53.7\%$ ) of the variation in government organizations' responsiveness to public demands with correlation amounting to ( $R= 0.733$ ). Separation of power came in the second place and explained, along with free media, ( $R^2= 61.3\%$ ), (individually 7.6%) in the variation in government organizations' responsiveness with correlation amounting to ( $R= 0.783$ ).

Protection of human rights came in the third place, accounting for ( $R^2= 65.3\%$ ), along with free media and separation of power, (individually 4%), of the variation in government organizations' responsiveness with correlation amounting to ( $R= 0.808$ ). Equality ranked last, accounting for ( $R^2= 67.5\%$ ), along with free media, separation of power, and protection of human rights, (individually 2.2%), of the variation in government organizations' responsiveness with correlation amounting to ( $R= 0.821$ ).

The positive strong correlation ( $R=80.9\%$ ) between democracy and responsiveness, as shown in table (7), indicates that as democracy disseminates and expands, government responsiveness to public interests and demands increases. The core objective of democracy is to increase the participation of citizens and to give them the opportunity to express their feelings, opinions, and demands. Moreover, in a democratic atmosphere, citizens can freely express and share their opinions and articulate their demands, either through political channels and institutions, the media, public meetings, or through marches and protests. Under democratic circumstances, the government would be more familiar with the issues that concern the general public and be more aware and receptive to the citizens' needs and demands.

The proliferation of democracy practices encourages decentralizing in decision-making and citizens' active involvement in interest articulation and aggregation, which, in turn, brings the government closer to the citizens' needs and demands. Various aspects and dimensions of democracy are not only complimentary to each other but they make the government more responsive to the citizens' demands. For instance, achieving accountability, integrity, and transparency within government agencies and among public officials is almost impossible if there is no independent judicial branch to whom public officials are held accountable. In addition, dividing the power among three main branches (judicial, legislative, and executive) enhances government responsiveness. The functions performed by each branch make it possible to observe and fulfill the constitutional interest and objectives while monitoring and observing the functioning of other branches of the government.

Furthermore, the findings of table (8) showed that transparency is the prime dimension affected by democratization. This might be due to the complementary relationship between democracy and transparency. When the government is open, decentralizes its processes, and gives citizens the chance to participate in decision-making, citizens will get an in-depth look at how public decisions are finalized, which might lead to an increase in the level of transparency.

On the other hand, table (8) showed that the taming technology ranked last among the dimensions of responsiveness, which are affected by democratization. This might be due to the fact that employing new technologies in public service-delivery is affected by factors more related to technical and financial capabilities than to democratization.

The figures of table (10) indicate that free media has a direct and positive influence on government organizations' responsiveness to public demands. Thus, the government needs to encourage the freedom of media. Therefore, the media and press are perceived by citizens as the main channels of communication with the government. Moreover, by depending on the media, it will be easier for the government to reach out to most citizens to justify how decisions are finalized and mobilize support for new laws and regulations relevant to the government's work. By the same token, citizens can also present their feedback about the government's work, which, in turn, makes their voices heard by the various agencies. These findings are in line with the findings of Danju, Maasoglu, & Maasoglu (2013), which indicate that social media and social networking largely affected the events of the Arab Uprising by showing the objections of various segments of the societies against their government in the Middle East and North Africa (MENA). Therefore, the media should significantly present more specific points of view of the people and their government, especially with regard to public interest.

## Conclusion

Findings of the study indicated that democratization and responsiveness of government agencies to public demands in Jordan are at medium level. Democratization and responsiveness levels are found to be significantly and positively correlated with a correlation coefficient ( $R=80.9\%$ ). Testing research hypothesis revealed a statistically significant impact of democratization level on government agencies' level of responsiveness. Democratization level explained ( $R^2= 65.4\%$ ) of the variations in the level of agencies' responsiveness to public demands. These findings seem to be consistent with the findings of Khasawneh (2015) which indicated a high positive correlation (65.4) between level of political reform and improvement in overall performance of government agencies. Political reform according to Khasawneh study explained (42.7) of the variation in the overall performance of government agencies in Jordan.

Dimensions of democratization have, collectively, shown significant impact on the level of government organizations' responsiveness. Transparency ranked first ( $R^2= 54.1\%$ ), whereas taming technology ranked last ( $R^2= 37.3\%$ ). A significant impact of free media and separation of power on the level of government organizations' responsiveness has been provided. Free media and separation of power explains ( $R^2=61.3\%$ ) of the variations in level of responsiveness. By the same token, the dimensions of human rights protection, free media and separation of power have accounted for a (65.3%) in the level of government organizations' responsiveness to public needs and demands. Free media alone explains ( $R^2=53.7\%$ ) of variations in responsiveness to public demands. The combined effect of equality, free media, separation of power and protection of human rights amount to (67.5%) of the variation in responsiveness. These findings are in line with the findings of Danju, Maasoglu, & Maasoglu (2013), which indicate that social media and networks largely inspired the events of the Arab Uprising and protests of the Middle East and North Africa (MENA) societies against their governments. Therefore, the media should significantly present more specific points of view of the people and their government, especially with regard to public interest. Interestingly, no statistically significant impact of political participation, rule of law, and independence of judiciary on agencies' responsiveness to public demands have been reported by the findings of the study.

Based on the findings of this study, further studies are needed to investigate the impact of level of democratization on public agencies' responsiveness by including other variables relevant to democratic transition, such as a pluralistic system of political parties and citizens' affiliation and participation in political organizations. The government needs to increase its openness to the media and improve its channels of communication with citizens. Openness to the media helps providing feedback that the government can rely on. It should be added that polls and research need to be given more consideration by government to monitor the changing needs, interests, and demands of all segments of society. Citizens' involvement and participation in the decision-making, particularly, in areas pertaining to interest articulation and aggregation should be enhanced and encouraged by government. Citizens' engagement in assessing and prioritizing public needs and interests is essential if we are to be able to make our government more responsive to citizens' demands. Citizens' engagement can be facilitated by decentralizing decision making in government agencies and encouraging the establishment of civil society institutions where citizens' engagement can become operational. Equally important is that the quality of government agencies online platforms needs to be improved. These platforms need to be promoted so as to make them easy to use and more attractive to citizens. All e-government programs need to be more expanded and implemented in various spheres and sectors at both national and local levels. Last, but not least, government agencies need to periodically and systematically measure citizens' satisfaction with the quality of services so as to identify shortcomings and take proper actions to tackle them. Similarly, tracing and addressing clients' complaints and grievances will, undoubtedly, assist agencies not just to take corrective actions, but to augment citizens' trust and increase agencies' overall responsiveness to public demands.

## أثر التحول الديمقراطي على استجابة المنظمات الحكومية للمطالب العامة في الأردن من وجهة نظر مراجعي الدوائر الحكومية 2022

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### الملخص

هدفت الدراسة الى قياس أثر التحول الديمقراطي في مستوى استجابة المنظمات الحكومية للمطالب العامة في الأردن. تم استخدام المنهج الوصفي التحليلي، حيث قام الباحثان بتطوير استبانة وتوزيعها على عينة الدراسة من مراجعي أربع وزارات ودوائر حكومية. أظهرت نتائج الدراسة وجود مستوى متوسط لكل من التحول الديمقراطي واستجابة المنظمات الحكومية للمطالب العامة في الأردن، أظهرت الدراسة وجود أثر ذي دلالة إحصائية ( $\alpha \leq 0.05$ ) للتحول الديمقراطي على مستوى استجابة المنظمات الحكومية للمطالب العامة في حين كانت أبعاد "الفصل بين السلطات"، "حماية حقوق الانسان"، و"حرية الاعلام"، و"المساواة"، هي الأبعاد المؤثرة على مستوى استجابة المنظمات الحكومية. يوصي الباحثان بإجراء دراسات لقياس أثر التحول الديمقراطي على مستوى استجابة المنظمات الحكومية للمطالب العامة ولكن بأخذ متغيرات ومعايير مختلفة للتحول الديمقراطي مثل النظام التعددي للأحزاب السياسية. كما يوصي الباحثان بضرورة القيام باستطلاعات الرأي والأبحاث العلمية لدراسة احتياجات المواطنين وتحسين المواقع التي تحتاج للتطوير في المنظمات الحكومية.

الكلمات المفتاحية: التحول الديمقراطي، الاستجابة، المطالب العامة.

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### Appendix

#### Appendix No.1: The Questionnaire

**Dear citizen:**

This questionnaire is part of a study investigating the impact of democratization on the level of government organizations responsiveness to public demands from citizens' perspective. Please, read the following questions and answer them carefully, noting that the answers will be securely and privately kept and will be used only for academic purposes.

**Part One: please choose the answer that reflects your status:**

- 1) Gender:
  - 1- Male
  - 2- Female
- 2) Age:
  - 1- 25 years or less
  - 2- 26-40 years
  - 3- 41-55 years
  - 4- 56 years and more
- 3) Level of Education:
  - 1- High school or less
  - 2- Diploma
  - 3- Bachelor
  - 3- Master or higher degree
- 4) Job status:
  - 1- Public sector employee
  - 2- Private sector employee
  - 3- Retired
  - 4- Soldier
  - 5- Have my own business
  - 6- Unemployed
  - 7- Others (please mention it .....
- 5) Monthly income:
  - 1- 499 JD or less
  - 2- 500-999 JD
  - 3- 1000-1499 JD
  - 4- 1500 and more

**Part Two:** The following questions are related to democratization process in Jordan. The questions pertain to various elements of democratizing such as: political participation, equality, rule of law, protection of human rights, independent judicial branch, free media, and separation of power. Please read the questions choose the answer that reflects your true opinion.

<b>Political participation:</b> the right to nominate and be nominated in the public elections, and to participate in political parties and influencing the decision making.	Very High (5)	High (4)	Medium (3)	Low (2)	Very Low (1)
Parliamentary elections are conducted transparently without government interference in the outcomes.					
Municipal elections are conducted transparently without government interference in the outcomes.					
Results of parliamentary elections represent the actual votes and wishes of the voters.					
Results of municipal elections represent the actual votes and wishes of the voters.					
Government encourages citizens to participate in political parties.					
Government allows citizens to protest against its decisions.					
<b>Equality:</b> equality in distributing government's services between citizens and among all different areas within the country.	Very high (5)	High (4)	Medium (3)	Low (2)	Very Low (1)
The government is committed to providing the same					

level of to all segments of society.					
There is a close level of service quality among different areas in the country.					
The government provides equal opportunities to qualified candidates to occupy leadership positions in public administration.					
<b>Rule of Law:</b> the extent to which there is a commitment and implementation of the published rules and regulations.	Very high (5)	High (4)	Medium (3)	Low (2)	Very Low (1)
Government is committed to implementing the published rules and regulations.					
Government imposes strict punishment on those who violate rules and regulations within governmental agencies.					
Government imposes strict punishment on those who violate rules and regulations within private institutions or corporations.					
Rules and regulations are applied in a fair manner regarding similar citizens' cases.					
<b>Protection of human rights:</b> the extent to which there is freedom of expression of opinions and receiving or getting information.	Very high (5)	High (4)	Medium (3)	Low (2)	Very Low (1)
The government encourages citizens to freely express their opinions.					
The government enables citizens to reach out the information that they need when they ask for it.					
The government enables citizens to hold public meetings that aim to discuss issues related to the public interest.					
<b>Independent judicial branch:</b> the extent to which the judiciary is independent from other government devices.	Very high (5)	High (4)	Medium (3)	Low (2)	Very Low (1)
The judiciary makes its judgments without government interference.					
The government depends on the judiciary to hold officials accountable.					
The government depends on the judiciary to settle disputes (conflict resolution).					
The judiciary plays a neutral role in cases referred to it by executive authority.					
The judiciary examine the constitutionality of laws.					
<b>Free media:</b> the extent to which media and press are free.	Very high (5)	High (4)	Medium (3)	Low (2)	Very Low (1)
The government support local media.					
The government provides the correct/right information for media.					
The government does not impose restrictions on the content of topics published in the media.					
The government accepts media's criticism about its performance.					
The government grants the licensing for private media.					

<b>Separation of power:</b> the existence of separation between the functions of the basic political authorities (legislative, executive, and judicial)	Very high (5)	High (4)	Medium (3)	Low (2)	Very Low (1)
Each branch (legislative, executive, and judicial) performs its functions independently from other authorities in Jordan.					
Each branch monitors and holds accountable the performance and functions of other authorities.					
There is no domination by one specific political branch (legislative, executive, and judicial) over other authorities.					
There is a balance in the powers among political branches in the country (legislative, executive, and judicial).					

**Part Three:** Consists of questions related to the degree to which government agencies are responsive to public demands and needs. Responsiveness includes several components such as: adaptation, problem-solving, clients' satisfaction, output quality, feedback, integrity, taming technology, transparency, and accountability.

<b>Adaptation:</b> the extent to which government responds to the changing and diverse needs of citizens.	Very high (5)	High (4)	Medium (3)	Low (2)	Very Low (1)
Governments' services reflect the actual needs of citizens.					
Government updates its services according to citizens' changing needs.					
The government is keen to conduct regular studies of citizens' needs and their opinions on the services provided.					
<b>Problem-solving:</b> the extent to which government pays attention to citizens' problems and complains that are related to government services.	Very high (5)	High (4)	Medium (3)	Low (2)	Very Low (1)
Government shows serious concern for citizens complains.					
Government works on improving its skills and abilities to respond to citizens complains.					
Government is keen to find and facilitate channels and means through which citizens can submit their complains.					
Government responds to the Parliament's oversight and interrogations.					
<b>Clients' satisfaction:</b> the extent to which government care about achieving citizens' satisfaction and enhance its relationship with them, and contact with them with respect and courtesy while providing them the services. And the extent to which citizens are satisfied by government's performance	Very high (5)	High (4)	Medium (3)	Low (2)	Very Low (1)
Service users are treated with respect and courtesy.					
Government employees do not treat citizens with superiority and arrogance.					
Government continuously improves its performance to satisfy citizens.					
I am satisfied with the government level of performance in providing services.					
Government is concerned with the level of citizens' satisfaction from one time to time.					

<b>Output quality:</b> the extent to which the quality of government output conforms to citizens' expectations.	Very high(5)	High (4)	Medium (3)	Low (2)	Very Low (1)
Government outputs fit the expectations of citizens.					
Government outputs are provided with high quality.					
Government outputs are provided on time.					
<b>Feedback:</b> the extent to which government takes care of receiving feedback from service users.	Very high(5)	High (4)	Medium (3)	Low (2)	Very Low (1)
Government cares about receiving feedback from citizens about their experience with it.					
Government considers citizens' feedback as a source of information to improve its services.					
Government works on providing online platforms that enable citizens to evaluate services provided to them.					
<b>Integrity:</b> the degree of honesty, accuracy, and ethics in the process of service provision by the government.	Very high(5)	High (4)	Medium (3)	Low (2)	Very Low (1)
Government services are professionally and accurately provided.					
Government employees are committed to administrative work ethics.					
Government resists any type of illegal or unethical actions and nepotism in dealing with citizens.					
Government employees do protect the privacy of citizens.					
<b>Taming technology:</b> the extent to which government take advantages from new technologies in its service provision, and its adaptation to e-government system.	Very high(5)	High (4)	Medium (3)	Low (2)	Very Low (1)
Government agencies utilize new technology in service provision process.					
E-government system has facilitated communication with government agencies.					
E-government system has facilitated the provision of government services.					
Government works on expanding its electronic or online services.					
<b>Transparency:</b> the extent to which citizens are able to get information from government agencies.	Very high(5)	High (4)	Medium (3)	Low (2)	Very Low (1)
I trust the information provided by government.					
Public decisions are made with transparency.					
Government is keen to open up to media.					
<b>Accountability:</b> the right to ask questions and receive reasonable answers and the right to account public officials.	Very high (5)	High (4)	Medium (3)	Low (2)	Very Low(1)
Government allows citizens to exercise their right to question public decision makers.					
Citizens get adequate and complete answers to questions related to the work of government agencies.					
There is a good level of accountability in government agencies.					

**Thank you for your time and effort.**