

The Islamic University–Gaza
Research and Postgraduate Affairs
Faculty of Commerce
Master of Business Administration



الجامعة الإسلامية - غزة
شئون البحث العلمي والدراسات العليا
كلية التجارة
ماجستير إدارة الأعمال

The Impact of Political based Recruitment's Dimensions on The Quality of Governmental Services in Palestinian Public Ministries

أثر أبعاد التوظيف على أساس سياسي على جودة الخدمات

الحكومية في الوزارات الفلسطينية

Samah K. Al-Ghazali

Supervised by

Dr. Wasim I. Al-Habil

Associate Professor of Public Administration

**A thesis submitted in partial fulfillment of the requirements for the degree of
Master of Business Administration**

September/2016

إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

**The impact of political based recruitment's
dimensions on the quality of governmental services in
Palestinian Public institutions**

أثر أبعاد التوظيف على أساس سياسي على جودة الخدمات الحكومية


في الوزارات الفلسطينية

Declaration

أقر بأن ما اشتملت عليه هذه الرسالة إنما هو نتاج جهدي الخاص، باستثناء ما تمت الإشارة إليه حيثما ورد، وأن هذه الرسالة ككل أو أي جزء منها لم يقدم من قبل الآخرين لنيل درجة أو لقب علمي أو بحثي لدى أي مؤسسة تعليمية أو بحثية أخرى.

I understand the nature of plagiarism, and I am aware of the University's policy on this.

The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted by others elsewhere for any other degree or qualification.

Student's name:	Samah K. Al-Ghazali	اسم الطالب:
Signature:		التوقيع:
:Date	19/12/2016	التاريخ:



مكتب نائب الرئيس للبحث العلمي والدراسات العليا هاتف داخلي 1150

الرقم: ج س غ /35/

التاريخ: 2016/12/19م

نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحثة/ سماح كامل نمر الغزالي لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال وموضوعها:

أثر أبعاد التوظيف على أساس سياسي على جودة الخدمات الحكومية في الوزارات الفلسطينية The impact of Political Based Recruitment's Dimensions on the Quality of Governmental Services in Palestinian Public Ministries

وبعد المناقشة العلنية التي تمت اليوم الاثنين 20 ربيع الأول 1438هـ، الموافق 2016/12/19م الساعة الحادية عشر صباحاً بمبنى اللحيان، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

.....	مشرفاً و رئيساً	د. وسيم اسماعيل الهاييل
.....	مناقشاً داخلياً	د. أكرم اسماعيل سمور
.....	مناقشاً خارجياً	د. وائل محمد ثابت

وبعد المداولة أوصت اللجنة بمنح الباحثة درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال.

واللجنة إذ تمنحها هذه الدرجة فإنها توصيها بتقوى الله ونزوم طاعته وأن تسخر علمها في خدمة دينها ووطنها.

والله ولي التوفيق،،،



نائب الرئيس لشئون البحث العلمي والدراسات العليا

أ.د. عبدالرؤف على المناعمة

Abstract

This study aims to investigate the impact of political based recruitment (PbR) dimensions on the quality of governmental services in Palestinian public ministries. The study examined the impact through four major independent variables, which are independency of decision making, fairness in providing governmental services, official job abuse for personal interest, and self-autonomy of the organization.

To fulfill the aim of this study, researcher followed the statistical analytical approach, by using a questionnaire as data collection tool. The study population was (309) public employee who are working as department directors and directors on charge in social sector ministries⁽¹⁾, and the study sample was a stratified random sample consisting of (177) public employee.

Analysis of the results showed that all independent variables (independency of decision making, fairness in providing governmental services, official job abuse for personal interest, and self autonomy of the organization) had significant relationship with the dependent variable (quality of governmental services). Results also showed that decisions making independency, and fairness in providing governmental services have significant effect on the quality of governmental services. The study had recommended that the principle of equal opportunities in appointing senior positions must be applied, and CSA must be modified to end the confusion between the role of the President and role of the Ministerial Cabinet in recruiting public seniors. Study had also recommend that dealing with the principle of security integrity (security check) before appointing must be stopped, as it consider to be illegal act.

Finally, the study stressed on the need for conducting future researches regarding phenomena of Political based Recruitment in Palestine, especially at public sector, in addition to private sector and non-governmental organizations(NGO's), and measure its impact on many fields, such as job performance, strategic management, and etc.

(1) Social sector ministries include, Ministry of Education and Higher education, Ministry of Health, Ministry of Social Affairs, Ministry of Labor, Ministry of Women Affairs, Ministry of Culture, Ministry of Detainees and Ex-Detainees Affairs, Ministry of Youth and Sports, Ministry of Endowments and Religious Affairs

ملخص الدراسة

هدفت هذه الرسالة لدراسة أثر أبعاد التوظيف على أساس سياسي (حزبي) على جودة الخدمات الحكومية في الوزارات الفلسطينية، حيث تمت دراسة أربعة أبعاد للتوظيف على أساس سياسي كمتغيرات مستقلة، وهي: الاستقلالية في اتخاذ القرارات، والعدالة في تقديم الخدمات الحكومية، واستغلال النفوذ الوظيفي، والاستقلالية الذاتية للمؤسسة.

لتحقيق الهدف من هذه الدراسة، اتبعت الباحثة المنهج الوصفي الإحصائي، حيث انها استخدمت الاستبانة كأداة لجمع البيانات من مجتمع الدراسة والذي يتكون من (309) موظف يعملون كمدرء دوائر أو مدرء دوائر مكلفين في وزارات القطاع الاجتماعي⁽¹⁾، وعليه كانت عينة الدراسة عينة طبقية عشوائية تتكون من (177) موظف.

أظهرت نتائج التحليل الإحصائي أن هناك علاقة بين المتغيرات المستقلة (الاستقلالية في اتخاذ القرارات، والعدالة في تقديم الخدمات الحكومية، واستغلال النفوذ الوظيفي، والاستقلالية الذاتية للمؤسسة) والمتغير التابع (جودة الخدمات الحكومية). كما وأظهرت النتائج أن المتغيرات المستقلة (استقلالية اتخاذ القرارات، والعدالة في تقديم الخدمات الحكومية) تؤثر على جودة الخدمات الحكومية.

أوصت الدراسة بتعزيز العمل بمبدأ تكافؤ الفرص في تعيين موظفي الفئة العليا، كما وأوصت بتعديل قانون الخدمة المدنية لإنهاء الالتباس بين مواد القانون والذي يخلط بين صلاحيات الرئيس وصلاحيات مجلس الوزراء في تعيين موظفي الفئة العليا. وأوصت الدراسة أيضاً بوقف العمل بمبدأ السلامة الأمنية (الفحص الأمني) قبل التعيين باعتباره غير قانوني.

وأخيراً أكدت الدراسة على أهمية إعداد دراسات مستقبلية لدراسة التوظيف على أساس سياسي بشكل متعمق أكثر، ودراسة هذه الظاهرة أيضاً على القطاع الخاص والأهلي، بالإضافة لإعداد دراسات لقياس أثر التوظيف السياسي على ظواهر إدارية أخرى مثل الأداء الوظيفي، والتخطيط الاستراتيجي، وغيرها.

(1) وزارات القطاع الاجتماعي تشمل: وزارة التربية والتعليم العالي، وزارة الصحة، وزارة الشؤون الاجتماعية، وزارة العمل، وزارة شؤون المرأة، وزارة الثقافة، وزارة شؤون الأسرى والمحررين، وزارة الشباب والرياضة، وزارة الأوقاف والشؤون الدينية

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ

﴿يَرْفَعُ اللّٰهُ الَّذِیْنَ اٰمَنُوْا مِنْكُمْ وَالَّذِیْنَ
اٰتَوْا الْعِلْمَ دَرَجَاتٍ﴾

[المجادلة: 11]

Dedication

To the Soul of my father

To the one who always stand beside me, and always support me with love, motivation, hope, and confidence. To my great Mum

To my beloved great brother, Sameh

My appreciation must go to my lovely husband, Omar, who always support me to carry out this work

To the one who occupies my heart, my cute little baby, Yazan

To my dear friend and colleagues

Acknowledgment

All praise to Allah, the one to whom all dignity, honor, and glory are due, the unique with perfect attributes. All thanks to him for the wisdom he bestowed upon me, the strength, peace of my mind, and good health in order to finish this research.

I am highly indebted to my supervisor Dr. Wasim Al-Habil for his guidance, advice, supervision, and support

I would like to express my gratitude towards my family for their encouragement which helped me in completion of this paper. My beloved Mum “Saeda”, my husband”Omar”, my brother”Sameh”, and my mother in law “Majedah”

Finally, I am deeply grateful to all who **have** helped me, support me, and advise me during the process of developing my research.

Researcher

Samah Kamel Al-Ghazali

List of content

Declaration	I
Abstract.....	II
ملخص الدراسة.....	III
Dedication	V
Acknowledgment.....	VI
List of content.....	VII
List of Tables	XI
List of Figures.....	XIII
List of Appendix.....	XIV
List of Abbreviations	XV
Chapter 1 Introduction	1
1.1 Introduction	2
1.2 Problem Background.....	4
1.3 Research Problem.....	5
1.4 Research Hypothesis:	8
1.5 Research Objectives:	9
1.6 Significance of the Study:	9
1.7 Research Methodology.....	9
Chapter 2 Literature Review	11
2.1 Introduction	12
2.2 Recruitment and Selection	14
2.1.1 Inputs and Outputs of Recruitment and Selection	15
2.1.2 The recruitment and selection process	16
2.1.3 Public Job and Public Employee	16
2.1.4 Skills of Public Managers	17
2.1.5 Political Based Recruitment in the Public Sector	17
2.1.6 Political based Discrimination in public job.....	18
2.1.7 Recruitment and selection in the Palestinian context	19
2.1.8 Seniors appointment in the Palestinian context	20
2.1.9 Role of Palestinian Security Agencies in Public Job.....	20
2.3 Decision making independency	22

2.3.1 Introduction.....	22
2.3.2 Decision making definition.....	22
2.3.3 Centralized and Decentralized decision making.....	23
2.3.4 Types of Decentralization.....	24
2.3.5 Decision making process:	24
2.3.6 Factors affect decision making process	25
2.3.7 Factors affect one’s ability to make decision.....	26
2.3.8 Decisions implementation success factors.....	26
2.3.9 Decision making independency –Palestinian Case.....	26
2.3.10 Decision making on the eve of establishing Palestinian National Authority.....	27
2.2.11 Decision-making after the second legislative elections in 2006:.....	27
2.4 Fairness in providing governmental services.....	28
2.4.1 Definition of Fairness	29
2.4.2 Dimensions of justice.....	29
2.4.3 Definition of Discrimination.....	30
2.4.4 Categories f\of discriminative behaviors	30
2.4.5 Service fairness	30
2.4.6 Dimensions of service fairness:	31
2.4.7 Equity theory.....	32
2.5 Official Job abuse.....	33
2.5.1 Introduction.....	33
2.5.2 What is Official job abuse?.....	33
2.5.3 Influence types.....	34
2.5.4 Reasons that stand behind the existence of official job abuse – Case of Iraq State	35
2.5.5 Motives of official job abuse	35
2.5.6 Official Job abuse in the legal context.....	36
2.5.7 Official job abuse in the Palestinian context	37
2.5.8 Role of Palestinian regulatory authorities in reducing official job abuse (Abu-Shams, 2011).....	38
2.6 Self-autonomy of the organization.....	39
2.6.1 Definition of Autonomy.....	39
2.6.2 Self- Autonomy of the organization	39

2.6.3 Level of organizational autonomy	39
2.6.4 Factors affecting the level of organizational autonomy:	40
2.6.5 Self- Autonomy of the organization -Palestinian Case.....	40
2.6.6 Factors Strengthened the ruling party's control in public institutions	41
2.6.7 Linkage between public job Promotions and political considerations	42
2.6.8 Palestinian Civil Services and political situation.....	42
2.7 Quality of governmental services.....	43
2.7.1 Service quality	43
2.7.2 Stages of ideal service provision	43
2.7.3 Quality of Governmental Services in the Palestinian Context	44
2.7.4 Standards for providing a qualified governmental services.....	44
2.8 Ministries of social sector in Palestine.....	45
2.8.1 Introduction.....	45
2.8.2 The goals of social sector ministries:.....	45
2.8.3 Services of social sector ministries	45
Chapter 3 Previous Studies.....	50
3.1 Previous Studies	51
3.2 Comments and Conclusions	61
3.3 Contribution of this study to previous studies:	62
Chapter 4 Methodology.....	63
4.1 Introduction	64
4.2 Research approach	64
4.3 Research Design.....	64
4.4 Data Collection Methodology	65
4.5 Population and sample size:	66
4.6 Questionnaire design.....	66
4.7 Pilot Study.....	67
4.8 Data Measurement	67
4.9 Test of normality	67
4.10 Statistical analysis Tools	68
4.11 Validity of Questionnaire	69
4.11.1 Internal Validity	69
4.11.2 Structure Validity of the Questionnaire	74

4.12 Reliability of the Research	74
4.13 Cronbach's Coefficient Alpha	75
Chapter 5 Data Analysis and Discussion	76
5.1 Demographic information	77
5.2 Analysis for each field	79
5.2.1 Decision making independency	79
5.2.2 Fairness in providing governmental services.....	81
5.2.3 Official job abuse of for personal interest	83
5.2.4 Self-Autonomy of the organization.....	85
5.2.5 Quality of Governmental Services.....	87
5.3 Research Hypothesis	90
Chapter 6 Conclusions & Recommendations.....	98
6.1 Introduction	99
6.2 Conclusions	99
6.3 Recommendations	100
6.3.1 Decision making independency	100
6.3.2 Fairness in providing governmental services.....	100
6.3.4 Official job abuse for personal interest.....	100
6.3.5 Self-Autonomy of the organization	101
6.3.6 Quality of Governmental Services.....	101
6.3.7 General recommendations:	101
6.4 Research Limitation and Future Researchers.....	102
References.....	103
Appendixes	108

List of Tables

Table (2.1):Services provided by social sector ministries	46
Table (4.1) :research scale	67
Table (4.2): Kolmogorov-Smirnov test	68
Table (4.3): Correlation coefficient of each paragraph of " Decision making independency " and the total of this field	70
Table (4.4):Correlation coefficient of each paragraph of " Fairness in providing governmental services " and the total of this field.....	71
Table (4.5) :Correlation coefficient of each paragraph of " Official job abuse of for personal interest "and the total of this field	71
Table (4.6) :Correlation coefficient of each paragraph of " Self-Autonomy of the organization " and the total of this field.....	72
Table(4.7):Correlation coefficient of each paragraph of " Quality of Governmental Services " and the total of this field	73
Table (4.8): Correlation coefficient of each field and the whole of questionnaire	74
Table (4.9): Cronbach's Alpha for each field of the questionnaire	75
Table (5.1):Gender.....	77
Table (5.2): Age.....	77
Table (5.3):Educational degree	78
Table (5.4): Years of Experience	78
Table (5.5): Means and Test values for “Decision making independency”	80
Table (5.6): Means and Test values for “Fairness in providing governmental services”	82
Table (5.7): Means and Test values for “Official job abuse of for personal interest”85	
Table (5.8): Means and Test values for “Self-Autonomy of the organization”	87
Table (5.9): Means and Test values for “Quality of Governmental Services”	89
Table (5.10)Correlation coefficient between PbRand the QoGS	90
Table (5.11)Correlation coefficient between decision making independency and the QoGS	91
Table (5.12):Correlation coefficient between fairness in providing governmental services and the QoGS	91
Table (5.13)Correlation coefficient between official job abuse of for personal interest	92
Table (5.14)Correlation coefficient between self-Autonomy of the organization and the QoGS.....	93
Table (5.15):Result of Stepwise regression analysis	94

Table (5.16): Independent Samples T-test of the fields and their p-values for gender	95
Table (5.17): ANOVA test of the fields and their p-values for age.....	95
Table (5.18): Independent Samples T-test of the fields and their p-values for educational degree	96
Table (5.19): ANOVA test of the fields and their p-values for years of experience ..	97

List of Figures

Figure (1.1):Variables and Conceptual framework	8
Figure (2.1):Inputs and Outputs of Recruitment and Selection.....	15
Figure (2.2):The decision making process.....	25
Figure (2.3):Fair service model	31
Figure (4.1):illustrates the methodology flow chart.	65

List of Appendix

Appendix (A): list of Referees' Names	109
Appendix (B): Questionnaire (Arabic Version)	110
Appendix (C): Questionnaire (English Version)	114

List of Abbreviations

PbR	Political based Recruitment
PNA	Palestinian National Authority
PLC	Palestinian Legislative Council
QoGS	Quality of Governmental Services
CSA	Civil Service Act
GPC	General Personnel Council

Chapter 1

Introduction

Chapter 1

Introduction

1.1 Introduction

The role of government in modern societies had expanded dramatically as a result of vast technological, economic, social, and political changes. Therefore, governments are expected to provide more reliable and trustful services that can meet or exceed citizen's needs.

Public sector receives little tolerance from public, such challenge forces officers to spend enough efforts to provide satisfactory services. Public servants -on the other hand- are considered to be the way by which governmental services reach their targeted citizens, so, it concerns a lot how government establish, pave and rehabilitate this way. Thus, the process of recruiting public servants is one of the most sensitive issues that can always raise argument as it considers to be a basic for building good governance (A'man Institution, 2011).

By the establishment of PNA⁽¹⁾, hundreds were recruited both in security and civil sectors in the lack of professional managerial standards that take into consideration academic qualifications, experience, and field of specialization. It was the first experience for PNA to formulate and manage public institutes. Therefore, leaders to enhance such institutes have seek for supported servants. Hence, in senior positions; priority was given to the alliance of Palestinian Liberation Organization (PLO) where, those members had military background with limited experience managing civil organization of public sector. Despite of this justification, it was clear that the priority given to the party affiliation on the expense of efficiency (Sa'eed and Badoy, 2004).

Thus, determination of the actual need of public human resource and the number of public positions associated with public goals were not carried out professionally, and as a result, the impacts of weak basis started to appear quickly as public sector was suffering from inflation of human resource with low productivity

1- Due to Oslo Accord at 1993

rate and high costs (El-Farra and Al-Zanoun, 2007). Consequently, researchers such as Kullab had concluded that corruption erode the Palestinian public body at both administrative and financial levels as a result of mass use of national resources and abuse of authority(Kullab, 2004).

When discrimination takes place, public recruitment process will be one of the opened doors that allow corruption to enter and penetrate the governmental body. Dr. Shehadeh Abu Zaid had defined discrimination in civil service as" "failure to provide equality and equal opportunities for all citizens, when applying, recruiting, and performing public job and carry out its consequences (Mou'tan, 2008). Further, civil services discrimination happens when governing political party exercise authority to fulfill public positions- especially senior positions- with its members(Mou'tan, 2008).

Logically, governing political party tend to depend on PbR to ensure political accountability, reward their supporters, and get public servants who are loyal to the president and his policy and therefore speak with one unified voice (Choen, 1996).This method is followed even within the advanced countries but it should be legitimate professional basis. So, PbR can be the instrument that will ensure the implementation of government policy – which the government promised to implement during election- by hiring trustful political public servants in higher and sensitive positions (Gijana, 2011)The American case -for instance- showed that the responsibility for populating top positions in the executive and judicial branches of government is one the Senate and the President share, as the president has the authority to appoint 163 positions at the executive branch (Carey, 2012).

Hence, the PbR could be an effective instrument to enhance the work of government if it is used in a proper manner. On the other side, when professionalism is absent, PbR can lead to huge uncontrollable corruption if it used improperly. Moreover, when leaders within public sectors lack to enough experience to manage professional employees, they – to avoid conflict- will follow the absent-avoidance style of leadership, in this case, aspects such as chaos, corruption, nepotism and

negligence will take place (Alsayed, 2013). So, this study aims to investigate the extent to which the PbR will influence the governmental services at PNA institutions.

1.2 Problem Background

Abuse of public recruitment process was and remains one of the main factors that contributed in the expansion of governmental corruption; A'man institution in its seventh annual report that was published at 2014 had shown that senior's recruitment process was done in the absence of job vacancies' announcement(A'man Institution, 2014)., Moreover, A'man Institution report for the year 2011 had shown that Palestinian public recruitment process was greatly based on favoritism, nepotism, and political considerations(A'man Institution, 2011).

On the other hand, published statistics had shown a huge increase in the total number of PNA employees at the early years of its establishment; who were totaled to be 39,500, 58,500, and 70,040, at the years 1994, 1995, and 1996 respectively (Sa'eed and Badoy, 2004). It seems to be a justifiable increase in the light of PNA needs for human resource to build its institution and provide its services to citizens. By contrast, unjustifiable dramatic increase in the total number of PNA employees had occurred -when establishment period had supposed to be ended-at the years 1997, 1998, and 2002 who were totaled to be 86,800, 92,000, and 142,000 respectively(Sa'eed and Badoy, 2004).This comparison leads to insight the gap and identify its reasons.

Practically, lack of standardized public recruitment process started to be recognized at 2002; when internal and external pressure were practiced and calling for reforming inside PNA institutions under the umbrella of "100- days- reforming plan" (Abu-Dayya, 2004). Historically, public servants were recruited due to presidential decrees and decisions. Then, as a result of reforming, General Personnel Council(GPC) had been granted the authority to recruit public servants—except the authority of recruiting senior positions which remain at the hands of President and Ministerial Cabinet-(A'man Institution, 2011).

As a result of governing the public sector institutes for over 20 years by majority of one political party and with probably absence of political share; the acceptance of the other seems to be a miracle. Unfortunately, things became more complicated at 2006 for two reasons. First, the death of Yasser Arafat the historical leader and the president of PLO and PNA, Arafat was charismatic and acceptable at both formal and popular levels. Second, starting the second legislative election which resulted in winning of Hamas – the largest opposition party. Then, the tenth government (01/2006-06/2007) was formulated by Hamas, gradually, the conflicts between the two dominant political parties started to penetrate the governmental body. Thus the process of recruiting public servants get turbulence and had experienced unusual conditions when hundreds were recruited; to fulfill the space which was created by hundreds of public servants who left their work positions responding to presidential decisions (Al-Zaytouna Center for Studies and Consultations, 2007). Earlier at 2011, Hamas government had shifted from written recruitment tests to computerize tests; for a purpose of filtering applicants, and measures their basic and essential skills. Computerized employment tests -which were applicable at the process of selecting candidates for the second category employees⁽¹⁾ had enhance practice of transparency and equity by enabling candidates to get their testing results immediately after answering a pre-set of questions (Abu-Shari'a, 2015).⁽²⁾

1.3 Research Problem

The annual corruption report that was prepared and published by A'man institution at 2010 was clarifying that there are many obstacles and difficulties stand against the process of reforming and standardizing public recruitment process; especially the process of recruiting senior positions(A'man Institution, 2011).

Researcher had found that there is an ambiguous and unclear vision, policies, and procedures covering the process of recruiting senior positions. For instance, Civil

1- According to CSA 2005, this category include executive positions and professionals such as engineers, accounts..etc

2- Personal meeting with G.D. of Recruitment – General Personnel Council, Mrs. Fedwan Abu-Shari'a

services law in its article No.(17) had given the President and Ministerial Cabinet ultimate authority to appoint seniors.

On the other hand, job descriptions for senior positions were determined by a ministerial cabinet decision at 2004, while general recruiting procedures for senior positions were determined by a ministerial cabinet decision No. 354 at 2011 (Palestinian Gazette, edition 81).

At December 2013, Ministerial cabinet issued its decision No. 264 that clearly specify and explain procedures for recruiting senior position. The decision was also clarifying the basic hiring criteria for seniors. (Palestinian Gazette, edition 90). Unfortunately, 7 days after the approval of ministerial cabinet decision No. 264, it was abrogated by the ministerial cabinet decision No. 281 (Palestinian Gazette, edition 91).

By the end of the year 2005, Palestinian caretaker government had issued more than 422 public recruitment decisions between the dates of 20/11/2005 and 29/03/2006. Further, 143 presidential decrees had been issued at that period to enhance some of those recruitment decisions (Dweik and Omran, 2013). Additionally, Palestinian Gazette with all of its editions includes a lot of seniors hiring decision that was issued by both ministerial cabinet and prime minister;⁽¹⁾ researcher had noted 14 seniors hiring decisions that were issued at the second half of the year 2007 after Hamas became the only political party that exercise governance in Gaza Strip.

On the other hand, Palestinian Tenth government had took several steps to enhance the process of assigning senior positions and ensuring the supplementation of qualified staff; such attempts were including ministerial Cabinet decision at 2011 for forming "upper positions interview committee"⁽²⁾, which led to recruit 6 senior

1-Examples include: ministerial cabinet decision No. 87 at 2007 for hiring Mr. Yosief Al-Kayyali. as General Director at Ministry of Finance, and ministerial cabinet decision No. 112 at 2009 for hiring Mr. Saqrer Abu-Hein as Deputy Assistant at Ministry of Labor.

2- Interviews committee was supposed to be formed with the membership of General Personnel council, Ministry of Finance, Ministry of Planning, and Ministerial Cabinet

positions (Al-Yazouri, 2015)⁽¹⁾. Such attempts had not contributed a lot to reforming public recruitment process; as its positive results are relatively small compared to negative effects which PbR had left on the governmental body since the establishment of PNA at 1994.

Accordingly, researcher concluded that there is a weak governmental experiences in measuring the quality of governmental provided services; only one survey was conducted to measure and identify citizen's needs at services provision locations⁽²⁾. Results of conducted survey was supposed to be a key to the process of applying governmental quality services standards-under the umbrella of a pre-developed guidebook at 2014. Unfortunately, the process had remained as ink on paper by the establishment of the Consensus Government.³

The above reasons motivate the researcher to study the impact of PbR on the quality of governmental service. So this study attempts to answer the following question:

"To which extent political based recruitment dimensions has impact on the quality of governmental services?"

1- Personal Meeting with Vice-President of General Personnel Council, Dr. Ayman Al-Yazouri

2-The survey was conducted by Ministerial Cabinet- General Directorate of The Quality of Governmental Performance- and targeted 14 public institutions

(5)Personal meeting with Mr. Sa'eed Safi at Ministerial Cabinet- General Directorate of The Quality of Governmental Performance

Variables and Conceptual framework

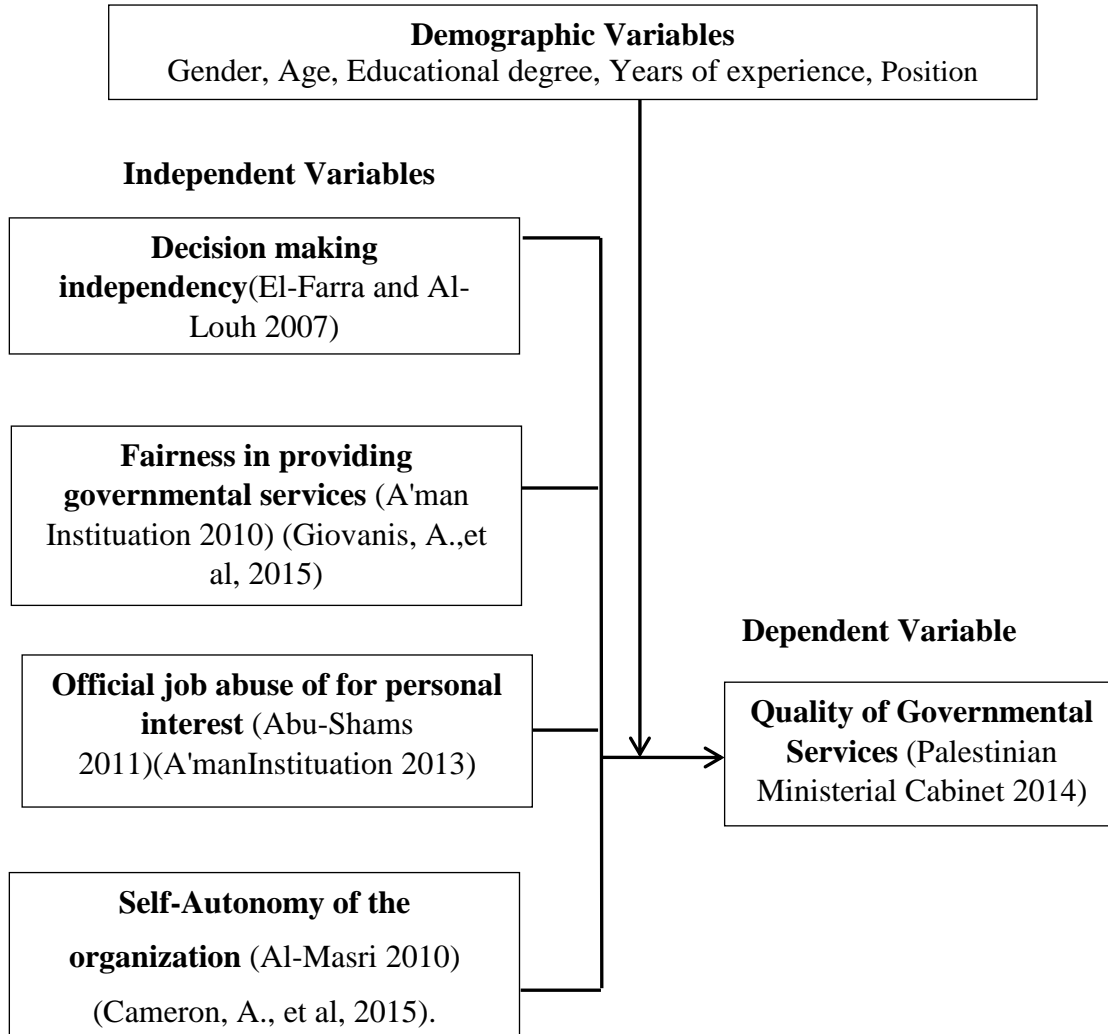


Figure (1.1): Variables and Conceptual framework

Source: developed by researcher

1.4 Research Hypothesis:

1. There's significant relationship between PbR dimensions and the QoGS

- There's significant relationship between Decisions making independency and the QoGS.
- There's significant relationship between Fairness of providing governmental services and the QoGS.
- There's significant relationship between Self-Autonomy of the organization and the QoGS.
- There's significant relationship between Official job abuse for personal interest and the QoGS.

2. There's significant impact on PbR on the QoGS

- There's significant impact of Decision Making Dependency on the QoGS.
- There's significant impact of Fairness of providing governmental services on the QoGS.
- There's significant impact of Official job abuse for personal interest on the QoGS.
- There's significant impact of Self-Autonomy of the organization on the QoGS.

3. There's a significant differences between PbR and the QoGS denoted to demographic variables.

1.5 Research Objectives:

This study aims to realize the following objectives:

1. Investigate the relationship between PbR dimensions and QoGS.
2. Clarify the impact of PbR on the QoGS.
3. Examine whether personal variables have an impact on the relationship between PbR and QoGS.

1.6 Significance of the Study:

The present study practically contribute to show the impact of PbR dimensions on the quality of service and evaluate whether such method could be suitable for the Palestinian context. It is further seems to be important to prove the best method of governance for the unique society such as Palestine.

On the other hand, the study may contribute to knowledge by identifying factors that may contribute to improve the quality of services in the public sector of Palestine. This study -due to researcher best knowledge- seems to be the first within the Palestinian society.

1.7 Research Methodology

This study follows descriptive analytical statistical approach, by adopting questionnaire and analyze results based on regression analysis.

Researcher collected data from social sector ministries, by distributing (185) questionnaire to departments directors and directors in charge, and recollected (177) which is representing the study sample which was a stratified random sample. Researcherhad also conduct some interviews when needed to strengthen research results and feed its literature.

Also, a pilot study for the questionnaire was adopted before collecting the results of the sample.

Chapter 2

Literature Review

Chapter 2

Literature Review

2.1 Introduction

In most countries, there are increasing expectations from citizens and civil society that governments should deliver higher standards of professionalism and integrity in the civil service, public institutions, public services, government-controlled corporations, and government itself.

Also, the process of building and establishing state bodies and executive agencies is considered to be a key factor that can ensure a proper implementation for state's programs and plans in order to achieve its goals and objectives. So, clear structures, hierarchy, administrative ranks, powers, responsibilities, and regulations should be clearly defined and specified to be a basis for building state's bodies and agencies (Yousief, 2009).

Public administration with its executive agencies are playing an important role in communities by providing its needs and delivering services. Additionally, public administration is responsible for planning and implementing developmental operations and programs, and protecting citizens' rights. Also, the success or failure of public administration in carrying out its tasks and responsibilities is reflected directly on the political system of the community, because it is responsible for directing, organizing, leading, and supervising public staff and financial resources (Yousief, 2009).

Public servants are considered to be the way by which governmental services reach their targeted citizens, so, it concerns a lot how government establishes, paves and rehabilitates this way. Thus, the process of recruiting public servants is one of the most sensitive issues that can always raise argument as it is considered to be a basis for building good governance (A'man Institution, 2011).

By the establishment of PNA (PNA)⁽¹⁾, hundreds were recruited both in security and civil sectors in the lack of professional managerial standards that take into consideration academic qualifications, experience, and field of specialization. Hence, in senior positions; priority was given to the alliance of Palestinian Liberation Organization (PLO) where, those members had military background with limited experience managing civil organization of public sector. Despite of this justification, it was clear that the priority given to the party affiliation on the expense of efficiency (Sa'eed & Badoy, 2004).

Logically, governing political party tend to depend on PbR to ensure political accountability, reward their supporters, and get public servants who are loyal to the president and his policy and therefore speak with one unified voice (Choen, 1996). This method is followed even within the advanced countries but it should be legitimate professional basis. So, PbR can be the instrument that will ensure the implementation of government policy – which the government promised to implement during election- by hiring trustful political public servants in higher and sensitive positions (Gijana, 2011). The American case -for instance- showed that the responsibility for populating top positions in the executive and judicial branches of government is one the Senate and the President share, as the president has the authority to appoint 163 positions at the executive branch (Carey, 2012).

Hence, the PbR could be an effective instrument to enhance the work of government if it is used in a proper manner. On the other side, when professionalism is absent, PbR can lead to huge uncontrollable corruption if it used improperly. Moreover, when leaders within public sectors lack to enough experience to manage professional employees, they – to avoid conflict- will follow the absent-avoidance style of leadership, in this case, aspects such as chaos, corruption, nepotism and negligence will tack place (Alsayed, 2013).

Researcher had found that there is an ambiguous and unclear vision, policies, and procedures covering the process of recruiting senior positions. For

(1) Due to Oslo Accord at 1993

instance, Civil services law in its article No.(17) had given the President and Ministerial Cabinet ultimate authority to appoint seniors.

Accordingly, researcher concluded that there is a weak governmental experiences in measuring the quality of governmental provided services; only one survey was conducted to measure and identify citizen's needs at services provision locations(1). Results of conducted survey was supposed to be a key to the process of applying governmental quality services standards-under the umbrella of a pre-developed guidebook at 2014. Unfortunately, the process had remained as ink on paper by the establishment of the Consensus Government.²

2.2 Recruitment and Selection

Every organization should design its recruitment policy in a way that enables management to attract the most competent individuals for every task in order to fill the job with the best qualified applicant. Consequently, organizations should have an effective recruitment programs which can ensure that suitable and qualified applicants are attracted (Gijana, 2011).

EhabJargoan (Jargoan, 2009) in his master thesis at 2009 had collected many definitions for recruitment and selection, as following:

- The process of choosing the most suitable person from a group of applicants to occupy a specific position. (Mondey&noe, 2005).
- The administrative process under which candidates are divided into two groups; one of these groups include candidates who are accepted to occupy positions, and the other group include rejected candidates. So it's the process of choosing best candidates to occupy specific positions according to organization's recruitment standards. (Zolef, 2003).

(1)The survey was conducted by Ministerial Cabinet- General Directorate of The Quality of Governmental Performance- and targeted 14 public institutions

(1) Personal meeting with Mr. Sa'eed Safi at Ministerial Cabinet- General Directorate of The Quality of Governmental Performance

- Specific procedures by which organization collect information about specific applicant in order to use this information as a guide to make applicant's acceptance or refusal decisions. (Al-Heite, 2003).
- All activities by which the most suitable human resources had been chosen from a group of applicants to occupy specific positions; as they have specific qualifications and human capabilities that match with job requirements. (Hamod& Al-Kharsha, 2006).

Also, Sue Newell had defined Recruitment as" the process of attracting people who might make an organizational contribution to fill a particular role or job" (Newell, 2005).

On the other hand, Edenborough had defined selection as "the combination of processes that lead to the choice of one or more candidates over others for one or more jobs or roles. (Edenborough, 2005).

So, recruitment and selection can be defined as the process by which a pool of candidates is generated to apply for employment to an organization, then using specific instruments and criteria to choose a person or persons who are more likely to succeed in the job.

Although recruitment and selection are closely connected, each of it requires a separate range of skills and expertise, and each of it is performed separately.

2.1.1 Inputs and Outputs of Recruitment and Selection

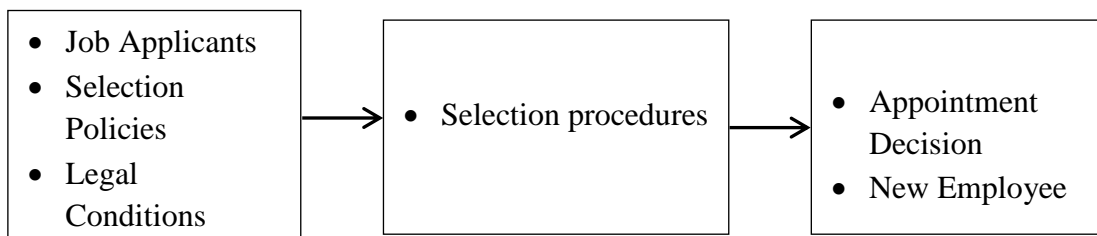


Figure (2.1):Inputs and Outputs of Recruitment and Selection

Source: Jarghon, 2009.

2.1.2 The recruitment and selection process

Job analysis defines the duties and human requirements of the company's jobs. The next step is to recruit and select employees based on the following steps:

1. Decide what positions to fill, through personnel planning and forecasting
2. Build a pool of candidates for these jobs, by recruiting internal or external candidates.
3. Have candidates complete application forms and perhaps undergo initial screening interviews.
4. Use selection tools like tests, background investigations and physical exams to identify viable candidates.
5. Decide who to make an offer to, by having the supervisor and perhaps others interview the candidate (Dessler, 2008).

2.1.3 Public Job and Public Employee

Countries and states differ in the way by which it define public job and public employee according to different laws and regulations which is forced and applicable at each country.

United Nations Convention against Corruption had provide 3 definitions for public employees as following: "Public official" shall mean: (i) any person holding a legislative, executive, administrative or judicial office of a State Party, whether appointed or elected, whether permanent or temporary, whether paid or unpaid, irrespective of that person's seniority; (ii) any other person who performs a public function, including for a public agency or public enterprise, or provides a public service, as defined in the domestic law of the State Party and as applied in the pertinent area of law of that State Party; (iii) any other person defined as a "public official" in the domestic law of a State Party. However, for the purpose of some specific measures contained in chapter II of this Convention, "public official" may mean any person who performs a public function or provides a public service as defined in the domestic law of the State Party and as applied in the pertinent area of law of that State Party.

Otherwise, Palestinian CSA in its article No. (1) had defined **Public Job** as the set of tasks authorized to the employee by a concerned authority to be performed under this Act, any other legislation, instructions or administrative decisions jointly with the powers and the responsibilities resulting from those tasks. And had also defined **Public Employee** as: A male or a female employee is the person appointed by a decision of a concerned department to occupy a position among various positions available in the civil sectors according to the governmental budget department whatsoever type.

2.1.4 Skills of Public Managers

Declining revenues combined with demographic changes, changes in employees' values, and the need to retain effective workers are some of the forces that have compelled public and nonprofit organizations to become concerned with their very survival.

These changes require a more flexible and skilled workforce. "Hard Truths/Tough Choices" (National Commission on the State and Local Public Service, 1993) identified five skill areas that the public manager needs:

1. Competency in team building
2. Competency in communication
3. Competency in involving employees
4. Commitment to cultural awareness
5. Commitment to quality. (Pynes, 2009)

2.1.5 Political Based Recruitment in the Public Sector

PbR is considered to be the instrument by which governing political party can fulfill public positions with its trusted loyal members, which in turn can help in creating a status of harmony between both managerial and leadership levels – which is called Spoils System, or Open Recruitment System- (Mou'tan, 2008).

Additionally, depending on PbR can help the governing political party to ensure political accountability, reward their supporters, and get public servants who

are loyal to the president and his policy and therefore speak with one unified voice(Choen, 1996).This method is followed even within the advanced countries but it should be legitimate professional basis. So, PbR can be the instrument that will ensure the implementation of government policy – which the government promised to implement during election- by hiring trustful political public servants in higher and sensitive positions (Gijana,2011).The American case -for instance- showed that the responsibility for populating top positions in the executive and judicial branches of government is one the Senate and the President share, as the president has the authority to appoint 163 positions at the executive branch (Carey, 2012).

Hence, the PbR could be an effective instrument to enhance the work of government if it is used in a proper manner. On the other side, when professionalism is absent, PbR can lead to huge uncontrollable corruption if it used improperly. Moreover, when leaders within public sectors lack to enough experience to manage professional employees, they – to avoid conflict- will follow the absent-avoidance style of leadership, in this case, aspects such as chaos, corruption, nepotism and negligence will tack place.

2.1.6 Political based Discrimination in public job

Nowadays, political parties play a major role in the formation of the political system, in addition to its impact on structuring the three authorities (Executive, judicial, and legislative authority).Further, in democratic regimes, political parties compete for peaceful alternation of power. Otherwise, there are many cases of violently competition for alternation of power (Nashwan & Abd.El-Hadi, 2010).

Discrimination in public job can appear in several forms, and political based discrimination is considered to be one of those forms. Dr. Shehda Abu Zaid had explained that discrimination can occur when applying, recruiting, and performing public job and carry out its consequences. (Mou'tan, 2008).

Supposedly, the process of assigning public positions should not be used as a tool for competition between political parties, otherwise it would be a strengthen point in the hands of the governing political party that will lead to excluding other parties. In contrast, governing political party will monopolize the process of

assigning public senior positions, resulting in discrimination between citizens because of their political affiliation, which will lead finally to wasting the concept of Citizenship(Nashwan & Abd.El-Hadi, 2010).

Therefore, -political affiliation- based discrimination appear clearly in third world countries where the governing political party exercise a wide authority to fill public jobs with its members - especially seniors positions.

2.1.7 Recruitment and selection in the Palestinian context

PNA had followed exam and competition approach in recruiting public servants as it considers to be the best appointment tools that can achieve high level of transparency and equal opportunities (Mou'tan,2008)Consequently, Palestinian CSA in its articles No. (19, 20, 21) had state that governmental departments should announce their vacancies, announce the names of accepted applicants, and contesting applicants in both written and oral tests. Additionally, article No. (22) had clearly define public jobs' appointment criteria.

By the establishment of PNA, hundreds were recruited both in security and civil sectors in the lack of professional managerial standards that take into consideration academic qualifications, experience, and field of specialization. It was the first experience for PNA to formulate and manage public institutes. Therefore, leaders to enhance such institutes have seek for supported servants. Hence, in senior positions; priority was given to the alliance of Palestinian Liberation Organization (PLO) where, those members had military background with limited experience managing civil organization of public sector. Despite of this justification, it was clear that the priority given to the party affiliation on the expense of efficiency (Sa'eed & Badoy, 2004).

Thus, determination of the actual need of public human resource and the number of public positions associated with public goals were not carried out professionally, and as a result, the impacts of weak basis started to appear quickly as public sector was suffering from inflation of human resource with low productivity rate and high costs (El-Farra & Al-Zanoun, 2007).

2.1.8 Seniors appointment in the Palestinian context

Palestinian Civil Act had confined the authority of appointing seniors to remain in the hands of both President and Ministerial Cabinet. Article No. (16) had state that presidents of dependent governmental departments from the first category are appointed by decision of the president of the National Authority according to a placement of the cabinet.

Moreover, Article No. (17) had state that Deputies and General Directors (from the first category) are appointed by a decision of the president of the National Authority according to a placement of the cabinet. Otherwise, first category employees are appointed by a decision of the cabinet according to a placement of the concerned governmental department.

However, in reality, the mechanism of appointing senior positions had remained a subject of controversy for a long time as the actual situation indicate that seniors are appointed without announcing vacancies and contesting applicants; which is often justified by the need to select trusted and loyal individuals more than qualified ones, as those positions are considered to be leadership more than professional positions (Mou'tan, 2008).

2.1.9 Role of Palestinian Security Agencies in Public Job

Background investigation- also known as background screening and background check- is considered as one of the basic steps followed by employers to make informed hiring decisions in order to help mitigate the risk of workplace violence, employee theft, and negligent hiring lawsuits. Therefore, background investigation is performed for pre- employment or employment purpose by looking up and collecting data about specific candidate who is accepted to occupy a specific position at the organization –mostly sensitive and finical positions that require a trusted employee-(napbs, 2013).

In the same context, Palestinian Civil Act in its article No. 24 - item No. 4, had state that candidates shall not to be incriminated due to immoral delinquency or felony that smears his honor or defiles his good reputation and trust as long as he was not exonerated.

But, does background investigation is professionally applied in the Palestinian context?

Previously, security scanning – background investigation- was a requirement for public job in order to ensure that candidate is not connected with the Israeli Occupation (Spy)¹.(Nashwan & Abd.El-Hadi, 2010).

Despite there are no clear legal provisions that authorize Palestinian Security Apparatus to interfere in the process of recruiting public servants, security scanning was a requirement for public employment in the era of President Yasser Arafat(Sa'ada, 2013)Then when Hamas won the elections and formed its government, Prime Minister Ismail Haniyeh had issued decision No. (08/05/10) at (02/05/2006) state that security scanning will be abolished from the process of recruiting public servants(Abu-Shams, 2011).

Then, after Palestinian Division, Ministerial Cabinet in its weekly session No. (18) at 03/09/2007 had issued a decision which emphasize that security scanning should be conducted before a person is being appointed in any public position.(Nashwan & Abd.El-Hadi, 2010).

At that time, security scanning was not only conducted for new hiring, but also for employees who were currently working in public positions, which led at that time to dismiss hundreds of public servants based on their political affiliation(Sa'ada 2013)

Moreover researcher had searched a lot to get a copy of (03/09/2007) decision, but had not found anything! Later, researcher had found out that the decision was not published publically in the Palestinian Gazette.(Sa'ada, 2013).

GPC had reported that Palestinian Security Apparatus practice an influential role in the process of approving candidates and recruiting public servants. So, GPC is committed to the recommendations of Palestinian Security Apparatus, even if it recommended to refuse the candidate!(The Independent Commission for Human Rights, 2004).

(1) Spy is a person who secretly collects and reports information on the activities, movements, and plans of an enemy or competitor.

Moreover, when Palestinian Security Apparatus are delayed in providing recommendations for more than 2 weeks, G.P.C will appoint the candidate on the condition of enforcing him/her to sign a pledge that obliges him/her to leave the job without getting his rights if security apparatus had recommended later to refuse him/her! In the context of justification, and according to G.P.C, the consulting of security apparatus is based in the Jordanian Civil Act No. (23) at 1996 (The Independent Commission for Human Rights, 2004).

2.3 Decision making independency

2.3.1 Introduction

Decision making is a critical managerial process where decision maker have to choose the best alternative to maximize organizational benefit and interest. In public sector, decisions are processed in a way that can maximize benefits of citizens.

Researcher had noted that, in the public sector, decision making authority is concentrated in the hands of senior positions and first level managers, who were at most cases are politically appointed! In other words, centralized decision making process is exercised in the governmental house.

So, researcher tries by this part of research to measure the extent of dependency in making decisions, does it depend on the interest of political party which senior or first level manager belong? Or does it depend on maximizing public interest and providing satisfying public services?

2.3.2 Decision making definition

- Decision making can be defined as selecting the best choice between alternatives, all decisions are aim to achieve predetermined goals, or to avoid undesirable consequences (Al-Kafarna, 2009).
- Saleem and others had noted Kuzgundepiction of decision-making which is "a tendency to conquer the current problem when there are a lot alternatives are available which lead us to a reasonable objective to meet the requirement (Saleem, Shah, & Waqas, 2011).

- Decision making is a process of making a choice from a number of alternatives to achieve a desired result. This definition has three key elements: First, decision making involves making a choice from a number of options. Second, decision making is a process that involves more than simply a final choice from among alternatives. Finally, the "desired result" mentioned in the definition involves a purpose or target resulting from the mental activity that the decision maker engages in to reach a final decision. (Lunenburg, 2010).

2.3.3 Centralized and Decentralized decision making

1. Centralization

A type of management where decision making is centralized in the central authority and authorities are not adequately delegated. Therefore, senior management is responsible to make most of administrative decisions, and develop comprehensive detailed plans, and exercise direct supervision on subordinates to ensure a proper implementation of their plans.

2. Decentralization

A type of management where decisions are delegated to many positions. Decentralization leads to independent decision making process, and also help in transferring competencies and skills, where subordinates are held accountable for results of their decisions and outputs.

So, decentralization:

1. Grant more authorities to different administrative levels
2. Contribute on the spread of democracy and participation of different actors in the development process
3. Reduce administrative red tape
4. Give more time for senior management to develop policies and strategies (Radi, 2010).

2.3.4 Types of Decentralization

1. **Political Decentralization:** which is related to providing high degree of democracy at local levels, in order to ensure high level of community participation in decision making.
2. **Administrative Decentralization:** which means to transfer decision making authority to lower managerial levels to ensure effective response to the needs of citizens.
3. **Financial Decentralization:** which grant more powers to lower managerial levels to collect and spend money and resources, which lead to better use of resources (Farahat, 2006)

2.3.5 Decision making process:

- **Step 1. Define the problem**

It happens when the decision maker recognize that there is challenge to his goals by getting information from the different sources .So this step aims to analyze the problem, and understand its situation and how did it arose.

- **Step 2. Identifying the problem circumstances**

Identifying problem circumstances occurs by analyzing the problem factors and its effects. In this step personal characteristics play an important role because identifying the problem depends strongly in the perception of the decision maker.

- **Step 3. Identifying alternatives**

Alternatives offer different approaches for changing the initial condition into the desired condition, so any alternative must meet the requirements. There are different factors affect the process of selecting an alternative, such as the ambiguous situation of the problem, own believes, lack of related information, time limitation and the surprising factor.

After selecting two or more alternatives decision maker should compare the different results of each alternative, then selecting the most appropriate one.

- **Step 4. Decision implementation**

This step is the practical step which include implementing the decision.

- **Step 5. Evaluating**

The final step in the decision-making process is evaluating the effectiveness of the decision. Evaluation is important because decision making is a continuous process. Evaluation provides decision makers with information that can precipitate a new decision cycle. The decision alternative may fail, thus generating a new analysis of the problem, evaluation of alternatives, and selection of a new alternative (Al-Kafarna ,2009).

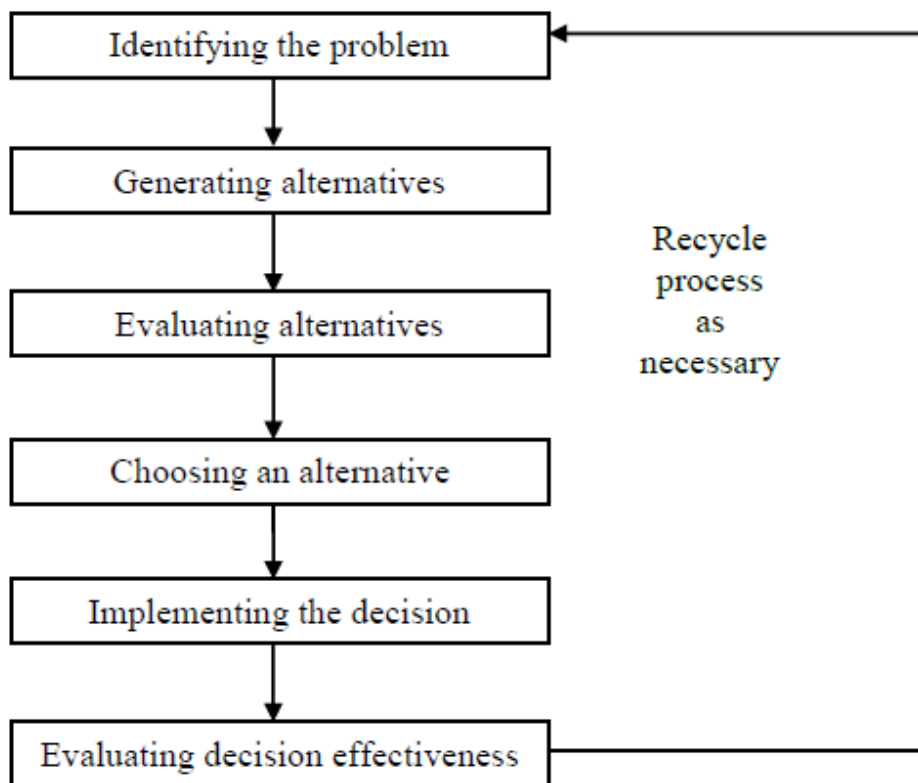


Figure (2.2):The decision making process

Source: Lunenburg, 2010

2.3.6 Factors affect decision making process

1. The surrounding environment of decision making process.
2. Psychological aspects of decision maker.
3. Time of making decision.
4. The way in which decision is announced and shared.

5. Level of concerned people involvement in decision making process (Mansour, 2004)

2.3.7 Factors affect one's ability to make decision

1. Limited time
2. Complex problem that create stress
3. The Psychomotor skills.
4. Quality of available information (Saleem, Shah et al., 2011)

2.3.8 Decisions implementation success factors

1. Taking an appropriate decision.
2. Existence of a suitable and qualified implementation parties.
3. Choosing the most qualified tools to implement the decision.
4. Level of flexibility, in order to face the consequences of change after implementation of the decision (Al-Kafarna, 2009).

2.3.9 Decision making independency –Palestinian Case

The PNA institutions suffered from different problems which are related to decision making, as hundreds of employment decisions were made without professional and technical standards and based on both political consideration and loyalty to the ruling party, especially in middle and upper level of staff who plays a substantial roles in making, interpreting, applying and disabling of decision, as they accept the decisions that fit to their loyalty, which led to:

- Loyalty to factions at the expense of loyalty to the Palestinian case.
- Marginalizing of the other parties.
- Competition on privileges (Yousief, 2009).

Also, decision making system in the Palestinian government was and still affected by many factors, which are:

- Palestinian Liberation Organization (P.L.O): Decision making powers in P.L.O were individually centralized, and decisions were not democratically taken. In addition to absence of accountability, planning, and organizing.
- Israeli Occupation: as it has a strong control on Palestinian economy, financial transfers and affairs, crossing borders, and freedom of movement. So Israeli occupation can leave its effects on all aspects of Palestinian life and governmental decisions.
- Dependence on foreign assistance and aid: P.N.A is depending heavily on foreign assistance and aid to finance its activities, budget, and development programs. So, foreign parties are exercising a strong interventional role on P.N.A to follow its trends and implement policies that fit with its interests and strategies.
- Legal loopholes: Palestinian case had many legal loopholes with regard to powers and functions of both the President and Ministers cabinet, as the powers of the President interfere with the powers of Minister Cabinet and vice versa. Such as the overlap in responsibility over security apparatus (Yousief, 2009).

2.3.10 Decision making on the eve of establishing Palestinian National Authority

The decision making during the eve of establishing PNA was characterized by:

- 1- Centralization of the executive power on the decision making
- 2- Individual domination on the powers and the confiscation of authorities
- 3- Decisions had been taken outside the official institutions.
- 4- The drop in the role of institutions in general, and the absence of accountability.
- 5- Monopolizing of administrative and financial decision-making by Fatah movement (Yousief, 2009).

2.2.11 Decision-making after the second legislative elections in 2006:

The second Palestinian legislative election has shown that the Palestinian people want to change the rulers and decision makers.

The second legislative elections led to changing in roles, as Hamas won the main opposition, while Fatah movement -which was the ruling party and the controller on all aspects of governance- lost the election. Thus, led to Palestinian

internal crisis such the inconsistent decisions, attitudes and actions between President and the Ministers Cabinet. Therefore, two conflicting political programs were governing the Palestinian regime. So, conflict effects start to appear in all aspects of government, and can leave its touches in most of governmental decisions, such as:

- Security apparatus was the most controversial field between the two parties of the executive government. Contradictory interpretation of law, and overlapping of powers in law between the President and Ministers Council , in addition to security apparatus intervention on other institutions and authorities; all had led to contradictory and absurd situation of decision making inside the security house, and had put it on the head of conflict pyramid.
- Palestinian conflict had also enhance the use of public recruitment to strengthen the situation of the governing political party. Thus, public recruitment open the door for both parties to impose its influence in its geographical area of government. So, most of public recruitment decisions were far away from legal and professional procedures and based on political affiliation.
- Judicial authority was another field of conflict, and had suffered from many problems and difficulties because of overlapping of powers between the various authorities, in addition to effects of executive authority and security apparatus intervention in the work of judiciary authority and its institutions, whether on intervening in the process of making judicial decisions, or refusal to implement court decisions.
- Palestinian Legislative authority had also take its share of conflict effects after the second legislative elections. As a result, executive authority had taken the role of legislative authority and start to propose and promulgate laws and issue decrees and regulations, which led to different laws applied in Gaza Strip and others applied in the West Bank!(Yousief, 2009).

2.4 Fairness in providing governmental services

In most countries today there are increasing expectations from ordinary citizens, businessleaders and Civil Society that Governments will establish and deliver higher standards of ethicality and integrity in the Civil Service, agencies of government (Ministries and parastatals), and Government itself.

2.4.1 Definition of Fairness

The concept of justice, or fairness has its foundation in social psychology, and has been widely employed to explain an individual's judgment about whether they are being treated appropriately by others in various contexts (Namkung, Jang, Almanza, & Ismail, 2009).

2.4.2 Dimensions of justice

1. **Distributive justice:** which emphasizes the allocation of benefits and costs.

The concept of distributive justice has its origins in social exchange theory which tend to view social relationships as similar to economic transactions. Therefore, people feel fairly treated when they perceive their economic outcomes in proportion to their inputs.

2. **Procedural justice:** which refers to the fairness of rules, process, and procedures used to reach outcomes or decisions.

Within the public authority context, researchers have described four components upon which procedural fairness is judged:

- A. The ability of individuals to express their viewpoint.
 - B. The authority's consistency in its application of processes and transparency about how decisions are made.
 - C. The respectful treatment of individuals.
 - D. The trustworthiness of the authority (Herian, Hamm, Tomkins, & Pytlik Zillig, 2012).
3. **Interactional justice:** which cannot be easily captured under the traditional views of distributive and procedural justice, and aims to better understand how people form justice perceptions (Namkung, et al., 2009).

Fair treatment by governmental authorities can lead to:

1. Increased feelings of the legitimacy of public institutions.
2. Increased levels of trust in political systems.
3. Higher levels of satisfaction and acceptance of institutional directives (Herian, et al., 2012).

2.4.3 Definition of Discrimination

On the opposite side of fairness, discrimination can be defined as: the exclusion of some groups from the sharing of power, income and satisfaction, or the unequal treatment of some group (Regmi, Naidoo, &Regmi, 2009).

Or, it can be defined as: “adverse actions toward employees or applicants on the basis of race, color, religion, national origin, age, sex, or disability” (Ozcan, Ozkara& Kızıldag, 2011).

In conclusion, discrimination refers to exclusion of some specific groups and people from sharing of power, income and utility; or treatment of some groups unequally.

2.4.4 Categories of discriminative behaviors

According to Sturm (2001), discriminative behavior can be categorized as:

1. First generation discrimination: which refers to explicit/intentional behaviors followed within formal procedures. For example, rejections of female candidates applications for vacant positions.
2. Second generation discrimination: which includes informal and invisible behaviors and attitudes toward excluding and marginalization others/non-dominants unintentionally from social interaction. So, second generation discrimination results from cognitive or unconscious bias rather than deliberate or intentional exclusion. (Ozcan, et al., 2011).

2.4.5 Service fairness

Service fairness can be defined as a customer’s perception of the degree of justice in a service firm’s behavior.

So, suppliers with a reputation of fairness are trusted more by customers and are rewarded with more and longer term relationships. On the other hand, companies unable to build a fairness image can hardly secure customer trust and customer loyalty.

Also, Giovanis and other (2015), had indicated that, the prime factor affecting overall satisfaction from a service is the extent to which customers believe they have been fairly treated(Giovanis, Athanasopoulou, &Tsoukatos, 2015)

Therefore, when customers feel that they are treated fairly they tend to:

1. Develop relationships with providers.
 2. Spend more.
 3. Become enthusiastic advocates of the firm.
 4. Spread positive word-of-mouth.
 5. Refer service providers to family and friends.
 6. Steadily support the profitability of the firm.(Giovanis, et al., 2015)
- Additionally, Carr (2007) argued that customer perceptions of the level of service fairness have a positive effect on their perceptions of service quality. In other words, service fairness is directly related to customer satisfaction and there is a positive association between perceived service fairness and service quality(Chen, Liu, Sheu, &Yang, 2012).

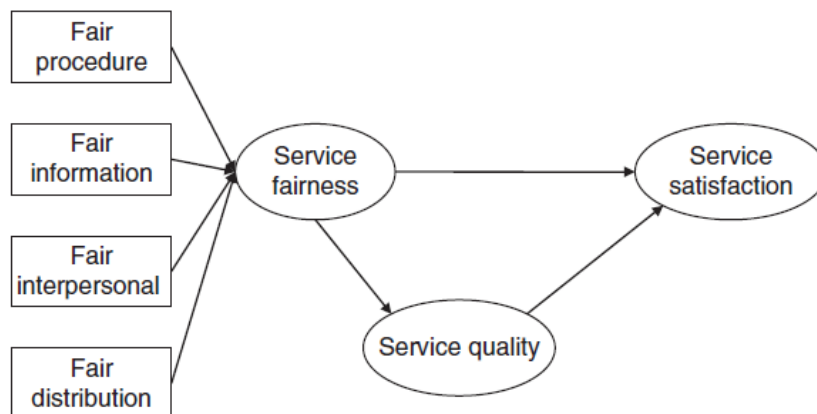


Figure (2.3):Fair service model

Source: Chen, Liu, Sheu, &Yang, 2012

7. On the other hand, companies unable to build a fairness image can hardly secure customer trust andcustomer loyalty(Giovanis, et al., 2015)

2.4.6 Dimensions of service fairness:

1. Distributive fairness: which refers to the perceived fairness of the tangible outcome. So in a retail setting, distributive fairness relates price to service outcomes, and reflects customers' perception of the cost-benefit balance of the service.

2. Procedural fairness: which refers to the policies and procedures employed by the service provider in producing the outcome.
 - Characteristics of fair procedures:
 - A. Consistent
 - B. Unbiased
 - C. Impartial
 - D. Respect all parties' interests
 - E. Based on accurate information and ethical standards.
3. Interactional fairness: which refers to the way a customer is treated through interpersonal communication in a service context. It involves the manner in which the service problem is dealt with by service providers and the specific service interactions.
 - So, interactional fairness is found to have the greatest impact, from all three types of fairness as it deals with:
 - A. Interpersonal fairness that refers to respect and consideration shown during the transaction.
8. The extent and quality of provider-customer communication(Giovanis, et al., 2015)

2.4.7 Equity theory

- Equity theory argues that people are motivated by comparing the ratio of their inputs to received outcomes with that of others (Adams, 1965).
- Equity theory suggests that consumers are more satisfied if they receive a service similar to what other customers receive.
- So, consumers are interested in equitable and favorable treatment.
- Equity theory suggests that individual consumers want a “fair” level of service quality which, in turn, increases the individuals' perceived levels of service quality
- Based on equity theory, Carr (2007) proposed a new construct called FAIRSERV to the quality evaluation process of customers' service
- FAIRSERV indicate that consumer reactions to services are, at least in part, based on equity theory.

- SERVQUAL is a second-order construct that measures the gap between customer expectations and customer perception of delivery in five components: tangibility, reliability, responsiveness, assurance, and empathy (Chen, et al., 2012).

2.5 Official Job abuse

2.5.1 Introduction

Corruption is considered to be one of the main obstacles which are facing managerial, economical and social development in any country. Palestine, as other countries, had suffered from managerial and financial corruption, which reflected its effects on the whole aspects of life. Official job abuse is one of corruption faces by which public sector employee abuse his power and influence -which derived from his job- to influence other employees to do or not to do action that would achieve interest for a third party.

Official job abuse is consider to be behavioral problem and historical issue, and one of the negative human characteristics. So, United Nations Convention against Corruption in its article No.(7) indicated that effective recruitment is an influential instrument which can prevent corruption and abuse of career influence, especially among public sector high staff employees who have a strong career influence that can lead to corruption. (Jabareen, 2006).

Moreover, official job abuse, whether it is real or imagined, leads to breach the principle of social justice between the citizens of any society, when it used to achieve any own interest at the expense of public interest (Ben.Thabet, 2013).

Therefore, the effect of official job abuse increases positively when the officer is consider to be a high rank employee, and when the abuser hiding himself behind his self-interpretation of laws. Additionally, the problem is getting more complicated if the abuser play a vital role in the process of enacting laws (Abu-Shams, 2011).

2.5.2 What is Official job abuse?

Official job abuse can be defined as:

- The using of career influence in illegal or unlawful manner (Jabareen, 2006)
- Or it can be defined as: the misuse of career powers in illegal way, as opposed to what those powers were supposed to be used. The worst face of official job abuse happens when the abuser swap his official power for his personal interest, regardless if the offer had been provided by a any party, or if he asked for it (Ben.Thabet, 2013).
- Mohammed Abu Amer had also defined job abuse as "A person who has a social or career position which enables him to affect or force public employees to carry out own his wants and interests (Abu-Shams, 2011).
- While KaramShaban had defined it as: the using of influence- whatever its source- in public or the private sector, to get any moral or physical benefit to the interest of the actor or others"(Abu-Shams, 2011).

In conclusion, official job abuse is one of the corruption phenomenon which could be defined as: the exploitation of career power and authority to get a benefit for the abuser or another party in illegal manner.

2.5.3 Influence types

It is not necessary to have real influence to abuse public job. Abuse can occur even with alleged influence! (Jabareen, 2006)

1. Real influence:

Real influence happens when the exploiter has authority which is derived either from his public sector position, or from his political, social or economic position –if he is not a public employee-.

So, the source of influence can be derived from public sector position (eg: ministers, governors, judges or police men), or from special relations a person can built with public sector employee.

Therefore, the source of influence can be:

- Political: such the influence of political parties’ members.

- Economical: which is derived from the financial position like the influence of the large companies' owners.
- Social: which is derived from social or family position like the influence of family, clans, and religious groups.
- Career influence: which derived from the career position.

2. Alleged influence:

Which happen when an individual provides certain evidences indicate that he has real influence on the concerned employee.

2.5.4 Reasons that stand behind the existence of official job abuse – Case of Iraq State

The birth of any social, political, or economical phenomena should be the result of many reasons. Mohammed Jabr, in his article at Al-Bainah Al-Jadeedah newspaper, had stated many reasons that stand behind the creation of official job abuse phenomena at Iraq. Such as:

- Weak state control
- Sectarian conflicts
- Civil wars
- Unstable economic situation
- Unemployment
- Poor education

All above reasons can logically help to create any corruption phenomena in any society, which official job abuse are one of them (Jaber, 2013).

2.5.5 Motives of official job abuse

Sameer Abu Shams (2011) had also pointed out motives of official job abuse, including:

- Ignorance in laws and citizen rights, which make the individual think that his rights are subject to the desire of the influencer.
- Occupation and unstable political situation, where the lack of security and stability lead to noncompliance with laws and regulations
- Overlap of the three authorities (executive, legislative and judicial), and the struggle for power and influence among them.
- Weakness of control and weakness of seriousness in dealing with its consequences.
- Low salaries rate for employees, and the disparity between staff salaries.
- The suppression of media, especially in field of detecting nonprofessional behaviors.
- The absence of deterrent legislations.

2.5.6 Official Job abuse in the legal context

United Nations Convention against corruption had discussed job abuse in its article No.(19), which stated that " Each State Party shall consider adopting such legislative and other measures as may be necessary to establish as a criminal offence, when committed intentionally, the abuse of functions or position, that is, the performance of or failure to perform an act, in violation of laws, by a public official in the discharge of his or her functions, for the purpose of obtaining an undue advantage for himself or herself or for another person or entity".

Also, The International Code of Conduct for public officials at 1996, in its article No.(3) had stated that "Public officials shall be attentive, fair and impartial in the performance of their functions and, in particular, in their relations with the public. They shall at no time afford any undue preferential treatment to any group or individual or improperly discriminate against any group or individual, or otherwise abuse the power and authority vested in them".

In the Palestinian context, Palestinian Penal Law No.(47) for the year 1936 in its article No.(18) had consider official job abuse as a misdemeanor punishable by imprisonment for one year, or a fine of 200 pounds, or both penalties. (Jabareen 2006).

2.5.7 Official job abuse in the Palestinian context

Political and organizational conflicts in Palestine had increased both the abuse of laws and regulations, and the issuance of more laws and regulations that serve a particular group of people in a specific time period.

The situation which Palestinian People have passed under the Israeli occupation had left its effects on public job and public employees. During the period of 1967-1994 when Israeli Military (Civilian Administration) took charge of what might be viewed as a public administration sector, public employees -who were paid their salaries from the Israeli occupation- were facing conflicting feelings between their loyalty to their work subordinates, and the feeling of hate to their land occupier.

Then, the years that followed the year of 1994 when PNA took control and power over the public sector, demand for public job increased and public job appointment rate had also increased in the light of unprofessional recruitment standards. As a result, high numbers of unqualified public employees were pumped to the public body, which led to weak supervising procedures, and increase bureaucracy and non- professional procedures (Abu-Shams, 2011).

Despite this, there are a lot of local institutions that work toward reducing the level of job abusing in public bodies and its effect, but unfortunately it cannot exercise its duties professionally as a result of political disagreement, which lead at most of the times to different interpretation of laws, and using laws to justify abuses! (Abu-Shams, 2011).

2.5.8 Role of Palestinian regulatory authorities in reducing official job abuse (Abu-Shams, 2011)

- **Palestinian Legislative Council (P.L.C)**

Controlling/regulation is the second function of the Palestinian Legislative Council after legislation function, and it considered to be an important function because it's one of ongoing activities of P.L.C.

P.L.C has the authority to intervene the work of executive authority during the implementation of laws, also it has the powers to accounting the influential people in the governmental executive body.

- **Judicial authority**

The judiciary authority has a supervisory role on the public executive body, as its responsible for maintaining the rights of individuals away from any type of exploitation. Additionally, public prosecution plays an important role in protecting the community from influence exploitation and abuse of public positions; also it is responsible for maintaining the rule of law.

- **General Personnel Council (GPC)**

According to article No. (7) ofCSA, GPC is responsible for supervising the application of CSA, checking its application in the governmental departments to all the legislations of the civil service accurately, adjust administrative procedures, and prevent the using of influence in a wrong way.

- **Independent Commission for Human Rights**

The Independent Commission for Human Rights has been formed by a Presidential decision by Mr. Yasser Arafat on 09/30/1993. One of important tasks which carried out by the commission is receiving the complaints from those who are affected by the exploitation of career influence, and followed it up with higher authorities.

2.6 Self-autonomy of the organization

2.6.1 Definition of Autonomy

Philosophers first point autonomy to the Greek roots of the term. Autonomy is derived from two words: self (autos) and rule or law (nomos) (Gelderen & Jansen, 2006).

- Autonomy applies to an organization “in which units and sub-units possess the ability to take decisions for themselves on issues which are reserved to a higher level in comparable organizations” (Gammelgaard, McDonald, Tuselmann, Dorrenbacher, & Stephan, 2011).
- Autonomy becomes an important theme for political philosophers as they discuss the relationship between the state and the individual (Gelderen & Jansen, 2006).

2.6.2 Self- Autonomy of the organization

Autonomy of agencies is the extent to which an agency can take its own decisions about important matters

Governments delegate autonomy to public agencies in order to improve the functioning of government. Agencies are granted autonomy to make choices about the internal management.

New Public Management (NPM) oriented agencies are given more autonomy by letting public managers manage by giving them more responsibilities, which in turn, make them behave more efficiently because they are the ones who are declared responsible for the resources (Jadoon, 2016)

2.6.3 Level of organizational autonomy

1. Managerial autonomy constitutes of: human resource management (HRM) autonomy and financial management autonomy.
2. Policy autonomy consists of autonomous policy formulation, followed by its autonomous implementation.

2.6.4 Factors affecting the level of organizational autonomy:

1. Task performed by an organization
2. Political and bureaucratic influences
3. Organization age
4. Budget size
5. Staff size(Jadoon, 2016)

2.6.5 Self- Autonomy of the organization -Palestinian Case

The Palestinian civil service system influenced by a lot of factors which reflected on all aspects Palestinian life. One of those factors, which strongly affected, is the historical legacy of various stages which the Palestinian society passed through it in recent years due to external controls (colonialism) which affected the social, economic and political structure of Palestinian society(Al-Masri, 2010).

The developments which affected the civil service system in Palestine was greatly exceptional and unstable, due to absence of the state power, continued conflict with Israel, and challenges of moving to independent state, in addition to other difficulties as follows:

1. The evolution of civil system in conflicting environment and absence of state:

Palestinian civil service system was built to support the process of winning independence, and freedom, which in turn make it complex and weak system, full with risks, challenges and setbacks.

2. Weaknesses of experience, and lack of homogeneity in the legal and political heritage:

The lack and weakness of experience, and the varying of the legal heritage between West Bank and Gaza Strip, in addition to multiplicity of legal and administrative systems, hindered the development of unified and harmonious civil service system, especially when the disparity between West Bank and Gaza Strip turned into two contradictory systems which negatively influenced the civil service system.

3. Weaknesses of institutional traditions in the Palestinian heritage:

This refers to the lack of institutional and professional traditions due to unprofessional

considerations (Personal, factional partisan, regional or family) which effecting negatively the tradition of accountability and monitoring.

4. Politicizing the system: Since the establishment of PNA, Palestinian civil service system remained vulnerable to the political considerations. And has been politicized and become part of the internal political fight and essential tool to enhance the strength of the powerful party.

5. The high reliability on the foreign support: The Palestinian institutional reliability on the foreign support had made the civil service system always influenced by the available resources from donor countries more than the public interests (Al-Zbeyde, Mulhm, & El-Fares, 2007)

2.6.6 Factors Strengthened the ruling party's control in public institutions

There are a number of major gaps in the institutional arrangements for the civil service system, which strengthened the ruling party's control in public institutions, including:

1. The absence of a clear institutional framework to arrange human resources policies.
2. Lack of clarity about who is the top supervisor for the Palestinian civil service system.
3. There is no distinction between ministers who are politically appointed, and public servants who are professionally appointed. The Palestinian Authority deals with the ministers, deputy ministers and civil servants in the same way, but the international standards clearly distinguish between civil servants and those who are politically appointed.

United States of America appoints managers in senior positions in the civil services, but they have to resign when the government change, this discrimination is the most important foundations for a professional civil service(Al-Zbeyde, et al., 2007).

2.6.7 Linkage between public job Promotions and political considerations

The reality of promotions in the Palestinian civil services indicates that promotions for the upper and the first class are not according to law in most cases, and the promotions are based on political criteria rather than on merit, competence or personal performance.

It is noteworthy that the administrative committee- which is formed by Ministerial Cabinet- has controlled promotions and appointments process in 2004 and 2005, but political appointments is back once again with Hamas government at 2007 (Al-Zbeyde, et al., 2007).

2.6.8 Palestinian Civil Services and political situation

- The problem of the political situation is starting from the absence of the Palestinian state, which leads to a set of constitutional and legal problems
- The continuation of the Palestinian-Israeli conflict had create intervention between the process of construction and process of liberalization, which lead to the politicization of the civil service.
- Control of one- political party on the political and institutional life.
- In the last legislative elections (2006) the political problem became more complicated due to its intervention with public management. Two Palestinian powers -government and the institution of the presidency- have overlapping authorities to recruit and promote public servants (Al-Zbeyde et al., 2007).

This complicated political situation had lead to:

1. Enlarge the number of public service seniors
2. Conflict of powers between public institutions.
3. Each governments had made a set of seniors appointments according to political considerations (Al-Zbeyde, et al., 2007).

2.7 Quality of governmental services

2.7.1 Service quality

Giovanis and others (2015) had collected some definitions of service quality, which are:

- Grönroos: (1984) defines service quality as “a perceived judgment, resulting from an evaluation process where customers compare their expectations with the service they perceive to have received.”
- Parasuraman et al. (1988), defined service quality as “the degree of discrepancy between customers’ normative expectations from the service and their perceptions of the service performance.”

Both Grönroos (1984) and Parasuraman et al. (1988) argue that perceived service quality is interpreted from the differences in extent and direction between perceptions and expectations across five dimensions: reliability; responsiveness; assurance; empathy; and tangibles (Giovanis, et al., 2015)

2.7.2 Stages of ideal service provision

1. Pre- service provision

- Service provision center is ready by the existence of all work requirements
- Adequate and clear information about the service is available for all citizens, either on electronic website, or by phone, or by a reception employee.

2. Service application

- Citizen apply to get a service either by electronic website, or by phone, or by visiting service provision center.

3. Procedures stage

- Citizen provide all needed documents, papers, and fees.
- Service provider must be patient, and able to explain all details and answer all expected questions.

4. Service ending/ completion

- Citizen receive the required service (Palestinian Ministerial Cabinet, 2014).

2.7.3 Quality of Governmental Services in the Palestinian Context

Researcher had concluded that there is a weak governmental experience in measuring the quality of governmental provided services in the Palestinian Context; as the researcher found out that only one survey was conducted to measure and identify citizen's needs at services provision locations. Results of conducted survey was supposed to be a key to the process of applying governmental quality services standards-under the umbrella of a pre-developed guidebook at 2014. Unfortunately, the process had remained as ink on paper by the establishment of the Consensus Government.

2.7.4 Standards for providing a qualified governmental services

The pre-developed guide which was entitled by "A guide for applying standards of governmental service quality" had explained 6 standards for providing a qualified governmental services, which are:

1. Behaviors of Service Provider: such as, being patient, has ability to resolve problems, can understand service receiver needs, can deal professionally with people with special needs and elderly, and can deal with people neutrally .
2. Information and knowledge: such as, provide adequate and suitable information about the service and how to obtain it, and provide service provider with adequate information which enable him to answer all expected questions.
3. Work environment: by preparing service provision center in a proper, convenient, and proper manner, which fit with health and safety standards.
4. Response: such as responding to citizen needs in a pre-determined time frame.
5. Quality and Improvement: such as, providing citizen with qualified and neutral services. conducting regular training courses to improve the performance of service providers, in addition to regular questionnaires and services which aim to measure citizens satisfaction, and continuously motivate service providers.
6. Economy and crisis management: such as, services are provided within the available economic resources, and the existence of a pre-developed plan -with qualified team- to face crisis (Palestinian Ministerial Cabinet, 2014)

2.8 Ministries of social sector in Palestine

2.8.1 Introduction

The social sector is considered to be the most important sector in the government, as it affects and affected by other sectors, and it's importance is derived from it's effect on the daily life of the citizens (Ministry of Planning, 2012).

2.8.2 The goals of social sector ministries:

- **Main Goal**

Achieving comprehensive, balanced and fair social development.

- **sub-goals**

- 1- Cultural and educational development of society.
- 2- Providing of a comprehensive health development requirements.
- 3- Enhancing and supporting the resistance of border and the affected areas.
- 4- Providing the human development needs for the marginalized people.
- 5- Religiously and socially development for the socially.

2.8.3 Services of social sector ministries

This sector is divided into nine ministries which are the following (Ministry of Planning 2012):

1. Ministry of Health
2. Ministry of Education
3. Ministry of Endowments and Religious Affairs
4. Ministry of Social Affairs
5. Ministry of Labor
6. Ministry of Women's Affairs
7. Ministry of Youth and Sports
8. Ministry of Prisoners
9. Ministry of Culture

Table (2.1):Services provided by social sector ministries

No.	Ministry	Task & services
1	Ministry of Health	<p>Primary health care services Primary health care and public services are considered as the backbone of the Palestinian health system, the ministry provides these services to various communities.</p> <p>Secondary health care services(hospitals) The ministry works on ensuring a high quality medical services by supporting the hospitals sector with qualified cadres, specialized medical devices and providing modern devices and techniques.</p> <p>Tertiary health care services The ministry works to develop and find a local alternatives of the medical services such as cardiac and catheterization surgery, kidney transplant and others.</p>
2	Ministry of Education	<p>The Ministry of Education is responsible for managing and directing of public schools, in addition to supervising the educational process in the schools which are run by the private sector).</p> <p>It is also works on preparation and provision of textbooks, references and subjects for educational institutions which are affiliated to ministry. As well as finding a close relationship between the school and families and the social institutions to ensure effective educational process.</p>

No.	Ministry	Task & services
3	Ministry of Endowments and Religious Affairs	<p>Encourage memorizing the Quran and deployment its sciences through an integrated courses and programs by a variety of skills.</p> <p>Advocacy and guidance by diverse means such as events, activities, sermons and idiosyncratic education.</p> <p>Idiosyncratic education: Through legitimate schools, institutes, colleges and Radio of the holy Quran.</p> <p>Follow-up to the mosques through the programs that make the mosques a mean for science and innovation.</p> <p>Support poor families and orphanages and collecting of donations and Zakat.</p> <p>Follow-up the Hajj and Umrah season.</p>
4	Ministry of Culture	<p>The establishment of local cultural centers, institutions and communities centers abroad to ensure the unity of cultural fabric of the Palestinians in the homeland and the diaspora.</p> <p>Support and promote cultural activities of unions, associations and honoring innovators in grants and awards to encourage emerging talent.</p> <p>Support for cultural industries encourage investment on it.</p>
5	Ministry of Labor	<p>The ministry provides a set of services targeted workers category as follow:</p> <p>Temporary employment Program</p> <p>Emergency and relief programs, such as providing emergency cash assistance for the work seekers who are still unemployed.</p> <p>Computerizing the data on labor market information system program.</p> <p>Supervision on students graduation from technical and vocational programs and supplement them to labor market.</p>

No.	Ministry	Task & services
6	Ministry of Detainees and Ex-Detainees Affairs	<p>The ministry provides a series of programs and services to prisoners and their families and for the ex-detainees to ensure a dignified life for the prisoners and their families. Include the following programs:</p> <p>University education and qualifying courses program.</p> <p>Affording a temporary jobs for the released prisoners who have spent less than five years.</p> <p>Government assistance program. This program affords for the family of the prisoner – son, daughter, brother & sister- a temporary jobs opportunity.</p> <p>Health insurance program for the families of prisoners and ex-prisoners</p> <p>Electricity and water exemption program.</p>
7	Ministry of Social Affairs	<p>Contribute in achieving of social development in cooperation with civil society organizations and various governmental institutions.</p> <p>- organizing the work of institutions and associations which are work in field of social work.</p> <p>Strengthening the self-reliance: as aencouraging the contribution of eligible capacities in participation in production cycle.</p> <p>Strengthening self-reliance as a combination of eligible capacity in the process of active participation in the production cycle.</p> <p>Follow-up families: such as developing their capabilities and identify strategies to enhance their situations.</p>

No.	Ministry	Task & services
8	Ministry of Women's Affairs	<p>Small projects for the women who are support their poor families and graduates development program.</p> <p>Capacity-building program for the entrepreneurs girls.</p> <p>strengthening the women's institutions and assisting in developing their administrative and financial systems.</p> <p>Educational outreach program for women from various segments of Palestinian society.</p> <p>Legal support program to improve the lives of women.</p> <p>Studies, programs and research on the women to evaluate the real needs of the women.</p>
9	Ministry of Youth and Sports	<p>Its responsible for preparation of youth and sports activity plan for the projects. The main projects of the ministry are:</p> <p>Project for supporting the youth fund.</p> <p>Solidarity Youth Project.</p> <p>Strengthening the partnership, cooperation and exchange of experiences between the Palestinian youth and the Arabs and the world youth.</p> <p>Holding sports competitions and courses.</p>

Source: Ministry of Planning, 2012

Chapter 3

Previous Studies

Chapter 3

Previous Studies

3.1 Previous Studies

This chapter is a review for the previous studies that have studied the concept of political based recruitment and its dimensions, and the concept of the quality of governmental services.

This chapter contains 19 studies; which were arranged from the latest (2015) to the oldest (11996). Each one has been briefly introduced with concentration on its aims, methodology, results and finding, and main conclusions and recommendations. At the end of the chapter, researcher had noted comments on these studies and identify the research gap that led to this paper.

1. (Nour Al-Deen, 2015) “Recruitment and Promotion of Special and First Class Category of Public Employees in Gaza (from April to June 2014)”

This research was prepared to study the legal system that organize the process of recruiting public seniors, both special and first class category. Additionally, research had aimed to study the reality of seniors recruitment and selection in Gaza Strip at the period of 01/04/2014 – 01/07/2014, which was the period preceding the formation of Consensus Government. Researcher had relied on inductive analytical approach by reviewing laws and conducting individual interviews.

Researcher had concluded that recruitment authorities were centralized on the hands of Ministerial Cabinet at the period from April to June 2014. Additionally, researcher had pointed out that President has extensive powers to recruit and promote seniors. Researcher had recommend to professionalize the process of recruiting public seniors, in addition to determine a specific time period for seniors to stay at their public positions, which can enhance accountability and monitoring, and open the door for new expertise and competencies.

2. (Kasba, 2015)“The Role of Creative Destruction Management in Improving the Quality of Services in the Palestinian Governmental Sector”

This study aims at identifying the role of creative destruction management in improving the quality of services in the Palestinian governmental sector in Gaza governorates. It also aims at contributing to raising the level of quality of provided services through enhancing the concept of creative destruction management among the workers and decision makers in the ministries in Gaza. The researcher has used a questionnaire to collect data. Questionnaire were distributed among employees who have supervision jobs in the social sector ministries (9 ministries). About 336 questionnaires were distributed to the population of the study, and 324 questionnaires were collected back.

Researcher had find out that - The level of quality of services in the Palestinian governmental sector in Gaza governorates is intermediate with a relative weight of 63.531 per cent. Moreover, researcher had recommended that - Ministries should go along with modern technological advancement that is needed for providing services through computerized systems and database, and Job security should be provided for workers to achieve the highest possible levels of quality in the services provided.

3. (Al-Tawil, 2014)“Recruitment, Appointment, and Accountability of Public Seniors”

This report was prepared to study the legal system that organize recruiting, promoting, and accountability of public seniors in Palestine,

Researcher had used descriptive analytical approach by reviewing laws and conducting individual interviews.

Researcher had conclude that CSA includes contradictory articles regarding the power of The President and Ministerial Cabinet in issuing appointment decisions, and had also concluded that there is an enhancement on the systems of accounting public seniors.

Researcher had recommend that Presidency and Ministerial Cabinet must minimize seniors recruitment and take advantage of existing expertise, and civil services act should be amended, and procedure for appointing seniors should be clearly specified.

4. (Omareiah, 2014)"Designation in public job – Comparative Study"

This research conducted to examine the reality of designation provisions in public sector through the general (ex: age, nationality) and the private (ex: scientific and technical efficiency) requirements of designation. It also addressed the designation methods. The research followed both the descriptive analytical approach, and comparative approach in order to answer the research questions and collect data that can help in understanding the relation between research variables.

The research conclude that there is a restricted freedom of management in selecting public officials, also the condition of getting certificate of a good conduct from the security institutions is against the law. The research recommended activating control on recruiting process and adopting functional competitions methods in the selection process.

5. (Cameron and others, 2014)“Increasing autonomy in publically owned services”

The purpose of this paper is to explore government efforts to enhance the autonomy of community health services (CHS) in England. Data are drawn from the evaluation of the Department of Health’s CFT pilot program. Participants were purposively selected from pilot sites, as well as from comparator non-pilot organizations. A total of 44 staff from 14 organizations were interviewed. The data reveals that regardless of the different pathways that organizations were on, they all shared the same goal, a desire for greater autonomy.

6. (Dweik and Omran, 2013) “Executive Authority and Peaceful Transition of Authority”

This research focus on the transitional time period which was experienced by the PNA after Hamas won the legislative election of the year 2006. In details, this paper focuses on three main elements that stand against a peaceful transition of authority, which was: security, public job, and public finance. Researchers had depend on conceptual review of laws, ministerial cabinet decisions, and Presidential decrees to clarify the overlap of public position's appointing authority. Furthermore, researchers had pointed a noteworthy breach to all public recruitment rules and

requirement- by both Fateh and Hamas-; as both of them tried to impose power on the executive branch by appointing seniors who had political belonging to his own party.

Finally, researchers had recommended that both positions of the President of GPC, and the President of Financial and Administrative Control Council should be far away from any political pressure; in order to ensure fairness and equal opportunities in the field of recruiting public servants – especially seniors positions-.

7. (Giovanis, Athanasopoulou, and Tsoukatos, 2013) “The role of service fairness in the service quality–relationship quality–customer loyalty chain”

This study aims to investigate the impact of service fairness on relationship quality as a complementary to service quality driver, and the direct and indirect effect of service fairness on customer loyalty in the presence of service quality and relationship quality in a no failure/recovery effort service context.

A telephone survey of a random sample of 408 customers of auto repair and maintenance services was implemented using a structured questionnaire with established scales. Data were analyzed with partial least squares path methodology, a structural equation modeling methodology.

Researcher’s had found that interactional fairness is the most important formative determinant of customers’ overall fairness perception, followed by procedural and distributive fairness. So, service fairness has the highest overall effect on customer loyalty.

This study had recommended that customers should be fairly treated at every point of contact. Also, service quality is heavily affected by service fairness. Thus, fair service leads to high-perceived service quality. So, fairly treating customers is crucial for developing long-term relationships that lead to customer loyalty

8. (Qandeel, 2012)"Transparency and Equity in the process of Appointing Senior Positions at the Palestinian National Authority (Part 2- Appointing directors of Non-Ministerial Governmental Institutions)"

This report aims to revise the legal framework that covers the process of appointing directors of non-ministerial governmental institutions, and then compare

it with the real status of director's appointment process. The report further depends on conceptual review due to analytical descriptive approach.

Conclusions of the report were showing a low level of fairness and transparency in the process of appointing directors as a result of the absence of predetermined appointment procedures. Also, report's result had shown a loophole in laws concerning determination of main appointment requirements and specifications which must be met by nominees. The report recommends that recruitment procedures should be clearly specified and wrote based on competition and equalization of opportunities; to minimize the effect of nepotism, favoritism, and political belonging.

9. (Qandeel, 2011) "Transparency and Equity in Appointing Process of Senior Positions at the Palestinian National Authority (Part 1- Appointing Higher Level Positions)"

This report aims to examine the level of transparency and fairness in the process of appointing senior positions, and to identify main obstacles and difficulties that stand against achieving acceptable level of transparency and equity in senior's recruitment process. The report further depends on conceptual review due to analytical descriptive approach. The report pointed out that civil services law did not identify procedures for appointing seniors. In addition, the law includes contradictory articles regarding the power of The President and Ministerial Cabinet in issuing appointment decisions. Finally, the study recommended that civil services law should be amended, and procedure for appointing seniors should be clearly specified. Moreover, political belonging should be avoided during the process of appointing seniors.

10. (Abu Shams, 2011)“Official Job Abuse Under the Palestinian Legal System and Its Influence on Political Development”

This study focuses on researching the issue of exploiting legislations and laws by some employees and those who have power in the Palestinian Authority. The researcher also researches in how legislations are used by these people as a cover when committing corruption.

Based on the study, the researcher came out with a number of results: He found that the influential bodies and individuals use their power and influence to

explain laws in accordance with their interests; he also concluded that legislations are not clear-cut, and could bear several interpretations. According to this, a number of recommendations have been given which would, if implemented, reduce the impact of influence peddling.

11. (Nashwan and Abd El-Hadi, 2010) "Discrimination in Public Job Based on Political Affiliation in Palestine"

This study tried to answer the question of "Is there discrimination in public jobs in Palestine based on political belonging?" The study was prepared for a purpose of diagnosing the reality of political belonging discrimination, and provide recommendations and suggestions that can help in enhancing fairness and equalization of opportunities. The study depend on analytical descriptive approach. In addition, 80 interviews were conducted with public servants, experts, and representatives of parliamentary blocs in the PLC. The study pointed out that political based discrimination is a destructive phenomenon which started to appear by the establishment of the PNA, and had appeared more clearly after the Palestinian internal conflict.

The study recommended that political considerations should not lead to public job discrimination. Additionally, the study recommended that recruitment at all public positions should be announced and subjected to competition.

12. (Yousif, 2009) "The Impact of Power Duality on Political Development in the Palestinian national Authority after the Second Legislative Elections"

This study discusses the impact of power duality on political development in the Palestinian Authority (PA) following the second legislative elections in 2006. The research further applied the descriptive analytical approach to answer the study's questions, and to discuss the study's hypotheses. The research concludes that power duality led to power struggle between the biggest two political parties in Palestine (Fateh & Hamas) which affected negatively the PNA institutions, and led to inequity between citizens to benefit from the available resources and opportunities.

The research recommended to reform PNA institutions urgently, and to recruit public servants based on the efficiency and competitiveness rather than political considerations.

13. (Al-Jahni, 2009)"The impact of procedures in delaying the provision of governmental services"

The main objective of the study is to determine the impact of procedures on delivering governmental services, in addition to clarifying the impact of using modern technical tools in simplifying the procedures and delivering services. The researcher use the descriptive analytical method to answer the research questions.

The study conclude that the use of modern technology and provision of adequate training and required funding undoubtedly helps in simplifying the regulations and procedures towards quick services, moreover, it will improve employee performance.

Researcher had recommended adapting the modern technologies in the governmental sector, and providing the required infrastructure and requirements to enhance services delivery process.

14. (Al-Farra and Al-Zanoun, 2008) "The reality of recruitment and selection policies at the administrative positions in the ministries of the Palestinian Authority in the Gaza Strip"

The study aimed to investigate the reality of recruitment and selection policies at the administrative positions in the ministries of the Palestinian Authority in Gaza Strip. Researchers used analytical descriptive method, as the study population consists of (3363) public servants. In addition to stratified random sample consists of 500 public servants. The study concluded that most of the limitations that face the ministries in the process of selection and recruitment are due to not following effective process for selection and recruitment. Also the study showed that several non-objective factors such (political, tribal and personal) hinder the process of selection and recruitment.

The research recommended creating a suitable environment based on scientific criteria for the process of selection and recruitment. Moreover, issuing suitable law for organizing the process of selection and recruitment for administrative positions in the ministries.

15. (Mou'tan, 2008) "Public Job and Political Pressure"

The researcher attempted by this research to highlight some of political based violations that occurred in public job at the time period that followed 14/06/2007 (after Palestinian civil war). Research had depend both on conceptual review and analytical descriptive approach to build this paper by conducting interviews, studying related reports and statistics, and building a questionnaire to collect data. Research had pointed out a variety of -political based- public job violations including: dismiss public servants, salaries cut off, and disrupt recruitment procedures.

Researcher had also clarified the negative role of security agencies in public recruitment process by which many people lose their jobs and their employment opportunities as a result of their political preferences. Furthermore, research had recommend that public job with all of its dimensions should be depart of political considerations.

16. (El-Farra and Al-Louh, 2007) “Development of Organizational Structures of Palestinian Ministries in the Gaza Strip and their Impact on Managerial Efficiency”

This research aims to examine the developments of organizational charts of the Palestinian ministries and their effects on the managerial efficiency of the ministries. The research used analytical descriptive method buy using secondary and primary data. The research designed a questionnaire which consists of 80 paragraphs.

The research population consists of 3118 persons and the sample accounted for 500 persons. All of sample members were selected from a managerial persons ranging from head of department to deputy minister.

Some of the conclusions were the organizational chart of the Palestinian ministries suffer critical defects due to the continuous changes of Palestinian governments without real studies. This caused repetitive changes in the structures. In addition, lack of efficiency of people who designed the charts. The research recommended that changes in the structures of the ministries should happen when only needed in light of the strategies and missions of ministries. Furthermore, the employees must be placed in jobs fit their skills and qualifications and to avoid jobs overlap

17. (Al-Duqi, 2006) "The Reality of TQM at PNA Ministries in Gaza Strip"

The study aimed to examine the reality of applying the standards and factors of Total Quality Management (TQM) at PNA Ministries in Gaza Strip. In addition, the study examines the extent of the implementation and practicing level of the concept factors. Research had designed a questionnaire to collect data from a stratified random sample. The study revealed that High-level Management had a low degree of support to the improvements and developments due to many reasons; the most important reason is the constant change in the political and administrative leaders because of political instability.

The study recommended the adoption of a national strategy plan on a professional basis to be abide by all successive governments, and thus reduce the effects of political instability. Also focusing on the process of recruitment and selection, and taking into account the scientific qualifications for the candidates who will occupy managerial positions.

18. (Kayed, 2003) "Occupation of Senior Positions at Palestinian National Authority"

This report was conducted to reveal the basis and principles that cover the process of recruiting senior positions at the PNA. Research had depend on conceptual review due to analytical descriptive approach to reach research results. The report pointed out that President had absolute power to appoint seniors, and had also indicate that seniors hold office for a long and non-specified time period.

The report recommended that senior's recruitment process should be based on equal opportunities principle, and to minimize President power in recruiting senior positions.

19. (Cohen, 1996) "Amateur Government: When Political Appointees Manage the Federal Bureaucracy"

This research was prepared to discuss managerial and technical qualifications of political appointees in the federal government, and to measure the extent of employing professional standards in making political appointments. The research was built based on conceptual review by the researcher who was a federal

public servant for 34 years. Researcher had pointed that political appointment exists to ensure political accountability and to reward supports who helped to elect the winning party. Researcher had also concluded that all essential professional standards had been abandon when it comes to select to leaderships of the executive departments, so research had recommended a professionalization of top managers selection process, and a wholesale reduction in the number of political appointees.

3.2 Comments and Conclusions

After reviewing several local, Arabic, and foreign studies, researcher had made a comparison between these studies to benefit from it in many parts of the research in order to achieve the study objectives. The following are the general comments on these studies:

1. Researcher had found that some of previous studies are talking about PbR phenomena in Palestine in general , and they try to discuss the reasons that stand behind it. Other studies were talking about the appointment of public seniors and first class managers.
2. Generally, all reviewed studies discussed the variables which is determined in this study separately, as decision making indecency, official job abuse for personal interest, fairness in providing governmental services, and self- autonomy of the organization.
3. The researcher benefited from the previous studies through developing the literature review, formulating the research problem statement, and developing the study variables. Add to this, these studies had facilitated the access to some references.
4. Most of the previous studies were local studies, as the phenomena of political based recruitment appear clearly in Palestinian society due to political situation, and political parties conflict.
5. There is no study that linked PbR with any managerial aspect, such as: job performance, job evaluation, public procurements and tenders, etc
6. Researcher had shared study variables (dimensions) from previous studies. This study meets with Al-Farra and El-Louh (2007) in studying the independency of decision making. Also, researcher had concluded fairness of providing governmental services from A'man Corruption Report in (2010) which emphasize that nepotism and favoritism still affect the process of providing governmental services with a percent of 63%, in addition to Giovanis, Athanasopoulou, and Tsoukatos (2013) who linked service fairness with service quality.

7. Moreover, Official job abuse for personal interest was discussed by Abu Shams (2011), and self-autonomy of the organization was discussed by Cameron and others (2015).

3.3 Contribution of this study to previous studies:

This study differs from the previous studies in:

1. It has discussed a topic that no regional or local studies had discussed. Political based recruitment was a part of many researches, but it has not been studied separately.
2. This study is the first one according the knowledge of the researcher which is conducted to measure the impact of PbR dimensions on the quality of governmental services.
3. This study is the first study in which researcher had collected dimensions of PbR, and link it with the QoGS.
4. This study was applied in Gaza Strip, in social sector ministries, while other studies have different populations.

In conclusion, although political affiliation plays an effective role in most aspects of Palestinian live, and PbR is one face of it which is appearing clearly in Palestinian government, there is a weak literature about political based recruitment. So, researcher hopes that this study will fill the gap and examine the impact of PbR dimensions on the QoGS

Chapter 4

Methodology

Chapter 4

Methodology

4.1 Introduction

This chapter describes the methodology that was used in this research. The adopted methodology to accomplish this study uses the following techniques: the information about the research design, research population, questionnaire design, statistical data analysis, content validity and pilot study.

4.2 Research approach

Based on the nature of this research, researcher used the descriptive analytical approach. In social sciences descriptive approach is used when researcher has no control over the variables, he only describes what had happened or what is happening, while in analytical approach researcher has use facts or information already available, and analyze it to make critical evaluation of the material. Which means that researcher has gathered information about existing conditions at the time of study then he explained the causes of these phenomena. (kumar, 2008)

4.3 Research Design

The first phase of the research thesis proposal included identifying and defining the problems and establishment objective of the study and development of research plan.

The second phase of the research included a summary of the comprehensive literature review. Literatures on claim management was reviewed.

The third phase of the research included a field survey which was conducted on Palestinian Public Institutions (Social Sector).

The fourth phase of the research focused on the modification of the questionnaire design, through distributing the questionnaire to pilot study, The purpose of the pilot study was to test and prove that the questionnaire questions are clear to be answered in a way that help to achieve the target of the study. The questionnaire was modified based on the results of the pilot study.

The fifth phase of the research focused on distributing questionnaire. This questionnaire was used to collect the required data in order to achieve the research objective.

The sixth phase of the research was data analysis and discussion. Statistical Package for the Social Sciences, (SPSS) was used to perform the required analysis. The final phase includes the conclusions and recommendations.

Researcher had distributed 185 questionnaire, among Departments Directors and directors in charge, and had recollected (177) questionnaire, which is representing the study sample.

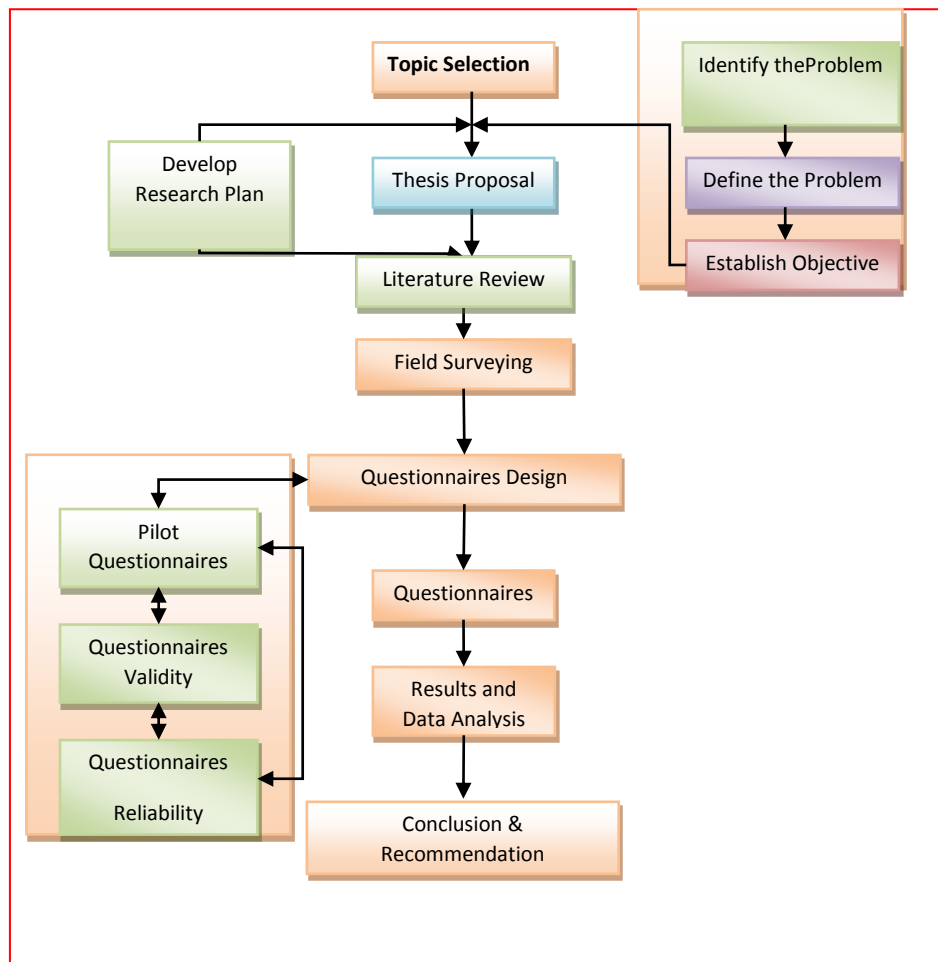


Figure (4.1): illustrates the methodology flow chart.

Source: Articulated by the researcher, 2016. Based on (Kumar, 2010)

4.4 Data Collection Methodology

In order to collect the needed data for this research , we use the secondary resources in collecting data such as books, journals, statistics and web pages , in addition to preliminary resources that not available in secondary resources through

distribute questionnaires on study population in order to get their opinions about the impact of political based recruitment's dimensions on the QoGS . Research methodology depend on the analysis of data on the use of descriptive analysis, which depends on the poll and use the main program (SPSS).

4.5 Population and sample size:

The population of the study will include First Level Managers - Directors of Departments. Research sample was a stratified random sample.

4.6 Questionnaire design

The questionnaire used in this research published in Arabic language in order to be understood by respondents. It started with a covering letter explaining the purpose of the study, way of responding, and the security of information in order to encourage respondents to answer in a proper way and provide correct information, also questions were arranged in a logical order and a proper sequencing.

The questionnaire was carefully designed in order to facilitate the collection process, in addition to maximize the reliability and validity of data gathered from respondents. The questionnaire included six sections, one for the personal information, and five to measure the relationship between variables, as follows:

1. Section (1): It focused on the personal information of respondents including: gender, age, educational degree, years of experience
2. Section (2): 14 items to measure the variable of "decision making independency"
3. Section (3): 11 items to measure the variable of " fairness in providing governmental services"
4. Section (4): 12 items to measure the variable of "official job abuse for personal interest"
5. Section (5): 9 items to measure the variable of "self-autonomy of the organization"
6. Section (6)" 15 items to measure the variable of "quality of governmental services"

Researcher utilized the following procedure:

1. The questionnaire was developed by researcher, and was reviewed and modified by researcher's supervisor.
2. The modified copy was given to a number of 8 referees from different working environments (academic, governmental, statistical, and legal)
3. The questionnaire was modified based on referee's comments.
4. Next, pilot study of 40 questionnaire was distributed to help test the validity and reliability of the questionnaire; this provide a trial for the questionnaire, which involves testing the wordings of questions, and identifying ambiguous questions.
5. Based on the pilot phase findings, it was concluded that the questionnaire is ready to be distributed among respondents.

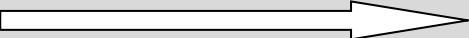
4.7 Pilot Study

A pilot study for the questionnaire was conducted before collecting the results of the sample. It provides a trial run for the questionnaire, which involves testing the wordings of question, identifying ambiguous questions, testing the techniques that used to collect data, and measuring the effectiveness of standard invitation to respondents .

4.8 Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, scale 1-10 is used.

Table (4.1) :research scale

Item	<i>Strongly Disagree</i>									<i>Strongly agree</i>
Scale	1	2	3	4	5	6	7	8	9	10

4.9 Test of normality

The One-Sample Kolmogorov-Smirnov test procedure compares the observed cumulative distribution function for a variable with a specified theoretical distribution, which may be normal, uniform, Poisson, or exponential. The Kolmogorov-Smirnov Z is computed

from the largest difference (in absolute value) between the observed and theoretical cumulative distribution functions. This goodness-of-fit test tests whether the observations could reasonably have come from the specified distribution. Many parametric tests require normally distributed variables. The one-sample Kolmogorov-Smirnov test can be used to test that a variable of interest is normally distributed (Henry, C. and Thode, Jr., 2002).

Table (4.2) shows the results for Kolmogorov-Smirnov test of normality. From Table (4.2), the p-value for each variable is greater than 0.05 level of significance, then the distributions for these variables are normally distributed. Consequently, parametric tests should be used to perform the statistical data analysis.

Table (4.2): Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov	
	Statistic	P-value
Decision making independency	0.739	0.645
Fairness in providing governmental services	0.646	0.798
Official job abuse of for personal interest	0.660	0.777
Self-Autonomy of the organization	0.771	0.592
Political based recruitment's dimensions	1.257	0.085
Quality of Governmental Services	0.580	0.890
All paragraphs of the questionnaire	1.115	0.166

4.10 Statistical analysis Tools

The researcher used data analysis both qualitative and quantitative data analysis methods. The Data analysis made utilizing (SPSS 23). The researcher utilize the following statistical tools:

- 1) Kolmogorov-Smirnov test of normality.
- 2) Pearson correlation coefficient for Validity.
- 3) Cronbach's Alpha for Reliability Statistics.
- 4) Frequency and Descriptive analysis.
- 5) Stepwise regression analysis.
- 6) Parametric Tests (One-sample T test, Independent Samples T-test and Analysis of Variance (ANOVA)).

T-test is used to determine if the mean of a item is significantly different from a hypothesized value μ_0 . If the P-value (Sig.) is smaller than or equal to the level of significance, $\alpha = 0.05$, then the mean of a item is significantly different from a

hypothesized value 6. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 6. On the other hand, if the P-value (Sig.) is greater than the level of significance, $\alpha = 0.05$, then the mean a item is insignificantly different from a hypothesized value 6.

The Independent Samples T-test is used to examine if there is a statistical significant difference between two means among the respondents toward the impact of political based recruitment's dimensions on the quality of governmental services in Palestinian Public institutions due to (gender and educational degree).

The One- Way Analysis of Variance (ANOVA) is used to examine if there is a statistical significant difference between several means among the respondents toward the impact of political based recruitment's dimensions on the QoGS in Palestinian Public institutions due to (age and years of experience).

4.11 Validity of Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. Statistical validity is used to evaluate instrument validity, which include internal validity and structure validity.

4.11.1 Internal Validity

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It is measured by a scouting sample, which consisted of 40 questionnaires through measuring the correlation coefficients between each item in one field and the whole field.

Table (4.3) clarifies the correlation coefficient for each paragraph of the " Decision making independency " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (4.3): Correlation coefficient of each paragraph of " Decision making independency " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Seniors delegate tasks and responsibilities to their subordinates	.782	0.000*
2.	Decision-making powers are not concentrated among seniors	.332	0.018*
3.	Senior management give departments the sufficient independence to exercise its administrative competences	.730	0.000*
4.	Seniors allow subordinates to participate in the process of developing and implementing plans	.601	0.000*
5.	Seniors allow subordinates to participate in the process of developing policies for their institution	.743	0.000*
6.	Powers are delegated, which lead to faster the process of making decisions	.844	0.000*
7.	Institutional revenues increase as a result of power delegation	.678	0.000*
8.	Decisions are made according to institutional interest	.729	0.000*
9.	Decisions are made in accordance to employees interest	.711	0.000*
10.	Decisions are reviewed and adjusted if it conflicted with the interest of the institution or its employees	.713	0.000*
11.	Senior management is interested in suggestions and initiatives which are submitted by subordinates	.837	0.000*
12.	Senior level management conduct periodical meeting with different managerial levels in the institution	.614	0.000*
13.	Senior management provides adequate information that help subordinates in implementing and follow-up the taken decisions	.763	0.000*

* Correlation is significant at the 0.05 level

Table (4.4) clarifies the correlation coefficient for each paragraph of the " Fairness in providing governmental services " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (4.4):Correlation coefficient of each paragraph of " Fairness in providing governmental services " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Your organization have adequate independence which enable it to play an active role in representing and expressing the interests of the society	.476	0.001*
2.	Nepotism and favoritism do not affect the process of obtaining provided services	.651	0.000*
3.	Government services are offered neutrally to all citizens far away from the political affiliation	.776	0.000*
4.	Government service is offered to all citizens far away from family and clan considerations	.821	0.000*
5.	Adequate and needed information are provided equally to all service recipients	.745	0.000*
6.	Services are provided based on the queuing (role) system	.775	0.000*
7.	Governmental tenders are awarded to suppliers in a neutral way and far away from the political affiliation.	.802	0.000*
8.	Services are provided to citizens according to institutional goals and objectives	.773	0.000*
9.	Services are provided to citizens in accordance to imposed instructions and laws	.825	0.000*
10.	In the case of service provision failure or delay, reasons are clarified and explained to citizen	.776	0.000*
11.	Service recipients get adequate guide if they want to file a complaint to the concerned authorities	.451	0.002*

* Correlation is significant at the 0.05 level

Table (4.5) :Correlation coefficient of each paragraph of " Official job abuse of for personal interest "and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Seniors do not abuse their influence to serve factional and partisan interests	.713	0.000*
2.	Abuse of official job influence does not appear clearly among seniors staff	.812	0.000*
3.	Regulatory(monitoring) bodies and authorities play an active role in reducing official job abuse phenomena	.507	0.000*
4.	Seniors level management support and facilitate the work of regulatory and monitoring bodies and authorities	.672	0.000*
5.	The process of using and disbursement of mobile bills for seniors is disciplined and controlled	.515	0.000*
6.	Seniors are subject to the same laws and instructions that regulate attendance and leavefor institutional staff	.419	0.004*
7.	Institution's properties are not being used for private gain, or to promote the goods or services for personal benefit, or for	.719	0.000*

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
	the benefit of a third party		
8.	The information which is obtained by employee while performing his official duties are not being used for personal interest	.846	0.000*
9.	Seniors use their subordinates to achieve personal, private, and non-work related tasks	.806	0.000*
10.	Laws and regulations are not being manipulated (changed) to fit with achieving personal goals and objectives	.843	0.000*
11.	Seniors do not acquire (exclusively use) some of institutional resources and equipment	.758	0.000*
12.	Employees are being enforced to do tasks that is conflicting with institutional laws and regulations	.548	0.000*

* Correlation is significant at the 0.05 level

Table (4.5) clarifies the correlation coefficient for each paragraph of the " Official job abuse of for personal interest " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table (4.6) :Correlation coefficient of each paragraph of " Self-Autonomy of the organization " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Senior level do not play an effective role in strengthen control of political parties over institutional authorities	.752	0.000*
2.	Senior level do not play an effective role in strengthen control of political parties over institutional powers	.750	0.000*
3.	Your institution has the ability to face the domination of governing political party	.726	0.000*
4.	While performing institutional projects and programs, priority is given to professional side over political and partial side	.840	0.000*
5.	Top management is enforcing the democratic trend among employees	.754	0.000*
6.	Senior level help employees to discover themselves and develop their managerial skills and expertise	.552	0.000*
7.	There is a clear mechanism for employees to file a complaint against seniors	.480	0.001*
8.	Accomplishment (completion) of some governmental tasks is not linked with the instructions and orders issued by the governing political party	.406	0.005*
9.	Employees are neutrally and professionally evaluated, far away from political affiliation	.471	0.001*

* Correlation is significant at the 0.05 level

Table (4.6) clarifies the correlation coefficient for each paragraph of the " Self-Autonomy of the organization " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

Table(4.7):Correlation coefficient of each paragraph of " Quality of Governmental Services " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Services are provided to citizens in an neutral and professional manner, far away from political affiliation	.577	0.000*
2.	There's a pre-provided information about the service and how to obtain it (procedure guide)	.753	0.000*
3.	Employees are sufficiently and regularly trained on how to deal with citizens and provide services to them	.722	0.000*
4.	Services provision center are being prepared in an proper, convenient and comfortable manner	.797	0.000*
5.	Service provision staff have sufficient and required information about the provided services	.749	0.000*
6.	Service provision staff have the required skills which enable them to deal with people with special needs and elderly	.719	0.000*
7.	Number of service provision staff is appropriate and sufficient compared with the number of service recipients	.696	0.000*
8.	There's a clear clarification for the time frame required for service delivery	.612	0.000*
9.	Researches and questionnaires are regularly conducted to measure the level of citizen satisfaction about provided services	.787	0.000*
10.	There's a pre-developed solutions and alternatives that ensure the process of service delivery at emergency times	.821	0.000*
11.	Services are delivered in an economical way and within the available resources	.711	0.000*
12.	At service provision centers, the surrounding environment is matching with health and safety standards for both employees and citizens	.765	0.000*
13.	There is a regular evaluation for employees performance and work process in service delivery centers	.722	0.000*
14.	Employees with outstanding performance -in the field of service delivery- are being motivated and honored	.709	0.000*
15.	There's a continuous development in the area of electronic service delivery	.727	0.000*

* Correlation is significant at the 0.05 level

Table (4.7) clarifies the correlation coefficient for each paragraph of the "QoGS " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

4.11.2 Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

Table (4.8) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.05$, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

Table (4.8): Correlation coefficient of each field and the whole of questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Decision making independency	.746	0.000*
2.	Fairness in providing governmental services	.811	0.000*
3.	Official job abuse of for personal interest	.787	0.000*
4.	Self-Autonomy of the organization	.881	0.000*
	political based recruitment's dimensions	.980	0.000*
	Quality of Governmental Services	.863	0.000*

* Correlation is significant at the 0.05 level

4.12 Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (George and Mallery ,2006). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability

coefficient (George and Mallery, 2006). To insure the reliability of the questionnaire, Cronbach's Coefficient Alpha should be applied.

4.13 Cronbach's Coefficient Alpha

Cronbach's alpha (George D. & Mallery P, 2006) is designed as a measure of internal consistency, that is, do all items within the instrument measure the same thing? The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (4.9) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.817 and 0.950. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.960 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire (George, D. and Mallery, 2006).

Table (4.9): Cronbach's Alpha for each field of the questionnaire

No.	Field	Cronbach's Alpha
1.	Decision making independency	0.922
2.	Fairness in providing governmental services	0.898
3.	Official job abuse of for personal interest	0.896
4.	Self-Autonomy of the organization	0.817
5.	Political based recruitment's dimensions	0.950
6.	Quality of Governmental Services	0.933
	All paragraphs of the questionnaire	0.960

The Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

Chapter 5

Data Analysis and

Discussion

Chapter 5

Data Analysis and Discussion

5.1 Demographic information

1. Gender

Table No.(5.1) shows that 83.6% of the sample are males and 16.4% of the sample are females .

This results fit with recent statistics of GPC, which indicate that majority of first class managers are males, with a percent of 91.5% This result also fit with the general perception in the Palestinian society about women working, which limit the number of female employees.

Table (5.1):Gender

Gender	Frequency	Percent
Male	148	83.6
Female	29	16.4
Total	177	100.0

2. Age

Table No.(5.2) shows that 5.6% of the sample are " from 20 – less than 30 yrs." , 44.6% of the sample are of " from 30 – less than 40 yrs." , 32.2% of the sample are of " from 40 – less than 50 yrs." and 17.5% of the sample are of " more than 50 yrs.".

The result shows that majority of first class managers aged between 30-40 years old, which reflect the reality that governing political party is seeking for political loyal supervisors even they are young.

Table (5.2): Age

Age	Frequency	Percent
from 25 – less than 30 yrs.	10	5.6
from 30 – less than 40 yrs.	79	44.6
from 40 – less than 50 yrs.	57	32.2
more than 50 yrs.	31	17.5
Total	177	100.0

3. Educational degree

Table No.(5.3) shows that 4.0% of the sample are " Diploma " holders, 52.0% of the sample are " Bachelor " holders, 39.0% of the sample are " Master " holders and 5.1% of the sample are " P.H.D " holders .

This result fit with Kasba (2015), which indicate that majority of supervisors positions at social sector ministries have bachelor degree with a percent of 67.28%, while 11.7% of them have diploma, which is the lowest percent among supervisors in social sector ministries.

Table (5.3):Educational degree

Educational degree	Frequency	Percent
Diploma	7	4.0
Bachelor	92	52.0
Master	69	39.0
Ph.D	9	5.1
Total	177	100.0

4. Years of Experience

Table No.(5.4) shows that 2.3% of the sample have experience " Less than 5 years", 32.8% of the sample have experience "5 – Less than 10 year ", 24.9% of the sample have experience "10- less than 15 years " and 40.1% of the sample have experience " more than 15 yrs " .

This result fit with recent statistics of G.P.C, which indicate that most of first class managers have more than 15 years of experience, with a percent of 40.9%

Table (5.4): Years of Experience

Years of Experience	Frequency	Percent
Less than 5 year	4	2.3
5 – Less than 10 year	58	32.8
10- less than 15 years	44	24.9
more than 15 yrs	71	40.1
Total	177	100.0

5.2 Analysis for each field

5.2.1 Decision making independency

Table (5.5) shows the following results:

- The mean of paragraph #8 “Decisions are made according to institutional interest” equals 6.78 (67.78%), Test-value = 5.39, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. It can be concluded that the respondents agreed to this paragraph.
- The mean of paragraph #2 “Decision-making powers are not concentrated among seniors” equals 3.01 (30.06%), Test-value = -26.52, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. It can be concluded that the respondents disagreed to this paragraph.
- The mean of the field “Decision making independency” equals 6.06 (60.59%), Test-value = 0.58, and P-value=0.281 which is greater than the level of significance $\alpha = 0.05$. The mean of this field is insignificantly different from the hypothesized value 6. It can be concluded that the respondents (Do not know, neutral) to field of “Decision making independency”.

For the assumption that got the higher (agree), it’s conflicting with (Yousief, 2009) findings which indicate that most of public decisions (especially recruitment decisions) were made to serve political party interests primarily. Researcher – as a public employee- can see that this result is unrealistic, and respondents may have given distorted answers.

For the assumption that got the lowest agree (disagree) it’s consistent with (Yousief, 2009) who state that decision making process in the Palestinian case had inherited centralization from Palestinian Liberation Organization (P.L.O). Also, Yousief had state that decision making authorities were concentrating within executive power, in addition to individual domination on powers and confiscation of authorities.

Additionally, this result is consistent with A'man Institution report (2010)- which was conducted to measure public servants perceptions about governance and anti-corruption- had concluded that:

- **33.3%** of public servants believe that, **mostly**, decisions had been taken individually.
- **35.7%** of public servants believe that, **sometimes**, decisions had been taken individually.
- **18.8%** of public servants believe that, **rarely**, decisions had been taken individually.
- 23.4 % of public servants (class A-A1) believe that decision making process is highly centralized

Table (5.5): Means and Test values for “Decision making independency”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Seniors delegate tasks and responsibilities to their subordinates	6.51	1.85	65.08	3.65	0.000*	3
2.	Decision-making powers are not concentrated among seniors	3.01	1.50	30.06	-26.52	0.000*	13
3.	Senior management give departments the sufficient independence to exercise its administrative competences	6.24	1.94	62.37	1.63	0.052	8
4.	Seniors allow subordinates to participate in the process of developing and implementing plans	6.71	1.77	67.12	5.37	0.000*	2
5.	Seniors allow subordinates to participate in the process of developing policies for their institution	6.01	2.05	60.06	0.04	0.485	12
6.	Powers are delegated, which lead to faster the process of making decisions	6.38	1.83	63.84	2.79	0.003*	5
7.	Institutional revenues increase as a result of power delegation	6.09	2.14	60.86	0.53	0.298	9
8.	Decisions are made according to institutional interest	6.78	1.92	67.78	5.39	0.000*	1
9.	Decisions are made in accordance to employees interest	6.04	1.92	60.40	0.27	0.392	11
10.	Decisions are reviewed and adjusted if it conflicted with the interest of the institution or its employees	6.25	1.96	62.50	1.69	0.046*	7

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
11.	Senior management is interested in suggestions and initiatives which are submitted by subordinates	6.28	1.82	62.82	2.06	0.020*	6
12.	Senior level management conduct periodical meeting with different managerial levels in the institution	6.40	2.18	64.01	2.45	0.008*	4
13.	Senior management provides adequate information that help subordinates in implementing and follow-up the taken decisions	6.08	1.92	60.80	0.55	0.291	10
	All paragraphs of the field	6.06	1.34	60.59	0.58	0.281	

* The mean is significantly different from 6

5.2.2 Fairness in providing governmental services

Table (5.6) shows the following results:

- The mean of paragraph #9 “Services are provided to citizens in accordance to imposed instructions and laws” equals 7.62 (76.17%), Test-value = 13.34 and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6 .. It can be concluded that the respondents agreed to this paragraph.
- The mean of paragraph #2 “Nepotism and favoritism don’t affects the process of obtaining provided services” equals 5.24 (52.39%), Test-value = -4.00, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6 .. It can be concluded that the respondents disagreed to this paragraph.
- The mean of the field “Fairness in providing governmental services” equals 6.96 (69.57%), Test-value = 9.16, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. . It can be concluded that the respondents agreed to field of “Fairness in providing governmental services ”.

Researcher – as a public employee- can see that the above mentioned results are logical. As public service providers are executive hands of first class managers, and they are enforced to provide services according to imposed instructions, laws, and procedures guidebooks. Additionally, the fear from being accountable is leading executives to provide services within the imposed instructions and laws, and restricting their authority to provide services far from imposed procedures.

Despite this, and in some cases, upper level managers are intervening the process of providing public services by enforcing executives to favor some service recipients over others, based on their personal, political, and family relations; which create bias!

Also, the nature of Palestinian society with its interrelated social network, can embarrass public servants in many cases to favor their family members, friends, neighbors, and their political friends! Although the effects of interrelated social networks does not justify nepotism and favoritism, but it's a reality and we are enforced to deal with it! This result is also consistent with A'man Corruption report (2010)

At the same context, A'man Institution report (2010) which was conducted to measure public servants perceptions about governance and anti- corruption- had concluded that:

- **32.6%** of public servants believe that public services are **fairly** provided to citizens
- **64.8 %** of public servants believe that public service are provided **unfairly**

Table (5.6): Means and Test values for “Fairness in providing governmental services”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Your organization have adequate independence which enable it to play an active role in representing and expressing the interests of the society	6.41	2.12	64.07	2.55	0.006*	10
2.	Nepotism and favoritism do not affects the process of obtaining provided services	5.24	2.53	52.39	-4.00	0.000*	11

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
3.	Government services are offered neutrally to all citizens far away from the political affiliation	7.17	2.16	71.70	7.20	0.000*	5
4.	Government service is offered to all citizens far away from family and clan considerations	7.33	2.02	73.30	8.71	0.000*	4
5.	Adequate and needed information are provided equally to all service recipients	7.06	1.97	70.63	7.15	0.000*	6
6.	Services are provided based on the queuing (role) system	6.49	2.26	64.91	2.86	0.002*	9
7.	Governmental tenders are awarded to suppliers in a neutral way and far away from the political affiliation.	7.59	1.93	75.89	10.87	0.000*	2
8.	Services are provided to citizens according to institutional goals and objectives	7.55	1.55	75.49	13.23	0.000*	3
9.	Services are provided to citizens in accordance to imposed instructions and laws	7.62	1.60	76.17	13.34	0.000*	1
10.	In the case of service provision failure or delay, reasons are clarified and explained to citizen	7.01	1.96	70.06	6.75	0.000*	7
11.	Service recipients get adequate guide if they want to file a complaint to the concerned authorities	6.98	1.82	69.76	6.94	0.000*	8
	All paragraphs of the field	6.96	1.39	69.57	9.16	0.000*	

* The mean is significantly different from 6

5.2.3 Official job abuse of for personal interest

Table (5.7) shows the following results:

- The mean of paragraph #12 “Employees are being enforced to do tasks that is conflicting with institutional laws and regulations” equals 7.48 (74.77%), Test-value = 7.78, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6 .. It can be concluded that the respondents agreed to this paragraph.
- The mean of paragraph #6 “Seniors are subject to the same laws and instructions that regulate attendance and leave for institutional staff” equals 4.35 (43.52%), Test-value = -7.46, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this

paragraph is significantly smaller than the hypothesized value 6 .. It can be concluded that the respondents disagreed to this paragraph.

- The mean of the field “Official job abuse of for personal interest” equals 6.05 (60.54%), Test-value = 0.43, and P-value=0.333 which is greater than the level of significance $\alpha = 0.05$. The mean of this field is insignificantly different from the hypothesized value 6. . It can be concluded that the respondents (Do not know, neutral) to field of “Official job abuse of for personal interest ”.
- The above mentioned results is consistent with (Abu-Shams, 2011)who state that Palestinian Public Institutions were suffering from official job abuse due to many factors, such as:
- High level of centralization, which make employees think that his supervisor has ultimate power to take decisions, and enforce employees to perform un- work related tasks.
- Occupation and unstable political situation, where the lack of security and stability lead to noncompliance with laws and regulations
- Overlap of the three authorities (executive, legislative and judicial), and the struggle for power and influence among them.
- Issuance of laws that serve the interest of the ruling political party, and terminating or changing any other laws that serve the interest of other political party.
- Weakness of control and accountability.
- In many laws, there’s exceptions and margins that give influential people adequate space to abuse their influence.
- Low salaries rate for employees, and the disparity between staff salaries.
- The absence of deterrent legislations.

Moreover, researcher – as a public employee- believe in the result of paragraph #6, which got the lowest agree, as seniors, at most of public institutions, do not sign either on paper attendance record, or electronic fingerprint.

Table (5.7): Means and Test values for “Official job abuse of for personal interest”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Seniors do not abuse their influence to serve factional and partisan interests	4.56	2.56	45.57	-7.48	0.000*	11
2.	Abuse of official job influence does not appear clearly among seniors staff	4.92	2.50	49.20	-5.73	0.000*	10
3.	Regulatory(monitoring) bodies and authorities play an active role in reducing official job abuse phenomena	5.57	2.37	55.75	-2.37	0.009*	9
4.	Seniors level management support and facilitate the work of regulatory and monitoring bodies and authorities	6.07	2.15	60.68	0.42	0.337	8
5.	The process of using and disbursement of mobile bills for seniors is disciplined and controlled	6.30	2.39	63.01	1.67	0.048*	7
6.	Seniors are subject to the same laws and instructions that regulate attendance and leavefor institutional staff	4.35	2.93	43.52	-7.46	0.000*	12
7.	Institution's properties are not being used for private gain, or to promote the goods or services for personal benefit, or for the benefit of a third party	6.67	2.43	66.72	3.68	0.000*	4
8.	The information which is obtained by employee while performing his official duties are not being used for personal interest	6.73	2.47	67.33	3.94	0.000*	3
9.	Seniors use their subordinates to achieve personal, private, and non-work related tasks	6.65	2.55	66.53	3.40	0.000*	5
10.	Laws and regulations are not being manipulated (changed) to fit with achieving personal goals and objectives	6.99	2.46	69.94	5.37	0.000*	2
11.	Seniors do not acquire (exclusively use) some of institutional resources and equipment	6.35	2.67	63.52	1.75	0.041*	6
12.	Employees are being enforced to do tasks that is conflicting with institutional laws and regulations	7.48	2.49	74.77	7.78	0.000*	1
	All paragraphs of the field	6.05	1.66	60.54	0.43	0.333	

* The mean is significantly different from 6

5.2.4 Self-Autonomy of the organization

Table (5.8) shows the following results:

- The mean of paragraph #9 “Employees are neutrally and professionally evaluated, far away from political affiliation” equals 6.68 (66.78%), Test-value = 4.46, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$

- The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6 .. It can be concluded that the respondents agreed to this paragraph.
- The mean of paragraph #3 “Your institution has the ability to face the domination of governing political party” equals 4.73 (47.27%), Test-value = -7.33, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6 .. It can be concluded that the respondents disagreed to this paragraph.
- The mean of the field “Self-Autonomy of the organization” equals 5.48 (54.80%), Test-value = -4.59, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. . It can be concluded that the respondents disagreed to field of “Self-Autonomy of the organization ”.

Researcher believe in the results of paragraph #9, which got the higher agree, as Palestinian Civil Act in its article No.(36) give employee the right to file a complaint to the concerned president about his performance efficiency report within 20days since the date of applying the report. The complaint will be discussed later by complaints committee with a less than sixty day period as of the date of presenting the report to the minister. So these procedures prevent supervisors from evaluating employees unprofessionally and unfairly.

Table (5.8): Means and Test values for “Self-Autonomy of the organization”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Senior level do not play an effective role in strengthen control of political parties over institutional authorities	4.86	2.67	48.64	-5.65	0.000*	8
2.	Senior level do not play an effective role in strengthen control of political parties over institutional powers	4.91	2.70	49.15	-5.34	0.000*	7
3.	Your institution has the ability to face the domination of governing political party	4.73	2.30	47.27	-7.33	0.000*	9
4.	While performing institutional projects and programs, priority is given to professional side over political and partial side	6.22	2.10	62.22	1.40	0.081	2
5.	Top management is enforcing the democratic trend among employees	5.74	1.92	57.44	-1.77	0.040*	3
6.	Senior level help employees to discover themselves and develop their managerial skills and expertise	5.64	2.04	56.42	-2.33	0.010*	4
7.	There is a clear mechanism for employees to file a complaint against seniors	5.21	2.40	52.10	-4.37	0.000*	6
8.	Accomplishment (completion) of some governmental tasks is not linked with the instructions and orders issued by the governing political party	5.31	2.45	53.14	-3.71	0.000*	5
9.	Employees are neutrally and professionally evaluated, far away from political affiliation	6.68	2.01	66.78	4.46	0.000*	1
	All paragraphs of the field	5.48	1.50	54.80	-4.59	0.000*	

* The mean is significantly different from 6

5.2.5 Quality of Governmental Services

Table (5.9) shows the following results:

- The mean of paragraph #1 “Services are provided to citizens in an neutral and professional manner, far away from political affiliation” equals 7.55 (75.49%), Test-value = 12.09, and P-value = 0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6 .. It can be concluded that the respondents agreed to this paragraph.

- The mean of paragraph #9 “Researches and questionnaires are regularly conducted to measure the level of citizen satisfaction about provided services” equals 4.64 (46.36%), Test-value = -7.72, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. It can be concluded that the respondents disagreed to this paragraph.
- The mean of the field “Quality of Governmental Services” equals 6.18 (61.79%), Test-value = 1.85, and P-value=0.033 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. It can be concluded that the respondents agreed to field of “Quality of Governmental Services”.

Results of paragraph #1 is conflicting with A'man Corruption Report (2015), which indicate that nepotism and favoritism still appearing clearly in providing public services, especially at border crossing services, granting and issuing permits, and medical referrals.

Regarding the paragraph that got the lowest agree, researcher had concluded that there is a weak governmental experience in measuring the quality of governmental provided services in the Palestinian Context; as the researcher found out that only one survey was conducted to measure and identify citizen's needs at services provision locations. Results of conducted survey was supposed to be a key to the process of applying governmental quality services standards-under the umbrella of a pre-developed guidebook at 2014. Unfortunately, the process had remained as ink on paper by the establishment of the Consensus Government.

Moreover, the mean of this field equals (61.79%), which indicate that quality of governmental service in intermediate level, which is consistent with (Kasba,2015) who concluded that the level of quality of services in the Palestinian governmental sector in Gaza governorates is intermediate with a relative weight of 63.531 per cent

Table (5.9): Means and Test values for “Quality of Governmental Services”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Services are provided to citizens in a neutral and professional manner, far away from political affiliation	7.55	1.69	75.49	12.09	0.000*	1
2.	There's a pre-provided information about the service and how to obtain it (procedure guide)	6.62	1.92	66.23	4.29	0.000*	4
3.	Employees are sufficiently and regularly trained on how to deal with citizens and provide services to them	6.18	2.04	61.76	1.15	0.126	9
4.	Services provision center are being prepared in an proper, convenient and comfortable manner	6.31	1.85	63.08	2.18	0.015*	7
5.	Service provision staff have sufficient and required information about the provided services	6.81	1.58	68.10	6.77	0.000*	2
6.	Service provision staff have the required skills which enable them to deal with people with special needs and elderly	6.69	1.70	66.90	5.36	0.000*	3
7.	Number of service provision staff is appropriate and sufficient compared with the number of service recipients	5.76	2.20	57.64	-1.41	0.080	13
8.	There's a clear clarification for the time frame required for service delivery	5.87	1.93	58.67	-0.91	0.183	11
9.	Researches and questionnaires are regularly conducted to measure the level of citizen satisfaction about provided services	4.64	2.32	46.36	-7.72	0.000*	15
10.	There's a pre-developed solutions and alternatives that ensure the process of service delivery at emergency times	5.81	2.03	58.09	-1.24	0.109	12
11.	Services are delivered in an economical way and within the available resources	6.57	1.74	65.66	4.28	0.000*	5
12.	At service provision centers, the surrounding environment is matching with health and safety standards for both employees and citizens	6.22	1.87	62.20	1.55	0.062	8
13.	There is a regular evaluation for employees performance and work process in service delivery centers	5.95	2.19	59.54	-0.28	0.391	10
14.	Employees with outstanding performance -in the field of service delivery- are being motivated and honored	5.05	2.37	50.52	-5.28	0.000*	14
15.	There's a continuous development in the area of electronic service delivery	6.54	2.15	65.40	3.32	0.001*	6
	All paragraphs of the field	6.18	1.28	61.79	1.85	0.033*	

* The mean is significantly different from 6

5.3 Research Hypothesis

5.3.1 There's significant relationship between Political Based Recruitment and the QoGS at level of 0.5.

Table (5.10) shows that the correlation coefficient between PbR and the QoGS equals .711 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. . It can be concluded there exists a significant relationship between PbR and the QoGS.

Employing the right person for any organization might be the most important part of its success! Qualified human resource, who have the ability to use available resources efficiently and effectively to achieve goals professionally, are the most valuable credit for the organization (Gijana, 2011)

So, effective and professional recruitment is consider to be the key for success in many fields, and quality is considered to be one of the most important achievement which any organization wish to reach!(Ekwoaba, Ikeije, &Ufoma, 2015)

Table (5.10)Correlation coefficient between PbRand the QoGS

	Pearson Correlation Coefficient	P-Value (Sig.)
Relationship between PbR and the QoGS	.711	0.000*

* Correlation is statistically significant at 0.05 level

This hypothesis can be divided into the following sub-hypotheses:

5.3.2 There's significant relationship between decision making independency and the QoGS at level of 0.5.

Table (5.11) shows that the correlation coefficient between decision making independency and the QoGS equals .759 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. . It can be concluded that there exists a significant relationship between decision making independency and the Q o G S .

Independency in decision making positively affect services quality, by enhancing delegation, and minimizing centralization (Muhanna, 2006), which will reflect directly on the process of providing public services and the level of its quality.

Moreover, researcher believe that building decisions based on the interest of political party can come over the interest of public servants and citizens, which can destroy the quality system!

Table (5.11)Correlation coefficient between decision making independency and the QoGS

	Pearson Correlation Coefficient	P-Value (Sig.)
Relationship between decision making independency and the QoGS	.759	0.000*

* Correlation is statistically significant at 0.05 level

5.3.3 There's significant relationship between fairness in providing governmental services and the QoGS at level of 0.5.

Table (5.12) shows that the correlation coefficient between fairness in providing governmental services and the QoGS equals .620 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. . It can be concluded that there exists a significant relationship between fairness in providing governmental services and the QoGS

Empirical evidence from Carr (2007) supports the notion of a positive link between service fairness and the customer perceived service quality. In other words, service fairness is directly related to customer satisfaction and there is a positive association between perceived service fairness and service quality(Chen, et al., 2012)

Table (5.12):Correlation coefficient between fairness in providing governmental services and the QoGS

	Pearson Correlation Coefficient	P-Value (Sig.)
Relationship between fairness in providing governmental services and the QoGS	.620	0.000*

* Correlation is statistically significant at 0.05 level

5.3.4 There’s significant relationship between official job abuse of for personal interest and the QoGS at level of 0.5.

Table (5.13) shows that the correlation coefficient between official job abuse of for personal interest equals .401 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. . It can be concluded that there exists a significant relationship between official job abuse of for personal interest and the Q o G S

Official job abuse is one of corruption faces by which public sector employee abuse his power and influence -which derived from his job- to influence other employees to do or not to do action that would achieve interest for a third party.

Official job abuse is consider to be behavioral problem and historical issue, and one of the negative human characteristics. So, United Nations Convention against Corruption in its article No.(7) indicated that effective recruitment is an influential instrument which can prevent corruption and abuse of career influence, especially among public sector high staff employees who have a strong career influence that can lead to corruption (Jabareen, 2006)

Moreover, official job abuse, whether it is real or imagined, leads to breach the principle of social justice between the citizens of any society, when it used to achieve any own interest at the expense of public interest(Ben.Thabet, 2013).

So, official job abuse weakens the level of public quality (Jawad, 2013).

Table (5.13)Correlation coefficient between official job abuse of for personal interest

	Pearson Correlation Coefficient	P-Value (Sig.)
Relationship between official job abuse of for personal interest	.401	0.000*

* Correlation is statistically significant at 0.05 level

5.3.5 There’s significant relationship between self-Autonomy of the organization and the QoGS at level of 0.5.

Table (5.14) shows that the correlation coefficient between self-Autonomy of the organization and the QoGS equals .591 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically

significant at $\alpha = 0.05$. . It can be concluded that there exists a significant relationship between self-Autonomy of the organization and the QoGS.

The above result fit with (Awe, 2008) who identifies that there is a strong relationship exists between autonomy and quality assurance and as such autonomy is a prerequisite for quality assurance.

Table (5.14) Correlation coefficient between self-Autonomy of the organization and the QoGS

	Pearson Correlation Coefficient	P-Value (Sig.)
Relationship between self-Autonomy of the organization and the QoGS	.591	0.000*

* Correlation is statistically significant at 0.05 level

5.3.6 There's significant impact of Political Based Recruitment on the QoGS at level of 0.5.

We use Stepwise regression, and obtain the following results:

- Table (5.15) shows the Multiple correlation coefficient $R = 0.788$ and $R\text{-Square} = 0.621$. This means 62.1% of the variation in QoGS is explained by Decision making independency and Fairness in providing governmental services.
- Table () shows the Analysis of Variance for the regression model. $F=141.930$, $\text{Sig.} = 0.000$, so there is a significant relationship between the dependent variable QoGS and the independent variables " Decision making independency and Fairness in providing governmental services ".
- Based on Stepwise regression method, the variables " Official job abuse of for personal interest and Self-Autonomy of the organization " have insignificant effect on QoGS.

The estimated regression equation is:

$$QoGS = 1.020 + 0.575* (Decision\ making\ independency) + 0.241* (Fairness\ in\ providing\ governmental\ services)$$

The estimated regression equation is used to predict the value QoGS any give values (responses) to the independent variables " Decision making independency and Fairness in providing governmental services " .

The estimated equation clarify the impact of decision making independency and fairness in providing governmental services on the QoGS, so this equation reflect a casual relationship between variables.

Keeping the value of “Fairness on providing governmental services” constant, and increase the value of “Decision making independency” by one unit, this will increase the value on dependent variable by (0.575)

Keeping the value of “Decision making independency ”constant”, and increase the value of “Fairness on providing governmental services” by one unit, this will increase the value on dependent variable by (0.241)

Table (5.15):Result of Stepwise regression analysis

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	1.020	3.127	0.002*	.788	0.621	141.930	0.000**
Decision making independency	0.575	10.411	0.000*				
Fairness in providing governmental services	0.241	4.520	0.000*				

* The variable is statistically significant at 0.05 level

** The relationship is statistically significant at 0.05 level

5.3.7 There's a significant differences among respondents at level $\alpha = 0.05$ toward the impact of political based recruitment's dimensions on the quality of governmental services in Palestinian Public institutions due to demographic information.

This hypothesis can be divided into the following sub-hypotheses:

5.3.7.1 There's a significant differences among respondents at level $\alpha = 0.05$ toward the impact of political based recruitment's dimensions on the quality of governmental services in Palestinian Public institutions due to gender.

Table (5.16) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is in significant difference among the respondents toward each field due to gender. . It can be concluded that the personal characteristics' gender has no effect on each field.

Table (5.16): Independent Samples T-test of the fields and their p-values for gender

No.	Field	Means		Test Value	Sig.
		Male	Female		
1.	Decision making independency	5.99	6.40	-1.517	0.131
2.	Fairness in providing governmental services	6.88	7.33	-1.602	0.111
3.	Official job abuse of for personal interest	6.01	6.26	-0.726	0.469
4.	Self-Autonomy of the organization	5.42	5.77	-1.129	0.260
5.	Political based recruitment's dimensions	6.10	6.46	-1.499	0.136
6.	Quality of Governmental Services	6.14	6.37	-0.848	0.398
7.	All paragraphs of the questionnaire	6.11	6.44	-1.419	0.158

5.3.7.2 There's a significant differences among respondents at level $\alpha = 0.05$ toward the impact of political based recruitment's dimensions on the quality of governmental services in Palestinian Public institutions due to age.

Table (5.17): ANOVA test of the fields and their p-values for age

No.	Field	Means				Test Value	Sig.
		from 20 – less than 30 yrs.	from 30 – less than 40 yrs.	from 40 – less than 50 yrs.	more than 50 yrs.		
1.	Decision making independency	6.56	5.95	6.21	5.90	1.055	0.370
2.	Fairness in providing governmental services	6.94	7.00	7.20	6.40	2.324	0.077
3.	Official job abuse of for personal interest	6.00	5.89	6.60	5.49	3.702	0.013*
4.	Self-Autonomy of the organization	6.21	5.40	5.78	4.88	3.304	0.022*
5.	Political based recruitment's dimensions	6.43	6.07	6.47	5.71	3.076	0.029*
6.	Quality of Governmental Services	6.86	6.00	6.33	6.15	1.765	0.156
	All paragraphs of the questionnaire	6.54	6.05	6.44	5.82	2.599	0.054

* The mean difference is significant a 0.05 level

Table (5.17) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the fields “Official job abuse of for personal interest, Self-Autonomy of the organization, and Political based recruitment's dimensions”, then

there is significant difference among the respondents toward this fields due to age. . It can beconcluded that the personal characteristics' age has an effect on this fields.

For the other fields, the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents toward these fields due to age. . It can be concluded that the personal characteristics' age has no effect on the other fields.

5.3.7.3 There's a significant differences among respondents at level $\alpha = 0.05$ toward the impact of political based recruitment's dimensions on the quality of governmental services in Palestinian Public institutions due to educational degree.

Table (5.18) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is in significant difference among the respondents toward each field due to educational degree. . It can be concluded that the personal characteristics' educational degree has no effect on each field.

Table (5.18): Independent Samples T-test of the fields and their p-values for educational degree

No.	Field	Means		Test Value	Sig.
		Diploma/ Bachelor	Master/ Ph.D		
1.	Decision making independency	5.98	6.15	-0.825	0.411
2.	Fairness in providing governmental services	6.88	7.05	-0.831	0.407
3.	Official job abuse of for personal interest	6.04	6.07	-0.129	0.897
4.	Self-Autonomy of the organization	5.56	5.37	0.826	0.410
5.	Political based recruitment's dimensions	6.12	6.20	-0.416	0.678
6.	Quality of Governmental Services	6.11	6.26	-0.778	0.437
	All paragraphs of the questionnaire	6.12	6.21	-0.510	0.611

5.3.7.4 There's a significant differences among respondents at level $\alpha = 0.05$ toward the impact of political based recruitment's dimensions on the quality of governmental services in Palestinian Public institutions due to years of experience.

Table (5.19) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is in significant difference among the

respondents toward each field due to years of experience. . It can be concluded that the personal characteristics' years of experience has no effect on each field.

Table (5.19):ANOVA test of the fields and their p-values for years of experience

No.	Field	Means			Test Value	Sig.
		Less than 10 year	10- less than 15 years	more than 15 years		
1.	Decision making independency	5.97	6.07	6.13	0.228	0.796
2.	Fairness in providing governmental services	6.90	7.32	6.78	2.178	0.116
3.	Official job abuse of for personal interest	5.88	6.18	6.12	0.537	0.585
4.	Self-Autonomy of the organization	5.44	5.59	5.44	0.159	0.853
5.	Political based recruitment's dimensions	6.07	6.29	6.15	0.450	0.638
6.	Quality of Governmental Services	5.94	6.42	6.24	1.932	0.148
	All paragraphs of the questionnaire	6.04	6.33	6.17	0.803	0.450

Chapter 6
Conclusions &
Recommendations

Chapter 6

Conclusions & Recommendations

6.1 Introduction

In this chapter, the first section will summarize the study findings. The study conclusion will be listed and then the study recommendations will be presented. Finally the future research ideas are stated.

6.2 Conclusions

The most notable conclusions are:

1. There is a significant relationship between PbR dimensions and the QoGS.
2. There is a significant effect of the independent variables "Decision making independency and Fairness in providing governmental services on the dependent variable QoGS.
3. There's a significant differences among respondents toward the impact of PbP dimensions on the QoGS in Palestinian Public institutions due to demographic information.
4. There are many obstacles and difficulties stand against the process of reforming and standardizing public recruitment process; especially the process of recruiting senior positions
5. Palestinian CSA had state that every citizen has the right to get a public job without any semblance of discrimination, and had regulate conditions and procedures for public appointment. But the act had state some articles that opens the door for discrimination based on political affiliation, such as:
 - Exclusion of special and first class category from advertising and competition as job requirements.
 - The Act had not defined deterrent acts in the cases of exercising political based discrimination in appointing public positions
 - CSA in its article No.(17) had given the President and Ministerial Cabinet ultimate authority to appoint seniors.
6. Security check was mainly used when appointing public positions
7. There is a weak governmental experience in measuring the QoGS and improve citizen satisfaction.

8. Decision making process in Palestinian Public Institutions is highly centralized, which enhance the dominance of the ruling political party over the organization, and enhance abuse of position power and influence.
9. The quality of governmental service in intermediate level with a mean equals (61.79%)

6.3 Recommendations

6.3.1 Decision making independency

1. Modifying the organizational structures which will give the senior level staff the sufficient flexibility to delegate powers and duties to subordinates, which will lead to:
 - Reduce the centralization in decision-making,
 - Thus, reducing the ruling party's control over decision-making and policy-making process in the governmental institution.

6.3.2 Fairness in providing governmental services

1. Issuing guidebooks about providing governmental services to citizens in all ministries, in order to ensure that services are provided in professional manner far away from discrimination and favoritism.
2. Identifying and clarifying procedures and mechanisms for citizens to file complaints.

6.3.4 Official job abuse for personal interest

1. Regulating the process of using governmental resources (cars, mobile bills, awarding of tenders and others) and determining a clear procedures to punish anyone misusing the government resources.
2. The existence of a clear and confidential procedures and mechanisms which enable staff to report any form of official job abuse in their governmental institution.
3. Activate and strengthen the role of judiciary authority, and give it power to be able to accounting and judge who are abusing their career influence.

6.3.5 Self-Autonomy of the organization

1. Evaluating the employees in professional and neutral manner, away from the political and partisan considerations.
2. Prepare a periodic plans for the goals of the governmental institutions and creating a clear mechanisms to achieve it, follow it up, monitoring the workflow, evaluate work results and outputs, and compare it with the pre-developed plans, which will lead to:
 - Workflow within the plans.
 - Reduces the intervention and control of ruling party in the work mechanism of the governmental institutions.
 - Reduce the ruling party's control on the governmental institution.

6.3.6 Quality of Governmental Services

1. Activation the “guide for applying standards of governmental service quality” which issued by the Palestinian Ministerial Cabinet in 2014.
2. Conduct a periodical surveys to measure employee and citizen satisfaction about the provided services

6.3.7 General recommendations:

1. Apply the principle of equal opportunities in appointing senior positions which is stipulated in the basic law.
2. Modifying CSA to end the confusion between the role of the President and role of the Ministerial Cabinet in recruiting public seniors
3. Stop dealing with the principle of security integrity (security check) before appointing, as it consider to be illegal act.
4. Determining a period of time to fill senior positions in order to control the occupant of these positions, as well as for renewing the expertise and competencies.
5. Activating the role of supervisory authorities to monitor the work of governmental institutions, including a mechanisms for recruiting public employees and mechanisms of providing services to citizens.

6.4 Research Limitation and Future Researchers

- This study covers the time period which lies between 2006 and 2016, where the Gaza strip has faced political changes and conflict, So, this study can motivate future researchers to conduct other studies that can cover the time period before 2006, or conduct a comparison between these two periods regarding to political based recruitment and investigate the governments that have been led by both Hamas and Fatah. Moreover, the present study was conducted among social sector ministries in Gaza Strip only, and thus, future research may need to focus on other sectors and among more Palestinian public institutions, and conduct studies about PbR and QoGS in West Bank.
- On the other hand, the present study has investigated the impact of PbR on service quality which is one of the most important performance indicators, and thus, future research are recommended to match PbR with job performance and organizational performance, and further investigates another performance indicators such as citizen satisfaction and organizational citizenship behavior.
- Finally, the present study has examined to which extent the PbR affect QoGs, while there are some other important factors affecting QoGs that future research are recommended to cover in addition to highlight the reality of implementing quality models in Palestinian Public Institutions.
- In conclusion, future researchers are recommended to conduct studies about:
 1. The impact of Political based Recruitment in other fields rather than quality of provided services, such as: job performance, citizen satisfaction, strategic management
 2. The phenomena of Political based Recruitment in Palestine, especially at public sector, in addition to private sector and NGO.
 3. The quality of governmental services, and the reality of implementing quality models in Palestinian Public Institutions

References

References

- A'man Institution. (2010). *Corruption in Palestine at 2009*. Palestine: A'man Institution Publications.
- A'man Institution. (2011). *Integrity and transparency in the process of appointing senior positions in the Palestinian National Authority (Part I)*. Palestine: A'man Institution Publications.
- A'man Institution. (2013). *The reality of integrity and anti-corruption*. Palestine: A'man Institution Publications.
- Abu-Shams, S. (2011). *Official job abuse under the Palestinian legal system and its influences on political development* (Unpublished master thesis). Al-Najah University.
- Al-Kafarna, A. (2009). Factors Affecting the process of making decisions in external policy. *International Studies*, (42), 31- 41.
- Al-Masri, A. (2010). *Corruption in the PNA and the Impact of Fighting it on Strengthening National Affiliation of Palestinians (1994-2006)* (Unpublished master thesis). Al-Najah University.
- Al-Zaytouna Center for Studies and Consultations (2007). *Critical Readings in the experience of Hamas and its government*. Beirut: Al-Zaytouna Center for reserchers and Conculations.
- Ajayi, I. & and Awe, B. (2008). Challenges of Autonomy and Quality Assurance in Nigerian Universities. *Towards Quality in African Higher Education*. 103-118.
- Al-Zbeyde, B., Melhum, F., El-Fares, S. (2007). *Civil Service System in Palestine (It's nature, role, recruitment, promotions, rights, and duties)*.
- Ben.Thabet, A. (2013, Tuesday 16 April). Official Job Abuse. *Jazan newspaper*.
- Carey, M. (2012). Presidential Appointments, the Senate's Confirmation Process, and Changes Made in the 112th Congress, *Congressional Research Service*.
- Chen, H., Liu, J., Sheu, T., Yang, M. (2012). The impact of financial services quality and fairness on customer satisfaction. *Managing Service Quality*, 22(4), 399-421.
- Choen, D. (1996). *Amateur Government: When Political Appointees Manage the Federal Bureaucracy*. Washington: The Brookings Institution.
- Dessler, G. (2008). *Human resource management*. (11th ed.).

- Edenborough,, R. (2005). *Assessment Methods in Recruitment, Selection & Performance: A manager's guide to psychometric testing, interviews and assessment centers*. Britain and USA.
- Ekwoaba, J., Ikeije, U., Ufoma, N. (2015).The impact of recruitment and selection criteria on organizational performance.*Global Journal of Human Resource Management, 3(2), 22-3.*
- El-Farra, M. & Al-Louh, N. (2007). The evolution of the organizational structures of the Palestinian Ministries at Gaza Strip and its impact on administrative efficieny. *Islamic University Journal, 15(2), 461-506.*
- El-Farra, M. & Al-Zanoun,M. (2007). The reality of recruitment and selection policies at the administrative positions in the ministries of the Palestinian Authority in the Gaza Strip. *Islamic University Journal (Humanitarian Studies),16(2), 693-743.*
- Farahat, B. (2006).*The effect of decentralized management on urban development in Egypt* (Unpublished PhD Thesis). Ain Shams University.
- Gammelgaard, J.,McDonald, F., Tuselmann, H., Dorrenbacher, C., Stephan, A. (2011). Effective autonomy, organisational relationships and skilled jobs in subsidiaries. *Management Research Review, 34(4), 366-385.*
- Gelderen, M. v. and P. Jansen (2006). Autonomy as a start-up motive.*Journal of Small Business and Enterprise Development, 13(1), 23-32.*
- Gijana, A. P. (2011). *Assessing challenges in public appointments and recruitment processes in chris hani district municipality: a case study of human resource department in lukhanji local municipality* (Unpublished masterthesis). University of Fort Hare.
- Giovanis, A., et al. (2015). The role of service fairness in the service quality – relationship quality – customer loyalty chain. *Journal of Service Theory and Practice, 25(6), 744 - 776*
- Herian, M., et al. (2012). Public Participation, Procedural Fairness, and Evaluations of Local Governance: The Moderating Role of Uncertainty. *Journal of Public Administration Research and Theory, 22(4), 815-840.*

- Jabareen, S. (2006). *Official Job Abuse*. Ramallah: The Palestinian Independent Commission for Citizens' Rights.
- Jabr, M. (2014, Monday 08 December). Official Job Abuse, Reasons that stand behind it. *Al-Bainah newspaper*.
- Jadoon, A. (2016). Autonomy of public agencies in Pakistan: does structure matter? *International Journal of Public Sector Management*, 29(6).
- Jargoon, E. (2009). *The reality of recruitment and selection policies at the administrative positions in the ministry of education and higher education in Gaza Strip* (Unpublished master thesis). Islamic University of Gaza.
- Jawad, F. (2013). *Financial and administrative corruption, and its negative effects on the Iraqi state institutions and ways to deal with it*. Iraq: General Commission for Taxes in Iraq State.
- Kullab, S. (2004). *The reality of the internal control in the public sector* (Unpublished master thesis). Islamic University of Gaza.
- Kumar, R. (2008). *Reserch Methodolgy*. New Delhi, India: APH Publising corportation.
- Kumar, R. (2010). *Reserch Methodology: A Step-by-Step Guide for Beginners* (Third edition ed.) London, UK: SAGE Publications.
- Mansour, R. (2004). *Centralization and Decentralization of the educational Administration in Palestine from the Principles of the Governmental Schools in the Northern Palestinian Governorates Point of View* (Unpublished master thesis). Al-Najah National University.
- Mou'tan, A. (2008). *Public service and Political interaction to it*. Barziet University.
- Muhanna, I. (2006). *The Relationship Between Delegation of Authority and Effectiveness of Taking Decisions in the Academic Departments from the Perspective of the Lecturers in the Palestinian Universities* (Unpublished master thesis). An-Najah National University.
- Namkung, Y., Jang, S., Almanza, B., Ismail, J. (2009). Identifying the underlying structure of perceived service fairness in restaurants. *International Journal of Contemporary Hospitality*, 21(4), 375- 392
- Napbs, (2013). *The facts about background checks*. Morrisville: National Assocaition of Proefssional Background Screeners.

- Nashwan, K. & Abd.El-Hadi, A. (2010). *Disrimination in public job in Palestine because of political affiliation*. Palestine: Democracy and workers rights center in Palestine.
- Newell, S. (2005). Recruitment and Selection. In Bach, S., (Ed.), *Managing Human Resources* (pp. 115-147). UK: Blackwell Publishing Ltd.
- Ozcan, K., Ozkara, B., Kızıldag, D.(2011). Discrimination in health care industry: a research on public hospitals. *Equality, Diversity and Inclusion, An International Journal*, 30(1), 22-40.
- Palestinian Ministerial Cabinet (2014). *A guide for applying standards of governmental service quality*. Gaza: Palestinian Ministerial Cabinet.
- Pynes, J. (2009). *Human Resource Management for Public and Non-Profit Organizations*. (3rd ed.). USA: Jossey-Bass
- Radi, A. (2010). *The role of decentralization in the Ministries of the National Palestinian Authority in the Gaza Strip in managing the positive organization conflict* (Unpublished masterthesis). Islamic University of Gaza.
- Regmi, K., Naidoo, J., Regmi , S.(2009). "Understanding the effect of discrimination in the workplace A case study amongst Nepalese immigrants in the UK. *Equal Opportunities Journal*, 28(5), 398-414.
- Sa'ada, E. (2013,Thursday 07 March). "Dismissing 1500 public employees bacuaes of security reports in West Bank. *Donia Al-Watan newspaper*.
- Sa'eed, N. and W. Badoy (2004). *Public Administration in the West Bank & Gaza: Obstacles and Opportunities*.
- Saleem, R., Shah, A., Waqas, M. (2011). "Effect of time pressure and human judgment on decision making in three public sector organizations of Pakistan." *International Journal of Human Sciences*.
- The Independent Commission for Human Rights (2004). *The role of security agencies in public employment*.
- Yousief, G. (2009). *The Impact of Power Duality on Political Development in the Palestinian national Authority after the Second Legislative Elections*(Unpublished masterthesis).Al-Najah National University.

Appendixes

Appendix

Appendix (A): list of Referees' Names

No.	Name	Referee title
1	Dr. Ayman Al- Yazouri	Assistant Deputy of Higher Education- Ministry of Education and Higher Education
2	Dr. Sami Abo Al-Roos	Islamic University- Gaza
3	Dr. AkramSammour	Islamic University- Gaza
4	Dr. Khaled Dehliz	Islamic University- Gaza
5	Dr. A'laa Al-Said	Al-Aqsa University
6	Dr. Nabil Al- Louh	General Personnel Council
7	Mr. Baker Al-Torukmani	A'man institution- legal advisor
8	Mr. Ashraf Abu Samra	General personnel council- statistician

Appendix (B): Questionnaire (Arabic Version)



الجامعة الإسلامية – غزة
عمادة الدراسات العليا
كلية التجارة
قسم إدارة الأعمال

**الموضوع: استبيان لدراسة أثر أبعاد التوظيف السياسي على جودة الخدمات الحكومية في
الوزارات الفلسطينية**

**The impact of political based recruitment's dimensions on the
quality of governmental services in Palestinian Public institutions**

يعتبر موضوع الموظف العام من المواضيع الأكثر جدلاً في الدول، خاصة عند الحديث عن النزاهة والشفافية في شغل الوظائف القيادية والإشرافية في المؤسسات الحكومية. تسعى الحكومات غالباً لشغل الوظائف القيادية والإشرافية بموظفين موالين للحزب الحاكم، وذلك في إطار السعي لخلق بيئة من الانسجام والتناغم بين الحزب الحاكم ومؤسسات الدولة، من خلال ملء رأس الهرم الحكومي بأشخاص قادرين على تطبيق وتنفيذ سياسة الحزب الحاكم، وتحقيق أجندة وسياسات الحزب وفق البرنامج السياسي المعلن، بما يضمن بدوره نجاحه واستمراريته في الحكم. نظم قانون الخدمة المدنية الفلسطيني، بالإضافة إلى العديد من قرارات مجلس الوزراء، عملية تعيين موظفي الفئة العليا في مؤسسات السلطة الوطنية الفلسطينية. ولكن في الواقع، لطالما استندت عمليات التعيين في وظائف الفئة العليا على الانتماء الحزبي فقط بعيداً عن الأسس المهنية. وعليه، تهدف هذه الدراسة لقياس لدراسة أثر أبعاد التوظيف السياسي على جودة الخدمات الحكومية في الوزارات الفلسطينية، لهذا أرجو التكرم بمنحي جزءاً من وقتكم للإجابة على أسئلة الاستبانة المرفقة، علماً بأن المعلومات التي ستقدمونها لن تستخدم إلا لغايات البحث العلمي.

شاكرين لكم حسن استجابتكم وتعاونكم..

الباحثة

سماح كامل الغزالي

المحور الأول: البيانات الشخصية

الجنس: ذكر أنثى

الفئة العمرية: من 20 حتى أقل من 30 سنة من 30 حتى أقل من 40 سنة

من 40 حتى أقل من 50 سنة 50 سنة فأكثر

المؤهل العلمي: دبلوم بكالوريوس ماجستير دكتوراة

الخبرة: أقل من 5 سنوات من 5-10 سنوات

من 10-15 سنة 15 سنة فأكثر

المحور الثاني: استقلالية اتخاذ القرار

الدرجة 10-1	م البند
	1. يعمل موظفو الفئة العليا على تفويض المهام والصلاحيات لمؤسسيهم
	2. لا تتمركز صلاحيات اتخاذ القرارات بين موظفي الفئة العليا
	3. تمنح الإدارة العليا الإدارات والدوائر استقلالية كافية لممارسة اختصاصاتها الإدارية
	4. تعمل الإدارة العليا على إشراك المؤسسين في وضع الخطط والإشراف على تنفيذها
	5. تعمل الإدارة العليا على إشراك المؤسسين في رسم السياسات الخاصة بالمؤسسة
	6. يتم تفويض الصلاحيات بما يؤدي بدوره إلى سرعة اتخاذ القرارات الإدارية
	7. تزداد إيرادات المؤسسة كنتيجة لتفويض الصلاحيات
	8. يتم اتخاذ القرارات بما يتناسب مع مصلحة المؤسسة
	9. يتم اتخاذ القرارات بما يتناسب مع مصلحة الموظفين العاملين في المؤسسة
	10. يتم مراجعة القرارات وتعديلها إن كانت تتعارض مع مصلحة المؤسسة أو موظفيها
	11. تهتم الإدارة العليا بالاقتراحات والمبادرات التي يتقدم بها المؤسسين في المؤسسة
	12. تعقد الإدارة العليا اجتماعات دورية مع المستويات الإدارية المختلفة
	13. توفر الإدارة العليا التغذية والمعلومات الكافية التي تساعد المؤسسين في تنفيذ ومتابعة القرارات المتخذة

المحور الثالث: العدالة في تقديم الخدمات الحكومية

الدرجة 10-1	م البند
	14. تمتلك مؤسستك الاستقلالية المطلوبة التي تمكنها من لعب دور فاعل في تمثيل مصالح المجتمع والتعبير عنها
	15. لا تلعب الوساطة والمحسوبية دوراً في تفضيل حصول المواطنين على الخدمات التي تقدمها المؤسسة
	16. يتم تقديم الخدمة الحكومية لجميع المواطنين بشكل حيادي وبعيد عن الإنتماء السياسي
	17. يتم تقديم الخدمة الحكومية لجميع المواطنين بعيداً عن الاعتبارات العائلية والعشائرية
	18. يتم توفير المعلومات المطلوبة لمتلقي الخدمة كافة على حد سواء
	19. يتم تقديم الخدمات بالاعتماد على نظام الطابور (الدور) دون تجاوز
	20. يتم ترسية العطاءات الحكومية على الموردين بشكل حيادي وبعيد عن الإنتماء السياسي
	21. يتم تقديم الخدمات للمواطنين بما يتوافق مع أهداف وغايات المؤسسة
	22. يتم تقديم الخدمات للمواطنين بما يتوافق مع التعليمات والقوانين والأنظمة النافذة
	23. يتم توضيح وبيان الأسباب في حال عدم حصول المواطن على خدمة معينة أو حصول تأخير في إنجاز معاملته
	24. يتم إرشاد متلقي الخدمة إلى آلية تقديم الشكاوي في حالة رغبتهم في رفع شكوى إلى الجهات المعنية

المحور الرابع: استغلال النفوذ الوظيفي لخدمة المصالح الشخصية

الدرجة 10-1	م البند
	25. لا يستخدم موظفو الفئة العليا نفوذهم لخدمة المصالح الفئوية والحزبية
	26. لا تظهر جريمة استغلال النفوذ الوظيفي بصورة واضحة بين موظفي الفئة العليا
	27. تمارس الجهات والهيئات الرقابية دور فعال في الحد من ظاهرة استغلال النفوذ الوظيفي
	28. تدعم الإدارة العليا دور الجهات والهيئات الرقابية وتساعد في تنفيذ مهامها
	29. يوجد انضباط في عملية استخدام وصرف فواتير الهاتف المحمول الخاصة بالفئة العليا

30	يخضع موظفو الفئة العليا لذات النظم والقوانين التي تنظم عملية حضور وانصراف الموظفين
31	لا يتم استخدام ممتلكات المؤسسة للحصول على مكاسب خاصة أو للترويج عن سلع أو خدمات لمنفعة شخصية أو منفعة طرف ثالث
32	لا يتم إستغلال أو توظيف المعلومات التي يحصل عليها الموظف أثناء تأديته لمهامه الرسمية وبعد إنتهاء عمله في الدائرة، كوسيلة لتحقيق منافع شخصية لنفسه أو لغيره
33	لا يستخدم موظفو الفئة العليا الموظفين للقيام بمهام شخصية وخاصة لا تتعلق بالعمل
34	لا يتم التلاعب بالقوانين وتغيير الأنظمة لتتلائم مع تحقيق غايات وأهداف شخصية
35	لا يتم الاستئثار/ الاستحواذ على بعض موارد وتجهيزات المؤسسة لصالح موظفي الفئة العليا
36	لا يتم إكراه وإجبار الموظفين على تنفيذ بعض المهام المخالفة لأنظمة وقوانين المؤسسة
المحور الخامس: الاستقلالية الذاتية للمؤسسة الحكومية	
م	البنـد
الدرجة 10-1	
37	لا يلعب موظفو الفئة العليا دوراً في تعزيز سيطرة الأحزاب السياسية على السلطة داخل المؤسسة
38	لا يلعب موظفو الفئة العليا دوراً في تعزيز سيطرة الأحزاب السياسية على الصلاحيات داخل المؤسسة
39	تمتلك مؤسستك القدرة على مواجهة تسلط النظام السياسي
40	يتم تغليب الجانب المهني والقطاعي على الجانب السياسي في المشاريع والبرامج الخاصة بمؤسستك
41	تعزز الإدارة العليا من التوجه الديمقراطي لدى الموظفين
42	تساعد الإدارة العليا الموظفين على اكتشاف ذواتهم وتطوير خبراتهم وتنمية قدراتهم الإدارية
43	توجد آليات واضحة لتقديم الشكاوى من الموظفين ضد موظفي الفئة العليا
44	لا يتم ربط إنجاز بعض المهام الحكومية بالتعليمات الصادرة عن الحزب السياسي الحاكم
45	يتم تقييم الموظفين بشكل موضوعي ومهني بعيداً عن الأهواء الحزبية
المحور السادس: جودة الخدمات الحكومية	
م	البنـد
الدرجة 10-1	
46	يتم تقديم الخدمة للمواطنين بشكل حيادي ومهني بعيداً عن الانتماء السياسي
47	يتم توفير معلومات مسبقة عن الخدمة وآلية الحصول عليها (دليل إجراءات)
48	يتم تدريب الموظفين بشكل دوري على أساسيات التعامل مع المواطنين وتقديم الخدمة لهم
49	يتم إعداد وتجهيز مراكز تقديم الخدمة بشكل لائق ومناسب ومرح
50	يتمتع فريق تقديم الخدمة بالمعرفة والمعلومات الكافية عن الخدمة المقدمة
51	يجيد فريق تقديم الخدمة التعامل مع ذوي الاحتياجات الخاصة وكبار السن
52	يتناسب عدد موظفي تقديم الخدمة مع الكثافة العددية لمتلقي الخدمات
53	يتم توضيح الإطار الزمني اللازم لتقديم الخدمة
54	يتم إجراء دراسات واستبانات دورية لقياس رضا المواطنين عن الخدمات المقدمة
55	يوجد حلول وبدائل تضمن سير عملية تقديم الخدمات في أوقات الطوارئ
56	يتم تقديم الخدمات بشكل اقتصادي وضمن الموارد المتاحة
57	تتناسب البيئة المحيطة في مركز تقديم الخدمة مع معايير الصحة والسلامة لكل من العاملين ومتلقي الخدمة
58	يتم تقييم سير العمل وأداء الموظفين في مراكز تقديم الخدمة بشكل دوري
59	يتم تحفيز وتكريم العاملين الحاصلين على درجات أداء متميزة في مجال تقديم الخدمة للمواطنين
60	يتم العمل على تطوير مجال تقديم الخدمة بشكل إلكتروني

مع الاحترام ،،،

Appendix (C): Questionnaire (English Version)

Islamic University- Gaza
Deanship of Graduate Studies
Faculty of Commerce
Business Administration department



Subject: Questionnaire to study the impact of political based recruitment's dimensions on the quality of governmental services in Palestinian Public institutions

The recruitment of public servants is considered as one of the most controversial topics in many countries, especially when talking about integrity and the transparency in appointing supervisory and senior positions.

Governments try always to fill leading and supervisory positions with employees who are loyal to the governing political party in order to create a harmony between the governing political party and governmental institutions, which in turn can help in applying policies and agendas of the governing political party according to its announced political program.

Palestinian CSA and many of Ministerial cabinet decisions had arranged the process of appointing seniors at PNA institutions. But in reality, appointments have been based on partisan affiliation, far away from professional basis.

Therefore, this study aimed to measure **the impact of political based recruitment's dimensions on the quality of the governmental service in the Palestinian Public Institutions**, so kindly give me part of your time to answer questions of the questionnaire, taking into consideration that the information submitted by you will be treated confidentially, and only used for the purposes of scientific researches

Your response and cooperation with us are highly appreciated respectfully

Researcher
Samah K. Al-Ghazali

First: Demographic Information

Gender: Male Female

Age: from 20 – less than 30 yrs. from 30 – less than 40 yrs.

from 40 – less than 50 yrs. more than 50 yrs.

Educational degree: Diploma Bachelor Master Ph.D.

Years of Experience:

less than 5 years

from 5 – less than 10 years

from 10 – less than 15 years

more than 15 yrs.

Second: Decision making independency		
No.	Item	Score (1-10)
1.	Seniors delegate tasks and responsibilities to their subordinates	
2.	Decision-making powers are not concentrated among seniors	
3.	Senior management give departments the sufficient independence to exercise its administrative competences	
4.	Seniors allow subordinates to participate in the process of developing and implementing plans	
5.	Seniors allow subordinates to participate in the process of developing policies for their institution	
6.	Powers are delegated, which lead to faster the process of making decisions	
7.	Institutional revenues increase as a result of power delegation	
8.	Decisions are made according to institutional interest	
9.	Decisions are made in accordance to employees interest	
10.	Decisions are reviewed and adjusted if it conflicted with the interest of the institution or its employees	
11.	Senior management is interested in suggestions and initiatives which are submitted by subordinates	
12.	Senior level management conduct periodical meeting with different managerial levels in the institution	
13.	Senior management provides adequate information that help subordinates in implementing and follow-up the taken decisions	
Third: Fairness in providing governmental services .1		
No.	Item	Score (1-10)
14.	Your organization have adequate independence which enable it to play an active role in representing and expressing the interests of the society	
15.	Nepotism and favoritism does not affect the process of obtaining provided services	
16.	Government services are offered neutrally to all citizens far away from the political affiliation	
17.	Government service is offered to all citizens far away from family and clan considerations	
18.	Adequate and needed information are provided equally to all service recipients	
19.	Services are provided based on the queuing (role) system	
20.	Governmental tenders are awarded to suppliers in a neutral way and far away from the political affiliation.	
21.	Services are provided to citizens according to institutional goals and objectives	
22.	Services are provided to citizens in accordance to imposed	

	instructions and laws	
23.	In the case of service provision failure or delay, reasons are clarified and explained to citizen	
24.	Service recipients get adequate guide if they want to file a complaint to the concerned authorities	
Fourth: Official job abuse of for personal interest		
No.	Item	Score (1-10)
25.	Seniors don't abuse their influence to serve factional and partisan interests	
26.	Abuse of official job influence does not appear clearly among seniors staff	
27.	Regulatory(monitoring) bodies and authorities play an active role in reducing official job abuse phenomena	
28.	Seniors level management support and facilitate the work of regulatory and monitoring bodies and authorities	
29.	The process of using and disbursement of mobile bills for seniors is disciplined and controlled	
30.	Seniors are subject to the same laws and instructions that regulate attendance and leave for institutional staff	
31.	Institution's properties are not being used for private gain, or to promote the goods or services for personal benefit, or for the benefit of a third party	
32.	The information which is obtained by employee while performing his official duties are not being used for personal interest	
33.	Seniors do not use their subordinates to achieve personal, private, and non-work related tasks	
34.	Laws and regulations are not being manipulated (changed) to fit with achieving personal goals and objectives	
35.	Seniors do not acquire (exclusively use) some of institutional resources and equipment	
36.	Employees are not being enforced to do tasks that is conflicting with institutional laws and regulations	
Fifth: Self-Autonomy of the organization		
No.	Item	Score (1-10)
37.	Senior level do not play an effective role in strengthen control of political parties over institutional authorities	
38.	Senior level do not play an effective role in strengthen control of political parties over institutional powers	
39.	Your institution has the ability to face the domination of governing political party	
40.	While performing institutional projects and programs, priority is given to professional side over political and partial side	
41.	Top management is enforcing the democratic trend among employees	

42.	Senior level help employees to discover themselves and develop their managerial skills and expertise	
43.	There is a clear mechanism for employees to file a complaint against seniors	
44.	Accomplishment (completion) of some governmental tasks is not linked with the instructions and orders issued by the governing political party	
45.	Employees are neutrally and professionally evaluated, far away from political affiliation	
Sixth: Quality of Governmental Services		
No.	Item	Score (1-10)
46.	Services are provided to citizens in an neutral and professional manner, far away from political affiliation	
47.	There's a pre-provided information about the service and how to obtain it (procedure guide)	
48.	Employees are sufficiently and regularly trained on how to deal with citizens and provide services to them	
49.	Services provision center are being prepared in an proper, convenient and comfortable manner	
50.	Service provision staff have sufficient and required information about the provided services	
51.	Service provision staff have the required skills which enable them to deal with people with special needs and elderly	
52.	Number of service provision staff is appropriate and sufficient compared with the number of service recipients	
53.	There's a clear clarification for the time frame required for service delivery	
54.	Researches and questionnaires are regularly conducted to measure the level of citizen satisfaction about provided services	
55.	There's a pre-developed solutions and alternatives that ensure the process of service delivery at emergency times	
56.	Services are delivered in an economical way and within the available resources	
57.	At service provision centers, the surrounding environment is matching with health and safety standards for both employees and citizens	
58.	There is a regular evaluation for employees performance and work process in service delivery centers	
59.	Employees with outstanding performance -in the field of service delivery- are being motivated and honored	
60.	There's a continuous development in the area of electronic service delivery	