



Arab American University
Faculty of Graduate Studies

**The Impact of Applying Quality Systems Strategy to
Improve the Competitiveness of the Processed Meat
Industry in Palestine**

By

Maher Samir Hamayel

Supervisor

Dr. Majeed Mansour

**This thesis was submitted in partial fulfillment of the
requirements for the Master`s degree in Strategic
Planning and Fundraising**

March/2021

© Arab American University – All rights reserved.

The Impact of Applying Quality Systems Strategy to Improve the Competitiveness of the Processed Meat Industry in Palestine

By

Maher Samir Hamayel

This thesis was defended successfully on 30/12/2020, and approved by:

Committee members
Signature

1. Supervisor: **Dr. Majeed Mansor**



2. Internal Examiner: **Dr. Yahya Saleh**



3. Internal Examiner: **Dr. Mohammad Abusharbeh**



Declaration

I hereby declare that this thesis has been written only by myself without any assistance, and describes my own work unless otherwise acknowledged in the text of the thesis.

All references, verbatim extracts, and information sources are quoted and cited properly.

Thus, I confirm that no source has been used in this thesis other than those indicated in the thesis itself.

This Master's thesis has not been accepted in any other previous application, in whole or in part for any degree.

Student's Name: Maher Samir Hamayel

Signature:

Date:

Dedication

I dedicated this thesis

**To my father soul, whom I miss so much, and I yearn for his support and love
that remain with me forever.**

To my Mother, who never stopped praying for me for success and happiness.

To my sister Khitam, who never stop supporting me.

To my sisters and brothers, my backbone who share my joys and sorrows.

**To my wife and kids (Samir, Ahmad & Sarah) who made me feel the warmth
of their love**

**I would to present this writing to All my family for giving me all the
inspiration and support I need.**

Acknowledgement

First and foremost, I praise and thanks to ALLAH, for His blessings throughout my research work to complete the research successfully.

I would first like to express my deep and sincere gratitude to my research Supervisor. Majeed Mansour, for Giving me the opportunity to do research and providing invaluable guidance throughout this research. His Dynamism, vision, sincerity and motivation have deeply inspired me.

I would also like to thank the committee experts who supported and helped me to complete this thesis through their valuable comments.

Finally, my thanks go to family, friends & all people who have supported me to complete research work

Abstract

The study clarifies the importance of implementation of Quality management strategy dimensions for the processed meat industry in Palestine, as one of the main sectors of the food industry; where the market share of this industry of food products varies between 90% for meat products and the average household spending on these products is about 36% of the total in Palestine. As a matter of the fact, the Palestinian local market is open to different sources (local, foreign) for processed meat products, thus the quality management strategy is a measure of preference for one product over another and to enhance competitiveness between them. The study adopted a quantitative tool to determine the level of implementation of quality management system dimensions (quality management system, administrative performance & customer services) and their role to enhance competitiveness in Palestine; this questionnaire was distributed on processed meat manufactories' employees in Palestine.

The conclusions concluded that (QMS dimensions)strategic planning, gain a quality certificate, and applying the quality standards on the production process, in addition to the strong impact of the marketing and sales management with focusing on customer satisfaction(CS dimensions), in parallel with effective Administrative performance of senior management; all these dimensions have a high effect on the competitiveness level of the manufactories through the product cost and Supply & production inputs management in ways that are compatible with the needs of the target market.

The recommendations concentrate on calling the government to encourage to national incentives to complete the development of this industry and gain recognition by more countries of the Palestinian Quality Certificate. Focusing on

recruiting scientifically qualified human cadres for their role in improving the quality of existing products, developing & marketing new products.

Key words:

Quality; Processed meat; Competitiveness; Customer's services; Marketing; Administrative performance; Products.

Table of Contents

CODE	CONTENTS	PAGE
	Thesis approval	I
	Declaration	II
	Dedication	III
	Acknowledgements	IV
	Abstract	V
	Table of contents	VII
	List of Tables & Figure	X
	List of Abbreviations	XII
CHAPTER I: INTRODUCTION		
1.1	Background	1
1.2	Research Problem	3
1.3	The Added Value of the Research	4
1.4	Research Questions	5
1.5	Research Hypotheses	6
1.6	Thesis Structure	8
CHAPTER II: LETRUTURE REVIV		
2.1	Overview	9
2.2	Theoretical Literature Review	10
2.2.1	Quality	10
2.2.2	Quality Management System (QMS)	11
2.2.3	Total Quality Management	12

2.2.4	Administrative Performance	13
2.2.5	Customer Services	14
2.2.6	Competitiveness	14
2.2.7	Customer Services Relationship with Quality Management Strategy	15
2.2.8	Administrative Performance Relationship with Quality Management Strategy	18
2.2.9	Competitiveness Relationship with Quality Management Strategy Dimensions	19
2.3	Meat Processing Industry	20
2.3.1	Overview	20
2.3.2	Meat processing Industry in Palestine	22
2.3.3	Two Case Studied	23
2.3.4	SALWA Food Industries Company	25
2.3.5	Siniora's Food Industry company	28
2.4	Previous Studies	30
2.4.1	Summary of Previous Studies	34
CHAPTER III: RESEARCH METHODOLOGY		
3.1	Overview	36
3.2	Research Design	36
3.3	Thesis Instrument	37
3.3.1	Questionnaire Design	38
3.3.2	Validity of Questionnaire	40
3.3.3	Reliability of Questionnaire	40
3.4	Population of Study	42
3.5	Sample Size	42

3.6	Method of Data Analysis	43
CHAPTER IV: DATA ANALYSIS AND RESULTS		
4.1	Overview	44
4.1.1	Participants' Demographics	44
4.2	Research Questions	46
4.3	Hypotheses Testing	53
CHAPTER V: DISCUSSION OF RESULTS		
5.1	Overview	62
5.2	Hypotheses Discussion	62
CHAPTER VI: CONCLUSIONS AND RECOMMENDATIONS		
6.1	Conclusions	68
6.2	Recommendations	69
6.3	Limitations of the Study	71
Bibliography		72
Appendices		
Appendix (1)	Arabic Version of Questionnaire	79
Appendix (2)	ملخص باللغة العربية	87

List of Tables

Table 1	Palestinian Industries	21
Table 2	List of PM Manufactories in Palestine	24
Table 3	SALWA Current Situation /SWOT Analysis	26
Table 4	Study questionnaire questions	39
Table 5	Reliability tests Cronbach's Alpha	41
Table 6	Research variables and its related indicators	42
Table 7	Descriptive statistics of demographic variable	44
Table 8	Level of items on the Likert scale	46
Table 9(A)	Mean and Standard Deviation of Quality Management System (QMS) strategic plan dimension	46
Table 9(B)	Mean and Standard Deviation of Quality Management System (QMS) Product's quality dimension	47
Table 9(C)	Mean and Standard Deviation of Quality Management System (QMS) Quality certificates dimension	48
Table 10	Mean and Standard Deviation of Customer's services dimension	49
Table 11	Mean and Standard Deviation of administrative performance dimension	50
Table 12	Mean and Standard Deviation of competitiveness dimension	51
Table 13	The results of one sample t test for QMS Dimensions	53
Table 14	The results of one sample t test for Customer's Services.	54
Table 15	The results of one sample t test for administrative performance.	54
Table 16	The results of one sample t test for competitiveness	55
Table 17	The results of independent t test according to sex	55
Table 18	The results of F- test for exogenous and endogenous variables according to qualifications	56

Table 19	The results of F- test for exogenous and endogenous variables according to age	57
Table 20	The results of LSD- test for exogenous and endogenous variables according to qualifications	58
Table 21	Correlation coefficients among exogenous and endogenous variables	60
Table 22	The guidelines for assessing the relationship	61

List of Figures

Figure (1)	SALWA Company organizational structure	27
Figur (2)	Thesis Conceptual Model	41

ABBREVIATIONS

QMSS	Quality Management System strategy
QMS	Quality Management System
TQM	Total quality management
PMI	Processed Meat Industry
CS	Customer's Services
BPR	Business Process reengineering
SPSS	Statistical Package for the Social Sciences
MOA	Ministry of Agriculture
MOE	Ministry of Economy
PSI	Palestinian Standards Institution
FAO	Food and Agriculture Organization
PIPA	Palestinian investment Promotion Agency
PFIU	Palestinian food industries union
PALTRADE	Palestinian trade center

Chapter One

Introduction

1.1 Background

Historically, many cultures considered meat as a luxury that can only be enjoyed on special occasions for a certain class in the society, however, at present time this luxury can be found in any place for everyone to enjoy. This historical luxury, currently, exists as processed products in different types, shapes and flavours. This food industry is becoming one of the fast-growing businesses in the world, where, in 2014, its production of processed meat had reached approximately 315 million tons. This means, that each person in the world consumed 43.4 kilograms (95 pounds) of meat in 2014 on average (Roser, 2019).

Meat industry term; describes modern livestock industrialized agriculture for production, packing, preservation and marketing of meat. This is not just including meat-packaging - meat products, there is other products such as steaks or chicken breasts. In fact, many other products come from animal by-products, including edible fats for cooking uses, leather, animal feed, fertilizers, gelatin, Jell-O sweets, glue, and even some ingredients in cosmetics (Lynn,2017). Therefore, this meat industry employs thousands of people in different countries around the world. Economically-speaking; it is kind of integrating of two levels of the economic activities - primary (agriculture) and secondary (industry) activity.

Different countries consume and export various kinds of meat at different rates. For example, about 70% of processed meats in Canada, sausages or cold cuts, are made with pork (Canada,2016). Meat product manufacturing is by far the largest subsector of food and beverage manufacturing, accounting for 25% of the total revenue from goods. India exported 2.4 million

tons of meat in 2015. The production and consumption of beef are the highest in the United States, Brazil, and European Union countries, consumed 28,300 tons of beef in 2015 together. On the other hand, revenue for the meat processing industry in China is set to reach \$126.25 billion in 2018, up 7.6% for the year. Over the past five years through 2018, the industry has been growing at an annualized rate of 8.6%. The Middle East and Africa processed meat market was worth \$ 52.83 billion in 2018 and estimated to be growing at a Compound Annual Growth Rate (CAGR) of 14%, to reach \$ 101.73 billion by 2023 (Marketdataforecast,2020).

In Palestine, the meat processing is considered as one of the main sectors operating in the food industries. The number of factories operating is 17 employing more than 559 workers and the investment volume in this industry is more than 25 million dollars (PFIU, 2017). The market share of Palestinian meat products is 90% of the market size. It is considered as one of the most prestigious sectors in terms of international quality certificates; there are 4 factories with the international quality certificate ISO 22000. It is also an exporting sector where the volume of exports amount to more than 6 million dollars. Besides that, this sector represents a great investment locally, so it needs more than 100 tons a day of different types of meat, which means that there are great opportunities for investment in Turkey farms and slaughterhouses (Salhi, 2016).

In light of the growing demand for meat processing industry in the worldwide, there are still many challenges facing this industry in Palestine. More specifically, these challenges are presented in the small-scale local market and its limited number of local competitors, not to mention the competition of foreign and Israeli products against local Palestinian products. In addition to lack of availability of raw materials, that is considered as a necessary and an important element for production. However, one of the main important challenges for the meat

industry is variance of implementation of the quality systems strategy dimensions (Quality Management System, Customer's Services & Administrative performance) for the meat industry in Palestine to match the needs of competitiveness and successful investment opportunities locally and regionally (PIPA,2010)

1.2 Research Problem

In order to avoid high production costs and inputs (e.g. raw materials), low quality of products, poor marketing nets and marketing infrastructure (e.g. product standard, quality, and packaging system), weak linkages or coordination among actors in the livestock value chains in general, low competitiveness in term of quality with Israeli products in particular and foreign products (e.g. Turkish products) are among the factors that might limit that advance of meat processing industry in Palestine. The effects of these factors on the meat industry in Palestine is limiting the development of new production lines in factories due to lack of reliability on self-directed efforts only and the absence of facilities and bank guarantees or financial services from investment institutions. Weakness of competitiveness in front of imported products due to poor quality and high labour costs, raw materials, energy sources, and difficult political situations and policies of Israel toward the Palestinian industry. This study aims to examine the level of applying the quality management strategy dimensions and its role to improve the competitiveness level of the meat processing industry in Palestine

1.3 The Added Value of the Research

1.3.1 The Overall Objective of the Research

The overall objective of this research is determining the level of implementation of quality system strategy dimensions of meat processing industry in Palestine. This will be a pillar point to develop and increase supporting of meat processing industry in Palestine and empower it to be more effective and competitive against other foreign products by re-structuring it within a national sectorial strategy.

1.3.2 The Importance of the Research

The importance of this study is examining in detail this type of food industries (meat industry) in Palestine in a scientific way. Based on the foundations of modern industrial economy theory, in terms of the specificity that characterizes these industries by identification of the strengths and weaknesses in each branch of this industry in order to make recommendations to work out the weaknesses to the strengths and strengthening strengths more effectively by studying the clusters of meat industry in Palestine.

1.3.3 Strategic Benefits to Palestine:

This research aims to improve the applying the quality management system strategy to provide the Palestinian community with safe and health processed meat products, so the Palestinian products will be instead of Israeli or foreign products in local Palestinian market. In addition to, its highlighting on the importance of adopting the best suited technology for meat processing, by Producing high quality processed meat to be in regional countries markets' shelves.

1.4 Research Questions

The research questions that would be answered in the course of this research work include a main question having eight sub-questions; each sub-question is related to a dimension quality management strategy.

The Main Question

AT which level is the applying of Quality Management Strategy dimensions (Quality Management System, Customers Services & Administrative performance) to enhance the competitiveness capacities of the Meat Processing Industry in Palestine.

The sub-questions for the main question are as follows:

- **First sub- question** -What is the role of quality management system in meat processing industry (PMI) in Palestine?

- **Second sub- question** -What is the role of the customer's services on meat processing industry (PMI) in Palestine?

- **Third sub- question** -What is the role of the administrative performance on processed meat industry (PMI) in Palestine?

- **Fourth sub- question** - What is the role of the competitiveness dimensions on meat processing industry (PMI) in Palestine?

- **Fifth sub- question-**What is the impact of (Quality Management System, Customer's Services & Administrative performance) in mediating the impact of competitiveness due to sex (demographic variables) in the PM industry in Palestine?

- **Sixth sub- question-** What is the impact (Quality Management System, Customer's Services & Administrative performance) in mediating the impact of competitiveness due to age (demographic variables) in the PM industry in Palestine?

- **Seventh sub- question -**What is the impact (Quality Management System, Customer's Services & Administrative performance) in mediating the impact of competitiveness due to qualifications (demographic variables) in the PM industry in Palestine?

- **Eighth sub- question -**There is no significant relationship in (Quality Management System, Customer's Services & Administrative performance) and competitiveness dimensions in the PM Industry?

1.5 Research Hypotheses

The following hypotheses could be formulated as derived from the research questions:

H-1: quality management system (QMS) has a role to improve meat processing industry (PMI) in Palestine.

H-2: Customer's Services has a role to improve meat processing industry (PMI) in Palestine.

H-3: Administrative performance has a role to improve meat processing industry (PMI) in Palestine.

H1-4: Competitiveness dimensions have a role to improve meat processing industry (PMI) in Palestine.

H-5: There is no significant difference in the role of independent variables in mediating the impact of competitiveness due to sex (demographic variables) in the meat processing industry in Palestine.

H-6: There is no significant difference in the role of independent variables in mediating the impact of competitiveness due to age (demographic variables) in the meat processing industry in Palestine.

H-7: There is no significant difference in the role of independent variables in mediating the impact of competitiveness due to qualifications (demographic variables) in the meat processing industry in Palestine.

H0-8: There is no significant relationship in exogenous and endogenous variables in the meat processing Industry.

1.6 Thesis Structure

This thesis consists of five chapters, the introduction that discussed the problem statement of this thesis, research objectives, questions and hypothesis and the significance of the study. Chapter Two is the Literature Review which presents the theoretical and the empirical reviews for the previous studies about the thesis topic. In addition to cases studies for processed meat manufactories. Methodology is Chapter Three that contains data resources, primary and secondary data, thesis instrument, validity and reliability of questionnaire, conceptual model, the study population and sample size, and the data analysis method used in this thesis. Chapter Four reflects the analysis results that are corresponded to the research questions and hypothesis in Chapter Five. Finally, chapter six include conclusions, recommendations & limitations.

Chapter Two

Literature Review

2.1 Overview

The widespread diffusion of quality management strategies in different sectors, make the implementation of these strategies very important in the food industry sector, especially in the processed meat industry, which will create a national economic competitive system and eventually a country more competitive; a system with an overarching and process whereby quality assurance and quality improvement activities are incorporated and infused into all aspects of an organization's or system's operations.

This part of the chapter "Theoretical literature review " introduced different definitions of Quality management strategy & total quality management strategy and competitiveness as socio-economic definitions and their relationship with other affected factors that determine enterprise competitiveness. While the second part will discuss the adoption of a quality management system and how it contributes to finding economic-efficiency indicators at the national level, enhanced innovation, and the development of human resources, which are important in achieving increased productivity and competitiveness levels.

Then moving at the enterprise level: quality management system, consumer's services, and the administrative performance, to determine if quality management strategy may be identified as a double-sided competitiveness tool because it has improved product quality (consumer satisfaction) and reduced costs (efficiency) at the same time, or not.

in this chapter two cases for processed meat manufactories presented, to have a comprehensive image of the reality of PM manufactories in Palestine.

Finally, several previous studies related to the objective of this thesis reviewed to investigate more about the role of the Quality management strategy and its dimensions, the gaps that may limit implemented this strategy, and the Perusal of the finding of these studies which may support the thesis objectives.

2.2 Theoretical Literature Review

2.2.1 Quality

The quality definition stems mainly from the customers' perceptions of the quality definition; the customer who determines which the nature of the product or service that s/he wants to use or receive in order to meet her/his needs and wishes (Katha, 2010). Researchers in this field (Allaying, 2014) have also identified quality as excellence and value conforming to specifications and meeting or exceeding client expectations. Thus, the perspective of customers in terms of quality definition and identification of any definition, as well as it is the main key that must be a source of it. Juran (1987) sees quality as a multidimensional construct that describes quality as eight dimensions including: performance, features, reliability, compatibility, product endurance, serviceability, beauty, and quality aware. These dimensions are essentially identical with the definition of quality as perceived by customers.

Quality can be seen from three angles, firstly being related to design quality and specifications, the quality that is placed in the design of the product or service. The second angle relates to the quality of production and the specifications, to make sure that process is validated. Lastly, is being linked to the performance quality that is mirrored to the system when the actual use of a product. In addition to the need to focus on quality during the provision of such services, the quality of the customer service is as important as the quality of the product itself (Kendal, 2008).

2.2.2. Quality Management System (QMS)

QMS is a fixed of rules, methods and techniques required for planning and execution (manufacturing/development/provider) within the middle business location of an organization. A QMS integrates the numerous inner strategies within the company and intends to offer a manner approach for venture execution. A manner-based QMS permits the organizations to identify, measure, control and improve the various center business strategies to be able to ultimately cause advanced enterprise overall performance (Standards Store. what is the QMS.ISO9000).

Intense quality management is a set of beliefs and principles that reflect the foundation of a growing institution, the quantitative methods and the use of human resources to improve the processes within the institution and beyond the needs of present and future clients (Korankya,2013). There are other definitions of quality management, for instance; traditionally-defined by different institutes as a comprehensive organizational approach that aims to meet customer needs and expectations, including the use of quantitative methods from all managers and staff for the purpose of continuous improvement in the organization's processes and services. Also, it is known as a transformation in the way that plant is managed, and includes the concentration of the institution's energies high continuous improvements at all processes and functions.

In order to start the improvement or not for the different tasks of the plant; the quality is no more than fulfilling the needs of the customer. Some scholars have consciously identified it as the efforts that strive to maximize the competitiveness of an institution is combined with the efficiency of all the workers' efforts to continuously improve their reputation and services produced by the organization. In other studies, quality management could become an administrative, a comprehensive administrative system based on the creation of a radically

positive change for everything within the organization, to include such changes in thoughts, ethics, organizational beliefs, and leadership style. In order to improve all components of the organization and to develop connectivity to highest product and services quality and less quantified; in addition to achieve a degree of customer satisfaction (Tammie, 2000).

Generally, there are many different views in the definition of quality QMS, but these definitions were in the aspiration to enhance the competitiveness of enterprises, we conclude that the quality is all characteristically, it enhances the competitiveness of service companies through satisfying the needs of customers and achieve their desires, and thus we find that researchers have come to the conclusion that quality must be a point delivering to a competitive strategy. A successful quality management system ensures that customers' needs are fulfilled and their needs are met (Management Study Guide Content team, 2015).

2.2.3 Total Quality Management (TQM)

The concept of total quality management (TQM) is the most consistent method that had been used to detect, decrease or control of any mistakes during production, have the process to be stream lined to deliver the required chain control, improving experience for the consumers, and making sure that employees are informed and educated by providing the required training. Thus, the overall quality management targets are used to keep all parties involved within the manufacturing processes responsible for the overall and to the very last service or product.

The research on TQM generally accepts that the achievement of TQM is assured when awareness for best is prolonged along some milestones of all the tiers in the organization. Consequently, the social factors are given extra attention during the implementation of the TQM strategy. Many authors whom focus was TQM, have recognized human recourse performances

that in quality theory would shape a first-class lifestyle and culture. This is a high-commitment method representing a system that would depend on such suggestions. As long this method, for longer run, ensures the worker commitment to get closer to fine goals, it may be projected to have an impact of TQM on organizational consequences, during its implementation that is supported by a high-commitment method.

There are seven prime factors affecting the implementation of TQM; process factors, type of employees, shared values, management style, organizational structure, number of employees and industrial relations. Organizations should give these factors special consideration when developing their TQM approaches, and provides a guideline to show how these factors are likely to affect the implementation of TQM (Mann, and Kehoe, 1995) .

2.2.4 Administrative Performance

The definition of administrative performance means a comprehensive, distinctive, dependable and non-stop managerial best. Administrative performance considered in governance valuation of citizens' happiness and satisfaction from administrative operation in many fields (Caiden and Caiden 2002). Reforming and sometimes enhancing public management systems will be based on a number of central factors. Among these factors, good managerial, administrative performance in all fields, to be able to respond fast, people' satisfaction, and upholding democratic values which include belief, faith and self-assurance within the organization, are the most crucial factors. Currently, many researches and studies have focused on one or more of the aforementioned topics proved how every one of these topics may give a boost to our knowledge of administrative and political environments. Performance administrative systems serve diverse functions. These are formal tools to manipulate, same as for the formula and communication approach, as performance

control structures first of all serve the high level of managers. However, also, would include a support for operational managers, this would permit and encourage these managers to enhance the operations they manage (Wouter 2009).

2.2.5 Customer Service

The definition of customer service is based on the availability of carrier to customers before, during, and after a procurement. Believing of contentment of such interactions is reliant on the employees themselves "who can alter themselves to the personal of the guest". Customer Service is considered a concern for any business enterprise that needs to be improved with additives which include product innovations and pricing (Buchanan, 2011).

2.2.6 Competitiveness

Competitiveness is the degree to which the organization succeeds in achieving its goal of maintaining its competitive position and building competitive sites deeper between them and their counterparts of organizations by reducing the percentage of error and production defects, increasing market share, increasing actual productivity, attention, innovation and sales growth, and defined capacity competitive as well as being the framework or how the enterprise enables excellence and superiority over competitors. This framework has four factors, (Hussein, 2011):

1. Availability of production elements as well as type or extent of availability of infrastructure services.
2. Demand in terms of its size and style, which is related to prevailing social customs.
3. The degree of economic inter linkages between the economic sectors and the availability of the strong entanglement of the speed and the less quantification of access to production inputs.

4. Local environment and its impact on the strategy of the institutions, structure, growth, organization and competitiveness.

Competitiveness reflects the aspects that characterize the enterprise and make it outperform its competitors, competitive advantage; competitiveness is a key factor in the success of the enterprise and the competitiveness of competition. Competitiveness is based on several criteria, including quality, price, flexibility and time.

- **Superior Quality:** Quality is measured by the products and services achieved by customers. It includes the level of performance of these products and services, and the high quality that will help in the formation of a brand name good reputation and reduce the time spent in repairing the defects of the product.
- **Creativity and excellence:** achieved through the introduction of a new product or work in a different way from competitors.
- **Superior customer response:** This requires high sensitivity, accurate customer knowledge, and focus on the needs that can be managed to achieve a certain quality level is difficult to achieve from competitors, and attention to diversification in the product range so that it can adapt to customer needs as it should be able to quickly shape with evolving needs and tastes.

2.2.7 Customer Services Relationship with Quality Management Strategy

Customer services are an upright concept or strategy to solidify relations with customers and at the same time reducing cost and enhancing productivity and profitability in business. An ideal quality management strategy is a centralized collection of all data sources under an organization that provides a real-time vision of customer information. So, the relation between customer

services and quality management strategy relation is vast and significant, but it can be implemented for small businesses, as well as large enterprises also as the main goal is to assist the customers efficiently. Usually, an organization consists of various departments which predominantly have access to customer's information either directly or indirectly, to achieve the strategic goal of improving the quality of customer's services.

Customer services are taken into account as a measuring tool of ways where the needs and responses of customers are collaborated and added to speed up client expectation.

The client's notion of provider allows the customer to choose various providers on basis of monetary fee and how properly the delivered products in shape. All of the necessities (services), which have a higher satisfaction stage, better is the close attachment of clients with the particular emblem of product and additionally with the provider. This enables in creating a strong and healthy consumer- bonding. This bonding force the purchaser to be tied up with that precise provider and chances of defection very less. As a result, customer services are very vital field that each supplier has to focus on to set up a renounced position inside the international market and enhance commercial enterprise and profit.

There have been many dialogs in the marketing academia focusing on the effects of customer services and its relation with quality management strategy of business performance. These dialogs strengthen the importance of customer services to document customer satisfaction on business performance and business success (Fornell 1992, Harting 1998, Zairii 2000, Bolton, Kannan and Bramlett 2000, Rampersad 2001, Gounaris and Stathakopoulos 2001, Anderson, Fornell and Mazvancheryl 2004).

Thus, in this situation of high competitiveness, one should perceive the aspect of satisfied customers as an asset in such a situation. Many different studies underline customer satisfaction

as one of the important conditions for customer retention and loyalty (Fornell 1992, Bolton 1998, Morgan and Strati 2000), to help protect future revenues (Rust and Zahorik 1993, Scheuing, 1995; Reichheld, 1996; Helgesen, 2006,). The effectiveness of such a high level of satisfaction makes firms more efficient where costs can be decreased in any future transactions (Reichheld and Sasser 1990, Shneider 2000). This will, also, affect price sensitivity by decreasing it (Anderson 1996, Shneider 2000), company reputation status and optimistic and confident recommendations (Anderson and Sullivan 1993, Zairi 2000, Anderson, Fornell and Mazvancheryl 2004), employee motivation (Muffatto and Panizzolo, 1995, Naumann and Hoisington 2001) and identification of improvement areas (Pasquier and Fastnacht, 2001). This connection between quality and customer service components always presented as being dependent on each other only. This dependency on customer satisfaction and quality emphasizes the unavoidable relationship between customer satisfaction and quality. Sureshchander, Rajendran, and Anantharaman (2002), used the argument of increasing one is likely to increase the other, consequently, service quality and customer satisfaction are closely related.

It is become an important part of quality management systems to help in achieving this state since realizing the needs of the customer becomes necessary for the development and the implementation of the efficient quality programs of every enterprise. The measurement of the customer satisfaction that acts as a specific type of early warning system for management can be seen as a way to serve that goal. Revenue levels and profits produced by the enterprise can be seen as an important measure of any future activity outcomes, while customer satisfaction measures can indicate the future customers' behavior and, accordingly, what results would the enterprise expect.

However, many (Ranaweera and Neely 2003) also report that the service quality component can be seen as a predecessor to the component of customer satisfaction. Recent definitions on quality often, point and emphasize straightforward to customer satisfaction. The American Society for Quality (www.ASQ.org) differentiates between the two meanings: “(1) the characteristics of a product or service that bear on its ability to satisfy stated or implied needs; (2) a product or service free of deficiencies”. Therefore, it is very obvious that satisfying customer needs are a vital part of delivering quality with specifications to requirements. Anderson, Fornell, and Rust (1997) define quality that meets customer needs as a “design characteristic of the product (attributes and features) as well as the way in which service is delivered”. Many countries (Japan, Sweden, and United States) bring up the issues of quality of services and customer satisfaction along with the social issue to develop economic metrics of customer satisfaction on a national level.

2.2.8 Administrative Performance Relationship with Quality Management Strategy

The quality system of an organization includes the organizational structure, procedures, processes, and resources required to implement a comprehensive quality management system to achieve quality objectives. The quality system standard defines the company's quality management method for ensuring that the products meet the requirements / standards set and the company is free to establish any quality level for its products, based on marketing considerations and customer requirements. The quality system measure helps the company to manage the quality system to achieve the required level of quality and consistency with the standard. In the case of contracting, the implementation of a system such as "ISO 9000" helps the company to understand the requirements of the customer. The operations of the various functional divisions

are managed in a way that ensures that the final product and service meets all contractual requirements.

Total Quality Management (TQM) is defined as a continuous effort by control to upgrade and enhance the tactics and structures to ensure advanced great merchandise. Each agency has to take care of its clients. Their feedbacks are essential. Total satisfactory management creates methods and structures primarily based on patron feedbacks and diverse researches which sooner or later assist within the improvement of enterprise.

Administrative performance performs a critical role in general excellent management: beginning and implementing general best control applications require high-quality amount of planning and research. Administrative overall performance to appropriate for various TQM practices earlier than enforcing the identical. There are costs worried with the entire procedure of total pleasant control. It is the manager's obligation to allocate budgets for TQM at the beginning of each financial year, reflecting the administrative overall performance dedication to improve the TQM of their organization (Kurdi .2014).

2.2.9. Competitiveness Relationship with Quality Management Strategy Dimensions

World competition threatens the existence of many organizations and companies. Quality management strategy and Business Process Reengineering (BPR) are proposed strategies to improve competitiveness. Different perspectives exist regarding similarities, differences, and complementary characteristics of these strategies. Research investigating separate implementations of either BPR or quality management strategy reports mixed results.

To develop a framework of Business Process Management (BPM), which integrates BPR and quality management strategy in an integrated strategy is expected to provide synergy and

continuous improvement for greater organizational competitiveness, compared to using BPR or quality management strategy separately (Chung,2002). This integration helps organizations achieve exchange-determined goals more effectively (Houston, 1986). A general belief that firms that are better equipped to respond to market requirements and to anticipate changing conditions are expected to enjoy sustainable competitive advantage and superior profitability.

Moreover, Axon and Masini (2008) identified four configurations of shared service organizations and their relationships to performance. The overall conclusion is that appropriate organizational configurations help achieve superior performance results. This theoretical approach to configuration indicates that companies implementing a quality management system with BPR will enhance the competitiveness in the local and regional market with appropriate configurations.

2.3 Processed Meat Industry (PMI)

2.3.1 Overview

The Palestinian economy has depended on many productive sectors, since the Palestinian authority inception, its economy was affected by different mechanisms and concepts by changing the global economic, political, technological and social developments. All these factors contributed to the survival of the Palestinian economy despite the pressure and the great external threats to it (Sultan, 2014). Table (1) summarizes some statistics on Palestinian industries.

Table (1) Palestinian Industries

Type of Industry	No. of Factories	No. of Workers	Investment	The local market share	value of exports
Meat products industry	17	559	25 \$ Million	90%	6 \$ Million
Processing and canning fruits and vegetables	18	545	30 \$ Million	20%	21 \$ Million
Industry, vegetable oils and fats	13	295	70 \$ Million	20%	31 \$ Million
Milk & Dairy Product	41	1,754	67 \$ Million	45%	5 \$ Million
Industry wheat flour & cereal products	9	236	45 \$ Million	30%	-
Feed industry	22	329	35 \$ Million	15%	-
Bread and bakery products	1,498	5,848	100 \$ Million	90%	-
Sugars and sweets	27	1,213	22 \$ Million	25%	8 \$ Million
Pasta and noodles	5	89	34 \$ Million	30%	-

Source: Source: Palestinian food industries union

The contribution of agriculture, industry and services sector (health, education, communication and transportation) sectors to GDP in 2015 was \$ 12.68 billion and GDP growth of 12.4% Gross Value Added (GVA). The food industry had a great importance to the Palestinian economy. It contributed more than 24% of the value of production and about 22% of the total Palestinian exports, where the Palestinian food exports reached 170 million dollars in 2012, the second sector for export after stone and marble sector, its great importance due to its ability to export and fill a large part of the needs of the Palestinian consumers. Food industry output is approximately \$400 million, employing 16.8% of the total workforce markets the most important Palestinian industries (Paltrade team, 2015).

The Palestinian food industry is characterized by vitality and sophistication because it is a transformational industry, relying mainly on resources, a large part of which is available from the Palestinian agricultural sector. The food sector is more profitable than any other industrial sector.

The sector's output constitutes 11% of GDP (PCBS,2016). The performance of the Palestinian economy during 2016 occupied a vital position within the Palestinian industrial sector in general and within the manufacturing sector in particular. The number of establishments in the food and beverage industries in the West Bank and Gaza Strip reached 2343 establishments, representing 14% of the total Palestinian establishments.

Data from the PCBS indicate that the Palestinian family spends about 36% of its budget on food, which allows these industries to grow significantly in light of this large volume of domestic demand. The importance of these industries is also due to its strong correlation with many other economic agriculture activities, where food industries can contribute to stimulating this sector, which increases the value-added of agriculture and diversification of agricultural crops, and the growth of food industries through food processing will play an important role in increasing farmers' income in their land, and reducing migration to the city is a challenge that cannot be underestimated at the moment.

On the other hand, the weak competitiveness of Palestinian products against other foreign products creates a state of weakness for the Palestinian economy, which is associated with the stability of quality and price and thus loss of competitiveness. This is related to a direct, positive and significant relationship between competitive strategies, practises and financial performance, (Harzallah, 2013).

2.3.2 Processed Meat Industry in Palestine

In Palestine, the processed meat industry is one of the main sectors of the food industry; the number of factories operating in this sector is about 17, employing more than 550 female workers. 4 of them are ISO 22000 certified. The volume of investment in this sector is about \$ 25

million, and the market share of this industry of food products varies between 90% for meat products. The average household spending on these products is about 36% of the total spending on other processed food products, and About 6 million dollars (Paltrade team, 2015).

In this part, two case studies of manufacturers of meat processing in Palestine are presented, trying to show the differentiation and discrepancy between these two cases in the use of quality systems and their reflection on the success of their products.

2.3.3 Two Case Studies

To understand the reality of the canned meat industry and examine the impacts of applying quality systems on the processed meat sector in Palestine and its applying effects to improve the competitiveness level on this industry locally and regionally. Palestinian food industry companies can be categorized to the main forms of the administrative system: one is the family business as Al Salwa Food Industries Company and Al-Islamiya food industries company. The second administrative system is Like Siniora Company which owned by a holding company APIC.

The researcher reviews the situation of two meat processing companies in Palestine; Siniora Food Company and Al Salwa Food Industries Company.

Choosing AL Salwa industries company refers to 3 main reasons, First, the researcher is already part of the administrative organization of ALSalwa, so that gives him more flexibility to send the E questionnaires to his colleagues and employees in the company. The second reason refers to Covid - 19 limitations and restrictions which could not help to reach other similar companies and make sure that the E questionnaires will be filled. The last reason due to the data that should be filled by different levels of employees in other competitive companies for AL Salwa company.

While choosing Siniora company refer to the above reason that it has a different administrative system about the family administrative system as AL Salwa Co.

These two companies are competitors in the Palestinian local market; they're producing similar products, but each has what distinguishes their products from the other. Each of them owns a share in the local market which contains all governorates, in addition to their ambition to export their product to the regional and international areas. An attempt is sought to find the mechanisms of management and production that followed locally by these companies to maintain a high-quality level of their products under this competition status between them at the same time.

More specifically, the financial situation, the organizational structure of the two companies, the certificates of food safety and quality and financial figures of their situation) (PFIU,2017) are presented. Table (2) summarizes the market shares of meat processing and canning industries in Palestine.

Table (2) List of PM Manufactories in Palestine

Company	Market Share %
Al Madaen Co.	5%
Al Jaleel Al Islamiyah	5%
Al Sanabel	5%
Salwa Co.	10%
Others	15%
Seniora Co.	25%
AL Islamiyah Co.	35%
Total	100%

Source: Palestinian Food Industries Union (PFIU)

2.3.4 SALWA Food Industries Company

Is a private limited liability Shareholding Company, its performing in food industry concentrate on frosted meat industries since 1997. The company always tries its utmost effort to meet its consumers' satisfaction and the market trends through a systemized production procedure by adopting the ISO 22000, HACCP, and the Palestinian quality control certificate, to be recruited in its production and operating processes. The company's market gradually extended throughout the Palestinian National Authority, including Gaza Strip, and successfully has engaged to the Israeli and other regional market with fair quantities and remarkable consumer satisfaction, as generated from the feedback gathered by various marketing activities (Torres,2014).

Salwa Foods produces a range of cooked meats in sausage form, cooked turkey breast, hot dogs, and canned luncheon meat. Principle raw materials are mechanically-deboned meat, supplied from Israel and Turkey portions. Packaging is very sophisticated, with some sausage casings being imported from Ukraine. Turnover is some 7 million shekels annually. The company has two brand names, Salwa which for the local markets, and Al Maqdisya in export markets, principally in UAE and Jordan. Sales are 40% in local markets, 20% in Jerusalem, and 40% in export markets. They are currently working at approximately 60% capacity. (SALWA, Website)

The company is considering essential alternatives for the sake of maintaining its progress and development like expanding its scope of products to include canned products, besides empowering its extension plans through reinforcing and maximizing its production capacity to reach 200% of the current production volume by the end of the year 2020. Table (3) summarizes SALWA Current Situation /SWOT Analysis.

Table (3) SALWA Current Situation /SWOT Analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Pure Palestinian Capital, 2. Adopting and updating quality control and food safety systems like ISO 22000 and HACCP, 3. Long term of experience in food industries,21 years 4. Recruiting technology and updating management systems (despite in restricted scale, expanded recently), 5. good company's reputation in the market. 	<ol style="list-style-type: none"> 6. Insufficient production capacity and divergence, 7. Mainly rely on the local market. 8. Lack of financial fund 9. Suppliers shall control the materials required for product packaging
Opportunities	Threats
<ol style="list-style-type: none"> 10. Leveraging production capacity and marketing planning to maximize market share and profit. 11. Targeting the potential markets; locally in northern WB, and globally in potential countries, Arab, European, Canadian and American markets. 12. Reinforcing the company's image 13. Restructuring marketing and sales department. 14. Developing adequate marketing and sales strategies, 15. Developing efficient promotional activities 	<ol style="list-style-type: none"> 16. Market shrinking relating to: 17. New competitors interring the market, 18. More Israeli restrictions on exporting to Arab sector in Israel. 19. Political risk factor and its related consequences.

Source: XPERT Consultancy. Capacity building. 2020

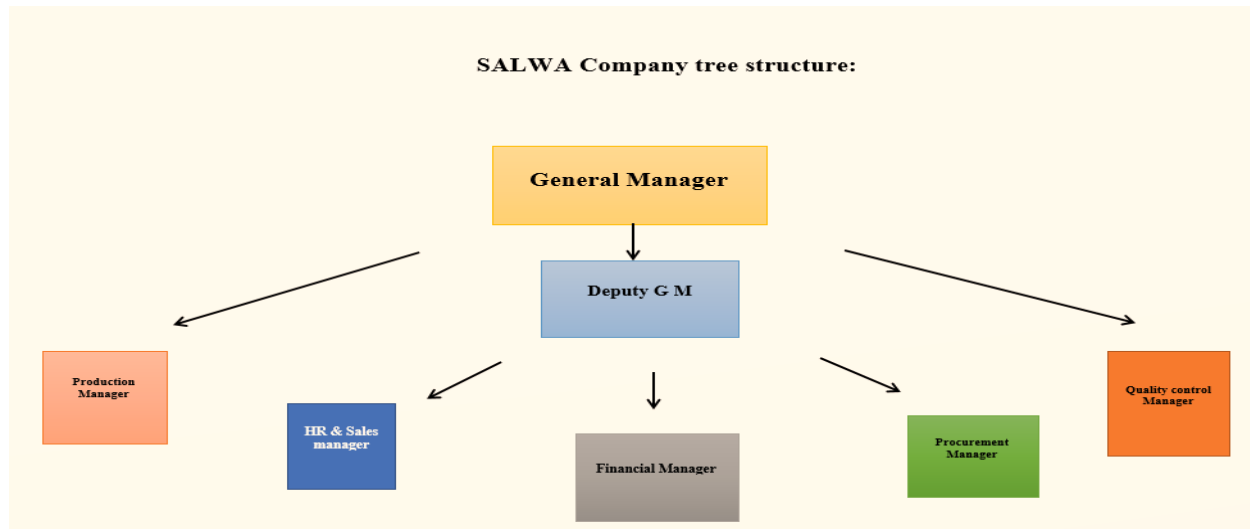


Figure (1): SALWA Company organizational structure

Quality Control

High-quality department is the important element within the company for its function in imparting strict and everlasting manipulating from best team on degrees of meat processing to be conformable with the local and worldwide requirements. Incredibly, there are numerous fields of control as comply with:

1. Inspection the raw material which utilized in production line.
2. Tracking utility of permitted specs and standards as observe:
 - Product specifications.
 - Product composition.
 - Product shelf life.
 - Product inspection inside the laboratory.
3. Making sure the cleanliness and appropriateness of all of the enterprise's centers.
- 4 Controlling the labour.
5. Complying with up the satisfactory structures inside the organization.

The organisation characterised by means of utility the worldwide quality structures “ISO22000”, which works on complying with-up the control of meals protection in all employer’s facilities, so that there are methods to manipulate and replace this machine includes:

- internal audit, via humans with experience and enough information.
- outside audit, by means of authorised global group, checking the software of food protection strategies inside the company.

There are strong and close dating among the organization represented by using satisfactory manipulating guarantee branch and the Palestinian universities with training packages for college students in all departments of the company.

2.3.5 Siniora's Food Industry Company

Is one of the oldest canned meats processing organizations in Palestine, it began within the port of Jerusalem in 1929 and then advanced and multiplied till its first manufacturing unit became installed in Jordan. In 1996, the Arab Palestinian Investment Enterprise (APIC) obtained Siniora’s two branches. Thru APIC’s substantial investments, Siniora witnessed an exponential boom in assets and capacities that allowed it to feature new product traces and integrate the state-of-the-art technology that handed the very best standards of best in food manufacturing, providing markets past Jordan and Palestine into Syria, Lebanon, Saudi Arabia, the United Arab Emirates, Kuwait, Qatar, Omar, Yemen and Bahrain. These days, Siniora operates some of the maximum advanced factories inside the global in the processed meat enterprise.

As part of the enterprise’s strategies, Siniora is buying and selling company turned into installed in 2009 as a distribution organization to extend into the Saudi marketplace. Saudi Siniora has a

facility in Riyadh that boasts 3,500 rectangular ft of storage space, in addition to a department in Jeddah and one in Dammam.

Siniora has additionally based studies and development middle to boom clinical research, pursue in addition medical methods and innovate new and interesting merchandise that satisfies our clients' evolving tastes and preferences.

Quality and Food Safety Planning

Excellent and meals safety making plans is of the maximum priority for the management team at Siniora meals industries. Planning regarding meals protection and high-quality is exactly controlled and adheres to one or extra of the following:

- The company's excellent and food safety objectives
- The company's strategic plans and desires
- International and/or neighborhood market trends
- A vision of future marketplace wishes
- The requirements and expectations of customers, or purchasers
- Control's angle of the company's performance and its improvement.

Quality and food safety planning in Siniora results in any of the following:

- Necessities for brand new or extra skills and understanding in the company
- The introduction of a development plan
- The definition of obligation and authority for enhancements plans
- The identification of assets required for development methods.

Quality Control

Good enough sanitation ideas are implemented in all the employer's operations from the receiving, analyzing, transporting and segregation of food to the preparing, manufacturing, packaging, and storage of food. Appropriate first-class control operations are hired to make certain that all meals are suitable for human consumption and that meals-packaging substances are safe and suitable. Usual sanitation of the manufacturing facility falls under the supervision of 1 or extra people assigned duty for this characteristic within Siniora, and it takes all reasonable precautions to make sure that production procedures do not contribute to infection from any supply.

Eventually, Siniora continues the best degree of first-rate and consistency over its diverse variety of products due to the emphasis it has positioned on food protection and best. It also makes steady enhancements due to the possibilities recommended through its rigorous first-rate management strategies.

2.4. Previous Studies

In this part the researcher reviews the most important empirical previous studies that investigated the effect of using quality systems on consumer satisfaction, the market, marketing, and the administrative performance of the factory or organization. many studies investigated the role of the quality management system and its dimensions on competitiveness. As Abdul Hamid study (2015) shed light on the importance of quality and ISO specifications in activating the competitiveness of the economic institution, and to identify the role to improve the reputation of the companies in the market, the impact of gaining the trust of the customer. In addition, it aims to know their role in increasing the competitiveness of the companies. The study found that

there is an impact of ISO certification on improving its reputation in the market, gaining consumer confidence, and increasing its competitiveness through market and the ability to achieve customer satisfaction.

Abdul Hamid met with Kafetzopoulos & others (2015) study who investigated the effect of applying the variables of total quality management system on the competitive advantages followed in the Palestinian industrial establishments. Descriptive approach via questionnaire was adopted as a main tool in collecting data by distributing it to the sample of the study. The study population consisted of directors and heads of quality departments in the Palestinian industrial establishments in the West Bank that are ISO 9001 certified. The study concluded that the ISO standards contribute to enhancing the confidence of customers in the product, granting the opportunity to enter and occupy a strong mark in the international markets, in addition to reducing the percentage of lost effort and saving the money spent on correcting the situation of companies

Also, Al-Ali and others (2019) emphasizes the role of adopting the TQM system in improving the productivity of production institutions and factories and concluded that continuous improvements in production through the adoption of TQM to suit the size of the institution must maintain the sustainability of growth rates in productivity. One of his study recommendations is that continuous improvement in productivity is achieved through improvements in technological, human, and administrative aspects.

And the relationship between the adoption of the philosophy of total quality management and strengthening of competitive advantage of the organization (Yousif & Others.2017). that the relationship between quality and increasing market share, quality and costs through enhancing customer satisfaction in the product, Product specifications and international quality standards It

is imperative to enhance its competitiveness both at the local and global level and ensure its survival and continuity in the market. this relation highlighted through

Kendal (2008) Fogale (2015) highlighted the impact of the application of the TQM variables on the competitive policies. Where developing of products as a source of competitive advantage, considering that the survival of the institution in the market requires the search for methods to develop its products. and as a basis in the process of product development, they see that continuous product development to develop a competitive advantage in the enterprise.

On the on other hand Angelova and Zeqiri (2011) presents the concept of customer satisfaction in the where activities emphasized on quality management in food industry enterprises. A valuation of organizational activities was provided by researchers provided in the area of customer satisfaction management by performing a cross-cultural study, where these entities possess quality systems, certified according to the ISO 9001:2000 standard. The justification for this study raised from recent analysis trends in quality management systems. Many business organizations are mindful that improving their business performance requires the need to satisfy customer needs, and by delivering a high-quality product. Often, the decision to invest in quality management systems becomes a higher requirement in these organizations' agendas, because customer satisfaction becomes an important factor for their success. This is an important method, but instead, these business organizations are emphasizing more on the technological standards of quality and either ignore or forget about the relationship with customers, and the importance of customer satisfaction, convincing themselves that having good products, guarantees their customer satisfaction.

Almost a recent study by Sayyed (2017) examined the connection between total quality management (TQM) practices and their outcomes on companies' performances in Palestine. It

additionally objectives to talk about control dedication, employee involvement, education and schooling, reward and reputation on exceptional development within 57 Palestinian firms. The take a look at employs survey information amassed from Palestinian production and provider firms. The consequences of this have a look at discovered that management commitment, worker involvement, training, schooling, rewards and popularity are considerably definitely related to firms' excellent development practice. It became perceived that employee involvement was a dominant aspect for exceptional development; it changed into associated with tremendous improvements in companies' satisfactory development.

Atiyah & Others (2019) and Ahmad & others (2011) tried to identify the reasons for the lack of competitiveness of the Palestinian food industries, whether it is the low quality of their products or the high price levels compared to their imported counterparts. The sample was for the food factories in the West Bank. This is due to the difficulty of movement of their products and similar circumstances that affected the Palestinian economic activities in general. the two studies concluded to number of results, the most important one is that the food industry suffers from several problems, including: Low specialized skills in this type of industry, and their inability to have an international presence for their products, this means a lower rate of their exports compared to some other industrial sectors. And they recommended the need to focus on raising the quality factor through the adoption of world-famous methods in this sector, with a focus on the necessity of working to raise the quality factor of Palestinian products for its role in the development of the Palestinian product, in line with the renewal of consumer tastes and high export rate when adopting world famous methods for these sectors, and the continuous attempt to obtain international certificates in this regard sector. in addition to Quality, audits can effectively contribute to build the competitiveness of Arabic products and consolidate them in an advanced

competitive position that enables them to gain an adequate share in the global markets through review of Quality System, Product Design, Product Quality Assurance, Environmental Quality Measurement Systems, and Quality Costs.

2.4.1 Summary of Previous Studies

Previous studies (Abd Al-Hamid, 2015) (Ahmad & Others, 2011) (Angelova & Zeqiri.2011) (Sayyad.2017) showed the impact of the main dimensions of quality management systems strategy to raise the level of competitiveness in the processed meat market in Palestine. Firstly, Quality Systems Management including strategic planning, product quality, and obtaining a local and international quality certificate due to its impact on the institution's reputation in the market. Secondly: the customer services and its relationship with customer satisfaction, and its impact on competitiveness, third: the factory's administrative performance as basic dimensions on which the strategy of quality systems in the local market is based. While Yousif (207) focused on the relationship between adopting the philosophy of total quality management and building and enhancing the competitive advantage of the company or institution by raising the capabilities to enhance customer satisfaction with the product.

On the other hand, Atiyah & Others (2019) pointed out in his study on identifying the reasons for the lack of competitiveness of the Palestinian food industries, whether that is due to the low quality of their products or the high price levels compared to their imported counterparts, the study concluded that ISO standards contribute to enhancing customer confidence in the product, and giving the opportunity to enter and occupying a strong mark in the global markets, in addition to reducing the percentage of wasted effort and saving money spent. This study will

attempt to show the effect of applying the dimensions of the quality systems strategy in the processed meat sector in Palestine in raising the competitiveness.

Accordingly, this study aims to examine if there an impact of applying the quality management systems strategy 's dimensions in the meat processing industry in Palestine on competitiveness factor in this sector.

Chapter Three Research Methodology

3.1 Overview

This chapter includes and discusses the following topics, research design, data collection, primary and secondary data, thesis instrument (questionnaire design and the questionnaire steps), validity and reliability of questionnaire, conceptual model, population of the study, sample size and method of data analysis.

3.2 Research Design

Research design is the framework of research methods and techniques that allows researchers to focus on research methods that are suitable for the subject matter and set up their studies up for success. Using a research design helps to guard against possible chances of failure in a study. This implies that when an enquiry is conducted, it is necessary and important to anticipate each research problem and decide on what to do, and then one can increase chances of controlling the research procedures. In this sense, research design is self-regarding, and correction is made into the conduct of enquiry leading to an improvement and perfection of an integral part of every research effort.

The researcher attempts to determine the tools that the Palestinian decision makers need to support processed meat sector, which is done by taking the main share of food industries (estimated by 90% for meat products while 30% for dairy products). In addition, to determine the impact of the strategic meat processing on the Palestinian economy and discussing the methods of facing the changes and grabbing the opportunities to improve competitiveness in this sector. The impact of COVID-19 led to the restriction of this research work to the meat

processing industry and the related factors that of implementation of QMS, due to health restriction, therefore, the researcher used the virtual connection with target group.

3.2.1 Data Collection

The data collection to be used should be within the context of the research objectives and hypotheses. The sources of data collection were the primary sources.

3.2.1.1 Primary Data:

The main source of data to be used in this thesis is the questionnaire. To facilitate useful information, self-developed questionnaires have been administered. Questionnaire is one of the most useful tools for data collection which aims to measure the importance of implementation of quality management strategies system, customer's services and administrative performance design on competitiveness policies of meat processing industry.

Questionnaire: It took the form of virtual questions given to meat processing factories. Based on the thesis objectives, the questionnaires were prepared.

3.2.1.2 Secondary Data:

These are already existing data that can be easily being gotten from various sources they can be from journals, bulletins, textbooks, newspapers, periodicals. etc.

3.3 Thesis Instrument

The researcher adopted the following method for this thesis.

3.3.1 Questionnaire Design

The thesis survey questionnaire consisted of seven sections; the first section is the strategic plan of factory. In this section the researcher used direct and indirect sub- questions refer to vision and mission and strategic values of the factories; it has eighteen questions. The second and third sections are about quality of products features and existing quality certificates; they have twelve sub-sections. While the performance of senior management section has nine sub- questions to measure the performance of senior management section in processed meat factories. In addition to production cost which has six questions and availability of supply and production inputs management section has eight questions. The last section related to marketing and sales management with focusing on customer satisfaction, it has nine sub-questions.

3.3.1.1 The Questionnaire Building Steps

In order to build an administered questionnaire, the researcher used five scales for the seventh dimensions in the questionnaire, each scale in the below table contains the main items used in this thesis. Table (4) summarizes the questionnaire scales based on Parasurmann (1988).

Table (4) Study questionnaire questions

Variable	Dimensions	Indicator or Clause or Item
Quality management system	Strategic plan of manufacturer	<ul style="list-style-type: none"> • Strategy formulation Quality management strategy of the manufactories • The engagement of all employees in the pursuit of quality
	quality of products	<ul style="list-style-type: none"> • A commitment to quality from the top of your organisation. • A commitment to continual quality improvement
	quality certificates	<ul style="list-style-type: none"> • A commitment to evidence based decision making • Strategy formulation TQM of the manufactories
Competitiveness	Production Cost	<ul style="list-style-type: none"> • Strong relationship management of customers, suppliers and regulators. • Significant access to, or control of, distribution channels in the market (e.g. products or brands that are widely stocked or demanded by intermediaries who provide distribution to the final consumers.
	Supply & production inputs management	<ul style="list-style-type: none"> • A high (and perhaps leading) market share – measured in either value or volume terms. The leading firms in a market usually enjoy a significant proportion of the available revenues or customer demand
Administrative performance	Performance of senior management	<ul style="list-style-type: none"> • Establish priorities to motivate employees to take actions and make decisions, which are consistent with organizational goals. • Communicate direction to the rest of the employees • Provide feedback • Evaluate and reward behavior • Challenge assumptions • Check positions • Inform managerial decision-making process
Customer 'services	Marketing and sales management with focusing on customer satisfaction	<ul style="list-style-type: none"> • A true customer focus in your approach to product development and delivery. • Equipment used to provide service • keeping records correctly • Performing the services at designated time • Prompt services • Easy accessibility of services • Good service for customer

Source: Persuraman et al. (1988)

3.3.2 Validity of Questionnaire

The questionnaire passed through many steps before giving the final version to the target respondents. The questionnaire sent to four evaluators to evaluate each dimension and its consistency to reach the main objectives of the thesis. All evaluators agreed that the mentioned dimensions and items in the questionnaire will achieve the main research objectives

The first draft: the questionnaire was structured into sixty-eight items, fifteen items for competitiveness features; quality management system (QMS) has thirty items, nine items for administrative performance and nine items for customer's service.

Qualification, and Age, Job position, position, and years of Experience). the importance of this section referring to study the impact of the Quality system strategy on the competitiveness of manufactories & measuring it through collecting the perceptions of manufactories employees.

3.3.3 Reliability of Questionnaire

Pre-testing the questionnaire is considered important based on the earlier observations to pilot test the questionnaire to ensure its reliability. The researcher distributed the questionnaire in several stages, the first stage and the following stages were aimed at achieving consistency for the respondents' response to the questionnaire. (MacKenzie, 2003)

As Table (5) shows the Reliability tests Cronbach's Alpha by SPSS which is the most common measure of internal consistency ("reliability"). It is most commonly used when you have multiple Likert questions in a survey/questionnaire that form a scale and you wish to determine if the scale is reliable.

Table (5): Reliability tests Cronbach's Alpha

Construct	Items	Reliability
Competitiveness	15	0.999
Quality management system (QMS)	30	1
Administrative performance	9	0.867
Costumer's services	9	0.867
Total value	61	0.959

The validity of the questionnaires was examined by coefficients correlation and the results (for 61 items, except the demographic information) dimensions were above 0.5, also, the reliability of the instruments was tested by using Cronbach's Alpha coefficient and the result was found to be more than 0.7, the Cronbach's Alpha coefficient for all dimensions was 0.9593.4 Conceptual Model.

The overall objective of this thesis is to find out the role of QMS, customer's services and administrative performance on competitiveness in processed meat industry, the conceptual framework for this thesis is developed from the above literature review mentioned previously, as shown in Figure (2).

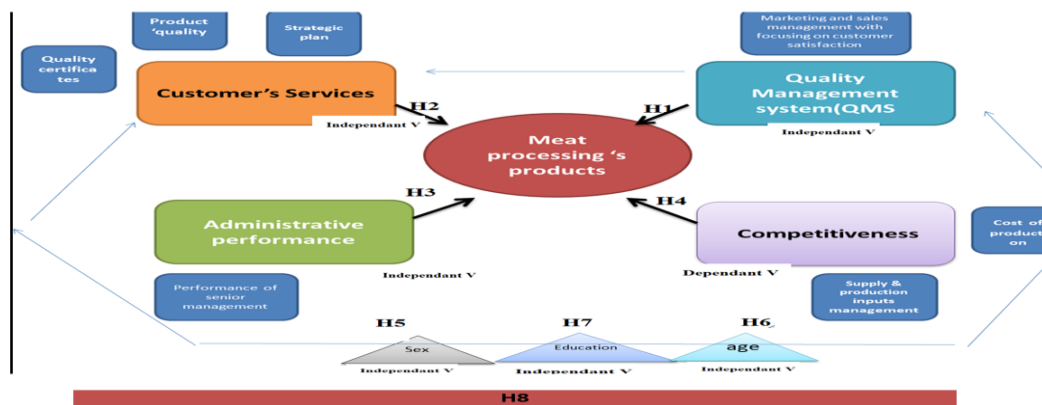


Figure (2): Thesis Conceptual Model

The framework shows the variables used on the above model along with its types and the related indicators per each variable. Quality Management strategy dimensions is the independent variable which consists of three dimensions (Quality management System, Administrative

performance, Customer's Services), the dependent variable is competitiveness. Table (6) Summarizes the Research variables and its related indicators

Table (6): Research variables and its related indicators

Variables	Type
<ul style="list-style-type: none"> - Quality management system (QMS) - Administrative performance - Costumer's services 	Independent
<ul style="list-style-type: none"> - Competitiveness 	Dependent

3.4 Population of Study

The population of study is limited to the employees of the meat processing factories working in West Bank. According to the Chamber of Commerce and Industry in Ramallah there are six main factories that are actually operating in the West Bank which are Al Islamiyah Co, Seniora Co, Al Madaen Co, Al Jaleel Al Islamiyah, Al Sanabel, AL Salwa Co. The average number of employees in these meat processing factories range between 50-500 employees. The researcher focused on only on Seniora Co & Al Salwa Co due to the justification that mentioned previously.

3.5 Sample Size

The researcher uses random sample, in order to insure the equitable presentation for all targeted processed meat manufactories. The sample size of this study is identified according to the following equation (Krejcie and Morgan, 1970)

Population size: The total number of people in the group you are trying to study. in this research the population size around 500. according to this number with 95 % Confidence Level (The probability that your sample accurately reflects the attitudes of your population the standard is 95%).and 5% Margin of Error (The range measured as a percentage that your population's

responses may deviate from your sample's). and by Calculate sample size (sample size is the number of completed responses your survey receives. It's called a sample because it only represents part of the group of people (or target population) whose opinions or behavior you care about.) it will should be 218.

But due to corona pandemic the researcher used the electronic form to distribute the questionnaire, which minimizes the size of the sample to 147 responses.

3.6 Method of Data Analysis

The data was analyzed by using the Statistical Package for Social Sciences (SPSS-AMOS) version 21. The data were checked for entry errors. The relationship between the demographic variables and other all dimensions were analyzed by the using parametric tests: frequency to describe the demographic variable, mean and standard deviation to answer the research questions, one sample T test, independent T test, and One-way ANOVA and LSD tests to test hypotheses, Pearson correlation test to examine the relationship between endogenous and the exogenous variables.

Chapter Four Data Analysis and Results

4.1 Overview

In order to achieve the main aim of the current study, a random sample was selected by using a virtual questionnaire. Also, data were collected by using five point-Likert scales. In this chapter presented the findings of the current research: Participants' s Demographics, Research questions, and finally Testing hypotheses.

4.1.1 Participants' s Demographics

Table 7 presents the sample data in relation to sex, qualification, and age, job position, position and years of experience.

Table (7): Descriptive statistics of demographic variable

Demographic variables		Frequency	Percentage
Sex	Male	105	71.4%
	Female	42	28.6%
	Total	147	100.0
Qualification	High School	28	19%
	Diploma	28	19%
	Bachelor	77	52.4%
	Master	14	9.5%
	Total	147	100.0
Age	Less than 25	28	19%
	25-35	56	38%
	36-45	42	28.6%
	More than 45	21	14.3%
	Total	147	100.0
Position	Head of the Department	126	85.7%

	Employee	21	14.3%
	Total	147	100.0
Years of experience	Less than 5	49	33.3%
	5-16	63	42.9%
	16-26	28	19%
	More than 26	7	4.8%
	Total	147	100.0

As shown by the above table, out of a total of 147 respondents; The weight between the male and female is 71.4%: 28.6%. As to the age, the (25-34) group covers the highest weight, that is, 38.1%; while the category of (over 45), become lowest. The second largest group is the respondents whom ages are (less than 25), which covers 14.3%. Given that, the researcher can see the most employees of processed meat manufactories in Palestine are mainly the young and middle-aged ones from (25-34) years old. Subjects were also inquired about their qualifications and 10% of them were postgraduates (master), 52 % were graduates (BA), while remaining 19 % did diplomas 19% had a High school certificates. Therefore, the percentage of interview with bachelor degree is the highest. Most respondents had administrative position (86%), while 14% are not respond on this question. As to the years of experience, the (5-16) group covers the highest weight, that is 43 %; while the category of (more than 26 years), become lowest (19%). The second largest group is the respondents whom years of experience are less than 5 years which covers 33%.

4.2 Research Questions

According to the mean and the standard deviation, this section aims to answer the thesis questions. By showing up the level of QMS, administrative performance, customer 'services, competitiveness and their dimensions. To classify the level of items on Likert scale, the researcher considered that if the average item is (3.67-5), then the level is high, (2.34-3.66) is average, and for the low-level item it will be average (1- 2.33), (as seen in Table 8). (Jamieson, 2004).

Table (8): Level of items on the Likert scale

Classifications Degree	Scale	Range
High	Agree / strongly agree	3.67-5
Moderate	Undecided	2.34-3.66
Low	Disagree / Strongly Disagree	1- 2.33

Source: (Jamieson, 2004).

Table (9) summarizes the answers related to the question: "What is the level of Quality Management System in the processed meat Industry in Palestine?".

Table (9.A): Mean and Standard Deviation of Quality Management System (QMS) strategic plan dimension

	Items	Mean	Standard Deviation	Level
Strategic plan features				
1	The company sets a clear vision for it	3.524	1.3362	High
2	The company develops a long-term strategic plan	3.524	1.3362	High
3	A company has a private message to work with	3.524	1.3362	High
4	The company's mission is clearly focused on quality	3.524	1.3362	High
5	The company reviews its objectives through a comprehensive planning process	3.524	1.3362	High
6	The company allocates sufficient financial and human resources for the successful implementation of strategies	3.524	1.3362	High
7	The company has a comprehensive measurement system (indicators) for the strategic plan that covers the main operating areas	3.524	1.3362	High
8	There are teams at each level in the company dedicated to setting company goals	3.524	1.3362	High
9	There are work teams at each level in the company dedicated to devising appropriate action plans to achieve its goals	3.524	1.3362	High
10	The company directs its policies to meet the needs of	3.524	1.3362	High

	the customers			
11	The company directs its programs to meet the needs of the customers	3.524	1.3362	High
12	The company directs its resources to meet the needs of the customers	3.524	1.3362	High
13	The company directs its policies to meet the needs of its workers	3.524	1.3362	High
14	The company directs its programs to meet the needs of its workers	3.524	1.3362	High
15	The company directs its resources to meet the needs of its workers	3.524	1.3362	High
16	The company directs its policies to meet the needs of its owners	3.524	1.3362	High
17	The company directs its programs to meet the needs of its owners	3.524	1.3362	High
18	A company directs its resources to meet the needs of its owners	3.524	1.3362	High

As shown in the (9.A) table; Whereas the mean for all of 18 items refer to strategic plans dimension between (3.4-5), all respondents believed that their manufactories deigned & implemented high QMS standards. For instance, the item seven under strategic plan dimensions “The company has a comprehensive measurement system (indicators) for the strategic plan that covers the main operating areas “got high level mean (M=3.524) & (SD= 1.3362) with 70.48% importance percentage.

Table (9.B): Mean and Standard Deviation of Quality Management System (QMS) Product’s quality dimension

Product’s quality				
#	Items	Mean	Standard Deviation	Level
1	The quality of our products is high compared to the competitors	3.449	1.3507	High
2	The company is constantly improving its products	3.592	1.3332	High
3	The company's customers have high confidence in the quality of the company's products	3.524	1.3362	High
4	The company accepts feedback and suggestions on product quality	3.524	1.3362	High
5	The company takes the suggestions aimed at improving the quality of its products and works to implement them	3.524	1.3362	High
6	The company is concerned with the quality of the raw materials used	3.585	1.3591	High

7	The company is interested in applying the concept of total quality management	3.503	1.2947	High
8	The returned product rate is low in the company	3.503	1.3364	High
9	The company uses tools to control product quality	3.524	1.3362	High

Table (9.B) Shows All the dimensions reflected how MP the manufactories seeking to raise their product quality; item six under the product quality dimensions under the product quality dimension "The company is concerned with the quality of the raw materials used" show the importance of quality standards with (M=3.585, SD = 0. 1.3591) with high importance percentage 71.70%.

Table (9.C): Mean and Standard Deviation of Quality Management System (QMS) Quality certificates dimension

1	Does the company seek to obtain more than one quality certificate at the same time	3.524	1.3362	High
2	If your company has not obtained any type of quality certificates, is there a way to obtain that.	3.524	1.3362	High
Quality Management System		3.524	1.336	High

The most important item in QMS dimension is accepting MP Manufactories the suggestions and feedback due to its role to improving their Products quality (Table 9.C) with High mean (M= 3.524. SD=1.3362) for item “The company takes the suggestions aimed at improving the quality of its products and works to implement them.”

Totally, all items for QMS dimensions had a high level, that’s mean that there is a high level of implementation of QMS standards in processed meat manufactories with (M =**3.524**, SD=**1.3360**).

Table (10) summarizes the answers related to question: “What is the level of Customer’s Services in meat processing factories?”

Table (10): Mean and Standard Deviation of Customer's services dimension

	Items	Mean	Standard Deviation	Level
1	The company measures customer satisfaction using questionnaire, interviews, or calls	3.524	1.3362	High
2	The company measures customer reactions using questionnaires, interviews, or calls	3.596	1.3201	High
3	The company conducts a benchmarking of customer satisfaction as compared to that of competitors' products	3.524	1.3362	High
4	The company uses a variety of methods to build good relationships with customers	3.641	1.2339	High
5	The employees of the company are informed of the needs and desires of the customers	3.524	1.3362	High
6	Customer complaints are used as inputs to improve production process practice	3.486	1.3483	High
7	The company follows a policy of delivering orders to customers on time	3.524	1.3362	High
8	The company focuses on after sales services.	3.447	1.3225	High
9	The company is committed to providing after-sales services.	3.486	1.3483	High
10	The company is concerned with the internal customer (the worker) as much as it is concerned with the external customer (the customer).	3.632	1.2276	High
Customer's services		3.538	1.3145	High

Also, as Table(10); all items for customers services dimensions had a high level, that's mean that there is a high level of customers services in processed meat industry with (M=3.538, SD= 1.3145), whereas the mean for all of them from (3.4-5), the respondents believed that the third item "The company conducts a benchmarking of customer satisfaction as compared to that of competitors' products" very important item in customers services dimension due to its great h mean M=3.524, SD=1.3362 with important percentage 70%, in the same level of importance with item five "The employees of the company are informed of the needs and desires of the customers" reflecting the importance of customer satisfaction to improve the production process (M=3.524) 70.48% .

While the item seven and eight appear as priorities for MP manufactories. Since their mean are (M=3.447, M=3.486) due both of them focusing on the after-sale services as policy and service with percentage 70 % for both

Table (11) shows the answers related to the question given by: “What is the level of Administrative performance of processed meat factories?”

Table (11): Mean and Standard Deviation of administrative performance dimension

	Items	Mean	Standard Deviation	Level
Performance of senior management				
1	The company determines the quality policy and actually applies it	3.645	1.2371	High
2	The company bears its responsibility for the quality of performance when implementing any operation	3.524	1.3362	High
3	The company deals with improving the quality of performance as a way to raise the level of efficiency	3.447	1.3225	High
4	The company gives considerations of quality more than cost	3.524	1.3362	High
5	The company is committed to the standards of protecting society and the environment	3.550	1.3641	High
6	The company actively supports male / female workers participation	3.447	1.3225	High
7	The direct supervisor in the company is responsible for raising and promoting quality	3.524	1.3362	High
8	The direct supervisor in the company accepts change and is considered part of the company's culture	3.447	1.3225	High
9	The company constantly strives to apply international quality standards	3.645	1.2371	High
Administrative performance		3.528	1.3127	High

In addition, as table (11); all items for Performance of senior management dimension had a high level, that's mean that there is a high level of performance of senior management in processed meat industry in Palestine (M=1.79362, SD=0.5603), whereas the mean for all of

them from (3.4-5), respondents believed that the first item “The company determines the quality policy and actually applies it” were the most important item in Employees Behavior dimension due to its high mean $M=3.645$ with 73% importance percentage. in send stage comes the 3rd item “The company deals with improving the quality of performance as a way to raise the level of efficiency” which consider the quality of performance of employees as a very important item with ($M=3.447$)

& percentage 70%.

“The company actively supports male/female worker’s participation” item with ($M=3.447$, $SD=1.3225$) which appear the level of supporting the employee’s male /female who are active, in a very effective with good percentage 69.7%.

Answers related to the study question: “What is the level of competitiveness dimension of meat processing factories?” are tabulated in Table (12).

Table (12): Mean and Standard Deviation of competitiveness dimension

	Items	Mean	Standard Deviation	Level
Supply & production inputs management				
1	The purchasing department is responsible for the quality of production inputs	3.592	1.2538	High
2	The company requests clear and accurate specifications from the suppliers	3.524	1.3362	High
3	The company selects its suppliers according to quality control standards to ensure the quality of the products	3.524	1.3362	High
4	The company selects its suppliers based on quality over price	3.476	1.3362	High
5	The company builds long-term relationships with suppliers	3.524	1.3362	High
6	The company seeks to integrate its suppliers in planning processes to improve the level of production	3.524	1.3362	High
7	The company seeks to integrate its suppliers in product development processes	3.476	1.3362	High
8	The company relies on a timely material ordering system to reduce storage costs	3.429	1.2980	High

Cost of production				
1	The company pursues a strategy based on the lowest costs compared to the competitors	3.524	1.3362	High
2	The prices in the company are low compared to the competitors	3.524	1.3362	High
3	The cost of the products is low compared to the competitors	3.524	1.3362	High
4	The administrative expenses in the company are considered low compared to the competitors	3.500	1.3650	High
5	The company's distribution expenses are low compared to the competitors	3.524	1.3362	High
6	The percentage of used energy of the company is higher than its counterparts in the competing companies	3.524	1.3362	High
Competitiveness		3.513	1.3296	High

Finally, in Table(12); all items for competitiveness dimension had a high level, that's mean that there is a high level of competitiveness in processed meat industry (M=3.513, SD=1.3296), whereas the mean for all of them from (3.4-5), the respondents believe that the most processed meat manufactories build strong relation with supplier based on quality & price together; for example, item four under section Cost of production “The company selects its suppliers based on quality over price “ (M=3.500, SD=1.3650) with high percentage reach 70%, furthermore, item five the company builds long-term relationships with suppliers “(M=3.524) under the supply and production inputs management dimension with importance percentage 70.47%.

On the other hand, the respondents think that their manufactories followed strategy based on the lowest costs compared to the competitors (item one) under cost of production dimension with high mean (M=3.524) 70.47%. while Item six show the using of full/highest percentage of the energy by MP manufactories “The percentage of used energy of the company is higher than its counterparts in the competing companies” with high mean (M=3.524) percentage 70.47%.

4.3 Hypotheses Testing

Hypothesis testing is an act in statistics whereby an analyst tests an assumption regarding a population parameter. The methodology employed by the analyst depends on the nature of the data used and the reason for the analysis. Hypothesis testing is used to assess the plausibility of a hypothesis by using sample data. In hypothesis testing, an analyst tests a statistical sample, with the goal of providing evidence on the plausibility of the null hypothesis

Several statistical tests (SPSS) were used: one sample T test, independent T test, and One-way ANOVA and LSD tests to test hypotheses, Pearson correlation test to examine the relationship between endogenous and the exogenous variables.

Main Hypothesis:

H0-1: quality management system (QMS) has no a role to improve meat processing industry (PMI) in Palestine.

One sample t-test was used to examine the null hypothesis that (QMS) dimensions doesn't play a role in meat processing industry (PMI) in Palestine., with a 95% level confidence, Table (13) shows that the QMS (mean=3.6523, SD=1.68827) was significantly results support that the alternative hypothesis which means that (QMS) dimensions plays a role in the in-meat processing industry (PMI) in Palestine, as same as for all dimensions.

Table (13): The results of one sample t test for QMS Dimensions

Dimensions	Mean	Std. deviation	T-value	P – value
Strategic plan	3.5238	1.33618	31.521	.000
Product 'quality	3.5253	1.30853	32.201	.000
Quality certificates	3.5246	1.32070	31.897	.000
QMS	3.6523	1.68827	25.870	.000

H0-2: Customer's Services has not a role to improve processed meat industry (PMI) in Palestine.

One sample t-test was used to examine the null hypothesis that customer's Services doesn't play a role in processed meat industry (PMI) in Palestine with a 95% level confidence, Table (14) shows that the Customer's Services (mean=3.5196, SD=1.68326). The results support that the alternative hypothesis which means that Customer's Services plays a role in the in processed meat industry (PMI) in Palestine

Table (14): The results of one sample t test for Customer's Services.

Dimension	Mean	Std. deviation	T-value	P – value
Customer's Services	3.5196	1.68326	24.991	.000

H0-3: Administrative performance has not a role to improve processed meat industry (PMI) in Palestine.

One sample t-test was used to examine the null hypothesis that Administrative performance doesn't play a role in processed meat industry (PMI) in Palestine., with a 95% level confidence, table (15) shows that the Administrative performance (mean=3.5122, SD=0.400194). The results support that the alternative hypothesis which means that Administrative performance plays a role in the in processed meat industry (PMI) in Palestine.

Table (15): The results of one sample t test for administrative performance.

Dimension	Mean	Std. deviation	T-value	P –value
Administrative performance	3.5122	1.80178	23.298	.000

H0-4: Competitiveness dimensions have not a role to improve processed meat industry (PMI) in Palestine.

One sample t-test was used to examine the null hypothesis that competitiveness dimensions doesn't play a role in processed meat industry (PMI) in Palestine., with a 95% level confidence, Table (15) shows that the competitiveness dimensions (mean=3.5085, SD=1.30509). The results

support that the alternative hypothesis which means that competitiveness plays a role in the in processed meat industry (PMI) in Palestine. as same as for all dimensions.

Table (16): The results of one sample t test for competitiveness

Dimension	Mean	Std. deviation	T-value	P – value
Cost of production	3.5238	1.33618	31.521	.000
Supply & production inputs management	3.5085	1.30509	32.130	.000

H0-5: There is significant difference in the role of independents variables in mediating the impact of competitiveness due to sex (demographic variables) in the PM industry in Palestine.

An independent t-test used. Given the Table (17), with a 95% level confidence tell: There is significant difference in exogenous and endogenous variables in PM industry due to sex since the p-value of the observed t statistic is less than 0.05. Hence, the researcher can accept the alternative hypothesis there is no significant difference in exogenous and endogenous variables in the PM industry due to sex. Except the variable “Administrative performance “since the p-value is 0.133 which’s more than 0.05, the null hypothesis fails to be rejected that demonstrated for no significant difference in Administrative performance due to sex of employee’s PM manufactories, which means male & female employees’ are effective in same level in Administrative performance, male mean (M=3.5696), female mean(M=3.3687).

- I) There is significant difference in exogenous and endogenous variables in the PM industry due to sex.

Table (17): The results of independent t test according to sex

Dimensions	Sex	N	Mean	Std. deviation	T-value	Sig.
Quality Management System	Male	105	3.8474	1.78394	10.562	.001
	Female	42	3.1646	1.31761		
Customers Services	Male	105	3.5591	1.75437	8.352	.004

	Female	42	3.4208	1.50611		
Administrative performance	Male	105	3.5696	1.95633	2.284	.133
	Female	42	3.3687	1.35012		
Competitiveness	Male	105	3.5612	1.75064	4.755	.031
	Female	42	3.5418	1.11754		

H0-6: There is significant difference in the role of independents variables in mediating the impact of competitiveness due to qualifications (demographic variables) in the PM industry in Palestine.

One-Way ANOVA test was used to Give the Table (18), with a 95% level confidence the researcher can tell: There is no significant difference in exogenous and endogenous variables in the PM industry due to qualifications since the p-values of the observed F- statistic are greater than 0.05. Hence, the researcher can accept the null hypothesis that there is no significant difference in exogenous and endogenous variables in the PM industry due to qualifications.

Except the variable "Customers Services" since the p-value is 0.012 which's less than 0.05, so the researcher accepts the alternative hypothesis that demonstrated for significant difference in due to qualifications.

- 2) There is no significant difference in exogenous and endogenous in the PM industry due to qualifications.

Table (18): The results of F- test for exogenous and endogenous variables according to qualifications

Dimensions		Sum of Squares	Df	Mean Square	F	Sig
Quality Management System	Between Groups	21.410	3	7.137	2.585	.056
	Within Groups	394.730	143	2.760		
	Total	416.140	146			
Customers Services	Between Groups	30.592	3	10.197	3.807	.012
	Within Groups	383.077	143	2.679		

	Total	413.669	146			
Administrative performance	Between Groups	22.495	3	7.498	2.375	.073
	Within Groups	451.483	143	3.157		
	Total	473.978	146			
Comparativeness	Between Groups	5.840	3	1.947	.765	.516
	Within Groups	364.111	143	2.546		
	Total	369.951	146			

H0-7: There is significant difference in the role of independents variables in mediating the impact of competitiveness due to age (demographic variables) in the PM industry in Palestine.

One Way ANOVA test was used to Give the Table (19), with a 95% level confidence the researcher can tell: There is no significant difference in exogenous and endogenous variables in the PM industry due to age of employees since the p-value of the observed F statistic is greater than 0.05. Hence, the researcher can accept the null hypothesis that there is no significant difference in exogenous and endogenous variables in the PM industry due to age of employees.

3) There is no significant difference in exogenous and endogenous variables in PM industry due to age.

Table (19): The results of F- test for exogenous and endogenous variables according to age

		<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<i>Quality Management System</i>	<i>Between Groups</i>	<i>19.587</i>	<i>3</i>	<i>6.529</i>	<i>2.354</i>	<i>.075</i>
	<i>Within Groups</i>	<i>396.553</i>	<i>143</i>	<i>2.773</i>		
	<i>Total</i>	<i>416.140</i>	<i>146</i>			
<i>Comparativeness</i>	<i>Between Groups</i>	<i>5.917</i>	<i>3</i>	<i>1.972</i>	<i>.775</i>	<i>.510</i>

	<i>Within Groups</i>	364.034	143	2.546		
	<i>Total</i>	369.951	146			
<i>Administrative performance</i>	<i>Between Groups</i>	14.224	3	4.741	1.475	.224
	<i>Within Groups</i>	459.754	143	3.215		
	<i>Total</i>	473.978	146			
<i>Customers Services</i>	<i>Between Groups</i>	2.187	3	.729	.253	.859
	<i>Within Groups</i>	411.482	143	2.877		
	<i>Total</i>	413.669	146			

Table (20): The results of LSD- test for exogenous and endogenous variables according to qualifications

<i>Dependent Variable</i>			<i>Mean Difference (I-J)</i>	<i>Std. Error</i>	<i>Sig.</i>
<i>Customers Services</i>	<i>High school</i>	<i>Diploma</i>	1.18263*	.43743	.008
		<i>Bachelor</i>	.36200	.36120	.318
		<i>Master</i>	-.39860	.53574	.458
	<i>Diploma</i>	<i>High school</i>	-1.18263*	.43743	.008
		<i>Bachelor</i>	-.82064*	.36120	.025
		<i>Master</i>	-1.58123*	.53574	.004
	<i>Bachelor</i>	<i>High school</i>	-.36200	.36120	.318
		<i>Diploma</i>	.82064*	.36120	.025
		<i>Master</i>	-.76059	.47554	.112
	<i>Master</i>	<i>High school</i>	.39860	.53574	.458
		<i>Diploma</i>	1.58123*	.53574	.004
		<i>Bachelor</i>	.76059	.47554	.112
<i>Administrative performance</i>	<i>High school</i>	<i>Diploma</i>	.61041	.47489	.201
		<i>Bachelor</i>	.05707	.39212	.884
		<i>Master</i>	-.93684	.58161	.109
	<i>Diploma</i>	<i>High school</i>	-.61041	.47489	.201
		<i>Bachelor</i>	-.55335	.39212	.160
		<i>Master</i>	-1.54726*	.58161	.009
	<i>Bachelor</i>	<i>High school</i>	-.05707	.39212	.884
		<i>Diploma</i>	.55335	.39212	.160
		<i>Master</i>	-.99391	.51625	.056

	<i>Master</i>	<i>High school</i>	<i>.93684</i>	<i>.58161</i>	<i>.109</i>
<i>Diploma</i>		<i>1.54726*</i>	<i>.58161</i>	<i>.009</i>	
<i>Bachelor</i>		<i>.99391</i>	<i>.51625</i>	<i>.056</i>	
<i>competitiveness</i>	<i>High school</i>	<i>Diploma</i>	<i>.50659</i>	<i>.42647</i>	<i>.237</i>
		<i>Bachelor</i>	<i>.28674</i>	<i>.35214</i>	<i>.417</i>
		<i>Master</i>	<i>-.14510</i>	<i>.52231</i>	<i>.782</i>
	<i>Diploma</i>	<i>High school</i>	<i>-.50659</i>	<i>.42647</i>	<i>.237</i>
		<i>Bachelor</i>	<i>-.21986</i>	<i>.35214</i>	<i>.533</i>
		<i>Master</i>	<i>-.65170</i>	<i>.52231</i>	<i>.214</i>
	<i>Bachelor</i>	<i>High school</i>	<i>-.28674</i>	<i>.35214</i>	<i>.417</i>
		<i>Diploma</i>	<i>.21986</i>	<i>.35214</i>	<i>.533</i>
		<i>Master</i>	<i>-.43184</i>	<i>.46362</i>	<i>.353</i>
	<i>Master</i>	<i>High school</i>	<i>.14510</i>	<i>.52231</i>	<i>.782</i>
		<i>Diploma</i>	<i>.65170</i>	<i>.52231</i>	<i>.214</i>
		<i>Bachelor</i>	<i>.43184</i>	<i>.46362</i>	<i>.353</i>
<i>Quality Management System</i>	<i>High school</i>	<i>Diploma</i>	<i>.96336*</i>	<i>.44404</i>	<i>.032</i>
		<i>Bachelor</i>	<i>.14687</i>	<i>.36665</i>	<i>.689</i>
		<i>Master</i>	<i>-.32665</i>	<i>.54383</i>	<i>.549</i>
	<i>Diploma</i>	<i>High school</i>	<i>-.96336*</i>	<i>.44404</i>	<i>.032</i>
		<i>Bachelor</i>	<i>-.81649*</i>	<i>.36665</i>	<i>.028</i>
		<i>Master</i>	<i>-1.29001*</i>	<i>.54383</i>	<i>.019</i>
	<i>Bachelor</i>	<i>High school</i>	<i>-.14687</i>	<i>.36665</i>	<i>.689</i>
		<i>Diploma</i>	<i>.81649*</i>	<i>.36665</i>	<i>.028</i>
		<i>Master</i>	<i>-.47353</i>	<i>.48272</i>	<i>.328</i>
	<i>Master</i>	<i>High school</i>	<i>.32665</i>	<i>.54383</i>	<i>.549</i>
		<i>Diploma</i>	<i>1.29001*</i>	<i>.54383</i>	<i>.019</i>
		<i>Bachelor</i>	<i>.47353</i>	<i>.48272</i>	<i>.328</i>

Given the Table (20), to investigate which employee's qualifications have more effective in CRM dimensions, the researcher used LSD test. And from those results the researcher can say:

- 1) Diploma, Bachelor and Master employees of PM manufactories are more effective in **Customers Services** than whom have High school due to the p-vale is .008,.004,.025 which less than 0.05.

- 2) Bachelor and Master employees of PM manufactories are more effective in **Administrative performance than** whom have Diploma & High school due to the p-vale is 0.009 which less than 0.05.
- 3) Bachelor, Master, Diploma & High school employees of PM manufactories are not effective in **Comparativeness** which more than 0.05.
- 4) Bachelor, Diploma & High school employees of PM manufactories are more effective in **Quality Management System** than whom have Master due to the p-vale is which less than 0.05
- 5) Bachelor and Master employees are more effective in CRM than whom have Diploma due to the p-vales are 032, 028, .019 which less than 0.05.

H0-8: There is no significant relationship in exogenous and endogenous variables in the PM Industry.

Table (21): Correlation coefficients among exogenous and endogenous variables

<i>Dimensions</i>		<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>
<i>Quality Management System</i>	<i>Pearson Correlation</i>	1			
	<i>Sig. (2-tailed)</i>				
	<i>N</i>	147			
<i>Comparativeness</i>	<i>Pearson Correlation</i>	.708**	1		
	<i>Sig. (2-tailed)</i>	.000			
	<i>N</i>	147	147		
<i>Administrative performance</i>	<i>Pearson Correlation</i>	.720**	.685**	1	
	<i>Sig. (2-tailed)</i>	.000	.000		
	<i>N</i>	147	147	147	
<i>Customers Services</i>	<i>Pearson Correlation</i>	.693**	.682**	.666**	1
	<i>Sig. (2-tailed)</i>	.000	.000	.000	
	<i>N</i>	147	147	147	147

** . Correlation is significant at the 0.01 level (2-tailed).

The size of the value of the correlation coefficient was decided, for indicating the relationship strength between two variables. According to Cohen's standard (1988), the guidelines for assessing the relationship are showing in Table (21):

Table (22): The guidelines for assessing the relationship

<i>Strength</i>	Value
<i>Small</i>	0.10 to 0.29
<i>Medium</i>	0.30 to 0.49
<i>Large</i>	0.50 to 1.0

Source: (Cohen,1988)

As shown in table 22, the relationships between all exogenous and endogenous variables are seen positive. Here the researcher can see that, 1) In Palestine Meat Processing industry, Quality Management System, Customers Services, administrative performance and Comparativeness are significantly with each other with p value = .000.

Chapter Five

Discussion of Results

5.1 Overview

This chapter summarizes the findings of thesis hypotheses and reflects the other researches findings with this thesis results to match and gather the common results together to reinforce the understanding and the needs of these variables that have been used in this thesis in the PM Industry in Palestine.

5.2 Hypotheses Discussion

The purpose of this thesis was to identify the level of implementation of quality management system strategy dimensions at processed meat manufactories and its role to enhance competitiveness in Palestine. This chapter includes a discussion of findings of quantitative research that was collected from employees of processed meat manufactories, which discussed in light of the literature review.

The key finding of this thesis is coming to prove that the major role of Quality management system strategy at processed meat manufactories; where it indicates that there is a high level of implementation of QMSS in processed meat manufactories in Palestine, This means that the processed meat manufactories are committed to implementing all the dimensions(Quality management system, Administrative performance & Customer's services) of the quality management systems strategy, which enhances the level of competition for its products against other products.

These findings coincided with many researches (Ahmad & Others.2011) (Sayyad.2017) about the use of QMSS dimensions application in processed meat industry, which used the same dimensions (Quality management system, Administrative performance & Customer's services).

Quality Management System (QMS): findings related to the role of QMS show that there is a high level of implementation quality Management System, which means that the PM manufactories 'employees used QMS dimensions (strategic plan, product's quality & quality certificates). This finding coincides with many researchers about the use of quality Management system dimensions in this industry, Yousif & Others (2017) concentrated on the importance of having a strategic plan, following the product's quality and gaining local and international quality certificates. They founded that these dimensions entail the identification and satisfaction of needs and the balancing of the PM manufactories to improve their productivities and the customer's needs for quality service and products which effect directly on the competitiveness; this what is confirmed by this thesis.

Customer's Services: The data that has been analyzed that there is a high level of customer's Services in PM industry; it means that the PM manufactories employees believed that the impact of the marketing and sales management with focusing on customer satisfaction (CS dimensions) is a significant issue in the PM industry. The result coincides with the following researchers, Chopra (2014) the results indicated that caring, problem solving, committed and helpful salesmen play an important role in delivering customer satisfaction that's why the qualifications of the employees have significant effect on the level of customer 'services as the results of thesis show up. Good service leads to customer satisfaction and retention and profits for the PM manufactories. Kafetzopoulos & Others (2015) found that customer service effect on customer satisfaction and customer loyalty for a long time.

Administrative Performance: Thesis result found that there is a high level of impact of senior management's Performance in the processed meat industry, which corresponded with the following researchers, Gomera & Others (2018), Davis-Blake & Others (2017). Abu-Naser & Others (2018), that Administrative Performance and responsiveness to the needs of customers will improve the competitiveness in PM industry in Palestine; by raising the capacities and skills to meet the needs of productivity, market & customers without any effect of sex or age. which brings us to effective role of administrative performance to enhance the competitiveness in PMI.

Competitiveness: here the results found that there is a high level of competitiveness in PM industry; it means that the PM manufactories employees believed that competitiveness is significant in PM industry. The results coincide with Giachetti (2014), Chung (2002), Chong & Others (2004). that who point out that competitiveness through the product cost and Supply & production inputs management is raise in PM industry by ensuring the implementation of the QMS dimensions, improving the administrative performance & customer's services.

Discussion on Each Research Hypotheses

In this section, the researcher discusses thesis hypotheses with the previous studies hypotheses mentioned in the literature review.

H1: quality management system (QMS) doesn't has a role to improve processed meat industry (PMI) in Palestine.

Hypothesis (1) quality management system (QMS) has no a role to improve processed meat industry (PMI) in Palestine.

The conclusion that quality management system (QMS) play a significant role in this PMI industry, QMS dimensions(strategic planning, quality certificates, and quality of products)found significant to enhance the implementation of QMS in the processed meat industry (PMI) and the role that these dimensions play to achieve better implementation of the Quality standards and how to employ these dimensions to achieve a high level of the quality management system to enhance the competitiveness in this sector. The thesis' hypothesis coincides with Korankya. (2013), he found that QMS implementation has a positive influence on competitiveness.

H-2: Customer's services has not a role to processed meat industry (PMI) in Palestine.

Hypothesis (2) contended that Customer's Services doesn't play a significant role in Meat processing industry (PMI) in Palestine. The conclusion that Customer's Services play a role in this industry and it has a significant impact in processed meat industry (PMI), the employees expressed in the questionnaire the role of Customer's Services to achieve customer's satisfaction which raising the competitiveness in PMI to attract, satisfy, meet the needs and to decrease the level of competition with other rivals in the same market. Foya (2015) who consider the role of Customer's service as the priority an organization assigns to customer satisfaction.

H 3: Administrative performance has not a role to improve processed meat industry (PMI) in Palestine.

Hypothesis (3) contended that Administrative performance has not a role to improve the Meat processing industry (PMI) in Palestine. The conclusion that Administrative performance has a significant role in the industry (PMI) in Palestine. Davis-Blake & Others (2017) emphasizes on

the function of Reforms and improvements in public administration structures are based on a number of middle fundamentals. Among those, managerial best of senior management, responsiveness, citizens' delight, and democratic values together with consideration, faith, and self-belief in the business enterprise are the most crucial standards.

H0-4: Competitiveness dimensions have not a role to improve processed meat industry (PMI) in Palestine.

Hypothesis (4) contended that Competitiveness dimensions have not a role to improve the processed Meat industry (PMI) in Palestine. The conclusion that Competitiveness dimensions (products cost & and Supply & production inputs management) have a significant role in the industry (PMI) in Palestine. Ahmad (2011) indicate to competitiveness is the degree to which the organization succeeds in achieving its goal of maintaining its competitive position and building competitive sites deeper between them and their counterparts of organizations by reducing the percentage of error and production defects, Increasing market share, increasing actual productivity, attention, innovation and sales growth, and defined capacity competitive as well as being the framework or how the enterprise enables excellence and superiority over competitors.

H-5: There is no significant difference in the role of independents variables in mediating the impact of competitiveness due to sex (demographic variables) in the PM industry in Palestine

Hypothesis (5) contended that there is a positive relationship between all exogenous and endogenous variables. The result concluded that the dimensions of quality management strategy

in-PM industry play a significant role in raising competitiveness but no significant difference due to sex.

Ha-6: There is no significant difference in the role of independent variables in mediating the impact of competitiveness due to age (demographic variables) in the PM industry in Palestine.

Hypothesis (6) contended that there is a positive relationship between all exogenous and endogenous variables. The result concluded that there is no significant difference in exogenous and endogenous variables in the PM industry due to age of employees.

Ha-7: There is no significant difference in the role of independent variables in mediating the impact of competitiveness due to qualifications (demographic variables) in the PM industry in Palestine.

Hypothesis (7) contended that there is a positive relationship between all exogenous and endogenous variables due to qualifications. The result concluded that there is no significant difference in exogenous and endogenous variables in the PM industry due to qualifications. Except the variable "Customers Services" since the p-value is 0.12 which's less than 0.05, so the alternative hypothesis has been accepted that demonstrated for significant difference in due to qualifications.

H0-8: There is no significant relationship in exogenous and endogenous variables in the PM Industry.

Hypothesis (8) contended that there is a strong relationship between all exogenous and endogenous variables due to qualifications. The result concluded that There is significant relation between exogenous and endogenous variables in the PM industry due to qualifications.

Chapter Six

Conclusions and Recommendations

6.1 Conclusions

The aim of this thesis has been to look for The implementation level of quality systems strategy dimensions of the processed meat sector is advanced in view of the case studies of processed meat manufactories which have been analyzed in addition to the results of the quantitative analysis; the results showed a strong positive relationship between that quality management system (QMS) and competitiveness in the PM industry. And also, there is a strong positive relationship between Administrative performance in the PM industry and competitiveness. The results concluded that the dimensions of customer services have a significant positive relationship with competitiveness in PMI. As a result, there is a strong positive relationship between exogenous Quality Management Strategy (Quality Management System, Administrative Performance & Customer's Services) and endogenous variables Competitiveness in the PM Industry.

Thus, these conclusions concluded that (QMS dimensions)strategic planning, gain a quality certificate, and applying the quality standards on the production process, in addition to the strong impact of the marketing and sales management with focusing on customer satisfaction(CS dimensions), in parallel with effective Administrative performance of senior management; all these dimensions have a high effect on the competitiveness level of the manufactories through the product cost and Supply & production inputs management in ways that are compatible with the needs of the target market.

It is evident from the foregoing the importance of implementing the dimensions of quality systems in the processed meat industry in Palestine and its great role in raising the level of the Palestinian GDP, where the percentage of this industry reaches 90% of other food industries, and the value of family spending on it is 36% of the food expenditure. In addition to the provision of more than 500 job opportunities for both genders, with various rewards, qualifications and specializations, and an investment of \$ 25 million. This is evident in strengthening the competitiveness of locally processed meat products in front of imported products, and in ensuring an increase in their market share

6.2 Recommendations

In this section, some suggestions have been proposed for PMI in Palestine, in order to overcome some gaps strategic relationship between Quality Management Strategy dimensions & competitiveness in PMI. These are mainly based on the comparative importance and priority of the role of implementation of Quality Management Strategy (Quality Management system, Administrative Performance & Customer's Services) to enhance the competitiveness.

It is noted in this research that the efforts exerted in implementing the dimensions of the quality system strategy are being made at the level of the internal environment of the manufactories through their endeavour to raise their technical, marketing, production capabilities & Standards. In addition to needing many facilities and exemptions that would develop the meat processing industry in Palestine.

These recommendations will be directed to the partners in the processed meat industry in Palestine; The government sector (the Ministry of Economy (MoE), the Ministry of Agriculture (MoA), Palestinian Standards Institution (PSI)) in addition to the Palestinian Food Industries

Union, Parade, and universities which had related specializations. Whereas, these partners have an important and essential role in developing the processed meat sector in terms of cooperation to Develop & implement the strategy of quality management systems to enhance competitiveness at the local, international levels. The following are recommendations to improve the processed meat industry sector to face many of the problems and challenges affecting the competitiveness of this sector:

- Needed to national incentives for the processed meat industry to ensure implementation of the quality management strategy dimensions in all processed meat manufactories in Palestine.
- Gain recognition by more countries of the Palestinian Quality Certificate issued by the Palestinian Standards and Metrology Organization, in order to facilitate the export task and reduce the cost of inspection when exporting.
- The need for producers of food commodities to focus on developing and diversifying the quality of their products. By paying attention to production conditions within the factory, and ensuring that the production process conforms to quality and safety standards. As well as seeking to obtain quality and food safety certificates (local and international) such as the Palestinian Quality Certificate and ISO 22000 Certificate.
- Focusing on recruiting scientifically qualified human cadres for their role in improving the quality of existing products, developing new products, and building and improving their capabilities by holding training courses for its affiliates with the aim of developing the technical and technical skills of workers in the food industry.

- Encourage the investment in the processed meat industry through cooperation between many relevant bodies such as the Palestinian Food Industries Union, Paltrade (in its capacity as the relationship representative, for the private sector), donors, and universities. This would diversify products and increase their competitiveness and market share.
- Increasing the awareness of local manufacturers about the food exhibitions held in other countries, in order to encourage them to increase exports and enter new markets. As well as making them aware, through the Federation of Food Industries, to participate in exhibitions held in local markets in different cities, in order to increase the products' access to consumers in Palestinian cities and villages.

6.3 Limitations of the Study

The quantitative tool in this research was distributed to employees and workers in target meat-processed manufactories, which may minimize the credibility of the respondents and the reliability of their answers. Furthermore, the Covid-19 pandemic has affected the researcher's ability to reach other respondents in other meat processing manufactories.

Bibliography

- *Abdul Hamid, Gemal. (2015). "ISO 9001- 2008, Quality Management System," Malaysian Management Journal. Universiti Utara Malaysia. (26).*

- *Abu-Naser.,Samy S,Al Shobaki., Mazen, Farajallah., Ahmed M. A, El Talla., Suliman A. (2018)" The Reality of the Overall Performance Level in the Palestinian Universities." International Journal of Multidisciplinary Research Review 2(9):21-29*

- *Atiyah., Abbas, Abdali., Mahmood., Fahad, Naser., Ashaq(2019)" Supply chain management practices and its role in achieving competitive advantage An analytical study of the views of a sample of texture factory managers in Iraq/ Nasiriya." Journal of Advanced Research in Dynamical and Control Systems 10(11):444-454*

- *Ahire, S., Golhar, D., & Waller, M. (1996). Development and Validation of TQM implementation constructs. Desicion Sciences, 27 (1), 23-56. Aized, T. (2012). Total Quality Management and Six Sigma. Croatia: InTech.*

- *Ahmad., Muhammad Shakil, Masood., Muhammad Tahir, Mujeeb., Ehtesham ul.(2011)Relationship between Organizational Culture and Performance Management Practices: A Case of University in Pakistan .Journal of Competitiveness. COMSATS University Islamabad.2011(4).*

- *Akao, Y. (1991). Hoshin Kanri: Policy Deployment for Succesful TQM. Cambridge, MA: Productivity Press.*

- *Al-Ali., Asaad Hameed, Abu-Rumman., Ayman. (2019) "The Role of Total Quality Management in the Face of Challenges: A Study in Lafarge-Jordan." Academy of Strategic Management Journal. Vol: 18 Issue: 1*

- *Anderson, J. C., Rungtusanatham, M., Schroeder, R. G., & Devaraj, S. (1995). A path analytic model of a theory of quality management underlying the Deming management method: preliminary empirical findings. Decision Sciences, 26 (5), 637-658.*
- *Angelova, Biljana., Zeqiri, Jusuf .(2011) Measuring Customer Satisfaction with Service Quality Using American Customer Satisfaction Model (ACSI Model).*
- *Antony, J., Leung, K., Knowles, G., & Gosh, S. (2002). Critical succes factors of TQM implementation in Hong Kong industries. International Journal of Quality and Reliability Management, 19 (5), 551-566.*
- *Alomi, Y. A., Alghamdi, S. J., Alattyh, R. A., & Elshenawy, R. A. (2018). The Evaluation of Pharmacy Strategic Plan in Past 2013-2016 and Forecasting of New Vision 2030 at Ministry of Health in Saudi Arabia. Journal of Pharmacy Practice and Community Medicine, 4(2).*
- *Agricultural Marketing Centre (n.d.) Venison Sources. Retrieved from <http://www.agmrc.org>*
- *Al-Qaisi, Fawzan Abdul Qader, (2017), "Analysis of Factors Affecting the Performance of Commercial Banks using the CAMELS Model", Jordan Journal of Business Administration, Jordan*
- *Bayazit, O. (2003). Total quality management (TQM) practices in Turkish manufacturing organizations. The TQM Magazine, 15 (5), 345-350.*
- *Bendell, T., Penson, R., & Carr, S. (1995). The quality gurus - their approaches described and considered. Managing Service Quality, 5 (6), 44-48.*
- *Belohlav. James A. Quality, Strategy, and Competitiveness. First Published April 1, 1993 sage. Journal*

- *Chin, K. S., Rao Tummala, V. M., & Chan, K. M. (2002). Quality management practices based on seven core elements in Hong Kong manufacturing industries. Technovation, 22, 213-230.*
- *Chong, V. K., & Rundus, M. J. (2004). Total quality management, market competition and organizational performance. The British Accounting Review, 36, 155-172.*
- *Coakes, S. J., Steed, L. G., & Ong, C. (2010). SPSS: Analysis without anguish: version 17 for Windows (Vol. 17).*
- *Davis-Blake. Alison, Pfeffer., Jeffrey(2017).“Administrative Succession and Organizational Performance: How Administrator Experience Mediates the Succession Effect . “Academy of Management Journal Vol. 29, No. 1Articles*
- *Milton: John Wiley & Sons Australia, Ltd. Cooper, J. R. (1998). A multidimensional approach to the adoption of innovation. Management Decision, 36, 493-502.*
- *Cormican, K., & O'Sullivan, D. (2004). Auditing best practice for effective product innovation management.*
- *Chung. Chen H. (2002)” Business Process Management: Integration of Quality Management and Reengineering for enhanced competitiveness”. E-library.*
- *Government of Canada. (2016). Retrieved from Canada's Meat Product Manufacturing Industry.*
- *Tec novation, 24 (10), 819-829. Crawford, R. (1998). Reinterpreting the Japanese economic miracle. Harvard Business Review, 76 (1), 179-184.*

- Flynn, B. B., Schroeder, R. G., & Sakakibara, S. (1995). *The impact of quality management practices on performance and competitive advantage*. *Decision Science*, 26 (5), 659-691.
- Foddy, W. (1993): *Constructing Questions for Interviews and Questionnaires: Theory and Practice in Social Research*. Cambridge: Cambridge University Press.
- Fornell, C. and Cha, J. (1994). "Partial least squares," in Bagozzi, R.P. (Ed.), *Advanced Methods of Marketing Research*, Blackwell, Cambridge, MA, pp. 52-78.
- Foya, A. H. (2015). *Relating Technology Based CRM to Service Quality in the Telecommunications Industry in Arusha City, Tanzania*. *Science Journal of Business and Management*, 3(6), 209.
- FarajAllah, A. M., El Talla, S. A., Abu-Naser, S. S., & Al Shobaki, M. J. *The Reality of Adopting the Strategic Orientation in the Palestinian Industrial Companies*.
- Ghali, B. A. A., & Habeeb, L. M. (2018). *The Relationship between Information Technology and Strategic Knowledge Management and Their Impact on the Financial Performance of Iraqi Companies*. *Academy of Strategic Management Journal*, 17(5), 1-19.
- Giachetti, C., & Dagnino, G. B. (2014). *Detecting the relationship between competitive intensity and firm product line length: Evidence from the worldwide mobile phone industry*. *Strategic Management Journal*, 35(9), 1398-1409.

- *Gomera, S., Chinyamurindi, W. T., & Mishi, S. (2018). Relationship between strategic planning and financial performance: The case of small, microand medium-scale businesses in the Buffalo City Metropolitan. South African Journal of Economic and Management Sciences, 21(1), 1-9.*
- *Garrido, A., Lockett, N., & García-Morales, V. (2014). Paving the way for CRM success: The mediating role of knowledge management and organizational commitment. Information & Management, 51(8), 1031-1042*
- *Gazor, H., Nemati, B., Ehsani, A., & Aમેleહ, K. (2012). Analyzing effects of service encounter quality on customer gratification in banking industry. Management Science Letters, 2(3), 859-868*
- *Garvin, D. A. (1984). What does "product quality" really mean? Sloan Management Review, 25-43.*
- *Gebert, H., Geib, M., Kolbe, L., & Brenner, W. (2003). Knowledge-enabled customer relationship management: Integrating customer relationship management and knowledge management concepts. Journal of knowledge management, 7 (5), 107-123*
- *Kafetzopoulos., Dimitrios P, L. Psomas .,Evangelos , D. Gotzamani .,Katerina (2015). "The impact of quality management systems on the performance of manufacturing firms," International Journal of Quality & Reliability Management 32(4):381-399*
- *Sayyad.,Nermeen, 2017. "The Relationship between Total Quality Management Practices and Their Effects on Firms Performance in Palestine," Business & Entrepreneurship Journal, SCIENPRESS Ltd, vol. 6(2), pages 1-3.*
- *Salhi, M. (2016). Managing Quality in state of Palestine. A directory of services for SMEs. Ramallah: International Trade Centre*

- *Lynn, J. (2017). " Retrieved from All About the Meat Processing Industry in Economics." world atlas.*
- *Kurdi, Ahmad. (2014) "ISO quality system standards. Arab Thought Foundation"*
- *Komal, Chopra. Empirical Study on Role of Customer Service in Delivering Satisfaction at Branded Retail Outlets in Pune. Procedia Economics and Finance .Volume 11, 2014, Pages 239-246.*
- *Korankye, A. Addae (2013). Total quality management (tqm): a source of competitive advantage. a comparative study of manufacturing and service firms in Ghana. International Journal of Asian Social Science, 3(6), pp1293-1305*
- *Roser, H. R. (2019). our world in data. Retrieved from Meat and Dairy Production*
- *Palestinian Central Bureau of Statistics. (2016) The performance of the Palestinian economy.*
- *Management Study Guide Content Team. (2015). management study guide. Retrieved from Total Quality Management Models: <https://www.managementstudyguide.com/total-quality-management-models.htm>.*
- *Marketdata forecast. (2020)." Marketdata forecast. Retrieved from Middle East and Africa Fresh Processed Meat Products Market" pal trade team. (2015). pal trade. Retrieved from Priority Economic Sectors*
- *Pal Trade Center (2014) State of Palestine: National Export Strategy 2014-2016 www.paltrade.org*

- *Palestinian Food Industry Union. The most important Palestinian food industries.* <http://pfiu.org/ar/who-are-we/main-pal-industries>.
- *Torres, E. N. (2014). Stars, diamonds, and other shiny things: The use of expert and consumer feedback in the hotel industry. ResearchGate, 21:34–43*
- *Yousif., A.S. H, Najm., Najm., Al-Ensour., Jasser A. (2017). “Total quality management (TQM), organizational characteristics and competitive advantage”. Journal 5(04):12*
- *XPERT Consultancy (2020). Capacity building.*



الجامعة العربية الامريكية

تخطيط استراتيجي و تجنيد اموال

الطالب : ماهر سمير حمايل

اشراف الدكتور

مجيد منصور

استمارة بحثية

تهدف هذه الاستبانة إلى التعرف على واقع الصناعات الغذائية و بخاصة صناعة اللحوم المصنعة في فلسطين ، بهدف النهوض بالاقتصاد الفلسطيني، والتغلب على كافة المشاكل والمعوقات التي تواجه هذه الصناعة، والعمل على رسم السياسات وإيجاد الآليات التي تمكن من الارتقاء بها . و ذلك من خلال دراسة أثر تطبيق استراتيجيات الجودة في رفع الميزة التنافسية لمنتجات اللحوم المصنعة الفلسطينية .

ولأغراض هذا البحث نودع بين أيديكم هذه الاستمارة والتي ستستخدم بهدف دعم هذه الدراسة , علماً , أن المعلومات التي ستدلون بها و التي تتعلق بأرائكم لواقع شركتكم وستحاط بالسرية التامة ولن تستخدم الا لأغراض البحث العلمي فقط.

• يرجى التكرم بوضع اشارة () في المكان المناسب:

أولاً : 1. معلومات حول الوضع العام للشركة :

اسم الشركة/المصنع (اختياري) :
عمر الشركة حتى تاريخه : <input type="checkbox"/> أقل من 10 سنوات <input type="checkbox"/> 10 سنوات فأكثر
عدد العاملين/العاملات في الشركة/المصنع: <input type="checkbox"/> أقل من 10 عامل/ة <input type="checkbox"/> 10-49 أكثر عامل/ة <input type="checkbox"/> أكثر من 50 عامل/ة
موقع الشركة : المحافظة

أولاً : 2. معلومات تتعلق بالشخص المجيب :

الجنس: <input type="checkbox"/> ذكر <input type="checkbox"/> أنثى
العمر: <input type="checkbox"/> 25 سنة فأقل <input type="checkbox"/> 26-35 سنة <input type="checkbox"/> 36-45 سنة <input type="checkbox"/> 46-60 سنة
التحصيل العلمي : <input type="checkbox"/> ثانوي فأقل <input type="checkbox"/> دبلوم <input type="checkbox"/> بكالوريوس <input type="checkbox"/> ماجستير فأكثر
عدد سنوات الخبرة : <input type="checkbox"/> 5 سنوات فأقل <input type="checkbox"/> 6-15 سنة <input type="checkbox"/> 16 – 25 سنة <input type="checkbox"/> 26 فأكثر
الموقع الوظيفي : <input type="checkbox"/> رئيس مجلس ادارة <input type="checkbox"/> مدير عام <input type="checkbox"/> مدير دائرة / قسم

ثانياً: معلومات تتعلق بالتخطيط الاستراتيجي للشركة / المصنع:

#	البيان	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	تضع الشركة رؤية واضحة لها					

					تضع الشركة خطة استراتيجية بعيدة المدى	2
					لشركة رسالة خاصة تعمل من خلالها	3
					تركز رسالة الشركة على الجودة بصورة واضحة	4
					تقوم الشركة بمراجعتها اهدافها من خلال عملية التخطيط الشامل	5
					تقوم الشركة بتخصيص موارد مالية و بشرية كافية لنجاح تطبيق الاستراتيجيات	6
					تمتلك الشركة نظام قياس شامل للخطة الاستراتيجية تغطي مناطق التشغيل الاساسية	7
					يوجد فرق عمل عند كل مستوى في الشركة مخصصة لوضع أهداف الشركة	8
					يوجد فرق عمل عند كل مستوى في الشركة مخصصة لاستتباط خطط العمل الملائمة لتحقيق أهدافها	9
					توجه الشركة سياساتها لتلبية احتياجات الزبائن	10
					توجه الشركة برامجها لتلبية احتياجات الزبائن	11
					توجه الشركة مواردها لتلبية احتياجات الزبائن	12
					توجه الشركة سياساتها لتلبية احتياجات عمالها	13
					توجه الشركة برامجها لتلبية احتياجات عمالها	14
					توجه الشركة مواردها لتلبية احتياجات عمالها	15

					16 توجه الشركة سياساتها لتلبية احتياجات مالكيها
					17 توجه الشركة برامجها لتلبية احتياجات مالكيها
					18 توجه الشركة مواردها لتلبية احتياجات مالكيها

ثالثا:1.معلومات تتعلق بالجودة :

#	البيان	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	جودة منتجاتنا مرتفعة مقارنة بالمنافسين					
2	تقوم الشركة بالتحسين المستمر لمنتجاتها					
3	زبائن الشركة لديهم ثقة عالية بجودة منتجات الشركة					
4	تتقبل الشركة الملاحظات و الاقتراحات عن جودة المنتجات					
5	تأخذ الشركة بالاقتراحات الهادفة لتحسين جودة منتجاتها و تعمل على تطبيقها					
6	تهتم الشركة بجودة المواد الاولية المستخدمة					
7	تهتم الشركة بتطبيق مفهوم ادارة الجودة الشاملة					
8	معدل المنتجات المرتجعة منخفض في الشركة					
9	تستخدم الشركة أدوات لضبط جودة المنتجات					

ثالثا: 2. شهادات الجودة :

<p>ما هي الشهادات التي حصلت عليها الشركة / المصنع :</p> <p>1.</p> <p>2.</p> <p>3.</p>
<p>هل تسعى الشركة الى الحصول على أكثر من شهادة جودة بنفس الوقت :</p> <p><input type="checkbox"/> نعم <input type="checkbox"/> لا <input type="checkbox"/> لا حاجة <input type="checkbox"/> قد نأخذ ذلك بالحسبان</p>
<p>إذا لم تكن شركتكم قد حصلت على أي نوع من شهادات الجودة، فهل هناك توجه للحصول على ذلك:</p> <p><input type="checkbox"/> نعم <input type="checkbox"/> نعم بعد فترة <input type="checkbox"/> لا</p>

رابعا : معلومات تتعلق بالتكلفة :

#	البيان	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	تنتهج الشركة استراتيجية تركز على أقل التكاليف مقارنة بالمنافسين					
2	الاسعار في الشركة منخفضة مقارنة بالمنافسين					
3	تكلفة المنتجات منخفضة مقارنة بالمنافسين					
4	تعتبر المصاريف الادارية في الشركة منخفضة مقارنة بالمنافسين					
5	تعتبر مصاريف التوزيع في الشركة منخفضة مقارنة بالمنافسين					
6	نسبة الطاقة المستغلة لدى الشركة أعلى من نظيراتها في الشركات المنافسة					

خامسا: معلومات تتعلق بأداء الادارة العليا في الشركة او المصنع :

#	البيان	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	تحدد الشركة سياسة الجودة و تطبيقها بصورة فعلية					
2	تتحمل الشركة مسؤوليتها تجاه جودة الاداء عند تنفيذ اي عملية					
3	تتعامل الشركة مع تحسين جودة الاداء كأسلوب لرفع مستوى الكفاءة					
4	تعطي الشركة اعتبارات للجودة أكثر من التكلفة					
5	تلتزم الشركة بمعايير حماية المجتمع و البيئة					
6	تدعم الشركة مشاركة العاملين /العاملات بشكل فعال					
7	يتحمل المشرف المباشر في الشركة مسؤولية رفع الجودة و الترويج لها					
8	يتقبل المشرف المباشر في الشركة التغيير و يعتبر جزء من ثقافة الشركة					
9	تسعى الشركة باستمرار لتطبيق معايير الجودة العالمية					

سادسا: معلومات حول ادارة التسويق و المبيعات و بالتركيز على رضا الزبائن :

#	البيان	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1	تقيس الشركة رضا الزبائن باستخدام الاستبيان او المقابلات او الاتصالات					
	تقيس الشركة ردود أفعال الزبائن باستخدام الاستبيان او المقابلات او الاتصالات					
2	تجري الشركة مقارنة مرجعية لرضا الزبائن مقارنة عن رضاه عن منتجات المنافسين					
3	تستخدم الشركة طرق متنوعة لبناء علاقات طيبة مع الزبائن					
4	يتم ابلاغ العاملين / التعاملات في الشركة باحتياجات و رغبة الزبائن					
5	تستخدم شكاوى الزبائن كمدخلات في تحسين ممارسة العمليات الانتاجية					
6	تتبع الشركة سياسة تسليم الطلبات للزبائن في الوقت المحدد					
7	تركز الشركة على خدمات ما بعد البيع.					
8	تلتزم الشركة بتقديم خدمات ما بعد البيع .					
9	تهتم الشركة بالعميل الداخلي (العامل) بقدر اهتمامها بالعميل الخارجي (الزبون)					

سابعاً: معلومات تتعلق بإدارة التوريد وتوفير مدخلات الانتاج:

#	البيان	موافق بشدة	موافق	محايد	غير موافق مطلقاً	غير موافق
1	يتحمل قسم الشراء مسؤوليته فيما يتعلق بجودة مدخلات الانتاج					
2	تقوم الشركة بطلب مواصفات واضحة و دقيقة من الموردين					
3	تختار الشركة مورديها وفقاً لمعايير ضبط الجودة لضمان جودة المنتجات					
4	تختار الشركة مورديها بناء على الجودة أكثر من السعر					
5	تقوم الشركة ببناء علاقات طويلة الامد مع الموردين					
6	تسعى الشركة لدمج مورديها في عمليات التخطيط لتحسين مستوى الانتاج					
7	تسعى الشركة لدمج مورديها في عمليات تطوير المنتجات					
8	تعتمد الشركة على نظام طلب المواد في الوقت المحدد لتقليل تكاليف التخزين					

كل الشكر والتقدير لوقتكم الثمين الذي خصصتموه لملئ هذه الاستمارة

الباحث

ملخص

توضح الدراسة أهمية تنفيذ أبعاد استراتيجية إدارة الجودة لصناعة اللحوم المصنعة في فلسطين كأحد القطاعات الرئيسية في صناعة الأغذية. حيث تصل الحصة السوقية لهذه الصناعة من المنتجات الغذائية الى نحو 90% لمنتجات اللحوم ويبلغ متوسط إنفاق الأسرة على هذه المنتجات حوالي 36% من الإجمالي في فلسطين. في واقع الأمر ، فإن السوق المحلي الفلسطيني المفتوح لمصادر مختلفة (محلية ، أجنبية) لمنتجات اللحوم المصنعة ، وبالتالي فإن استراتيجية إدارة الجودة هي مقياس تفضيل منتج على آخر وتعزيز القدرة التنافسية بينهما. اعتمدت الدراسة أداة كمية لتحديد مستوى تنفيذ أبعاد نظام إدارة الجودة (نظام إدارة الجودة ، الأداء الإداري ، خدمة العملاء) ودورها في تعزيز التنافسية في فلسطين؛ وزع هذا الاستبيان على العاملين في مصانع اللحوم المصنعة في فلسطين.

وخلصت الاستنتاجات إلى أن (أبعاد نظام إدارة الجودة) التخطيط الاستراتيجي ، والحصول على شهادة الجودة ، وتطبيق معايير الجودة على عملية الإنتاج ، بالإضافة إلى التأثير القوي لإدارة التسويق والمبيعات مع التركيز على رضا العملاء (أبعاد خدمات الزبائن) بالتوازي. مع الأداء الإداري الفعال للإدارة العليا ؛ كل هذه الأبعاد لها تأثير كبير على مستوى القدرة التنافسية للمصانع من خلال تكلفة المنتج وإدارة مدخلات التوريد والإنتاج بطرق تتوافق مع احتياجات السوق المستهدفة.

تركز التوصيات على دعوات الحكومة لتشجيعها على تقديم حوافز وطنية لاستكمال تطوير هذه الصناعة والحصول على اعتراف المزيد من الدول بشهادة الجودة الفلسطينية والتركيز على توظيف الكوادر البشرية المؤهلة علمياً لدورها في تحسين جودة المنتجات الحالية وتطوير وتسويق منتجات جديدة.

الكلمات المفتاحية:

الجودة؛ اللحوم المعالجة ؛ التنافسية؛ خدمات العملاء؛ التسويق؛ الأداء الإداري؛ منتجات.