

An Investigation into Service Performance Measurement of Non-Governmental Organizations¹

Sivil Toplum Kuruluşlarında Hizmet Performansının Ölçümü Üzerine Bir Araştırma

Halil SAVAŞ*

Zinnet KARAKAŞ**

Abstract

The actions of governments may sometimes be insufficient to satisfy their citizens in social, economic, cultural, political areas etc. The gap arising from this insufficiency is filled with the support of non-governmental organizations. In this study, the data obtained through implementation of a questionnaire which is generated by considering literature review and face-to-face interviews conducted with some NGOs with the participation of 249 individuals were analyzed. These analyses were made according to the type of NGOs. Following the presentation of the data obtained according to demographic characteristics, the relationship among five dimensions of NGOs' service performance was analyzed. Consequently, a significant and positive relationship was found between each pair of these. The hypothesis of this study was based on the difference between the dimensions of NGOs' service performance according to the type of NGOs. The results suggested that these five dimensions differed, which was mainly originated from foundations and unions.

Keywords: Non-governmental organizations, service performance measurement, NGOs' service performance measurement

Öz

Hükümetlerin faaliyetleri, vatandaşların sosyal, ekonomik, kültürel, siyasi ve benzeri alanlarda tatmin edilmesi noktasında yetersiz kalabilmektedir. Bu yetersiz kalmadan doğan boşluk sivil toplum kuruluşlarının (STK) desteği ile doldurulmaktadır. Bu çalışmada, literatür taraması ve bazı STK'lar ile yapılan mülakatlar sonucunda bir anket formu oluşturulmuş daha sonra anket uygulamasına 249 bireyin katılımı nihayetinde elde edilen veriler analiz edilmiştir. Bu analizler STK'nın türüne göre yapılmıştır. Demografik özelliklere göre elde edilen verilerin sunulmasının ardından STK'ların hizmet performansının beş boyutu arasındaki ilişki analiz edilmiştir. Sonuç olarak bu boyutların her bir ikilisi arasında anlamlı ve pozitif ilişki bulunmuştur. Bu çalışmanın hipotezi STK'ların türüne göre STK'ların hizmet performansı boyutları arasında yer alabilecek farklılığa dayanmaktadır. Sonuçlar göstermektedir ki bu beş boyut farklılık içermektedir ve bu farklılık büyük oranda sendika ve vakıflardan kaynaklanmaktadır.

Anahtar Kelimeler: Sivil toplum kuruluşları, hizmet performansının ölçümü, STK'ların hizmet performansının ölçümü

Introduction

The concept of non-governmental organizations was used for the first-time in the United Nations Charter at 1945 (Reibaldi & Grimard, 2015). NGOs functioned as consultants for United Nations Economic and Social Councils (ECOSOC) and were officially recognized with article 71 of United Nations Charter. The relationship between NGOs and juristic persons is different according to the position and authority of NGOs (Martens, 2002; United Nation Rule of Law, 2015). Because of the existence of many forms of NGOs, the answer to the question how many NGOs exist is not clear. When both legal and illegal NGOs are taken into consideration the number may reach 1 million (Lewis, 2015). The reason of the existence of NGOs can be divided into two categories as internal and external. Internally, NGOs fill a gap occurring because of public service absence. Externally, the desire

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* Prof. Dr., Pamukkale University, Faculty of Economics and Administrative Sciences, Department of Business Administration, Denizli, hsavas@pau.edu.tr

** Research Assistant, Pamukkale University, Faculty of Economics and Administrative Sciences, Department of Business Administration, Denizli, zkarakas@pau.edu.tr

to create a channel of assistance through increased enthusiasm of benefactors supports the existence of NGOs (Kajimbwa, 2006).

NGOs are defined as "any kind of unity that deals with various problems in the society independently, that informs the public and offers suggestions" according to Turkish Language Society (www.tdk.gov.tr). Fundamentally, NGOs are non-profit organizations created by people having similar perspectives to make poor situations better, and to help those regarded as less important, non-privileged, deprived of fundamental social rights, limited in financial means, downtrodden and needy. In addition, NGOs are closer to reaching their target groups, flexible in management, faster to make decisions, useful to people throughout the development process, and right on time for activities (Latha & Prabhakar, 2011). NGOs include organizations with non-economic purposes such as associations, unions, professional chambers and citizen initiatives; economic mergers like cooperatives; politic mergers like political parties; and also non-profit cultural organizations for Turkey (Gonel, 1998).

Social programs that underpin service performance measurement offer more than adequate inputs and producing desired efficiency. The goals are generally multiple, outspread and intangible (Olujide, 2005). Quality of service process affects customer satisfaction directly. Thus, service performance measurement becomes more of an issue (Pan, Kuo, & Bretholt, 2010). In addition, measurement of organizational success should focus primarily on the success of the mission (Epstein & McFarlan, 2011). It is required to synchronize NGOs activities and their goals, and observe and measure performance. Also, it is measured how well the NGOs perform their activities and how efficient they are. The purpose of performance measurement and management, whether systematic or otherwise, can be summarized as follows (Sole, 2009; Sharma: 2012):

- Adjusting the resources, processes and financial values to achieve the organization's goals,
- Changing the goals into reachable ones,
- From time to time, taking precautions to identify what needs to be completed,
- Striving for a sustainable and productive organization,
- Providing transparency to stakeholders through systematic internal and external responsibility systems,
- Achieving the goal of output by improving the performance of all institutional levels.

Performance Indicators of NGOs

Performance measurement is significant for NGOs because of the economic and social effects. However, most measurement reports and performance measurement system focus on financial assets like operating cost ratios, donations, and expenditures. For NGOs, in addition, taking into consideration how efficiently and effectively NGOs meet the needs of their support groups may be beneficial to reach real goals which can develop the lives of all of the people, members, organizations, communities, and society. However, NGOs' focal point(s) may be changed. To exemplify, some organizations, like charities, focus on social impact, while some others such as professional organizations focus primarily on members. Also, there are some NGOs focusing on both of them (Kaplan, 2001; Epstein & McFarlan, 2011). Furthermore, having a good command of cooperation and managerial skills are significant for effective measurement (Villinger, 2009). Besides all these, there are different classifications about indicators of NGOs performance.

Seidl's Performance Indicators of NGOs

Andrew F. Seidl (1996) examined main variables and relationships among them during performance measurement process for NGOs in his doctoral thesis. Within the scope of this study, Seidl made repetitive structured and semi-structured interviews with Bay Islands Conservation Association (BICA). As a result of these interviews a questionnaire consisting of four sections was formed. These sections are as follows: intended outcomes (6 statements), outputs (21 statements), external and internal influences on organizational behavior (39 statements), and member characteristic (13 statements). After conducting the questionnaire, the hypotheses expressing the relationship was tested. Consequently, it is observed that a relationship exists between BICA's inputs and outputs; inputs and intended outputs; the quality of programs (outputs) and the achievement of its intended outcomes; structural features and intended outcomes; behavioral features and outputs. In addition, the relationship does not exist between the appropriateness of BICA's program choices and the achievement of its intended outcomes; structural features and outputs; behavioral features and intended outcomes; institutional features and the success of BICA's programs (outputs); and institutional features and the achievement of BICA's broad desired outcomes.

Plantz, Greenway and Hendricks' Performance Measurement Dimensions for NGOs

In order to evaluate the sufficiency and efficiency of their effort to succeed, NGOs try to measure performance by mainly focusing on the activities determined in the mission, goals and objectives (Green, Madjidi, Dudley, & Gehlen, 2001). Plantz, Greenway and Hendricks (1997) explain that the scope of performance measurement in non-profit sector has some dimension such as financial accountability, program product, or outputs, conforming to standards of quality in service delivery, participant related measures, key performance indicator (various categories of inputs, services, outputs, and total costs), and client satisfaction.

Benett, Bittaye, and Loum's Performance Standards of NGOs

Benett, Bittaye, and Loum (2012) carried out a study with 24 NGOs that are in one of the services either in agriculture, healthcare, or education fields. As a consequence of this study, it is determined that performance standards for NGOs consist of administration, management sources and outputs.

The Government of the Hong Kong Special Administrative Region Social Welfare Department's Performance Standards of NGOs

With the support of some NGOs, Service Performance Monitoring System Performance Assessment Manual (2012) report was started to be prepared by The Government of the Hong Kong Special Administrative Region Social Welfare Department in 1999. Afterwards, in 2003, the first report was published. In this report, some standards were defined related to the performance for NGOs. These standards consisted of four main groups namely output standards, outcome standards, essential service requirements, and service quality standards.

Performance Measurement Indicators in NGOs of Ramadan and Borgonovi

Ramadan and Borgonovi (2015) made an in-depth literature review in their study. Accordingly, the most used performance measurement indicators in NGOs were as follows: fundraising efficiency, financial transparency, programs/ projects financial efficiency, programs/ projects non-financial efficiency, outcomes performance (effectiveness), impact performance, partnership and quality. In addition to these indicators, some main indicators that should be used to evaluate NGOs performance were specified as a result of this study.

These main indicators were organization process/function, financial sustainability and program/project performance.

Literature Review about Service Performance Measurement of Non-Governmental Organizations

Up to now, a lot of researchers have made many studies either with volunteer(s), manager(s), or supporter(s) etc. which has led to the emergence of different perspectives. Some of these studies are explained below chronologically.

Plantz, Greenway and Hendricks (1997) aspire to clarify keywords about performance measurement history and output scale of NGOs study in the fields of healthcare and civil liberties. Six dimensions of performance were described to be used in measurements, and then 32 lessons were deduced about the value of outcome measurement, effective implementation by agencies, useful roles of funders, using outcome findings in resource allocations, limitations of outcome measurement.

Organizations or individuals raising fund for NGOs want to be sure that NGOs use the resources properly and suitably according to their mission and vision. In line with this purpose, NGOs are inspected by them or an authorized body. Tassie, Murray, and Cutt (1998) made a case study revealing how fund-raising institutions (ministry, municipality, federal fund provider.) measured two agencies in Canada. Members of three funding organizations evaluated the same two agencies in Canada using informal and formal processes and within this framework, it was seen that they focused on the content of outputs. In addition, it was also stated that although it requires a longer time to associate formal processes with the informal ones, it might be eventually more beneficial.

From a different viewpoint, Cutt (1998) emphasized the need to define many components sufficiently and performance of NGOs suitably. NGOs' initiatives' reports were examined. Thus, Cutt adapted a Balanced Score Card consisting of three main variables which are long-run strategic service objectives, long run strategic design, long run strategic revenue objectives and 6 sub variables for CCAF/FCVI, which is a non-profit organization in Canada,

Fine, Thayer, and Coghlan (2000) aimed to perform a questionnaire to 302 NGOs members of American Evaluation Association's Consultant Topical Interest Group through phone calls or sending mails. 178 of them participated in the study. As a result of the questionnaire, the most commonly used data collection methods were program documents (84%), follow-up individual interviews (66%), observations (50%), written surveys (42%), focus group or group interviews (33%), testing information or skills (19%), and control or comparison group studies (15%). In addition, factors contributing to measure more effectively were identified in the study. Responses from the most quoted to the less are as follows: constructive criticism should exist in the program evaluation, they should provide an opportunity for manager boards and public to see that they are doing good things, they should focus on mission and vision and accordingly all the activities should be organized, and there should be a consensus on which standards should be in the center of measurement. Another result of the study is that the things that make evaluation reliable are design (50%), external contractors (18%), shareholders participation (18%), and funders' belief in the organizations' having a good reputation (13%).

For similar purposes, Kendall, and Knapp (2000) aimed in their study to display indicators both to provide maximum benefit and define the organizations' qualifications for voluntary organizations. It was seen that performance is a cause of 8 main issues: economy, effectiveness (service provision), choice/pluralism, efficiency, equity, participation, advocacy, and innovation.

Espirito Santo (2001) conducted research into the relationship between functions of variables affecting NGOs' performance in the light of literature and information taken from USAID. In this study, there are four stages as literature review, Delphi application, sending mail to 400 NGOs to learn whether the variables are performance indicators, and finally analyzing data. Some results of this study suggest that high-performance NGOs are not in tendency to state their objectives in their mission statement, and there is no priority regarding the issue that the best general measure of effectiveness of NGOs' programs is evaluated by service recipients from these NGOs.

Whether NGOs are successful or effective is explained with how well they work. For this issue, the studies and internal interaction of board of manager are of critical importance. Green et al., (2001) analyzed accounting records and registered data of a non-profit volunteer organization with national headquarters and twenty-one units located throughout the United States and then conducted a survey. Consequently, it was obvious that most of the board members believed that they themselves and the board chairs should have done more than they did, and this was what board chair also believed.

Thayer and Fine (2001) performed a questionnaire and interviews to humanitarian NGOs. It is seen that evaluating non-profit operators might make the measurement beneficial and reliable - and satisfy shareholders. Moreover, measurement with broad participation of shareholders is more preferable than lower participation of shareholders because it can be used in different areas. Finally, another result of the study indicates that if measurements are powerful, design centered, successful in document programming, offering suggestions about program content and involving stakeholders, then they will be more beneficial, reliable, and satisfactory.

Kaplan (2001) stated that focusing on funds, expenses and operating revenue during performance measurement process is not enough, but it is also essential to measure how effective and confidential NGOs are. Kaplan made interviews and group discussion for days. In order to set an example for other NGOs, Balanced Scorecards (BSC) are prepared for United Way of Southeastern New England (UWSENE), Duke Children's Hospital, and New Profit Inc.

Speckbacher (2003) analyzed Balanced Scorecard for NGOs. Key stakeholders for NGOs clarified and interpreted their missions. For these stakeholders with BSC applications, inspection costs are minimized, and public confidence in the organization is increased. In particular, if the organization makes its strategies clear to achieve the goals of the mission, it will be easier for new benefactors and volunteers to attract them to support their mission.

NGOs have different influences depending on countries Shandra, London, Whooley, and Williamson researched the relationship between carbon dioxide emission and the number of international NGOs. For this purpose, they made regression analysis by using rural population ratio of countries, urban population, international NGO presence rate, rate of economic development, level of democratic politics, and so on. As a result, it was clear that carbon dioxide emissions were lower in nations having few international NGOs than nations having many international NGOs.

Performance consists of different components and the relationships between these components. Ates (2005) applied a questionnaire to AEGEE (Association des Atats Généraux des Etudiants de l'Europe) which has 20000 members in 267 cities and local units. As a result of the statistical analysis, locals with more financial resources and more members were more successful in their projects and activities. Similarly, the ones who have better relationships with their stakeholders and society became more successful in projects and actions. Also,

having more new members increases the familiarity of the actions by the environment and a higher quality leads to the perception that activities are in line with the missions.

Ghimire (2005) focused on performance measurement by comparing local NGOs in Kaski and Ramechhap regions. In this context, Regional Directorate of Forestry (DFO), 3 NGOs, 2 community forest user groups (CFUGs) from each region, two projects named Natural Resource Management Sector Assistance Programs (NARMSAP) from Kaski, and Nepal Swiss Community Forestry Projects (NSCFP) from Ramechhap were selected. The primary data were gathered from structured and semi-structured interviews, questionnaire, meetings and direct observations while the secondary data were obtained from published or unpublished documents. Strengths, weaknesses, threats, and opportunities of the CFUGs, which had been determined thanks to NGOs operating in community forest development, were identified (SWOT Analysis).

Coskun (2006) stated that both financial and non-financial variables were essential for performance measurement of NGOs, and Balanced Scorecard was beneficial for this. Then, he examined management structures, functions, activities and performance measurement methods used for NGOs. As a result of the study, there is no fixed balanced scorecard for every institution since every institution is different from each other. Moreover, BSC is not used as an evaluation system for institutions but also as an exchange program. In addition, another result of the study shows that together with the support of the board of regents for this system the regular use of this system and investigation of the reports by the administration increased benefits to be gathered.

Governments are very important for the sustainability of NGOs. Lektorwe and Mpabanga (2007) primarily examined debates between the NGOs and the governments, then gave information about these debates. For this purpose, they made case studies with five leading NGOs on human rights, women's NGOs, youth NGOs, trade unions, and national associations of civilians. It is observed that these NGOs, especially humanitarian NGOs, have effective governance. Another result is that the biggest challenge in management was their limited financial and human resources. Also, the government, the private sector, and other institutions contributed to the sustainability of NGOs with their support.

Sharfeddin (2008) used the data having been obtained in the Espirito's (2001) study. These data had two resources specifically Delphi study and questionnaire application. The data obtained from the questionnaire were ignored because of probable prejudice. New data instead of ignored data obtained through the same questionnaire that was applied to 70 NGOs' representatives instead of managers. These NGOs have centered in Geneva. The assessment of NGO performance was determined to include two organizational indicators namely qualifications and strategies. In addition, similar results were obtained with the study of Espirito.

Before 1970s, the main factor for economic development and underdevelopment had been seen as the government. But, later, it was seen that non-state factors were also important for them. Tuyluoglu and Onsoy(2012) made regression analysis with the data of 60 countries in the category of low and moderate humanitarian developed countries in the Human Development Index. As a result of this, by increasing the level of civil liberties and the level of economic freedoms, it is stated that NGOs and their activities will support the development and help solve the problems arising from underdevelopment.

Yu and McLaughlin (2013) gathered data for their study from annual reports, institutional documents, examining official publications, and interviews with volunteers and staff of two international NGOs in Canadian. These data were analyzed by using NVIVO8 program. Therefore, the annual reports, corporate documents and press bulletins of these two

institutions were found to be descriptive and summarized, and are said to be a sign of a lack of expertise. However, it is observed that measurement and evaluation processes are carried out by the headquarters while volunteers and staff are involved in the data collection for a short period of time.

An Investigation into Service Performance Measurement of Non-Governmental Organizations

Under this heading, the purpose and importance of the study, methods, data collection tools, population, sample, limitations of the study, pilot study and the results are presented respectively.

The Purpose, Importance and Hypothesis of the Research

The main purpose of service performance measurement is to regulate resources, processes and financial assets to reach organizational objectives, turn goals into accessible ones, take precautions for the future to determine the time to complete the job, and to make effort to be a sustainable and productive organization (Sharma, 2012). This purpose is also valid for NGOs. Service performance measurement of NGOs allows for inside and outside transparency. In other words, the measurement provides information about for what and how the financial support is spent and what the results of these payments are for the providers of resources. Volunteers in the activities are also informed about the content and effect of those activities they involved in. On the other hand, while the workers and especially the managers have the opportunity to evaluate themselves, they also have an insight into reflections of their material and nonmaterial labor. NGOs, which are found to be good as a result of performance measurement, will have proven themselves against the outside factors specifically their stakeholders, as well as themselves. Thus, this will increase the confidence for everyone in the relevant NGOs and so this will ensure more willing supports as well as new supports.

Which variables can be taken into account to measure service performance of NGOs, whether there is any difference for these variables according to the type of NGOs, and what service performance status NGOs have in Denizli, Turkey are questions of this study. Thus, in this study, firstly identifying the concepts and scope of performance of NGOs and the measurement, then applying a questionnaire within this scope, determining service performance according to the type of NGOs, and specifying differences and relationships according to the type are purposes. Consequently, it is intended to contribute to both literature and NGOs. The hypothesis of this study designated in line with these purposes is "There is a significant difference among the dimensions of service performance of NGOs according to the type of NGOs".

Methods and Data Collection of the Research

In this study, semi-structured interviews and a questionnaire were used. First of all, a literature review was conducted. As a result of this, a form consisting of 26 questions was prepared. The interviews were performed between December 8, 2015 and February 12, 2016 with a total of 6 NGOs consisting of 3 foundations working in different areas, a union a professional chamber and an association. Maximum interview duration is about 70 minutes, the minimum is about 36 minutes, and the average is about 46 minutes. In addition, an authorized officer of an NGO sent a written reply to these questions.

The questionnaire were designed by using the data obtained from the interviews, by NGO Advisor's data collection form, by questionnaires in Suman Ghimire (2005), Sofia do Espirito Santo (2001) and Hanan A. Sharfeddin (2008)'s doctoral dissertations and also literature review. After that it was presented to different NGO authorized officers and experts on statistics to make necessary adjustments. According to the feedback obtained, some

readjustments were made. The questionnaire consists of 50 questions, the first 7 are demographic questions. Besides, the questionnaire comprises of 5 dimensions: NGO General Structure (14 items), Goals and Objectives (4 items), Member Relationship (5 items), Online Services (9 items), Activities (11 items). Also, five point a Likert-type scale was used in the questionnaire.

In the analysis of the data obtained, SPSS 21 Program was used. Initially, the data were subjected to Internal Consistency Analysis. Then, Principal Component Analyses were carried out to increase validity. As a result of Kolmogorov-Smirnov Test, it was decided to use nonparametric tests. Following the disclosure of findings on demographic characteristics, Spearman Correlation Test was performed. Then, Kruskal-Wallis Test was used to test the hypothesis while Mann Whitney U Test was used to determine the source of differences.

Population, and Sample of the Research

The population is NGOs in Denizli, Turkey. Convenience sampling method was used. Of the 45 NGOs that were offered to participate in the research, 38 NGOs (7 foundations, 21 associations, 3 unions, 2 professional chambers, and 5 others) accepted. 249 answers to the questionnaire were available to analyze.

Limitations of the Research

Due to time and financial constraints, the study was limited to only 38 NGOs. Another constraint was that authorized officers of some NGOs didn't accept to participate in the research because of the reason that some authorized officers were being performed a questionnaire at that time, some thought that its NGO has few volunteers or members and they didn't want it, and also some felt like they were being audited.

The Pilot Study

4 NGOs (30 members or volunteers) participated in the pilot study. The data obtained were analyzed by SPSS 21 Program. Cronbach alpha was found to be 0.930. However, it was not enough just to check this value and Principal Component Analysis was applied to increase validity and reliability of the questionnaire. As a consequence of the analysis, it was considered necessary to remove "Satisfaction level from NGO (38. Item)".

Within the pilot study, the participants were asked the question "Do you think this questionnaire can measure the service performance of NGOs?" The rate of "yes" response is 83,3%. In other words, the vast majority of respondents believed that it served the purposes of the research. Moreover, some respondents who answered as "No" proposed that it was necessary to be a member or volunteer of relevant NGO and participate in the activities of the NGO to measure service performance.

Internal Consistency Analysis of the Questionnaire

For this analysis, the most frequently used tool is Cronbach Alpha which takes a value between 0 and 1. Also, it is enough if the value is greater than 0.70 for an acceptable reliability research (Kurtulus, 2010: 184). In this study, Cronbach Alpha was found to be 0.930. Therefore, we could say that the research is accepted as reliable. This value was a general value for all of the dimensions. This analysis was performed for each dimension in order to reach more reliable findings.

Cronbach alpha was found to be 0.858 for NGO General Structure dimension (14 items). When corrected item-total correlation value was checked for the item numbered 38 ("Satisfaction level from NGO"), it was smaller than 0.30. Thus, only this item was removed.

Alpha value was again checked for other items except this and found to be 0.862. Thus, this dimension was accepted as reliable.

The alpha was found to be 0.845 for Purposes and Targets dimension, 0.796 for Member Relationship dimension, 0.917 for Online Services dimension, and 0.864 for Activities dimension. Furthermore, for these four dimensions, corrected item-total correlation value of all items was greater than 0.30. As a result, there was no need to remove any item.

Principal Component Analysis of the Questionnaire

Before the principal component analysis is used, the data have to be first measured in compliance with this test. For this purpose, Bartlett's Test of Sphericity and Kaiser-Mayer-Olkin Test were used. Kaiser-Mayer-Olkin Sampling Adequacy value can be a value between 0 and 1 and it is expected to be greater than 0.50 (Turanlı, Taspınar Cengiz, & Bozkır, 2012). Bartlett's Test of Sphericity p value has to be less than 0.05. Because this shows that there is a high correlation between variables and a consistency with principal component analysis (Ersungur, Kızıltan, & Polat, 2007, p.61).

KMO Test value was found to be 0.678 for NGO General Structure dimension, 0.777 for Purposes and Targets dimension, 0.717 for Member Relationship dimension, 0.596 for Online Services dimension and 0.596 for Activities dimension. In addition, Bartlett's Test of Sphericity p value is less than 0.05 for all dimensions.

As a result of the principal component analysis, factor loads for all items in all dimensions are greater than 0.30. Thus, there is no need to remove any item. Cumulative total variance explained value is 39.642% for NGO General Structure dimension, 69.585% for Purposes and Targets dimension, 56.336% for Member Relationship dimension, 61.969% for Online Services dimension, and 46.401% for Activities dimension.

Compliance of Data with Parametric Tests

Kolmogorov Smirnov and Shapiro-Wilk tests were used to test normality. As it is shown in Table 1, all dimensions do not display normal distribution ($\alpha=0.05$, $p<0.05$). In addition, histograms of all dimensions were examined, and the same results as Kolmogorov Smirnov and Shapiro-Wilk tests were displayed. That's why, non-parametric methods were preferred.

Table 1: Tests of normality

	Kolmogorov-Smirnov			Shapiro - Wilk		
	Statistic	df	p	Statistic	df	p
NGO General Structure	0.095	235	0.000	0.934	235	0.000
Purposes and Targets	0.140	235	0.000	0.912	235	0.000
Member Relationship	0.136	235	0.000	0.893	235	0.000
Online Services	0.119	235	0.000	0.917	235	0.000
Activities	0.092	235	0.000	0.948	235	0.000

Findings of the Research

In this part, demographic data and responses of the participants were presented respectively and the hypothesis of the study was tested.

Finding on demographic characteristics of participants

The data gathered from 249 participants on gender, age, educational status, type of NGO related, relationship with NGO, the average time allocated to the NGO's activities per

month were analyzed by frequency. 143 of the participants were male while 106 are female. The majority of the participants were aged between 36-44 with 35%. It was also seen that the participants in this age group were generally graduate or postgraduate, work at a certain business, earned money regularly, have a regular life. 75.1% of the participants were not a student. In addition, while the vast majority of the participants were graduates with 60.2%, the lowest frequency belonged to the ones with primary education with 3 participants. That's why, it can be inferred that individuals in the NGOs didn't come from a low level of education group. Moreover, in terms of the NGOs that the participants belonged to, 29.3% were foundations, 28.9% unions, 25.3% associations, 12.4% others consisting of citizen initiatives, cooperatives, trade associations etc., and 4.0% professional chambers. Another result is that 62.7% of the participants were members, 28.5% volunteers, and 8.8% were those who were chiefs, salaried employees, not legally and registered individuals related with NGO, benefactors, and previous members. Furthermore, the average time allocated to the NGO's activities per month by 240 of the participants, almost all, is less than 100 hours, by 6 participants 101-200 hours, and 3 participants 201-300 hours. The average of this duration for all participants is 14.39 hours. Detailed information about the summarized data here is given in Table 2.

Table 2: Demographic characteristics of participants

	Number	Percentage
Gender		
Male	143	57.4
Female	106	42.6
Age Group		
18-26	63	25
27-35	61	24
36-44	87	35
45-53	32	13
54-62	4	2
Unanswered	2	1
Being a student		
Yes	62	24.9
No	187	75.1
Educational status		
Primary School	3	1.2
High School	61	24.5
Associate degree	1	0.4
Graduate	150	60.2
Postgraduate	34	13.7
Type of NGO related		
Union	72	28.9
Association	63	25.3
Foundation	73	29.3
Professional Chamber	10	4.0
Other	31	12.4

Relationship with NGO		
Member	156	62.7
Volunteer	71	28.5
Other	22	8.8
Average time allocated to the NGO's activities per month		
0-100 hours	240	96.3
101-200 hours	6	2.4
201-300 hours	3	1.3
Total	249 participants	100%

Testing relationship between dimensions

Whether there was a significant and positive relationship between each pair of the dimensions of service performance of NGOs was tested by using Spearman Correlation which is a non-parametric method. The data obtained is presented in Table 3.

Table 3: Spearman correlation values of dimensions of service performance of NGOs

	NGO General Structure		Purposes and Targets		Member Relationship		Online Services		Activities	
	p	r	p	r	p	r	p	r	p	r
NGO General Structure	----		0,000	0,839	0,000	0,780	0,000	0,598	0,000	0,799
Purposes and Targets	0,000	0,839	----		0,000	0,777	0,000	0,600	0,000	0,776
Member Relationship	0,000	0,780	0,000	0,777	----		0,000	0,571	0,000	0,837
Online Services	0,000	0,598	0,000	0,600	0,000	0,571	----		0,000	0,626
Activities	0,000	0,799	0,000	0,776	0,000	0,837	0,000	0,626	----	

According to the table, it can be seen that all p values are less than 0.05 and all r values are positive. Accordingly, there is a significant and positive relationship between each pair of the dimensions of service performance of NGOs.

Testing Hypothesis

The hypothesis of this study is "There is a significant difference among dimensions of service performance of NGOs according to the type of NGOs". Kruskal-Wallis test which is a non-parametric method was preferred to test the hypothesis since the types of NGOs are greater than 2. Test data acquired is shown in Table 4.

Table 4: Kruskal-Wallis test results of the hypothesis

	NGO General Structure	Purposes and Targets	Member Relationship	Online Services	Activities
χ^2	28.797	27.690	33.191	18.261	35.473
df	4	4	4	4	4

p	0.000	0.000	0.000	0.001	0.000
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All p values are less than 0.05; as a result, there is a significant difference among dimensions of service performance of NGOs according to the type of NGOs. That is, the hypothesis wasn't rejected.

Mann Whitney U test was performed to learn the source of the difference. First of all, the source of the difference in NGO General Structure dimension according to the type of NGOs was examined. At a level of significance of 0.05, there is a significant difference ($p < 0.050$) between union and association, union and other, foundation and professional chamber, foundation and association, foundation and other in terms of NGO General Structure. Detailed data is presented in Table 5.

Table 5: Mann Whitney U test significance values of NGO general structure dimension

	Union	Association	Foundation	Professional Chamber	Other
Union	--	0.019	0.095	0.101	0.019
Association	0.019	--	0.000	0.860	0.512
Foundation	0.095	0.000	--	0.001	0.000
Professional Chamber	0.101	0.860	0.001	--	0.843
Other	0.019	0.512	0.000	0.843	--

For Goals and Objectives dimension, as seen in Table 6 there is a significant difference ($p < 0.050$) between union and association, union and professional chamber, union and other, foundation and association, foundation and professional chamber, foundation and other at a level of significance of 0.05.

Table 6: Mann Whitney U test significance values of goals and objectives dimension

	Union	Association	Foundation	Professional Chamber	Other
Union	--	0.047	0.053	0.023	0.041
Association	0.047	--	0.000	0.120	0.376
Foundation	0.053	0.000	--	0.000	0.000
Professional Chamber	0.023	0.120	0.000	--	0.647
Other	0.041	0.376	0.000	0.647	--

Moreover, there is a significant difference ($p < 0.050$) between union and association, union and foundation, union and professional chamber, foundation and association, foundation and professional chamber, foundation and other according to Member Relationship dimension at a level of significance of 0.05. This results was presented in Table 7.

Table 7: Mann Whitney U test significance values of member relationship dimension

	Union	Association	Foundation	Professional Chamber	Other
Union	--	0.024	0.024	0.012	0.057
Association	0.024	--	0.000	0.158	0.940
Foundation	0.024	0.000	--	0.000	0.000
Professional Chamber	0.012	0.158	0.000	--	0.257
Other	0.057	0.940	0.000	0.257	--

In addition, for Online Services dimension, at a level of significance of 0.05, there is a significant difference ($p < 0.050$) between union and association, foundation and association, foundation and other. Table 8 demonstrates these data.

Table 8: Mann Whitney U test significance values of online services dimension

	Union	Association	Foundation	Professional Chamber	Other
Union	--	0.019	0.129	0.450	0.280
Association	0.019	--	0.000	0.596	0.394
Foundation	0.129	0.000	--	0.088	0.011
Professional Chamber	0.450	0.596	0.088	--	1.000
Other	0.280	0.394	0.011	1.000	--

Finally, there is a significant difference ($p < 0.050$) between union and foundation, union and professional chamber, union and other, foundation and association, foundation and professional chamber, foundation and other for Activities dimension at a level of significance of 0.05 and the related data are given in Table 9.

Table 9: Mann Whitney U test significance values of activities dimension

	Union	Association	Foundation	Professional Chamber	Other
Union	--	0.058	0.007	0.028	0.035
Association	0.058	--	0.000	0.300	0.484
Foundation	0.007	0.000	--	0.000	0.000
Professional Chamber	0.028	0.300	0.000	--	0.616
Other	0.035	0.484	0.000	0.616	--

Consequently, in the testing process of the hypothesis, the source of the differences were generally union and foundation.

Conclusion and Discussion

The main result of this study is the difference among dimensions of service performance of NGOs according to the type of NGOs. In addition, union and foundation are the main sources of the difference. Besides, responses of the participants were evaluated in detail through the scale with the options specifically very low or very bad, low or bad, medium, high or good, too high or too good.

NGOs in the research have generally high level of knowledge and skill while performing their activities. The lowest level of working based on voluntariness belongs to professional chambers. Because, in Turkey, being a member of related professional chambers is compulsory for some occupations. In addition, the highest level of independence and transparency comes true for foundations, and the lowest level of independence belongs to other NGOs, the lowest level of transparency belongs to professional chambers.

In this research the participants were asked to rank to what extent the NGOs adapt to the changes and development in the environment. The highest level refers to foundations, the lowest level refers to professional chambers. Moreover, unions and foundations have the highest probability to change the government policies. The most scientific goals and objectives belong to foundations.

NGOs generally had difficulty in finding financial resources for their activities at the medium level. Foundations have the highest confidence in using these resources properly, other NGOs have the lowest confidence. Also, the highest level on positive change through NGOs' activities comes true for foundations, and the lowest level comes true for professional chambers.

In addition, when the relationship between NGOs and their members or volunteers is investigated it was found out that foundations welcome the problems of their members or volunteers most warmly and eagerly. Likewise, members or volunteers who express themselves openly and easily to the authorities belonged to foundation and also those in the foundations are the most motivated.

Another point analyzed in the present research is the website services of NGOs. Generally, website services of NGOs are at the good level. NGOs that use the websites most efficiently are unions. Also, foundations have the highest quality of the website design and use social networks most efficiently.

Finally, the NGOs with the best service quality are foundation, unions, other NGOs, associations, and professional chambers, respectively.

Also, the following results that are believed to contribute to the process of having better performance are derived from the present research data:

- Making a good observation and evaluating the data gathered from the observations effectively,
- Making meetings in the organization that are open to the participation of all stakeholders and in which participants can express their opinions both verbally and in written form,
- First expressing of the institution management itself to the stakeholder and then getting their supports,
- In every case, not individually but socially thinking,
- Sharing the financial reports with the public,
- Implementing regular questionnaires about NGOs' projects,
- Staying out of politics by showing objective attitude,
- Appointing the right person to the right position ,
- Increasing the number of general volunteers/members who pay dues regularly,
- Identifying problems and their solutions in an accurate manner by making individual meetings with stakeholders,
- Playing a more active role in the national and social media,
- Receiving feedback from the participants at the end of the activity,
- Providing services for the right people at the right time,
- Ensuring that the level of general participation in the activities is increased by making changes in both the content of the activity and its application,
- Providing a higher level of contribution to its sector or location (environment),
- Determining the extent to which previously determined activities take place and how much stakeholder has benefited from these activities,

- Attempting to increase the budget of the institution,
- Comparing institution reports with those of similar NGOs,
- Focusing on problem-solving, seeking rights and similar values rather than achieving financial gain as the main objective.

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