



**Arab American University
Faculty of Graduate Studies**

**The Impact of Strategic Planning in Palestinian
Municipalities on the Quality of Service Provided to
Citizens: Jenin Municipality Case Study**

By

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Supervisor

Dr. Majeed Mansour

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

Strategic Planning and Fundraising

January/ 2018

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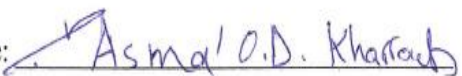
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DECLARATION

I declare that the content of this thesis is my own research work, unless otherwise referenced. I certify that this thesis does not contain any material published before by another person or has been submitted elsewhere for any degree or qualification.

Name: **Asma' Omar Dris Kharroub**

Signature: 

Arab American University, Jenin- Palestine.

Date: January/ 2018

DEDICATION

I dedicate this thesis to my mother soul, who deceased early

To my father, may God prolong his life

To my brothers and sisters

For my darling husband and my lovely children

To my colleagues in the Ministry of Local Government in Palestine

For Palestinian municipalities and village councils

ACKNOWLEDGMENTS

I thank God.

Great thanks to my father who taught me that science is the lively light.

I feel a deep appreciation and pride to:

- my husband Jamal;

- my daughter Shahd;

- my sons: Khalid, Ahmad, and Zeyad for their encouragement and support.

I extend thanks to Dr. Majeed Mansour, who provided me with friendly supervision during my study. It was a delight to work with you as my supervisor.

Finally, I thank everyone who helped and supported me with any assistance throughout the writing of this thesis.

The Impact of Strategic Planning in Palestinian Municipalities on the Quality of Service Provided to Citizens: Jenin Municipality Case Study

Abstract

The purpose of this study is to investigate the impact of strategic planning in Palestinian municipalities on the quality of service provided to citizens: Jenin municipality case study. Secondary and primary data were applied in this study. Secondary data was obtained by reviewing journals, books, bulletins, textbooks, scientific articles, newspapers, periodicals etc. Primary data was collected by a specific questionnaire. The questionnaire was designed in (45) items divided into three main sections. The first section contained the personal information, the second section consisted of (15) items represented the strategic planning factors, while the third section contained (30) item represented the dimensions of the quality. The questionnaire was sent to seven evaluators to evaluate each item/question and its consistency to reach the main objectives of the study. A random sample was chosen according to Steven K. Thompson's formula. One hundred and twenty (120) questionnaires were distributed to the employees of Jenin municipality, one hundred and fourteen (114) questionnaires were retrieved and (6) cases were (missing cases). The researcher adopted SERVQUAL model in this study and made some adaptation on it to match the main objectives of the study. In order to answer the study main question: "what is the impact of adopting strategic planning in Jenin municipality on the quality of service provided to citizens in Jenin city?" the researcher followed the analytical descriptive approach and tested four main hypotheses which were clarified in the study. Statistical Package for the Social Sciences (SPSS) was used in data analysis. The main findings showed that strategic planning has a positive

relationship and significant impact on the quality of the service provided to citizens. The level of satisfaction of the quality of the service provided by Jenin municipality which was measured by the employees was moderate. There was a large gap in gender, males represented (85.1%) of the sample while females represented only (14.9%) and there was a significant difference between the employee's answers on the quality of service dimensions due to their job title. The researcher recommended Jenin municipality to promote quality culture and encourage employees to participate in continuous improvement processes and opportunities for creativity and innovation; involve women and youth in the work at all levels of administration in the municipality; strengthen awareness of the role of strategic planning among municipality employees in improving the quality of service provided; Jenin municipality vision should take into account the capabilities and efficiencies available in the municipality and the expected obstacles and provide its service at the time they promise; furthermore, the municipality must give more attention in dealing with citizens' complaints as transparently as quickly as possible and follow the citizens' comments with seriousness and interest.

Keywords: Strategy, Strategic Management, Strategic Planning, Quality, Service Quality, SERVQUAL, Jenin municipality.

Definition of Terms

Term	Definition	Reference
Strategy	A strategy is "the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations".	Johnson at el., (2008), p.22
Strategic management	Strategic management is a series of administrative decisions and action that locate the long-run performance of a company. It covers environmental survey (both external and internal), strategy formulation, strategy performance, and valuation and monitoring.	Wheelen and Hunger, (2012), p. 41.
Strategic planning	Strategic planning: "an ongoing, systematic process that takes a forward-looking approach to an organization's goals and objectives".	(Di Napoli, 2003, P. 40).
Quality	"Quality denotes an excellence in goods and services, especially to the degree they conform to requirements and satisfy customers.	American Society for Quality (ASQ)
Service Quality	Quality of Service means that the organization plans, produces, and delivers the service with good features from the first time to achieve customer satisfaction and to have the benefit of competitive advantages compared to the service provided by similar organizations.	The researcher
SERVQUAL	SERVQUAL is an advanced model for evaluating service quality which was developed by Parasuraman et al. in (1988). In SERVQUAL model, there are five dimensions which are Tangibles, Reliability, Responsiveness, Assurance, and Empathy.	Parasuraman et al. (1988), and (Shahin, 2011)
Jenin Municipality	The first municipal council for Jenin City was established in 1886 and the last elections were in 2017. The city population is now over 39,000 citizens live in an area of 21,000 acres. The municipal council consists of fifteen elected members (12 are males and 3 are females). The municipality works to provide basic services to the citizens such as water, electricity, sanitation, cleanliness of public areas, etc. The municipality employs 357 workers.	http://www.emunicipal.ps/jenin

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategic management is one of the most basic tools available for managers for the construction of a systematic administrative system (Bērziņš, 2015). Strategic planning is defined as "an ongoing, systematic process that takes a forward-looking approach to an organization's goals and objectives" (Di Napoli, 2003, P. 40).

The purpose of strategic planning for any organization is to identify where the organization is now and where it is going and how to reach there, Strategic planning is not only an important basis for the work implementation of the organization, but it is also putting the organization structure and improves its performance in risk management and portfolio management for any initiatives at the enterprise level (Mellon,2010).

Strategic development plan is considered a major component and a key requirement in the development of municipalities and communities that seek to progress, promotion and advancement of its internal status and the services provided to citizens (Al-Qeeq, 2015). The total quality theories involved in considering strategic planning as an indicator to reach the total quality through mastering work and improve services in all fields (Alshikh, 2014).

Efficient services are recognized when the service provider respond to customer request and when all citizens have access to the services provided and when the administration work to ensure that the services match with the request for all consumers

(Webster et al, 2011). When quality is available satisfied customers will increase in number, buy more, pay their bills promptly which improves cash flow and the livelihood of the organization (Nashappi et al, 2014).

Quality theories have developed toward strategic planning consideration as one of the indicators that access to quality requires mastery of work and improve services in all aspects begins with strategic planning and ends with an assessment (Al-Shikh. 2014).

Planning experience in Palestine is distinguished by progressive development, since the advent of the Palestinian National Authority to the homeland in 1994 planning took local practicality gradually began in preparing Emergency Qualification Program (ERP) in collaboration with the World Bank, this was followed by setting the Palestinian investment program for two years (1996-1997), then moved to short-term programs and medium-term plans (Ministry of Planning and International Cooperation, Emergency and Investment Plan 2003-2004). Palestinian municipalities have adopted the strategic developmental planning in tune with the policy of the Ministry of Local Government, which was contained in its strategic plans for the institutionalization of the municipal and village councils work, then specialized committees were formed for drafting and developing these plans (Al-Qeeq, 2015).

This study includes five chapters: the introduction which debated the problem statement of the study; study objectives; study hypotheses and the significance of the study. Chapter two which is the theoretical framework and literature review. The methodology is the third chapter which consists of the data resources; the study instruments; validity and reliability of the questionnaire; the conceptual model; the population and the sample size; and the data analysis method that used in the study.

Whereas chapter four presents data analysis and results which are matched to the study questions and the study hypotheses. Finally, the last chapter is about the conclusions and the recommendations.

1.2 Problem Statement

To provide the value of customers became one of the most important strategies, and customers are now considered as the most important assets. The lack of successful implementation remains alarming given the significance of the customer to the service operations and strategy (Nashappi et al, 2011).

Strategic planning is assumed to produce the response to citizens' needs and provide services with good quality which satisfy all citizens levels, this study focuses on answering the following main question: **what is the impact of adopting strategic planning in Jenin municipality on the quality of service provided to citizens in Jenin city?**

1.4 Study Questions

The main question of this study is: what is the impact of adopting strategic planning in Jenin municipality on the quality of service provided to citizens in Jenin city?

Sub. Questions

- 1- What is the degree of the available strategic planning in Jenin municipality?
- 2- What is the level of the quality of service provided to citizens in Jenin municipality?

3- Is there a relationship between the strategic planning factors (vision, mission, objectives, strategic choices) and the quality of service dimensions (tangibility, reliability, responsiveness, security, assurance) in Jenin municipality?

4- What is the impact of strategic planning factors (vision, mission, objectives, strategic choices) on the quality of service dimensions (tangibility, reliability, responsiveness, security, assurance) in Jenin municipality?

5- Are there differences in the level of strategic planning according to the demographic variables of the respondents (gender, age group, type of job, academic qualification, years of experience)?

6- Are there differences in the level of the quality of service provided to citizens according to the demographic variables of the respondents (gender, age group, type of job, academic qualification, years of experience)?

1.3 Study Objectives

The main Objective of this descriptive analytical study is to realize if there is an impact of the strategic planning in Jenin Municipality on the quality of service provided to the citizens in Jenin city.

Sub. Objectives:

- 1- To identify the level of the available strategic planning in Jenin municipality;
- 2- To know the level of the quality of service in Jenin municipality;
- 3- To recognize the relationship between the strategic planning factors (vision, mission, objectives, strategic choices) and the quality of service dimensions

(tangibility, reliability, responsiveness, security, assurance) in Jenin municipality;

4- To identify the impact of strategic planning factors (vision, mission, objectives, strategic choices) on the quality of service dimensions (tangibility, reliability, responsiveness, security, assurance) in Jenin municipality;

5- To recognize the differences in the level of strategic planning according to the demographic variables of respondents (gender, age group, type of job, academic qualification, years of experience);

6- To recognize the differences in the level of the quality of service provided to citizens according to the demographic variables of respondents (gender, age group, type of job, academic qualification, years of experience).

1.4 Significance of the study

According to the literature review that the researcher studied, she supposes that this is the first study in Palestine which measure the impact of strategic planning on the quality of service provided to citizens by Jenin municipality. Through this study, the researcher sought to:

- 1- Add the value of adopting the strategic planning in the Palestinian municipalities and associating the strategic planning with the quality of service provided to citizens by municipalities;
- 2- This study will add value to the performance of municipalities which is considered by customers when implementing quality in their service to achieve customers' satisfaction;

- 3- The scientific significance of answering the research question which is the core of this study;
- 4- Recognize the impact of strategic planning on the quality of service provided to citizens in Jenin city;
- 5- The researcher suggested some recommendations to link strategic planning with the quality of service in Jenin municipality and other Palestinian municipalities to improve the quality of service in the Palestinian municipalities.

1.5 Study Hypotheses

In order to answer the study question: **what is the impact of adopting strategic planning in Jenin municipality on the quality of service provided to citizens in Jenin city?** the researcher developed four main Hypotheses as follows:

1.5.1 The First Hypothesis

H0.1: There is no significant relationship between the strategic planning factors (vision, mission, objectives, strategic choices) and the quality of service dimensions (tangibility, reliability, responsiveness, security, assurance) in Jenin municipality at the level $\alpha \leq 0.05$.

1.5.2 The Second Hypothesis

H0.2: There is no significant impact of strategic planning factors (vision, mission, objectives, strategic choices) on the quality of service dimensions (tangibility, reliability, responsiveness, security, assurance) in Jenin municipality at the level $\alpha \leq 0.05$.

1.5.3 The Third Hypothesis

H0.3: There are no significant differences between the employees' answers to the strategic planning factors due to the employee characterizes (gender, academic qualification, age group, job title and years of experience).

A set of hypotheses is derived from the above hypothesis, which must be tested separately for each characteristic of the employee as follows:

H0.3-1: There are no significant differences between the employee's answers on the strategic planning factors due to the **gender**.

H0.3-2: There are no significant differences between the employee's answers on the strategic planning factors due to the **academic qualification**.

H0.3-3: There are no significant differences between the employee's answers on the strategic planning factors due to the **age group**.

H0.3-4: There are no significant differences between the employee's answers on the strategic planning factors due to the **job title**.

H0.3-5: There are no significant differences between the employee's answers on the strategic planning factors due to the **years of experience**.

1.5.4 The Fourth Hypothesis

H0.4: There are no significant differences between the employees' answers to the quality of service dimensions due to the employee characterizes (gender, academic qualification, age group, job title and years of experience).

A set of hypotheses is derived from the above hypothesis, which must be tested separately for each characteristic of the employee as follows:

H0.4-1: There are no significant differences between the employee's answers on the quality of service dimensions due to the **gender**.

H0.4-2: There are no significant differences between the employee's answers on the quality of service dimensions due to the **academic qualification**.

H0.4-3: There are no significant differences between the employee's answers on the quality of service dimensions due to the **age group**.

H0.4-4: There are no significant differences between the employee's answers on the quality of service dimensions due to the **job title**.

H0.4-5: There are no significant differences between the employee's answers on the quality of service dimensions due to the **years of experience**.

1.6 Study limitations:

1. Objective limits: This study was limited to examining the impact of strategic planning on the quality of service provided to citizens by Jenin municipality;
2. Spatial boundaries: Jenin municipality, the sample was taken from Jenin municipality employees;
3. Time limits: The study covers the period from March 2017 to January 2018.

CHAPTER TWO

THEORETICAL FRAMEWORK AND LITERATURE REVIEW

2.1 THEORETICAL FRAMEWORK

2.1.1 Introduction:

Modern administrations face increasing challenges as a result of the acceleration of changes and developments in the late twentieth century. The response to these changes and developments is reflected in the ability of the administration to play its role in business organizations as a means of the organization at all levels and forms to utilize and invest its resources to achieve its objectives. The success or failure of the organization depends on its ability to achieve its mission, goals, and objectives, which requires the development of a strategy for the organization and the pursuit of implementation in light of the various changes surrounding the organization (Al-Sakarnah, 2015, p. 23). The twenty-first century has witnessed the appearance and growing acceptance of new trends of research that offer more supportive means of overcoming organizational realities (Johnson et al. 2008.P. 17). Strategic planning is considered the only way for the organization to follow up the implementation or modification of its strategy. However, the strategic planning so far has not received enough attention and is not applied in most of the products or service sectors, and the tools used to measure the performance so far limited to the traditional tools which assess the financial aspect and neglect other important aspects of customer satisfaction and quality measurement (Al-Sakarnah, 2015, p. 23).

2.1.2 Strategy

Strategy is a word that has many meanings relevant and useful to those who are interested in developing a strategy for business organizations, profit organizations and nonprofit organizations. Alfred D. Chandler, Jr., (1962) in his book *Strategy and Structure*, defined strategy as “the determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources for carrying out these goals.” In (1994) Henry Mintzberg determined that strategy is a plan, a pattern, a position, a perspective, and in the margin, it can also be a trick, a maneuver aimed at competing. Fred Nickols in (2016) when he was head of Strategic Planning and Management Services at Educational Testing Service proposed a definition of a strategy: "Strategy refers to a general plan of action for achieving one's goals and objectives" (Nickols, 2016, pp.1-3). Strategy is "the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations". The strategy is also a type of work. Full-time job by strategic planners and strategic experts. The strategy is an important part of the duty of many managers: not only senior managers and managers responsible for strategic business units but also those managers who need to affect the overall strategic orientation of their organization (Johnson et al., 2008, p.22). Finally, the strategy of an organization organizes a comprehensive major plan that states how the organization will attain its mission and objectives (Wheelen and Hunger, 2012, p. 43).

Management issues are essential to any organization. How to plan to accomplish things, organize their company to be effective and active, leading and encourage employees, and set controls to make sure that they follow their plans and achieve their

goals. Good management is essential to start a business, grow a business, and maintain a business once it has achieved some success measures. Good management works through others to accomplish tasks that help achieve organizational goals as efficiently as possible. Efficiency is not enough to ensure success, managers must also strive for effectiveness, which accomplishes tasks that help to achieve organizational goals, such as customer service and satisfaction. (Thomson, 2001, p.p. 1-3).

2.1.3 Strategic management:

Strategic management as a concept is not new. This term was used for the first time in (1970), and it meant that the team of planners thought a lot or a little about strategic programs and then tried to sell them to decision makers. Goodstein et al., (1992) defined the strategic management "...the process by which the guiding members of an organization envision its future and develop the necessary procedures and operations to achieve that future". The concept of strategic management based on the definition of strategic planning shows that although planning is an introduction to strategic management, it is not sufficient if it is not followed by the dissemination, implementation, and evaluation of the plan being implemented. It is a systems approach to identify and make the necessary changes and measure the performance of the organization as well as it moves towards its vision. Gluck et al., (1982) defined strategic management as "... management ... system ... that links strategic planning and decision making with the day-to-day business of operational management" (Wells, 1998, P.P. 3-4). The term strategic management confirms the importance of managers with regard to strategy. Strategies do not happen by themselves. Strategies require people, especially the executives who determine and perform strategy. The role of strategic management differs in nature from other aspects of management. Strategic

management involves understanding the strategic position of the organization, developing strategic options for the future and managing the strategy at work (Johnson et al. 2008, pp.11-12). Strategic management is one of the main tools available to managers of organizations to create organizational management systems. Strategic planning and the strategy implementation process are the keys to strategic management (Bērziņš, 2010, p. 4). Strategic management is the frame of information that gives answers to questions about the evolution and application of good strategies. Strategic management is essential to all organizations because strategy provides bosses and staff with a specified guideline for their daily work (Carpenter et al. 2012, P. 22). " Strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives. The purpose of strategic management is to exploit and create new and different opportunities for tomorrow; long-range planning, in contrast, tries to optimize for tomorrow the trends of today" (David, 2011, P. 6). In addition, strategic management is a series of administrative decisions and action that locate the long-run performance of a company. It covers environmental survey (both external and internal), strategy formulation, strategy performance, and valuation and monitoring (Wheelen and Hunger, 2012, p. 41).

2.1.4 Benefits of strategic management

The use of strategic management is of financial and non-financial benefit to business organizations, as it leads the organization to be proactive in shaping its future and not to deal with reaction to internal and external influences, that controls its future, thus controls its destiny. Research shows that organizations using strategic management concepts have a marked improvement in sales, profits, and production than those that

do not use systematic planning in their business. Companies with strategic management planning show a long-term financial advantage for their industries. Strategic management enhances the capacity of organizations to prevent problems because they promote interaction among managers at all divisional and functional levels" David, Fred R., 2011, p.p. 16-18). Strategic management has three main aspects: understanding the strategic situation of the institution, making future strategic choices and managing strategy in work. The strategic position of an organization is affected by the external environment, internal strategic capability, stakeholder expectations, and their impact. Strategic options include the underlying basis for strategy at the firm and business level and the trends and development methods. Strategic management is also interested in distinguishing which choices are probably to achieve success or failure (Johnson et al. 2008, p.22).

2.1.5 Strategic planning

When the organization has a long-term purpose, based on clear goals and objectives, and these objectives and goals can be mainstreamed into a coherent plan of action, we say that the organization has a strategy. It has a good or even great strategy when the plan also benefits from the unique resources and capabilities to exploit a large and growing external opportunity. The strategy then is the major, integrated, externally-oriented concept of how an organization will obtain its objectives. Planning is management role which involves in putting objectives and defining a path of work to obtain those objectives. In planning, managers must be aware of environmental situations facing their organization and estimate of future circumstances. Managers also must be good decision makers. (Carpenter et al. 2012, p.p. 22-28). According to the business dictionary, strategic planning is defined as a "systematic process of

envisioning a desired future and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them". Strategic planning is the optimize use of resources, invest in opportunities and overcome weaknesses to reduce external threats and competitors. Strategic planning as a concept is defined: " a long-term planning that takes into account internal and external variables identifies the sectors and target market segments and the method of competition and is a renewable process that is updated every year to study internal and external developments" (Al-Sakarnah, 2015, P. 32). Strategic planning "The process of analyzing competitive opportunities and threats, as well as the strengths and weaknesses of the organization, and then determining how to position the organization to compete effectively in its environment" (Carpenter et al. 2012, P. 28). Strategic planning is a systematic process to indicate and achieve tasks that take advantage of the strengths and weaknesses of the municipality while recognizing there are threats and external opportunities that have an impact on the municipality. It is the cornerstone of achievement the purpose of any municipality plan. It provides the municipality a means to design its desired future rather than responding to events as unfolding. It provides the municipality with an opportunity to develop a vision of its required future with the collaboration of all stakeholders. The process also includes steps to ensure that the current strategic plan continues and responds to and adapts to the changing surroundings. (Di Napoli, 2003, P. 1-2).

The purpose of strategic planning for any organization is to identify where the organization is now and where it is going and how to reach there, Strategic planning is not only an important basis for the work implementation of the enterprise, but it is also putting the organization structure and improves its performance in risk management and portfolio management for any initiatives at the enterprise level (Mellon,2010).

2.1.6 Why Strategic Planning in Municipalities? Benefits of Strategic Planning for Municipality

Strategic planning is a process and technique to the service of the public sector. By applying strategic planning in their job, public organizations can make appropriate decisions to manage restricted resources in a logical way, towards increasing and improving services and obtaining a major gratification of citizens (Salkić, 2014, P. 62).

Through the last two decades, there has been a broad kind of new management methods, such as cost-benefit analysis, planning-programming-budgeting systems, management by objectives, total quality management, etc. However, strategic planning has increased in popularity and use as an effectual management tool, mostly with municipalities. Strategic planning is a systematic method of controlling change and enhancing a better future in the light of changes. It is an innovative operation for identifying and achieving plans that take the benefits of the municipality's strengths, weaknesses, threats, and opportunities. It can also give the society a clearer image of the municipality's special identity and care about the aspects that the municipality failed to notice before (Service Nova Scotia and Municipal Relations, 2000, pp. 5-6). There are five main benefits for the municipality to accomplish a strategic plan (Service Nova Scotia and Municipal Relations, 2000, pp. 5-6):

1. The key benefit of strategic planning is encouraging strategic thinking and attitude;
2. Strategic planning can help the municipality formulate and lead its strategic intents clearly. It can help in making today's decisions in the light of future conclusions;
3. Strategic planning can strengthen the municipality's organizational response and execution, where the municipality is motivated to illustrate and classify key

organizational matters and comply wisely to requirements and internal and external constraints.

4. Strategic planning can promptly support policy makers and decision makers in improving their performance of their roles and implement their duties. It is likely that teamwork and experience will be strengthened among all municipal staff;

5. A strategic plan supplies the preliminary work for a municipality to perform an inclusive action plan.

Strategic development plan is considered a major component and a key requirement in the development of municipalities and communities that seek to progress, promotion and advancement of its internal status and the services provided to citizens (Al-Qeeq, 2015). The total quality theories involved in considering strategic planning as an indicator to reach the total quality through mastering work and improve services in all fields (Al shikh, 2014).

The researcher defines strategic planning as a systematic process by the organization which defines the organization vision, mission and strategic objectives then choose the best available strategic choices to achieve the desired goals. From the previous definition, four components of strategic planning will be adopted in this study: vision; mission; objectives; and strategic choices.

2.1.6.1 Vision or strategic intent is "the desired future state of the organization". It is "an aspiration around which a strategist, perhaps a chief executive, might seek to focus the attention and energies of members of the organization"(Johnson et al. 2008, p.10). The vision statement is what the Organization aspires to. Its purpose is to develop a view of the future in order to promote, get committed and extend performance (Johnson et al. 2008, pp.163-164). Strategic vision is a view of an organization's future direction

and business course; a guiding for what the organization is trying to do and to become. What do we want to become? (Nábrádi, 2006, p. 28). The leaders of organizations ought to generate a riveting vision that will influence and inspire the employees. A vision is “It is an ambitious view of the future that everyone in the organization can believe in, one that can realistically be achieved, yet offers a future that is better in important ways than what now exists.” Vision is what guides (Brecken, 2014 cited in Richard, 1999).

2.1.6.2 Mission: An organization’s mission is the purpose or reason for the organization’s existence. It tells what the company is providing to society- either a service or a product (Wheelen and Hunger, 2012, p. 41). It is a general term for the overall purpose of the organization, which, ideally, is in line with the values and expectations of key stakeholders and concerned with the scope and boundaries of the organization. Sometimes it is indicated to in terms of the apparently simple but challenging question: ‘What business are we in?’ (Johnson et al. 2008, p.10). The aim of the mission statement is to supply employees and stakeholders with a clear visibility about the general purpose of the corporation and the reason for its existence. It is, therefore, to do with building understanding and trust about how the strategy of the corporation connect with that purpose (Johnson et al. 2008, pp.163-164). A mission statement and a vision statement are typically concerned with the purpose of an organization in terms of its strategic direction. The strategic mission declares management customized answer to the question” what our business is and what will it be?” A mission statement in general outlines the organization's future trend and serves as an acquiring concept for what the organization is to do and to become. What is our business? (Nábrádi, 2006, p. 29). In practice, the distinction between mission and

vision statements can be hazy but they are intended to be different as follows: When the organization uses the word goal in its strategy, the goal generally means a common objective with the mission line. It might be qualitative in nature. While, an objective is further probably to be quantified, or at least to be a more accurate target in line with the goal (Johnson et al. 2008, p.10).

2.1.6.3 Objectives are "statements of specific outcomes that are to be achieved" (Johnson et al. 2008, P. 164). Objectives are the end results of planned activity. They tell what is to be accomplished by when and quantified if possible. The achievement of corporate objectives should result in the fulfillment of a corporation mission (Wheelen and Hunger, 2012, p. 42). At the corporate and business unit levels objectives are often expressed financially. This can be an expression of desired sales or earnings levels, growth rates, dividend levels or stock assessment (Hutton, 2001, cited in Johnson, et al. 2008). However, the corporations may also have market-based objectives, many of which are quantified as objects – such as market share, customer interest, business replication, etc. When determining goals, managers should consider three related issues (Johnson et al, 2011, pp. 121-123):

- Objectives and measurement. Some executives see that objectives are not useful unless their accomplishment can be measured. There are times when quantified targets need to be pursued, for example when a critical operation is needed and management needs to focus attention on a limited number of priority needs - as in the case of transformation;
- Define basic objectives. Managers in most firms determine financial objectives because they realize that unless sufficient earnings are made to satisfy shareholders and

allow reinvestment in the business, it will not survive. However, there may be other features of business procedures that survive and thrive business. For example, how an organization is distinct from its competitors, or how competitive advantage can be achieved and maintained. This is likely to be based on the capabilities that are evaluated by the customers and distinct from the competition. Setting targets that capture this competitive advantage and allow performance monitoring against them is also crucial;

- Objectives and control. This can be addressed through a 'series of objectives - a set of comprehensive objectives are defined at each level in the hierarchy. Here consideration should be given to trade-offs: How to achieve the desired levels of visibility on strategy without being overly restrictive in terms of people's latitudes.

Strategic objectives are aims relating to strengthening a firm's overall market situation and competitive viability (Nábrádi, 2006, p. 30).

2.1.6.4 Strategic choices include the options for strategy in terms of both the trends in which strategy may go and the process by that strategy may be pursued. For example, an organization may have to choose between alternative diversification action, like entering into new products, services, and markets. As it diversifies, it has different available procedures to it, like developing a new product itself or acquiring an active organization in the area. There are strategic choices in terms of how the firm tries to find methods to compete at the business level. Usually, these include strategies of pricing and differentiation and decisions about how to compete or cooperate with competitors (Johnson et al, 2008, p.14). Strategic choices are related to organization's future decisions and the means it needs to respond to the many pressures and impacts.

On the other hand, consideration of future strategies should take into account the reality of turning strategy into action that in turn could pose significant constraints on strategic option. There are three comprehensive choices to be taken as shown in Exhibit 1. These choices are (Johnson et al, 2008, pp. 217- 218):

- Choices related to the organization's status with regard to competitors. This is a matter of determining the general rules of competing in a market.
- Product and market choices for the organization. Should it focus on a few products and markets? Expand its scope, or possibly expand products, services, and markets?
- Choices on how to pursue strategies. What option to choose, pursue organic development or acquisition or through joint ventures with other organizations?

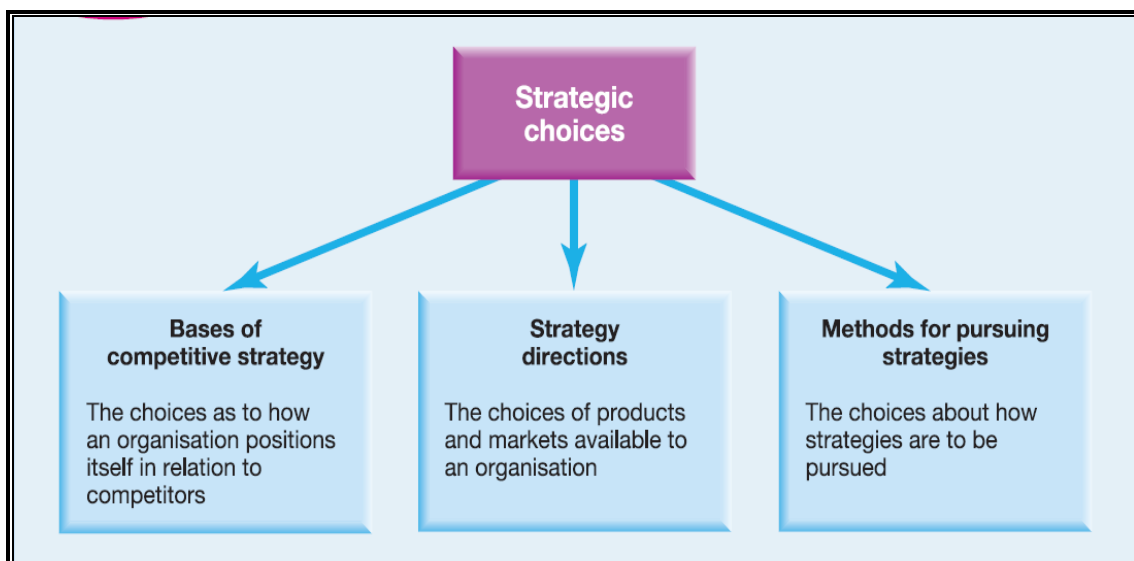


Figure 1: Strategic choices. Source: (Johnson, J. and others, 2008, p.217)

The strategic choice perspective goes one step further by proposing that not only do organizations adapt to a changing environment, but they also have the opportunity and power to reshape their environment (Wheelen and Hunger, 2012, p. 37). A reexamination of an organization's current mission and objectives must be made

before alternative strategies can be generated and evaluated (Wheelen and Hunger, 2012, p. 205). Furthermore, the concept of competitive advantage must be the strategic choice of the organization, it must indicate unique opportunities for itself in the district of its choice and the characteristics of its products are individual so that it enjoys a strong competitive position. It may choose a large market share to control the markets and determine the shape of competition. It might choose to present the best products and services. (Dobson et al, 2004, p.9).

2.1.7 QUALITY

2. 1.7.1 The Concept of Quality

People's perception of quality varies from a person to another. However, everyone understands what is meant by “quality.” In a manufactured product, the customer as a user realizes the quality of proper, look, finish and performance. Service quality may be rated based on the degree of customer satisfaction (Chandrupatla, 2009, pp. 1-10). “Quality” in the English Dictionary means the degree of excellence of something (Cambridge Dictionary). However, this definition is relative but the evaluation process depends on client opinion. Customer needs must be clear in measurable features in the product or service. Once the specifications have been developed, methods are needed to measure and monitor the characteristics. This provides a basis for continuous improvement in the product or service. The eventual goal is to make sure that the customer will be satisfied to pay for the product or service. This should result in a reasonable profit for the product or service provider. Relationship with customers is a lasting relationship. Product reliability plays an important role in the development of this relationship (Uncles et al, 2003).

Quality leader Crosby defined Quality is: the conformance to the requirements. Juran defined Quality as fitness for use. This definition focuses on the client that uses the product. W. Edwards Deming defined quality as: "Good quality means a predictable degree of uniformity and dependability with a quality standard suited to the customer" (Chandrupatla., 2009, pp. 1-10). Deming also argued that "Quality should be aimed at the needs of the customer, present and future" (Oakland, 1995, p.5). American Society for Quality (ASQ) adopted this definition of quality: "Quality denotes an excellence in goods and services, especially to the degree they conform to requirements and satisfy customers. Armand Feigenbaum pointed that Quality is a customer determination based upon a customer's actual experience with a product or service, measured against his or her requirements -stated or unstated, conscious or merely sensed, technically operational or entirely subjective -and always representing a moving target in a competitive market. Robert Peach, The ISO 9000 Handbook, pointed that quality is "...the totality of characteristics of an entity that bear on its ability to satisfy stated or implied needs (American Society for Quality, 2008). Quality is "providing goods and services that meet or exceed customer requirements" (Pekar, 1995, p.9).

The researcher define quality is a set of features and characteristics that must be available in the product or service to match the product specifications and the extent to which the product meets customer requirements.

2.1.7.2 Quality Pioneers

There were three groups of quality pioneers since the 1940's (business balls. quality_management_gurus_theories):

- Early 1950's Americans transferred the quality mission to Japan

- Late 1950's Japanese improved new concepts of quality as reaction to the Americans
- 1970's-1980's Western pioneers pursued the Japanese business success.

Many Philosophies created remarkable contributions to the development and control of quality. W. Edwards Deming may be the best-known quality expert in the world. He had a significant role in the industrial renaissance in Japan after World War II. Later his ideas were increasingly adopted in industry in the United States and other countries (Chandrupatla, 2009). Deming was convinced that quality is the management responsibility, and management is responsible for 94% of quality problems. Deming's philosophy is concise in 14 points that apply to both small and large firms, to the service industry and to industrialization in the public and private sectors (Chandrupatla, 2009, 1-10):

- 1- Create constancy of purpose for improvement of product and service. This point focuses on a mission statement which must be comprehended by all staff, suppliers, and clients. The strategic plan should consider the long-term financial return.
- 2- Adopt a new philosophy. Management must acquire knowledge of responsibilities and lead for the change. Bad workmanship, imperfect products, or poor service are not accepted.
- 3- Cease dependence on mass inspection. Statistical methods of quality control are more efficient.
- 4- End the practice of awarding business on the basis of price tag alone. Instead, reduce the overall cost.

- 5- Improve constantly and forever the system of production and service. Improving product and service is a continuous process.
- 6- Institute training. Training must be presented to all employees in the work. All staff must be enabled through training and motivated to perform the knowledge developed within training.
- 7- Adopt and institute leadership. The purpose of superintendence must help people to make better work using machines. The supervision should create an environment in which the workers take leadership roles in achieving their labor.
- 8- Drive out fear. The administration should encourage workers to ask questions and make suggestions. Innovation climate promotes progress.
- 9- Break down barriers between departments. People in all departments must work as a group. They must realize the requirements and specifications. Teamwork improves quality and productivity in labor.
- 10- Eliminate slogans, exhortations, and targets for the work force. The considerable reasons of low quality and low productivity belong to the regulation and therefore lie beyond the workforce power.
- 11- Eliminate numerical quotas for the workforce and eliminate numerical goals for people in management. Quotas causes quality failure.
- 12- Remove barriers that rob people of pride of workmanship. A firm achieves quality when employees are satisfied and stimulated. The administration must create a climate where the workers take pride in their labor.

13- Encourage education and self-improvement for everyone.

14- Take action to accomplish the transformation.

Deming also promoted an organized approach to solve the problems and encouraged the PDCA cycle which then known as the Deming cycle; Plan, Do, Check, Act, although it was developed by his colleague Dr. Shewhart (business balls. quality_management_gurus_theories).

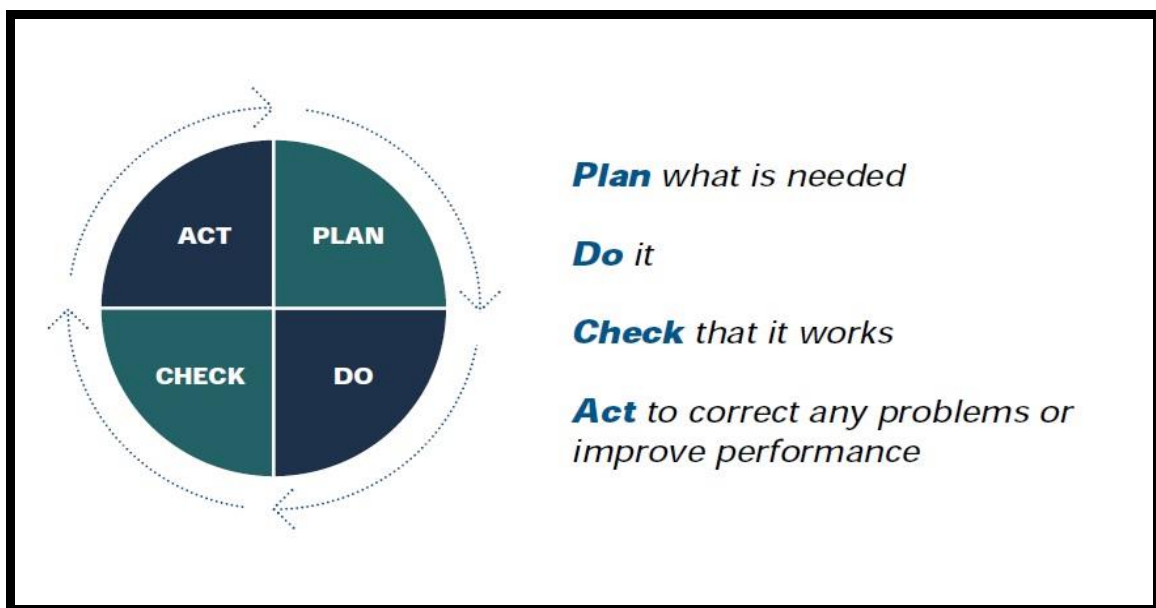


Figure 2: Deming cycle. Source:

(www.businessballs.com/quality_management_gurus_theories)

Dr. Joseph M. Juran developed a broad concept of quality based on the implementation of an improved quality program that linked quality improvement and management efficiency through what called quality trilogy, consisting of good planning, effective control, and ongoing improvements. Juran focused on the great role of the middle management of quality leadership and did not neglect the role of senior management and its support for quality, also he focused on the role of workers who are responsible for the implementation of quality projects. He also stressed the need to

solve problems in a scientific way by gathering the necessary data and identify the causes of the problem then develop the appropriate best solutions (www.businessballs, quality_management_gurus_theories).

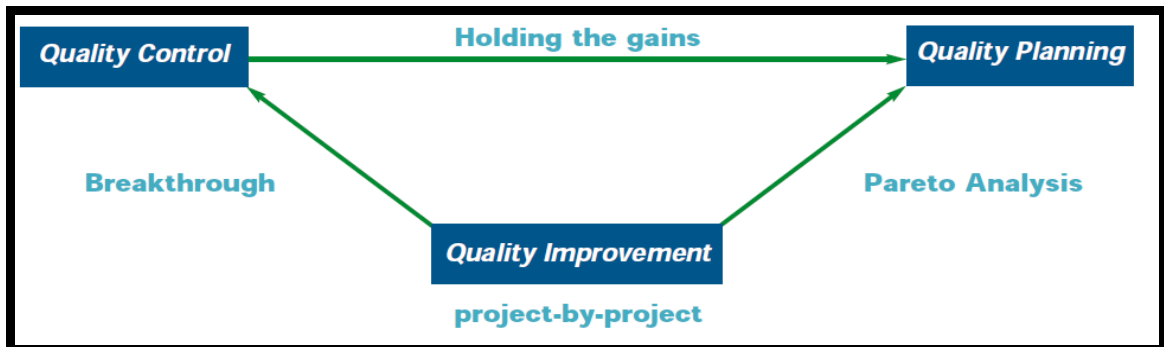


Figure 3: the appropriate best solutions.

Source: (www.businessballs, quality_management_gurus_theories).

Kaoru Ishikawa points to the importance of teaching and schooling in quality concentrating. According to Ishikawa (1985), "there is a constant need to collect more information and develop better understanding about processes and their outcomes." Asim and Zaki, 2012, p. 21).

According to the above presentation of some quality pioneers the researcher observes that they were concerned about the management to take into account the reasons that lead to the achievement of quality such as planning, checking, training and taking the procedures that lead to the development and achieve the quality of the product and service.

2.1.7.3 Service Quality

Service industry takes more and more important part in the economy of many states. In today's worldwide competitive climate, providing high-quality service is a key strategy for achieving success and keeping existence (Munhurrun et al, 2010).

Quality has been known as a strategic instrument to achieve operational capacity and enhanced business execution. This applies to both the goods and services sections (Jain and Gupta 2004). Quality begins and ends with the client. Customer must be the body and soul of the work (Reis and Peña, 2000). The organization must be customer focused. Everyone in the organization must realize that without the client there would be no aim to their business, no wages, no principal investment (Pekar, 1995). Companies that have learned to take care of their customers have achieved superior quality. An organization can only achieve improvement qualitatively if it makes customers a driving force. Companies achieving long-term continuous improvement in quality when they own lasting features such as customer tendency, customer awareness, and customer response (Reis and Peña, 2000). Service quality is required to build client satisfaction and it is linked with customer perceptions and customer anticipation. (Kabir and Carlsson, 2010). Service quality relates to attitudes exhibited by frontline employees when communicating with customers to treat their requirements and services, such as supplying adaptive and masterly service and being sympathetic, helpful, and interested to customers (Liao & Chuang, (2004), cited in Aryee et al. (2013). Services of the Public sector are dependable and liable to populations as well as to its citizens (Munhurrin et al, 2010). Efficient services are recognized when the service provider respond to customer request and when all citizens have access to the services provided and when the administration work to ensure that the services match with the request for all consumers (Webster et al., 2011). When quality is available satisfied customers will increase in number, buy more, pay their bills promptly which improves cash flow and the livelihood of the organization (Nashappi et al., 2014).

There are some significant differences between services and goods. Services are intangible while goods are tangible. Since services are intangible, measuring service quality is more intricate. Quality of service measures how much provided service meets the client's expectations. (Grönroos, 1984; Lovelock and Wirtz, 2011) cited in Yarimoglu, 2014). In general, Quality products have three features: reliability, usability, and longevity. Quality of service is concerned with reliability, tangibles, responsiveness, assurance, and empathy (Asim and Zaki, 2012).

The researcher supposes that Quality of Service means that the organization plans, produces, and delivers the service with good features from the first time to achieve customer satisfaction and to have the benefit of competitive advantages compared to the service provided by similar organizations.

2.1.7.4 Quality Dimensions

SERVQUAL model is one service quality measurement model that has been extensively used. It was developed by Parasuraman et al (1985, 1986, 1988, 1991, 1993, 1994; Zeithaml et al., 1990). The SERVQUAL tool has been the general instrument used to measure customers' perceptions of service quality. It has five common dimensions are stated as follows (Shahin, 2010, pp.3-4).

2.1.7.4.1 Tangibles

Tangibles are material objects of the service which include physical means; personnel manifestation; instruments or tools used to supply the service; physical representations of the service; and other customers in the service facility. (Parasuraman et al., 1985). This means that the equipment in the organization must be up-to-date;

physical facilities must be visually attractive; the staff must be well dressed and look stylish and the appearance of the physical facilities should be consistent with the type of services (Yarimoglu, 2014).

2.1.7.4.2 Reliability

Reliability includes consistency of execution and confidence. This means that the organization accomplishes the service right the first time. Likewise, it means that the foundation fulfills its commitments. Specifically, it covers the accuracy in invoices; saving records correctly; completing the service at the specified time (Parasuraman et al., 1985). Furthermore, reliability means sympathy and reassurance for customers when they have problems (Parasuraman et al., 1988; Finn and Lamb, 1991, cited in Yarimoglu, 2014).

2.1.7.4.3 Responsiveness

According to Parasuraman et al., (1988) and Finn and Lamb, (1991) Yarimoglu (2014) argued that responsiveness is to give assistance to customers and offer instant service. Responsiveness concerns the desire or willingness of staff to supply service. It requires timing of service: sending the slip procedure instantly; calling the client again speedily and providing fast service (Parasuraman et al., 1985).

2.1.7.4.4 Assurance

Assurance is the kindness, understanding, the capability of employees to create trust and confidence, this means that: the public should be able to reliance on employees; customers should feel secure in their transactions with these organizations' employees; the employees must be courteous and employees must obtain sufficient support to do their works well (Parasuraman et al., 1988; Finn and Lamb, 1991, cited in Yarimoglu, 2014).

2.1.7.4.5 Empathy

Empathy (including access, means of connection, the understanding the client). Caring and personalized attention that the organization provides to its clients (Van Iwaarden et al., 2003; Shahin, 2006, cited in Shahin et al. 2010). Empathy includes: the organization should give customers individual attention to its customers; employees must give customers personal care; employees must know the needs of their customers; employees have customers' best interests at heart; and operating hours should be suitable to all customers (Parasuraman et al., 1988; Finn and Lamb, 1991, cited in Yarimoglu, 2014).

2.1.8 Jenin Municipality

Jenin city was founded in (2450) B.C.E, it is the largest and oldest city of the Jenin Governorate located in the northern West Bank. The city population is over (39,000) people (www.globalcommunities.ps). The area of Jenin is (21,000) acres, making it the third-largest Palestinian city in the West Bank after Hebron and Nablus. The first municipal council for Jenin was established in 1886 and the last elections were in 2017. Jenin city has a municipal council consisting of fifteen members (12) are

males and (3) are females were elected directly by the city citizens. The municipality works to provide basic services to the citizens such as water, electricity, sanitation, cleanliness of public areas, etc. The municipality employs (357) workers, including administrative, vocational and field workers. The administrative are (140) of these workers, they are the study population and the research sample was selected randomly from them (Department of human resources in Jenin Municipality, 2017). After the adoption of strategic planning as a means of developing the local government sector in Palestine, Jenin Municipality formulated its strategic plan for the years (2012-2015) and the Municipality updates its plan annually (Jenin municipality, 2017).

2.1.9 Summary

It is clear from the theoretical framework that strategic planning is a process to serve the people. Through the application of strategic planning, public organizations can make appropriate decisions to manage their resources to increase and improve services to obtain great satisfaction from citizens. Efficiency is not enough to ensure success, managers must also strive to achieve tasks that help achieve organizational goals, such as customer service and satisfaction. Through the last two decades, the popularity of strategic planning has increased. Strategic planning now is used as an effective management tool in governmental and non-governmental organizations such as municipalities. The scholars pointed to the necessity to link strategic planning with quality and planning to quality to achieve the effectiveness of the goals and provide service to citizens with the best image, that contributes to the citizen's satisfaction, and contributes to the success of organizations and municipalities. Quality is providing goods and services that meet or exceed the requirements of customers and must be mentioned in the organization mission, management and employees must understand

their strategic plan and develop the best choices to achieve quality to the customer. This confirms the strong association between strategic planning and quality so that some scholars have advocated that planning for quality accompanies strategic planning.

2.2 LITERATURE REVIEW

In this study, the researcher discusses some of the studies that dealt with strategic planning with its various components and the studies that dealt with the quality of its different dimensions. The research also discusses some studies that linked strategic planning and quality in performance. This part of the study concluded by commenting on these previous studies, explaining the similarities and differences between them with the current study and the extent of the current study benefited from previous studies. The researcher divided these studies into three parts: Local Studies; Arabic Studies; and International Studies.

2.2.1 Local Studies

2.2.1.1 Al-Habil and El-Ghazali, (2017), “The Impact of Political based Recruitment’s Dimensions on the Quality of Governmental Services in Palestinian Public Ministries”

This research aimed to examine the impact of political based recruitment dimensions on the quality of governmental services in the public ministries of Palestine. The research investigated the impact of four main independent variables: independence of decision making, justice in giving governmental services, official labor abuse for personal benefit, and the organization self-autonomy. The researchers

followed the statistical analytical method, they collected the required data by a questionnaire which was distributed to the public employees who work as department managers and managers in charge in ministries of the social sector. Outcomes showed that decisions making independence and justice in giving governmental services have a significant effect on the quality of governmental services. The research recommended applying the principle of fair opportunities in the appointment of senior positions in senior Palestinian public positions.

2.2.1.2 Al-Dajani, (2011) "The role of strategic planning in the quality of institutional performance"

The objective of this research is to define the role of strategic planning in the quality of institutional performance and developing criteria and indicators for measuring the quality of institutional performance in Palestinian universities, by answering the main research question "What is the role of strategic planning in the quality of institutional performance of Palestinian universities? " To answer the research question, the researcher followed the analytical descriptive approach and the building developing approach. The research community consisted of deans, directors, planning and quality committees at two universities in Gaza Strip (the Islamic University and Al-Aqsa University). The researcher collected data by a questionnaire and interviews. The researcher used SPSS to analyze the respondents' answers, and the focus group was used as a tool for developing standards and indicators of institutional performance. The findings of the research showed that there were variations between the Palestinian universities in the level of quality of the institutional performance; Quality dimensions of institutional performance are very high in the Palestinian universities; There is a relation between the role of strategic planning and the quality of

institutional performance for the Palestinian universities. The researcher recommended the Palestinian universities several recommendations, including: Palestinian universities have to develop a specific and systematic technique to ensure wider participation of the University's internal and external community in formulating and updating the vision and mission of the university; Arranging the objectives according to the priority and providing the necessary financial and material resources, by dividing them into necessary objectives that are covered by the university budget, and developmental objectives that should be provided through projects funded externally; Concern the strategic alternatives when setting the implementation plan and using new models in the planning process such as balanced performance card.

2.2.1.3Musleh, (2011) "Measuring the quality of services from the perspective of staff and patients in hospitals operating in the city of Qalqilya"

The aim of this study was to recognize the level of quality of the veritable services perceived by workers and patients in hospitals operating in Qalqilya city and to recognize variance in their answers according to the following variables: hospital, respondent, sex, marital status, age, academic qualification, and job. The study community consisted of the workers and patients in Darwish Nazal Hospital and UNRWA Hospital. The sample covered 30% of the study community. The researcher used the descriptive approach and the SERVPERF scale to measure the quality of recognized and actual services. A questionnaire was used to collect data from the sample. The findings showed that the responses of the research sample towards actual and perceived service quality, by workers and patients were high on all dimensions of research and on the total score. Likewise, there were notable variations in the following areas: strength of response, security and trust, and empathy due to the variable of sex

was in favor of males, and the researcher put a set of recommendations like supplying the requirements of hospitals with new instruments and providing appropriate training courses for workers in their particular sectors in order to improve the quality of the medical services presented.

2.2.1.4 Siam, (2010) "Application of Strategic Planning and its Relationship with Performance of Non-Governmental Organization in Gaza Strip"

This study aimed to identify the relationship between the strategic planning and the performance of feminist NGOs in Gaza Strip. The researcher tested the hypothesis if there is a statistically significant relationship at the level of ($\alpha \leq .05$) between the application of strategic planning and the performance of the feminist civil institutions in Gaza Strip. The researcher used the analytical, descriptive approach where a survey was designed to collect data, the researcher also conducted five interviews and one focus group with the managers and members of the board of directors. The results revealed a positive relationship between each of the (top management support for strategic planning, environmental strategic analysis, having a strategic orientations "vision, mission and objectives," having a strategic plan, implementation of the strategic plan, monitoring and evaluating the strategic plan) and the performance of the feminist civil institutions in Gaza Strip. The study concluded a set of recommendations, the most important are: The necessity to keep implementing strategic planning by women's institutions; the importance to hold training courses for senior management of these institutions of the strategic planning; women's institutions have to identify their performance indicators and measure them constantly to determine the level of actual institutional performance.

2.2.1.4 Musleh, (2010) "The reality of strategic planning in the government ministries in Qalqilya Governorate from the perspective of its employee"

The aim of the study is to identify the reality of strategic planning in the government ministries in Qalqilya Governorate and to search the impact of the variables (age, job experience, academic qualification, specialization, job title and the number of training courses in planning) in responses of the sample. The study population is composed of the governmental employees in the ministries of Qalqilya governorate. A random sample sized 30% was used in the study. The analytical descriptive approach was used. A questionnaire was prepared to collect data that included six dimensions (vision and mission, ministry goals, planning, implementation, supervision, valuation). Data were analyzed using weighted means, and one-way analysis of variance (ANOVA), and (LSD) test. The results of the study showed that the scores for the reality of strategic planning in the government ministries in Qalqilya governorate were medium on the first five dimensions and were low on the valuation dimension. The study recommended that it is important to expand the culture of strategic planning between the employees of all ministries, participate all levels of managerial and departments scattered throughout the country in the strategic planning committees and provide strategic planning training courses including involved employees of the three levels of administration.

2.2.2 Arabic Studies:

2.2.2.1 Al-Shikh (2014), “Strategic planning and its Impact on Banking Services in Sudan, Applied Study on Commercial Banks in Sudan”

This study aimed to know the impact of strategic planning on banking services in Sudan and the extent of correlation between strategic planning and the quality of banking processes with its various dimensions: tangibility, reliability, response, security and sympathy. The researcher used the questionnaire to collect information. The study found significant results, which is that the quality of service in banks exist in four dimensions, strategic planning more closely associated with the response and security, and less correlated with other dimensions of empathy and tangibility, the study recommended that senior management should put in their strategic plans programs about how to provide service to customers and to take into consideration the dimensions of quality.

2.2.2.2 Abdalkrim and Khrais (2013) "The Impact of Strategic Planning on Online Banking: An Empirical Study in Saudi Arabia"

This research aimed to search the impact of strategic planning on online banking environment in Saudi Arabia. Information was collected by questionnaires. The respondents were online banking users of five banks in Saudi Arabia. Statistical tools were used to examine hypotheses and attain the objectives, the research is descriptive and quantitative processes have been used. Three hypotheses were tested in the research H1: A positive relation exists between budgeting and online banking. H2: A positive relation exists between forecasting and online banking. H3: A positive relation exists between management reporting and online bank. The findings indicated

that the whole hypotheses are propped, whereby clients will use e-banking when they realize that applications of e-banking are serviceable and attainable. It would be valuable to provide data and to guide the managers of organizations in planning their strategies to promote the performance of their companies.

2.2.2.3 Qasim (2012), "The impact of organizational commitment on improving the quality of banking service"

This thesis aimed to recognize the effect of organizational commitment in the quality of banking services provided by Jordan banks. The emotional, normative and continuity were the patterns of commitment, whereas concrete elements, reliability, the speed of response, safety and attention were the quality dimensions of banking service. The commercial banks of Jordan represented the population of the study. A random sample was chosen from the middle administrative class in these banks. A questionnaire was used for collecting data. To analyze the study hypotheses, the researcher used the statistical software package (SPSS). The results of the study showed that there is a significant impact of organizational commitment (the emotional, normative, continuity) on enhancing the quality of banking service in commercial banks in Jordan. Also, the employee's sense of pertinence to the bank has positively reflected upon him/her in the commitment to the Bank superior policies, and dedication to providing consumers with high-quality service. The researcher recommended the Jordanian banks to pay attention to promoting the professional commitment among employees for its importance in developing quality banking service. In addition, these banks ought to search for factors that prevent the growth of organizational commitment among employees within the different administrative levels.

2.2.3 International Studies:

2.2.3.1 Mohammed, et al., (2017) "Relationship between strategic planning practices and performance of tour firms in the tourism sector in Kenya"

This study aimed to define the relationship between strategic planning application and performance in tour corporations in the touring sector in Kenya. The study fixed the effect of strategic environmental surveying, goal setting, resource pinpointing strategy and strategy estimation on performance within tour corporations in the tourism sector in Kenya. The study adopted the descriptive research design. The study targeted fifty tour operating corporations. Questionnaires were used to collect data. Information was analyzed by using descriptive and inferential statistics. The study established that majority of respondents indicated that strategic environmental surveying influenced performance. It was further confirmed by a majority of respondents that goal setting had an effect on performance in tour corporations in Kenya. On resource pinpointing, the study confirmed that most of the respondents indicated that resource pinpointing effects performance. It found that most of the respondents were of the view that strategic evaluation had an effect on performance. The study recommends on strategic environmental scanning, that internal scanning should be executed frequently. The real operation of scanning the environment and collecting new thoughts should be done by the administration frequently. With regard to goal setting, it is advised that tour companies ought to ensure that real goals are put. In resource pinpointing, tour companies should centralize on the delivery of maximum service quality. Furthermore, the study recommends that evaluation should be a continuing process.

2.2.3.2 Msosa, (2015) "Assessing Customer Service in the Malawian Public Postal Service"

This study purpose is to inspect service quality in the Malawian public postal service. An adjusted SERVPERF questionnaire was applied to evaluate customers' perception of service quality, client satisfaction, and client loyalty. The service quality dimensions of tangibles, reliability, empathy, assurance, and responsiveness were used to estimate customers' perception of service quality. A sample sized 400 respondents of the eight Post Offices where this research was done were selected. To analyze the data descriptive and inferential statistics were used. Spearman rho was used to ascertain the relationship between variables. Man-Whitney and Kruskal-Wallis tests were used to differentiate between two independent variables. The results of this research display that customers' perception of service quality was often good at all the five dimensions of service quality and all that dimensions have a positive relationship with customer satisfaction. Also, the relationship between customer satisfaction and customer loyalty was affirmative and significant. The researcher recommended that it is important to improve the dimensions of service quality because they have a direct influence on customer satisfaction which in turn influence customer loyalty.

2.2.3.3 Nashappi et al., (2014) "Attributes That Influence Customer Satisfaction with Service Quality at Kenya Power Company"

Referring to the related literatures, that tested the impact of strategic planning on the quality of service Nashappi et al., (2014) did a research about "Attributes That Influence Customer Satisfaction with Service Quality at Kenya Power Company", which aimed at establishing the critical service quality attributes and evaluating the

factors leading to customer satisfaction as well as assess the challenges customers face in obtaining quality service from KP. The researchers used a descriptive research and a stratified random sample of 125 people, they collected data by using a structured questionnaire. The study findings indicated that most customers were satisfied with the attributes of tangibility and assurance. The customers were not satisfied with the service aspects of reliability and responsiveness of the organization as well as with notification of impending outages. The researchers recommended that the organization ought to check solving its customer claims and find a technique for following customer satisfaction. The organization has to set up an efficient technique to follow on its products and services.

2.2.3.4 Salkić, (2014), "Impact of Strategic Planning on Management of Public Organizations in Bosnia and Herzegovina"

The research aimed to define the impact of strategic planning on the management of public organizations by knowing and determining the way and how strategic planning leads to manage public organizations with more responsibility in Bosnia and Herzegovina. An empirical study was undertaken in public organizations in Bosnia and Herzegovina, Questionnaires were sent by e-mail to the respondents - senior managers of public organizations were selected for the sample. A specific application was used to gather answers. The findings of the research point out that using of strategic planning in public institutions allow more logical, effective and successful management of organizational resources and implementation of strategic planning in public organizations in Bosnia and Herzegovina assists directors to direct public organizations in a more accountable way.

2.2.3.5 Poku, (2012) "The Effect of Strategic Planning on the Performance and Operations of the Agricultural Development Bank"

The aim of this thesis was evaluating the impact of strategic planning on the performance of banks in Ghana with reference to the performance of the Agricultural Development Bank (ADB). The researcher applied secondary and primary data in this study. He got secondary data from textbooks, bulletins, financial records and internal archive of ADB. Primary data was collected by questionnaires. The outcomes of the questionnaires showed a fairly high level of agreement for the features of the various dimensions of an effectively managed bank. However, this thesis exhibit that structures set in place for bottom-up data flow were not known to all workers. Likewise, the thesis showed that workers were either unaware of program evaluation or there was a clear neglect for evaluating the program at ADB. The researcher recommends that all factors of the different dimensions should be placed in the right perspective in order to help the general workforce to understand the major objectives and strategic plans in place to achieve the objectives of ADB. Also, the researcher recommended the bank to develop quarterly meetings at the district level to give staff the opportunity to hear issues related to strategic planning execution at ADB.

2.2.3.6 Edward, (2011) "Strategic Planning in Local Government: Is the Promise of Performance a Reality?"

This thesis focused on two main questions: do departments that have more experience with strategic planning have more comprehensive processes? And does investment in a comprehensive strategic planning process results in improved performance? This exploratory research uses a distinct data set which joins the

performance evaluation of chosen local government departments from the International City/County Manager's Association. An original scanning of the heads of those departments to define their strategic planning practices. An evaluative approach was used to analyze the significance of the potential impact, including correlation, differences between groups, and effect size. The findings indicated that administrations with more strategic planning experience have higher mean comprehensiveness than administrations with less experience, most of the findings supported the hypothesis that more comprehensiveness leads to better administration performance and strategic planning more inclusive impacts different dimensions of performance differently. This research also points to the potential value of strategic planning policies. The research is helpful to practitioners considering such a policy as it outlines the best practices and demonstrates that the policy can be effective, at least in terms of performance outcomes.

2.2.3.7 Musibau, et al., (2011), "The Relationship Between Strategic Planning and the Effectiveness of Marketing Operations"

The purpose of this study is to explore the association between Strategic Planning and Marketing Operations and how they reflect on the execution of companies which owned or managed by government especially in Power Holding Company of Nigeria (PHCN) as a case scenario. Questionnaires were used in this study, the researchers distributed questionnaires to the employees of PHCN and the details were analyzed using mean score analysis and correlation. The results of the study gave out that strategic planning takes a significant part in the effectiveness of marketing processes in public companies. Moreover, the top management of any organization owned by the government or the private sector in order to possess a

competitive advantage must be involved in strategic planning to control future changes and troubles in competitive business environment. The researchers recommended scholars to incorporate adequate corporations like public and privately-owned industries to promote popularization of results.

2.2.3.8 Markovic' and Raspor, (2010), "Measuring Perceived Service Quality Using servqual: A Case Study of the Croatian Hotel Industry"

The intent of the research is to study customers' conceptions of quality of service in the Croatian hotel industry. The objective is to assess the perceived service quality of hotel features and to define the factor structure of service quality perception. An adjusted SERVQUAL scale was applied to estimate service quality perceptions from the point of view of native and international tourists. Data were gathered in 15 hotels in the Opatija Riviera (Croatia), using a self-managed questionnaire. Descriptive statistical analysis, exploratory factor analysis, and reliability analysis were performed. The study outcomes point the rather high suppositions of hotel visitors regarding the quality of service. 'Reliability,' 'empathy and competence of personnel,' 'accessibility' and 'tangibles' are the main factors that explained customers' expectations of hotel service quality. The findings of the quantitative assessment of recognized service quality may supply some insights on how customers value the service quality of a certain hotel. Therefore, the results can be used as a guide for hotel directors to develop the critical quality characteristics and promote service quality and job performance.

2.2.3.9 Ramseook et al., (2010), "Service Quality in the Public Service"

This paper aimed to get a better perception of the extent to which service quality is submitted by the Mauritian public service by relying on the understanding of

Front Line Employees (FLE) and customers, it examines the extent to which customers' expectations match the perceptions of the front-line employees. A survey was used to collect customers' expectations of a prime public service and match these with their understanding of the service submitted by a specific public service section in Mauritius. SERVQUAL was used to measure service quality among FLE and customers. The paper also documents on a parallel SERVQUAL survey of FLE to examine how well they recognize their customers' expectations and how well its interior operations help the submission of superior quality public services. The findings showed that there was a remarkable shortfall in meeting customer anticipations, while the (FLE) seems to have an adequate conception of what these expectations are. The researcher recommended that (FLE) ought to concentrate on the dimensions that took the lowest ranks and features with high shortage results.

2.2.3.10 Ilias, A. et al., (2008), "Service Quality and Student Satisfaction: A Case Study at Private Higher Education Institutions"

This research aimed to study the association between quality of service and student satisfaction in two private higher institutions in Malaysia. In addition, it examined the critical factors in service quality dimensions (tangibility, responsiveness, reliability, assurance, and empathy) which contribute significantly to student satisfaction. To collect information, the researchers used a questionnaire that was answered by 200 undergraduate students from two private higher education colleges in Malaysia (Kuala Lumpur Infrastructure University College (KLiUC) and Kolej University Technology Dan Pengurusan Malaysia (KUTPM). The data were analyzed by using 'Statistical Package for Social Science' (SPSS). The research findings showed that students in these higher education institutions were really to some extent satisfied

with inclusive service quality. The findings showed a significant positive relationship between service quality and student satisfaction. The two dimensions' empathy and assurance are the most critical items in interpreting the satisfaction of students. The lowest satisfaction to the services was related to the tangibility of services and the highest level was to the assurance. The researchers recommended to include more private higher institutions that offer courses for the diploma and certificate courses in the future research. Moreover, the researchers suggested making a comparative research to check if there are any differences in service quality and student satisfaction between public and private higher institutions.

Summary of the Literature Review

Through the researcher's review of previous studies related to the subject of research, it was found that there are many studies that dealt with strategic planning in its various processes as strategic planning has become one of the main pillars for achieving effectiveness in the performance the organizations. There are also many studies that dealt with the quality of service and its different dimensions and their impact on the performance of the institutions. On the other hand, several studies linking adoption of strategic planning as a long-term approach and its impact on the quality of performance.

After studying a set of previous Arabic and foreign studies related to the subject of this study, the researcher concluded that management with more strategic planning experience have a higher mean of comprehensiveness than management with less experience; there is a significant impact of organizational commitment on enhancing

the quality; there is a relation between the role of strategic planning and the quality of institutional performance. These studies used the analytical, descriptive approach, some used the documentary approach and some used survey studies. SERVQUAL scale was used in the studies that measured the quality of service like Al-Shikh (2014), Qasim (2011 / 2012), Ramseook et al., (2010), Markovic' and Raspor, (2010), Ilias, A. et al, (2008). These previous studies served the researcher in enhancing the theoretical framework and building the study tool. This study differed from the previous studies, which it examined the impact of strategic planning on its four components: vision; mission; goals; and strategic choices in the Palestinian municipalities, Jenin Municipality as a case study on the five quality dimensions: tangibles; reliability; responsiveness; assurance; empathy.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter contains and discusses the research methodology that used to conduct the research results. It clarifies the data collection method and sample selection. Moreover, it describes the manner of research questionnaire design and verifies the validity and reliability of research questionnaire. This chapter also identifies the study measurement tools and statistical approaches that used in the study. The researcher used the analytical descriptive method, where she returned to the previous literature on the subject to clarify the theoretical background of the study. The data were then analyzed and processed statistically to extract and compare the results.

3.2 Data collection:

Data collection is the process of collecting the required data for the selected group in the research (Statistics Canada, 2010, p. 37). The sources of data collection in this study were the primary data and secondary data.

3.2.1 Primary Data:

The main source of data to be used in this study is the questionnaire. The questionnaire design defined as an outline for data collection, measurement, and analysis as its function is providing a collection of relevant evidence. This method is common in collecting information, it is being adopted by specific individuals, research workers, private and public institutions and even by governments (Kothari,2004, p. 96).

A questionnaire is a data collection tool consisting of a group of questions for the aim of collecting data from respondents. The questionnaire was developed by Sir Francis Galton (Abawi, 2013). The current study aims to examine the impact of strategic planning in Jenin municipality on the quality of service provided to citizens. Based on the literature and previous studies, a questionnaire was designed to collect data about the subject by the researcher, to answer research questions and to test its hypothesis.

3.2.2 Secondary Data

Which is the data that collected by other researchers that originally collected for other schooling purposes, as: journals, books, bulletins, textbooks, scientific articles, newspapers, periodicals. etc.

3.3 Study Instruments

The researcher adopted SERVQUAL model in this study and made some adaptation on it to match the main objectives of the study which is to know the impact of adopting strategic planning in Palestinian Municipalities on the quality of service provided to citizens. SERVQUAL is an advanced model for evaluating service quality which was developed by Parasuraman et al. in (1988). In SERVQUAL model, there are five dimensions and (22) items presented in seven-point Likert scale were used to measure especially functional service quality in banking. These dimensions are Tangibles, Reliability, Responsiveness, Assurance, and Empathy (Shahin, 2011).

3.3.1 Questionnaire Design

Questionnaires function a major role in the information collection process. They have a great impact on data quality. They also affect the image that the statistical organization projects to the public. The questions developed must comply with the

study statement of objectives and provide details that are useful for data analysis. All information requirements should be met (Statistics Canada, 2010, p. 55).

The researcher developed a questionnaire by reviewing the references and previous studies related to the study (Al-Shikh, 2014; Qasim. 2012; Ramseook et al., 2010; Markovic' and Raspor, 2010; Ilias, A. et al, 2008). The researcher adopted SERVQUAL model in this study and made some adaptation on it to match the main objectives of the study. The questionnaire consisted of two parts:

Part 1: General information about the sample study in terms of:

gender: male and female.

Academic qualification (secondary, diploma, bachelor's, master's or higher).

Age group: (less than (25 years, 25-35, 36-45, greater than 45).

Job status: (director, head of division/section, employee).

Years of experience (less than (3 years, 3-6 years, 7-10 years, more than 10 years) .

Part 2: Includes instructions on how to answer the paragraphs of the questionnaire, in addition to the presentation of paragraphs of the questionnaire, which was distributed on two main dimensions as follows:

First Dimension: Strategic Planning (independent variable), which consists of four fields: Vision: A description of the future aspirations of the municipality. Mission: The current orientation of the municipality is determined in its current activities and the needs of the citizens that the municipality works to meet. Objectives: the desired final outcomes of the planned activities. Strategic Choices: decisions are chosen from a set of alternatives and are considered the best way to achieve the objectives of the municipality (Strategic management questionnaire, www.amces.com).

Second Dimension: Quality (dependent variable), which consists of five fields: Tangibles: physical facilities, equipment, the appearance of staff. Reliability: Ability to perform the promised service reliably and accurately. Responsiveness: The readiness of the municipality to help citizens and provide prompt service upon request. Empathy: access, communication and understanding of the citizen, care and individual attention provided by the municipality to the citizen. Assurance: efficiency, credibility, security, knowledge, and courtesy of employees and their ability to inspire self-confidence (Shahin & Samea, 2010, p. 2). See Appendix (1).

3.4 Study Model

The overall objective of this study is to find out the impact of strategic planning factors on the quality of service provided to citizens by Jenin municipality. Municipalities must measure its customers' satisfaction level to improve their relationship with citizens and deliver services beyond customer expectations with good quality. The conceptual framework of this study is developed from literature review mentioned in above. Relying on this framework Quality Dimensions are the key component for citizens' satisfaction. Therefore, the researcher in this study set the conceptual framework to guide this study as follows in **figure (4)**.

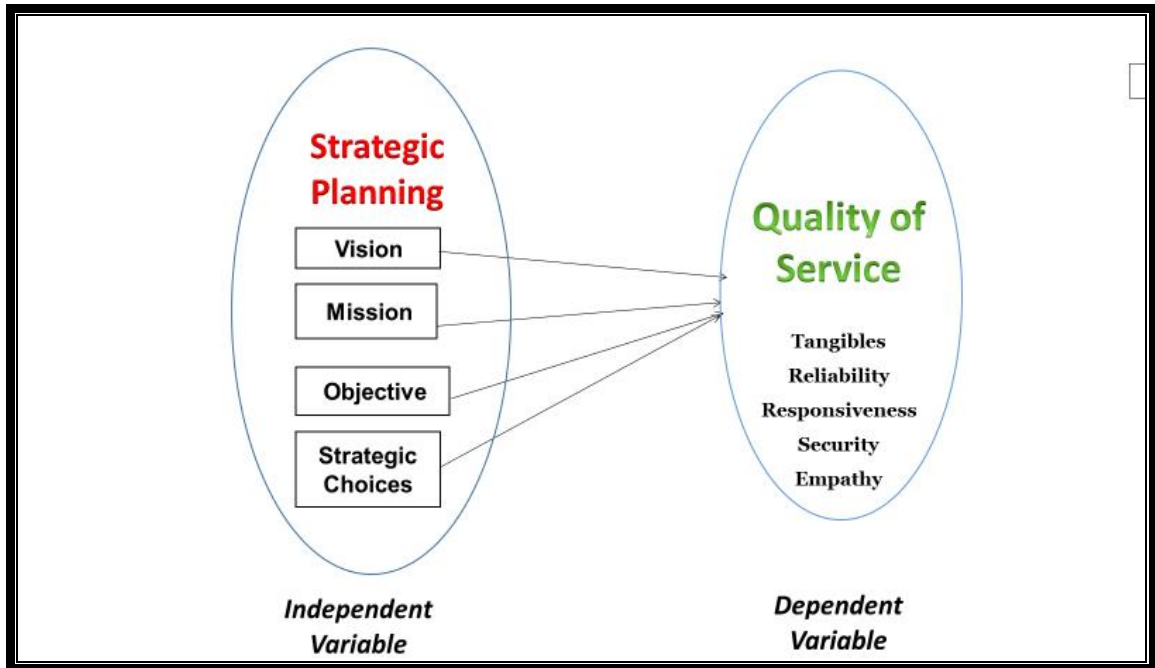


Figure 4: Study conceptual model.

3.5 Questionnaire Validity

The questionnaire passed through several steps before distributing the final version to the target respondents, the questionnaire has been reviewed and verified by specialized arbitrators and academics who have experience. It sent to seven evaluators and the researcher supervisor to evaluate each item/question and its consistency to reach the main objectives of the study. See Appendix (2). The questionnaire was examined in a pilot study on a sample of (30) respondents from two municipalities (Ya'bad and Arrabah) in Jenin Governorate.

3.6 Questionnaire Reliability

The researcher verified the reliability statistics for the fields scale to calculate the coefficient of stability through the equation (Cronbach's Alpha), where the value of the stability factor on the overall fields according to the equation Cronbach's Alpha (0.968), whereas the acceptable Alpha value that meets the statistical requirement for the instrument to be characterized as reliable should be equal or above is (0.70)

according to Tavakol, M.& Dennick, R. (2011). Therefore, the measurement model is proved to be adequate, as shown in Table (1):

Table (1): Cronbach's Alpha coefficient of consistency for the Tool

Field	No. of Items	Cronbach's Alpha
Vision	4	0.854
Mission	4	0.857
Objectives	4	0.906
Strategic Choices	3	0.871
Strategic Planning	15	0.958
Tangibles	9	0.839
Reliability	5	0.829
Responsiveness	5	0.885
Empathy	6	0.799
Assurance	5	0.877
Quality of Services	30	0.947

3.7 Study Procedures

The researcher carried out the following procedures:

- Access to literature and previous studies related to the study.
- Preparation of study tools include building a tool to determine the reality of academic difficulties and future directions.
- Arbitration of the study tools by the competent arbitrators and the introduction of their amendments.
- Obtaining a letter to facilitate the research mission from the Faculty of Graduate Studies at the Arab American University and obtain official permission from the Municipality of Jenin to apply the study to the staff of

the Municipality of Jenin and meet those who are asked to serve the research objectives (see Appendix 3).

- Apply the study tool (the questionnaire) to the study sample.
- Monitoring and analyzing results in special tables.
- Presenting, discussing and making recommendations in light of the results.

3.8 Statistical Approach

In order to answer the research questions, the researcher used the Statistical Package Program (SPSS) and the following statistical analyses:

- Calculation of Cronbach's Alpha coefficient to measure the reliability of the study that depends on internal consistency among research questions.
- Extracting the arithmetical means and standard deviations.
- One-way ANOVA, Independent Samples T-Test and (LSD) test for testing the various between the respondents' answers.
- Linear regression analysis. Pearson correlation test. It is a measure of the correlation between two variables X and Y.

3.9 Measurement

The impact of adopting Jenin municipal strategic planning on the quality of services provided to citizens in Jenin city is measured using a five-point Likert scale- Level of Agreement (Vagias, 2006) which consists of five items ranging from **1** (strongly disagree) to **5** (strongly agree).

To determine the level of response to the tool items and dimensions by the sample of the study, the following distribution of the paragraphs was adopted in the

process of correcting the paragraphs of the study tool and to extract the results according to the following table:

Table (2): Likert scale (Level of Agreement)

Degree	Scale
5	Strongly agree
4	Agree
3	Neither agree or disagree(Neutral)
2	Disagree
1	Strongly disagree

Source: (Vagias, Wade M., 2006).

To judge on the level of items on the Likert scale the researcher considered that if the mean of the item (1-2.33) so the level is low, (2.34-3.66) moderate but for high-level item its mean will be (3.67-5.00) by adding (1.333) to lowest value in the scale, according to the formula: $((\text{max}-\text{min}))/\text{mean} = (5-1)/3 = 1.333$. The Likert scale convert to the following table:

Table (3) Level of items on Likert scale classification

Range	Degree
1-2.33	Low
2.34-3.66	Moderate
3.67-5	High

Source: (Sekaran,2003)

3.10 Population and Sample

The study population consists of (140) office staff of Jenin Municipality, (28) of them are women representing (20%) of the staff. The number of employees is classified as follows: (9) department directors, (29) heads of division/section and (102) classified as employees. The questionnaire was distributed to all members of the study sample as shown in Table (4).

The minimum sample of the study consisted of (103) employees, (120) questionnaires were distributed, (114) questionnaires were retrieved and (6) cases were (missing cases). A minimum sample was chosen according to Steven K. Thompson formula, (Thompson, S. K. 2006).

$$n = \frac{N \times p(1-p)}{[(N-1) \times (d^2 \div z^2)] + p(1-p)}$$

where

N: population size

z: the z value corresponding at the significance level (0.95) = (1.96)

d: Error ratio = (0.05)

P: The proportion belonging to the specified category= (0.50)

$$n = \frac{140 \times 0.5(1-0.5)}{[(140-1) \times (0.05^2 \div 1.96^2)] + 0.5(1-0.5)} = 102.802967$$

and the sample size is (114) is suitable for the required number, according to the following:

Table (4): The Minimum sample size

Population size	sample size (required)	No. of distributed quests.	No. of retrieved quests.	No. of valid quests.
140	103	120	114	114

CHAPTER FOUR

DATA ANALYSES

4.1 Introduction

In order to achieve the main objective of this study "the impact of strategic planning in the Palestinian municipalities on the quality of service provided to citizens "Jenin Municipality: Case Study ", the data was collected by a questionnaire from the field (Jenin municipality) and analyzed statistically. This chapter presents the data analyses and the findings of the study. In addition to the participants' profile, the answers to the study questions and testing the hypotheses.

4.2 Sample Characteristics (Respondent profile)

4.2.1 Gender

As shown in the table (5), out of a total of 114 respondents: the males represent 85.1% of the sample while female represents only 14.9%.

Table (5): Demographic distribution of respondents

	Variable	Frequency	Percentage
Gender	Male	97	85.1%
	Female	17	14.9%
	Total	114	100%
Academic qualification	Secondary	43	37.7%
	Diploma	20	17.5%
	bachelor's	48	42.1%
	master's or higher	3	2.6%
	Total	114	100%
Age group	less than 25 years	3	2.6%
	25-35	31	27.2%
	36-45	38	33.3%
	greater than 45	42	36.8%
	Total	114	100%
Job Status	Employee	79	69.3%
	Head of Division/Section	26	22.8%
	Director	9	7.9%
	Total	114	100%
Years of Experience	less than 3 years	6	5.3%

Variable		Frequency	Percentage
	3-6 years	8	7.0%
	7-10 years	12	10.5%
	more than 10 years	88	77.2%
	Total	114	100%

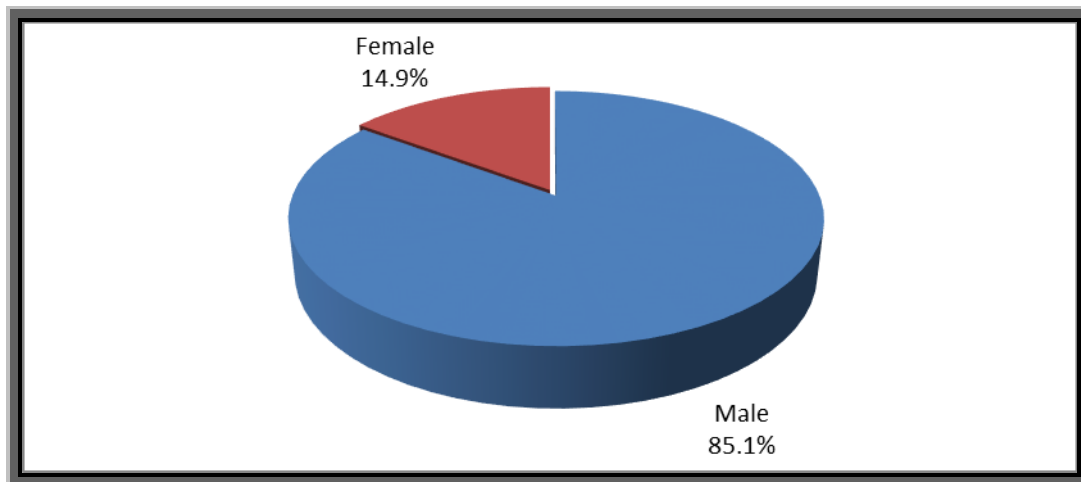


Figure 5: Distribution of Employees by Gender

From gender distribution of respondents, the researcher notices that there is a large gap in the number of female workers compared with males. The researcher believes that this is because it was not common for Palestinian women to work in local institutions such as municipalities before the formation of the Palestinian National Authority, and according to the Human Resources department of Jenin Municipality, the number of women in office staff is (28), or (20%).

4.2.2 Age Group

(36.8%) of the respondents' ages more than (35) years, (33.3%) of the ages are between (36) to less than (45) years, and (27.2%) of ages are between (25) to less than (35) years and more, while only (2.6%) were less than (25) years, this indicates that the respondents from different ages but the most dominant age of respondents is from the older worker.

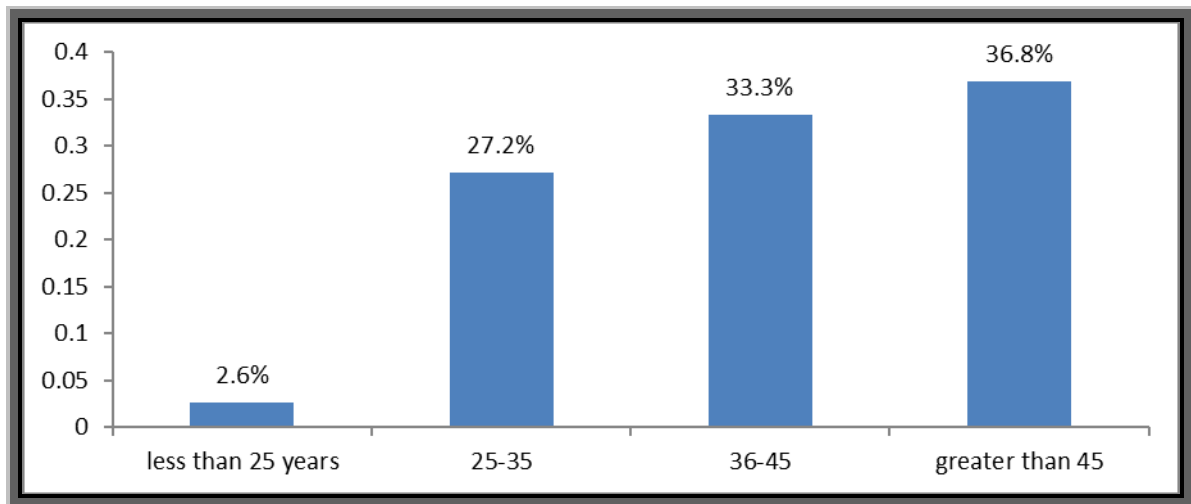


Figure 6: Distribution of Employees by Age Group

It is noticeable in the distribution of employees by age that the vast majority of the employee's age is more than forty-five years and this is due to the retirement age- 60 years old- and new appointments in the municipality is very few.

4.2.3 Type of Job

According to table (5), it shows that job status "Employee" represents (69.3%), " Head of Division or section" (22.8%), whereas (7.9%) were "Directors".

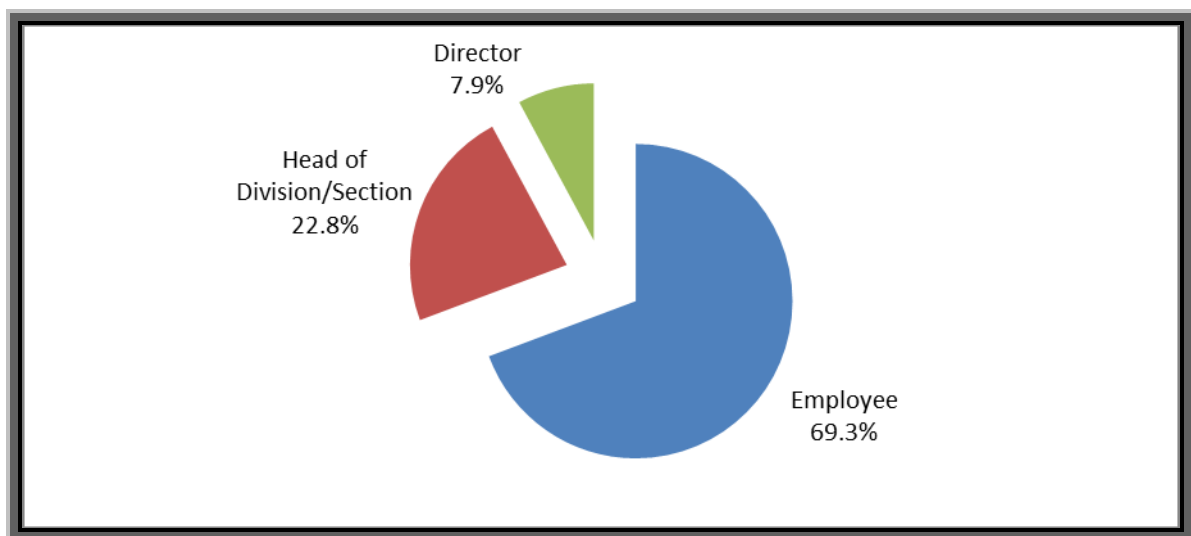


Figure 7: Distribution of Employees by Type of the Job

In the distribution of workers by type of work, it is a rational distribution that the percentage of directors and heads of sections is much lower than the proportion of employees.

4.2.4 Academic qualification

The result indicates that nearly (17.5%) of the sample size hold Diploma degree, (42.1%) hold BA degree, 2.6% hold Master degree or above. However, about (37.7%) of the respondents were hold secondary qualification. These statistics clearly show that most workers in Jenin Municipality are bachelors qualifications.

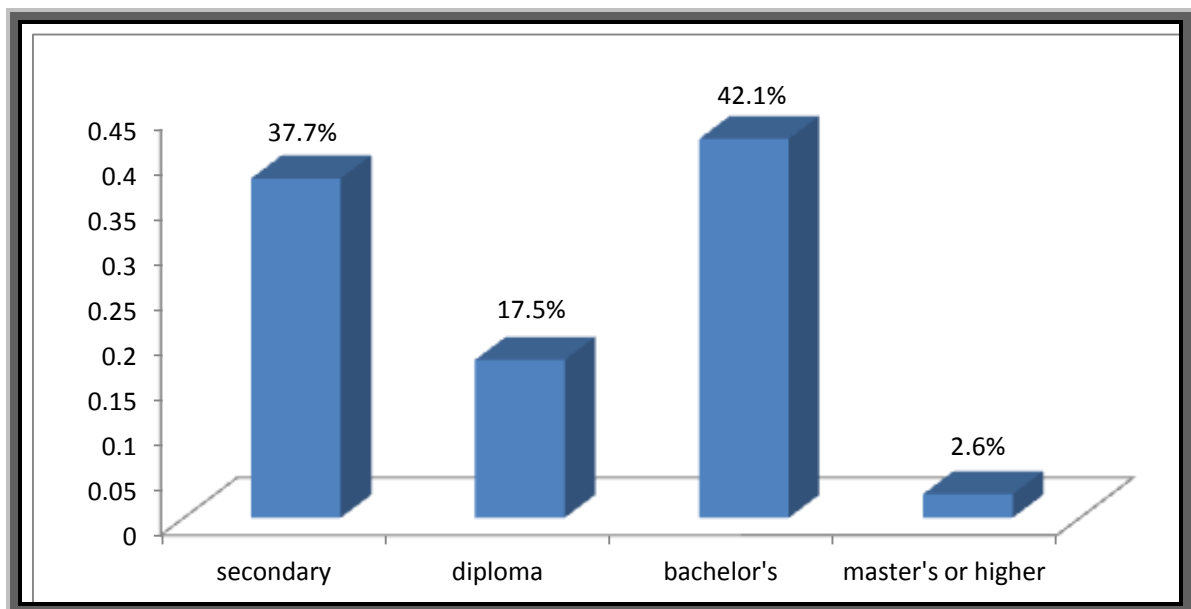


Figure 8: Distribution of Employees by Academic Qualification

Most of the employees in the municipality have bachelor's degrees because the sample is taken from the administrative staff.

4.2.5 Years of Experience

Nearly (5.3%) of the sample size have years of experience less than (3) years, (7.0%) have (3-6) years of experience, (10.5%) have (7-10) years of experience, and (77.2%) have more than (10) years of experience. These statistics indicate that the

majority of individuals working in Jenin Municipality have more than (10) years of experience.

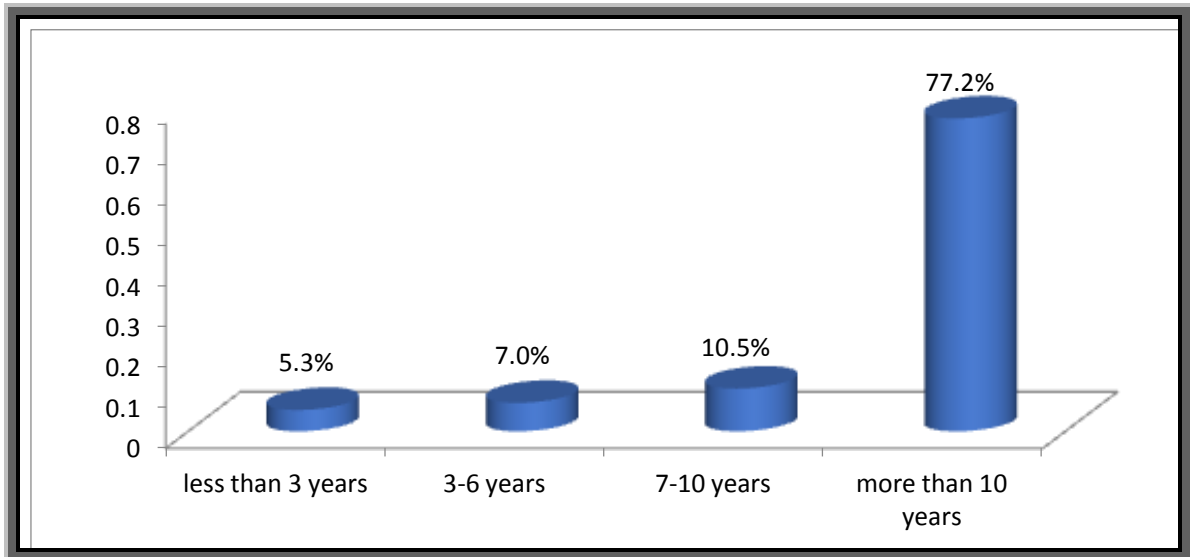


Figure 9: Distribution of Employees by Years of experience

It is noted that the majority of the employees had high experience (more than 10 years), which is due to the ages of the employees and the age of retirement, in addition of that, it reflects how much the institution is old, Jenin Municipality is considered one of the oldest municipalities in Palestine.

4.3 Study Questions

This section will answer the study questions, from the perspective of the employees of Jenin municipality to identify the current status of strategic planning in Jenin municipality and the quality of service provided to citizens.

4.3.1 “What is the degree of the available strategic planning in Jenin municipality?”

Table (6): Statistical Means, standard deviations and percentage of strategic planning factors according to respondents' responses.

No.	Field	Mean	Standard Deviations	%	Degree
1	Vision	2.63	0.97	52.7	Moderate
2	Mission	2.59	0.97	51.8	Moderate
3	Objectives	2.67	1.03	53.4	Moderate
4	Strategic Choices	2.60	1.05	52.0	Moderate
	Strategic Planning	2.62	0.93	52.5	Moderate

Table (6) shows that the mean of the Strategic Planning is (2.62) with a standard deviation of (0.93), with about (42.9%). This indicates that the strategic planning is moderate from the point of view of respondents. This applies to all the four factors with a simple difference.

This means that the employees have little information about the reality of strategy in their workplace, as shown in the tables: from (7-10).

Table (7): Statistical Means, standard deviations and percentage of Vision

No.	Item	Mean	Standard Deviations	%	Degree
1	The municipality has a clear and understandable vision for citizens	2.80	1.17	56.0	Moderate
2	The vision is updated periodically.	2.65	1.08	53.0	Moderate
3	Vision takes into account the capabilities and competencies available in the municipality and expected obstacles.	2.35	1.16	47.0	Moderate
4	The vision defines the future of the municipality.	2.74	1.24	54.7	Moderate
	Vision	2.63	0.97	52.7	Moderate

Table (7) shows the value of each item in the field "vision", it indicates that the item: "The municipality has a clear and understandable vision for citizens" has the highest score among the items, with mean value of (2.80) out of five, (56.0%) agree with Standard Deviations is (1.17). By contrast, the item "Vision takes into account the capabilities and competencies available in the municipality and expected obstacles."

has the lowest score among the items with a mean value of (2.35) out of five. In general, the " Vision " field classified as a " Moderate" degree within all its items.

The findings pointed that the Vision of the municipality should take into account the capabilities and competencies available in the municipality and expected obstacles.

Table (8): Statistical Means, standard deviations and percentage of Mission

No.	Item	Mean	Standard Deviations	%	Degree
5	The municipal mission is flexible and adapts to new developments.	2.59	1.10	51.8	Moderate
6	The mission is updated periodically.	2.65	1.13	53.0	Moderate
7	The municipality's current mission is consistent with its activities.	2.66	1.13	53.2	Moderate
8	I participate in developing the municipal mission.	2.46	1.27	49.3	Moderate
	Mission	2.59	0.97	51.8	Moderate

Table (8) shows the value of each item in the field " Mission", it indicates that the item:"The municipality's current mission is consistent with its activities" has the highest score among the items, with mean value of (2.66) out of five, (53.2%) agree with Standard Deviations is (1.13). By contrast, the item " I participate in developing the municipal mission." has the lowest score among the items with mean value of (2.46) out of five. In general, the " Mission" field classified as a " Moderate" degree within all its items. The results pointed that most of employees didn't participate in developing the municipal mission.

Table (9): Statistical Means, standard deviations and percentage of Objectives

No.	Item	Mean	Standard Deviations	%	Degree
9	The municipality has long-term goals.	2.81	1.18	56.1	Moderate
10	The municipality sets quantitative and descriptive measures and methods that help in measuring objectives.	2.60	1.17	51.9	Moderate
11	The objectives are developed with the participation of all parties responsible for their implementation.	2.60	1.21	51.9	Moderate
12	Objectives have the ability to adapt according to the changes in the work environment of the municipality.	2.68	1.11	53.5	Moderate
	Objectives	2.67	1.03	53.4	Moderate

Table (9) shows that the mean of the total score for Objectives' field is (2.67) with a standard deviation of (1.03) and has (53.4%). This indicates that the Objectives' field is Moderate from the point of view of respondents, and this applies to all the four items. It indicates that the item: "The municipality has long-term goals." has the highest score among the items, with a mean value of (2.81) out of five, (56.1%) agree with Standard Deviations is (1.18). By contrast, the item "The objectives are developed with the participation of all parties responsible for their implementation." has the lowest score among the items with mean value of (2.60) out of five. In general, the "Objectives" field classified as a "Moderate" degree within all its items.

The results show that not all responsible parties participate in developing objectives.

Table (10): Statistical Means, standard deviations and percentage of Strategic Choices

No.	Item	Mean	Standard Deviations	%	Degree
13	The municipality develops strategic choices to treat the issues it faces.	2.53	1.13	50.5	Moderate
14	The Municipality concern to select strategic solutions to treat the issues it faces.	2.58	1.23	51.6	Moderate
15	The municipality works on implementing its plans.	2.69	1.17	53.9	Moderate
	Strategic Choices	2.60	1.05	52.0	Moderate

Table (10) shows that the value of each item in the field " Strategic Choices' ", it indicates that the item:"The municipality works on implementing its plans." has the highest score among the items, with mean value of (2.69) out of five, (53.9%) agree with Standard Deviations is (1.17), while the item "The municipality develops strategic choices to treat the issues it faces." has the lowest score among the items with mean value of (2.53) out of five. In general, the " Strategic Choices'" field classified as a " Moderate" degree within all its items.

It is clear that the employees have little information about the reality of strategy in their workplace, as shown in the tables: from (7 –10).

4.3.2 “What is the level of the quality of service provided to citizens in Jenin municipality?”

Based on the statistical means, standard deviations and percentage of quality dimensions, as shown in table (11), it displays that the overall of these dimensions was high.

Table (11): Statistical Means, standard deviations and percentage of the "quality of service " Dimension according to respondents' responses.

No.	Field	Mean	Standard Deviations	%	Degree
1	Tangibles	3.29	0.73	65.8	Moderate
2	Reliability	2.92	0.90	58.4	Moderate
3	Responsiveness	2.93	0.94	58.6	Moderate
4	Empathy	3.25	0.79	65.0	Moderate
5	Assurance	2.68	0.96	53.6	Moderate
	Quality of Service	3.06	0.71	61.2	Moderate

As shown in table (11) also, the value of each field in the quality of service dimensions, indicates that the field: "Tangibles" has the highest score, with mean value of (3.29) out of five, (65.8%) agree with standard deviations is (0.73), while the field "Security" has the lowest score among the items with mean value of (2.68) out of five. In general, the "Quality of Service Dimension" classified as a "Moderate" degree. This explains that the level of satisfaction of the quality of the services provided by the municipality which is measurable by employees was moderate, and the result was positive.

Table (12): Statistical Means, standard deviations and percentage of Tangibles

No.	Item	Mean	Standard Deviations	%	Degree
1	The municipality has a strategic location.	3.67	1.08	73.3	High
2	The municipality has attractive facilities.	2.98	1.24	59.6	Moderate
3	The interior design of the municipal building is suitable for the service offered to customers.	3.34	1.13	66.8	Moderate
4	The overall appearance of staff is appropriate	2.94	1.15	58.8	Moderate
5	Furniture and municipal decor are suitable.	2.88	1.10	57.5	Moderate
6	The municipality has a modern information network	3.25	1.04	64.9	Moderate
7	Citizens benefit from the modern information communication network.	2.81	1.17	56.1	Moderate

No.	Item	Mean	Standard Deviations	%	Degree
8	Easy access to the citizens' service center.	3.78	1.05	75.6	High
9	The organization and internal arrangement of the citizens' service center provide comfort to the public.	3.98	1.02	79.6	High
	Tangibles	3.29	0.73	65.8	Moderate

Table (12) shows the value of each item in the field "Tangibles", it indicates that " The organization and internal arrangement of the citizens' service center provide comfort to the public" has the highest score among the items, with a mean value of (3.98) out of five, (79.6%) agree. By contrast, " Citizens benefit from the modern information communication network." has the lowest score among the items with a mean value of (2.88) out of five.

In general, the Tangibles field classified as a " Moderate " degree within the quality of services with the mean value of (3.29) out of five, (65.8%) agree.

It was found that the organization and the internal arrangement of the Citizen Service Center were appreciated by all employees. In contrast, citizens do not benefit from the modern communications network.

Table (13): Statistical Means, standard deviations and percentage of Reliability

No.	Item	Mean	Standard Deviations	%	Degree
10	The Municipality develops its services continuously.	2.95	1.19	58.9	Moderate
11	The municipality provides its services at the time it promises to do so.	2.44	1.21	48.8	Moderate
12	The employee shows attention to a citizen complaint.	3.09	1.15	61.8	Moderate
13	The Municipality announces all data and information relating to the new services.	3.20	1.15	64.0	Moderate
14	The municipality can be trusted to	2.92	1.12	58.4	Moderate

No.	Item	Mean	Standard Deviations	%	Degree
	provide service.				
	Reliability	2.92	0.90	58.4	Moderate

Table (13) shows the value of each item in the field " Reliability", it indicates that " The Municipality announces all data and information relating to the new services" has the highest score among the items, with a mean value of (3.20) out of five, (64.0%) agree. By contrast, " The municipality provides its services at the time it promises to do so" has the lowest score among the items with a mean value of (2.44) out of five. In general, the Reliability field classified as a " Moderate " degree within the quality of service.

This means that all the data and information relating to the new service are announced by the municipality, but the municipality didn't provide its services at the time it promised to do.

Table (14): Statistical Means, standard deviations and percentage of Responsiveness

No.	Item	Mean	Standard Deviations	%	Degree
15	Employees respond to citizens immediately.	3.03	1.03	60.5	Moderate
16	There is a complaint box in the municipality.	3.11	1.12	62.1	Moderate
17	The municipality responds to public comments.	2.88	1.11	57.5	Moderate
18	There are easy and quick communication lines for citizens.	2.91	1.22	58.2	Moderate
19	The municipality deals with citizens' complaints as transparently and quickly as possible.	2.72	1.17	54.4	Moderate
	Responsiveness	2.93	0.94	58.6	Moderate

Table (14) shows the value of each item in the field " Responsiveness", it indicates that " There is a complaint box in the municipality" has the highest score among the items, with a mean value of 3.11 out of five, 62.1% agree. While the item " The municipality deals with citizens' complaints as transparently and quickly as possible" has the lowest score among the items with a mean value of 2.72 out of five. In general, the Responsiveness field classified as a " Moderate " degree within the quality of services.

It is clear that the municipality is interested in the issue of complaints, and the employees follow up and respond to citizens immediately. While a little effort is being made for dealing with citizens' complaints as transparently and quickly as possible.

Table (15): Statistical Means, standard deviations and percentage of Empathy

No.	Item	Mean	Standard Deviations	%	Degree
20	Municipal staff have a good reputation.	3.29	1.05	65.8	Moderate
21	The Municipality provides a free communication line to the citizen.	3.26	1.26	65.3	Moderate
22	Citizen service is one of the most important priorities of the municipality.	3.02	1.19	60.4	Moderate
23	The municipality's work time is suitable for citizens.	3.80	0.92	76.0	Moderate
24	The Municipality is concerned with visitors with physical disabilities.	3.34	1.10	66.8	Moderate
25	The municipality follows the citizens' observations with interest.	2.79	1.14	55.8	Moderate
	Empathy	3.25	0.79	65.0	Moderate

Table (15) shows the value of each item in the field " Empathy ", it indicates that " The municipality's work time is suitable for citizens" has the highest score among the items, with mean value of (3.80) out of five. While the item " The municipality follows the citizens' observations with interest" has the lowest score among the items

with mean value of (2.79) out of five. In general, the Empathy field classified as a "Moderate " degree within the quality of service.

It is observed that the work time of the municipality is suitable for citizens, and it is concerned with visitors with physical disabilities. But it was noted that the municipality does not follow the citizens' comments with seriousness and interest.

Table (16): Statistical Means, standard deviations and percentage of Assurance

No.	Item	Mean	Standard Deviations	%	Degree
26	The Municipality deals with the data and information of the citizen in top secret.	2.71	1.11	54.2	Moderate
27	The citizen obtains some services by phone.	2.99	1.22	59.8	Moderate
28	The municipality conducts a periodic assessment of employees to identify their strengths and weaknesses.	2.22	1.10	44.4	Moderate
29	The municipal employee is subject to administrative liability in the case of a complaint against him.	2.96	1.22	59.1	Moderate
30	Citizens feel safe and trust when dealing with the municipality.	2.54	1.22	50.7	Moderate
	Assurance	2.68	0.96	53.6	Moderate

Table (16) shows the value of each item in the field "Assurance", we noticed that the rate and all its items were also a Moderate degree, it indicates that " The citizen obtains some services by phone" has the highest score among the items, with a mean value of (2.99) out of five. By contrast, "The municipality conducts a periodic assessment of employees to identify their strengths and weaknesses" has the lowest score among the items with a mean value of (2.22) out of five.

The results indicate that the municipality should conduct a periodic evaluation of employees to identify the employee's strengths and weaknesses.

4.4 Testing Hypotheses

4.4.1 The First Hypothesis:

H0.1: There is no significant relationship between the strategic planning factors (vision, mission, objectives, strategic choices) and the quality of service dimensions (tangibility, reliability, responsiveness, security, assurance) in Jenin municipality at the level $\alpha \leq 0.05$.

The person correlation coefficient test technique was used to test the above hypothesis.

Table (17) shows that the value of Person Correlation between the quality of service and the strategic planning is (0.760) and significant at (0.000) level between the total value of the quality and the total value of the strategic planning, also between each factor of them. Pearson correlation matrix among the quality of service and the strategic planning factors presented that there is a strong significant positive relationship between the total value of the quality and each of vision, mission, objectives, and strategic choices, where ($r = 0.695$, $p < 0.01$), ($r = 0.706$, $p < 0.01$), ($r = 0.703$, $p < 0.01$), and ($r = 0.706$, $p < 0.01$) respectively.

Table (17): Correlation Coefficients among Quality of Service Dimensions and Strategic Planning Factors

Factors	1	2	3	4	5	6	7	8	9	10	11
Vision	1										
Mission	.811**	1									
Objectives	.835**	.813**	1								
Strategic Choices	.787**	.763**	.800**	1							
Tangibles	.453**	.427**	.452**	.522**	1						
Reliability	.738**	.719**	.720**	.682**	.533**	1					
Responsiveness	.631**	.663**	.593**	.620**	.457**	.799**	1				
Empathy	.582**	.632**	.602**	.546**	.484**	.744**	.787**	1			
Assurance	.588**	.609**	.658**	.641**	.559**	.753**	.779**	.690**	1		
Quality	.695**	.706**	.703**	.706**	.755**	.885**	.879**	.856**	.880**	1	
Strategic	.933**	.920**	.939**	.897**	.498**	.776**	.679**	.642**	.675**	.760**	1

** : confidence level at 0.01.

This indicates that the results support the alternative hypothesis to reject H₀ and accept the alternative hypothesis that says " there is a significant relationship between the strategic planning factors (vision, mission, objectives, strategic choices) and the quality of service dimensions (tangibility, reliability, responsiveness, security, assurance) in Jenin municipality at the level $\alpha \leq 0.05$ ".

It is observed that the correlation coefficient between each indicator in the dimension of strategic planning and each indicator in the dimension of quality of services provided is significant at the (0.01) level. Moreover, it is observed that the correlation coefficients have positive signs. This means that the factors of strategic planning and the dimensions of quality of service provided are positively related.

Moreover, this hypothesis gives the answer of the third question which was:

"Is there a relationship between the strategic planning factors (vision, mission, objectives, strategic choices) and the quality of service dimensions (tangibility, reliability, responsiveness, security, assurance) in Jenin municipality?"

4.4.2 The Second Hypothesis

H0: There is no significant impact of strategic planning factors (vision, mission, objectives, strategic choices) on the quality of service dimensions (tangibility, reliability, responsiveness, security, assurance) in Jenin municipality at the level $\alpha \leq 0.05$.

The multiple linear regression techniques are used to test the above hypothesis since we are interested in investigating the impact of the adopting Jenin municipality the strategic planning factors (vision, mission, objectives and strategic choices) on the dependent variable (quality of service provided to citizens in Jenin city).

Table (18): R-square and ANOVA^b for Quality of services model

Model	Sum of Squares	Df	Mean Square	F	Sig.	R	R Square	Adjusted R Square
Regression	33.363	4	8.341	38.040	.000	.763 ^a	.583	.567
Residual	23.900	109	.219					
Total	57.262	113						

a. Dependent Variable: Quality of Services

b. Predictors: (Constant), Vision, Mission, Objectives, Strategic Choices

The results from table (18), using the ANOVA test, shows that the overall regression model is significant at the (0.000) level with F-value of (38.04). This means that the strategic planning factors in this model explain the variation in the quality of services provided to citizens in Jenin city. The value of R-square of (0.583) indicates that the model explains nearly (58.3%) of the quality of service, also multiple correlation coefficients “ $r = (0.763)$ ” shows positive and strong linear relationship between dependent variable “quality of service” and the predictors.

Table (19): Regression Model Using the " Quality " as a Dependent Variable

Constant and variables/factors	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.528	.133		11.486	.000
Vision	.101	.094	.138	1.079	.283
Mission	.185	.087	.252	2.119	.036
Objectives	.112	.090	.162	1.233	.220
Strategic Choices	.187	.077	.276	2.441	.016

It was found that the mission significantly predicted the quality of service, as the strategic choices did with ($\beta = 0.252$, $\text{Sig.} = 0.036$) and ($\beta = 0.276$, $\text{Sig.} = 0.016$) respectively.

The model equation for the quality of service is:

Quality of service = 1.528 + 0.185 mission + 0.187 strategic choices.

The interpretations of the significant independent variables:

- 1) There is a direct impact of the mission on the quality of service and increasing mission by (10) units may increase the quality of service by (2.52) units.
- 2) There is a direct impact of the strategic choices on the service quality and increasing strategic choices by (10) units may increase the quality of service by (2.76) units.
- 3) There is no significant impact of (vision, objectives), that means there is no impact for these predictor variables (vision, objectives) on the quality of service.

This indicates that the results support the alternative hypothesis so we reject H_0 and accept the alternative hypothesis that says "there is a significant impact of strategic planning on the quality of service".

Moreover, this hypothesis gives the answer of the fourth question which was:
"What is the impact of strategic planning factors (vision, mission, objectives, strategic choices) on the quality of service dimensions (tangibility, reliability, responsiveness, security, assurance) in Jenin municipality?"

4.4.3 The Third Hypothesis

H0.3: There are no significant differences between the employees' answers to the strategic planning factors due to (gender, academic qualification, age group, job title and years of experience).

1. There are no significant differences between the employees' answers to the strategic planning factors due to gender.

Table (20): The results of independent t-test for strategic planning factors due to gender

Factor	Gender	N	Mean	Std. deviation	T-value	Sig.
Vision	Male	97	2.5747	.98237	-1.561	.121
	Female	17	2.9706	.84725		
Mission	Male	97	2.5644	.97647	-.668	.505
	Female	17	2.7353	.94980		
Objectives	Male	97	2.6211	1.05334	-1.181	.240
	Female	17	2.9412	.88180		
Strategic Choices	Male	97	2.5808	1.07935	-.453	.652
	Female	17	2.7059	.86508		
Strategic Planning	Male	97	2.5856	.94869	-1.075	.285
	Female	17	2.8471	.77020		

Table (20) represents the results of the (H0.3-1) hypothesis which was tested by the independent t-test, since the p-value of the T statistic is more than 0.05 for all

factors. The test proves that there is no significant difference in the mean of the employees' answers due to gender.

2. There are no significant differences between the employees' answers on the strategic planning factors due to academic qualification.

Table (21): The results of One-way ANOVA test for strategic planning factors due to the academic qualification

Factor	Academic qualification	Sum of Squares	Df	Mean Square	F	Sig.
Vision	Between Groups	2.295	3	.765	.808	.492
	Within Groups	104.102	110	.946		
	Total	106.397	113			
Mission	Between Groups	.381	3	.127	.132	.941
	Within Groups	106.009	110	.964		
	Total	106.391	113			
Objectives	Between Groups	.339	3	.113	.103	.958
	Within Groups	120.098	110	1.092		
	Total	120.437	113			
Strategic Choices	Between Groups	1.421	3	.474	.425	.735
	Within Groups	122.619	110	1.115		
	Total	124.040	113			
Strategic Planning	Between Groups	.835	3	.278	.319	.812
	Within Groups	96.047	110	.873		
	Total	96.882	113			

The One-way ANOVA was conducted to explore the existence of differences between the employees' answers to the strategic planning factors due to academic qualification at (95%) level confidence. Since the p-value of the F statistic is more than (0.05) for all factors. The test proves that there is no significant difference in the mean of the employees' answers on the strategic planning factors due to academic qualification.

3. There are no significant differences between the employees' answers on the strategic planning dimension due to the age group.

Table (22): The results of One-way ANOVA test for strategic planning factors due to the age group

Factor	Age group	Sum of Squares	Df	Mean Square	F	Sig.
Vision	Between Groups	1.065	3	.355	.371	.774
	Within Groups	105.333	110	.958		
	Total	106.397	113			
Mission	Between Groups	3.100	3	1.033	1.101	.352
	Within Groups	103.290	110	.939		
	Total	106.391	113			
Objectives	Between Groups	1.857	3	.619	.574	.633
	Within Groups	118.580	110	1.078		
	Total	120.437	113			
Strategic Choices	Between Groups	1.128	3	.376	.337	.799
	Within Groups	122.912	110	1.117		
	Total	124.040	113			
Strategic Planning	Between Groups	1.577	3	.526	.607	.612
	Within Groups	95.305	110	.866		
	Total	96.882	113			

The One-way ANOVA was conducted to explore the existence of differences between the employees' answers to the strategic planning factors due to age group at (95%) level confidence. Since the p-value of the F statistic is more than (0.05) for all factors. The test proves that there is no significant difference in the mean of the employees' answers due to age group.

4. There are no significant differences between the employees' answers on the strategic planning dimension due to job title.

Table (23): The results of One-way ANOVA test for strategic planning due to the job title

Factor	Job Title	Sum of Squares	Df	Mean Square	F	Sig.
Vision	Between Groups	3.555	2	1.778	1.919	.152
	Within Groups	102.842	111	.927		
	Total	106.397	113			
Mission	Between Groups	4.165	2	2.083	2.261	.109
	Within Groups	102.226	111	.921		
	Total	106.391	113			
Objectives	Between Groups	6.140	2	3.070	2.981	.055
	Within Groups	114.297	111	1.030		
	Total	120.437	113			
Strategic Choices	Between Groups	2.696	2	1.348	1.233	.295
	Within Groups	121.344	111	1.093		
	Total	124.040	113			
Strategic Planning	Between Groups	4.060	2	2.030	2.428	.093
	Within Groups	92.822	111	.836		
	Total	96.882	113			

The One-way ANOVA test was conducted to explore the existence of differences between the employees' answers to the strategic planning factors due to job title at (95%) level confidence. Since the p-value of the F statistic is more than (0.05) for all factors.

The test proves that there are no significant differences in the mean of the employees' answers on the strategic planning factors due to the job title.

5. There are no significant differences between the employees' answers to the strategic planning factors due to the years of experience.

Table (24): The results of One-way ANOVA for strategic planning factors due to the Years of Experience

Factor	Year of Experience	Sum of Squares	Df	Mean Square	F	Sig.
Vision	Between Groups	4.667	3	1.556	1.682	.175
	Within Groups	101.731	110	.925		
	Total	106.397	113			
Mission	Between Groups	4.260	3	1.420	1.529	.211
	Within Groups	102.131	110	.928		
	Total	106.391	113			
Objectives	Between Groups	5.937	3	1.979	1.901	.134
	Within Groups	114.500	110	1.041		
	Total	120.437	113			
Strategic Choices	Between Groups	6.912	3	2.304	2.164	.096
	Within Groups	117.128	110	1.065		
	Total	124.040	113			
Strategic Planning	Between Groups	5.102	3	1.701	2.038	.113
	Within Groups	91.780	110	.834		
	Total	96.882	113			

The One-way ANOVA test was conducted to explore the existence of differences between the employees' answers to the strategic planning factors due to the years of experience at (95%) level confidence. Since the p-value of the F statistic is more than (0.05) for all factors. The test proves that there is no significant difference in the mean of the employees' answers on the strategic planning factors due to the years of experience. So, the result is we accept H0.3: which says "There are no significant differences between the employees' answers to the strategic planning factors due to (gender, academic qualification, age group, job title and years of experience).

Moreover, this hypothesis gives the answer of the fifth question which was:

"Are there differences in the level of strategic planning according to the demographic variables of the respondents (gender, age group, type of job, academic qualification, years of experience)?"

4.4.2.4 The Fourth Hypothesis

H0.4: There are no significant differences between the employees' answers to the quality of service dimensions due to (gender, academic qualification, age group, job title and years of experience).

1. There are no significant differences between the employees' answers to the quality of service factors due to gender.

Table (25): The results of independent t-test for quality of service dimensions due to gender

Factor	Gender	N	Mean	Std. deviation	T-value	Sig.
Tangibles	Male	97	3.3024	.75559	.380	.705
	Female	17	3.2288	.61170		
Reliability	Male	97	2.8639	.91903	-1.583-	.116
	Female	17	3.2353	.71146		
Responsiveness	Male	97	2.8598	.96918	-1.877-	.063
	Female	17	3.3176	.62474		
Empathy	Male	97	3.1993	.80996	-1.654-	.101
	Female	17	3.5392	.58193		
Assurance	Male	97	2.6082	.93538	-1.993-	.049
	Female	17	3.1059	1.03227		
Quality of service	Male	97	3.0192	.73015	-1.433-	.155
	Female	17	3.2863	.56187		

Table (25) presents the output of independent samples t-test for the above hypothesis to explore the significant difference at (95%) level confidence in the mean of employees' answers on the quality of service dimensions due to gender. Looking at the table (25), the significant values for assurance dimension were ($t=-1.993$, sig. =0.049), since the p-value is less than 0.05, this indicates that the results support the alternative hypothesis for assurance dimension, thus, there is a significant difference in assurance dimension due to the gender. On the other side, the null hypothesis was accepted for tangibles, reliability, responsiveness, and empathy.

2. There are no significant differences between the employees' answers to the quality of service factors due to academic qualification.

Table (26): The results of One-way ANOVA test for quality of service dimensions due to the Academic qualification

Factor	Academic qualification	Sum of Squares	df	Mean Square	F	Sig.
Tangibles	Between Groups	.080	3	.027	.048	.986
	Within Groups	60.793	110	.553		
	Total	60.874	113			
Reliability	Between Groups	1.164	3	.388	.474	.701
	Within Groups	90.014	110	.818		
	Total	91.178	113			
Responsiveness	Between Groups	2.090	3	.697	.787	.504
	Within Groups	97.360	110	.885		
	Total	99.450	113			
Empathy	Between Groups	1.462	3	.487	.782	.507
	Within Groups	68.607	110	.624		
	Total	70.069	113			
Assurance	Between Groups	.992	3	.331	.351	.788
	Within Groups	103.633	110	.942		
	Total	104.625	113			
Quality of service	Between Groups	.602	3	.201	.390	.761
	Within Groups	56.660	110	.515		
	Total	57.262	113			

The One-way ANOVA test was conducted to explore the existence of differences between the employees' answers to the quality of service dimensions due to the academic qualification at (95%) level confidence as seen in table (26). Since the p-value of the F statistic is more than (0.05) for all dimensions. The test proves that there are no significant differences between the mean of the employees' answers on the quality of service dimensions due to the academic qualification.

3. There are no significant differences between the employees' answers to the quality of service factors due to the age group.

Table (27): The results of The One-way ANOVA test for quality of service dimensions due to the age group

Factor	Age group	Sum of Squares	df	Mean Square	F	Sig.
Tangibles	Between Groups	1.444	3	.481	.891	.448
	Within Groups	59.429	110	.540		
	Total	60.874	113			
Reliability	Between Groups	1.616	3	.539	.662	.577
	Within Groups	89.562	110	.814		
	Total	91.178	113			
Responsiveness	Between Groups	3.028	3	1.009	1.152	.332
	Within Groups	96.422	110	.877		
	Total	99.450	113			
Empathy	Between Groups	1.340	3	.447	.715	.545
	Within Groups	68.729	110	.625		
	Total	70.069	113			
Assurance	Between Groups	3.359	3	1.120	1.216	.307
	Within Groups	101.266	110	.921		
	Total	104.625	113			
Quality of service	Between Groups	1.113	3	.371	.727	.538
	Within Groups	56.149	110	.510		
	Total	57.262	113			

The One-way ANOVA test was conducted to explore the existence of differences between the employees' answers to the quality of service factors due to the age group at (95%) level confidence. As given in table (27), the p-value of the F statistic is more than (0.05) for all dimensions. The test proves that there are no significant differences between the mean of the employees' answers due to the age group.

4. There are no significant differences between the employees' answers to the quality of service dimensions due to job title.

Table (28): The results of One-way ANOVA test for quality of service dimensions due to the job title

Factor	job title	Sum of Squares	df	Mean Square	F	Sig.
Tangibles	Between Groups	1.879	2	.939	1.768	.176
	Within Groups	58.995	111	.531		
	Total	60.874	113			
Reliability	Between Groups	4.707	2	2.353	3.021	.053
	Within Groups	86.471	111	.779		
	Total	91.178	113			
Responsiveness	Between Groups	4.807	2	2.404	2.819	.064
	Within Groups	94.643	111	.853		
	Total	99.450	113			
Empathy	Between Groups	5.463	2	2.731	4.693	.011
	Within Groups	64.607	111	.582		
	Total	70.069	113			
Assurance	Between Groups	5.897	2	2.948	3.315	.040
	Within Groups	98.728	111	.889		
	Total	104.625	113			
Quality of service	Between Groups	3.981	2	1.990	4.146	.018
	Within Groups	53.282	111	.480		
	Total	57.262	113			

Table (28) presents that One-way ANOVA test which was conducted on the above hypothesis to explore the significant difference at (95%) level confidence of the variance between the employees' answers on the quality of services due to the job title.

Looking at the table (28), the significant F values for empathy, assurance dimensions and for the quality of service were ($F=4.693$, $\text{sig.}=0.011$), ($F=3.315$, $\text{sig.}=0.04$), and ($F=4.146$, $\text{sig.}=0.018$) respectively, since the p-value of the experimental F statistic is less than (0.05), this indicates that the results support the alternative hypothesis for "empathy and assurance" dimensions and also for the quality of service. Thus, there are significant differences in each "empathy and assurance" dimensions and for the quality of service due to the job title, but there are no significant differences in the employees' answers to tangibles, reliability, and responsiveness factors due to the job title.

Table (29): The results of LSD- test for quality of service dimensions according to job status

Dependent Variable	(I) Job Status	(J) Job Status	Mean Difference (I-J)	Std. Error	Sig.
Empathy	Employee	Head of Division/Section	-.33057-	.17249	.058
		Director	-.71519 [*]	.26840	.009
	Head of Division/Section	Employee	.33057	.17249	.058
		Director	-.38462-	.29506	.195
	Director	Employee	.71519 [*]	.26840	.009
		Head of Division/Section	.38462	.29506	.195
Assurance	Employee	Head of Division/Section	-.40944-	.21323	.057
		Director	-.66329 [*]	.33179	.048
	Head of Division/Section	Employee	.40944	.21323	.057
		Director	-.25385-	.36474	.488
	Director	Employee	.66329 [*]	.33179	.048
		Head of Division/Section	.25385	.36474	.488
Quality	Employee	Head of Division/Section	-.34494 [*]	.15665	.030
		Director	-.53197 [*]	.24374	.031
	Head of Division/Section	Employee	.34494 [*]	.15665	.030
		Director	-.18704-	.26795	.487
	Director	Employee	.53197 [*]	.24374	.031
		Head of Division/Section	.18704	.26795	.487

Given table (29), to investigate which type of employee's have more effective in quality of service dimensions, the researcher used LSD test. And from those results the researcher can say:

- 1) The employees whom job status is "Director" are more effective in "Empathy" than whom job status is "Employee" due to the p-values are (0.009) which is less than (0.05) and the mean differences (-.71519).
- 2) The employees whom job status is "Director" are more effective in "Assurance" than whom job status is "Employee" due to the p-values are (0.048) which less than (0.05) and the mean differences (-.66329).
- 3) The employees whom job status is "Director" are more effective in the quality of service dimensions from those whom job status is "Head of Division/Section", and then employees whom job status is "Employee" due to the p-values are (0.031), and (0.030) respectively, which less than (0.05) and the mean differences (-.53197) and (-.34494) respectively.
- 4) There are no significant differences between the employees' answers to the quality of service dimensions due to the years of experience.

Table (30): The results of One-way ANOVA test for the quality of service dimensions due to the years of experience

Factor	Year of Experience	Sum of Squares	df	Mean Square	F	Sig.
Tangibles	Between Groups	2.620	3	.873	1.649	.182
	Within Groups	58.254	110	.530		
	Total	60.874	113			
Reliability	Between Groups	7.333	3	2.444	3.207	.026
	Within Groups	83.845	110	.762		
	Total	91.178	113			

Responsiveness	Between Groups	4.993	3	1.664	1.938	.128
	Within Groups	94.457	110	.859		
	Total	99.450	113			
Empathy	Between Groups	2.709	3	.903	1.474	.225
	Within Groups	67.361	110	.612		
	Total	70.069	113			
Assurance	Between Groups	2.236	3	.745	.801	.496
	Within Groups	102.389	110	.931		
	Total	104.625	113			
Quality of service	Between Groups	2.756	3	.919	1.854	.142
	Within Groups	54.506	110	.496		
	Total	57.262	113			

Table (30) presents that One-way ANOVA test was conducted on the above hypothesis to explore the significant difference at (95%) level confidence of the variance between the answers of the employees on the quality of service due to the years of experience of them. Looking at the table (23), the significant F values for reliability dimension was ($F=3.207$, $\text{sig.}=0.026$), since the p-value of the experimental F statistic is less than (0.05), this indicates that the results support the alternative hypothesis for reliability dimension, thus, there are significant differences between the employees' answers to reliability due to the years of experience, and there are no significant differences in the other dimensions due to the years of experience.

Table (31): The results of LSD- test for Reliability dimension according to Year of Experience

Dependent Variable	(I) Year of Experience	(J) Year of Experience	Mean Difference (I-J)	Std. Error	Sig.
Reliability	less than 3 years	3-6 years	-.78333-	.47150	.099
		7-10 years	-.95000-*	.43653	.032
		more than 10 years	-.25606-	.36837	.488
	3-6 years	less than 3 years	.78333	.47150	.099
		7-10 years	-.16667-	.39849	.677
		more than 10 years	.52727	.32240	.105

Dependent Variable	(I) Year of Experience	(J) Year of Experience	Mean Difference (I-J)	Std. Error	Sig.
	7-10 years	less than 3 years	.95000*	.43653	.032
		3-6 years	.16667	.39849	.677
		more than 10 years	.69394*	.26866	.011
	more than 10 years	less than 3 years	.25606	.36837	.488
		3-6 years	-.52727-	.32240	.105
		7-10 years	-.69394-*	.26866	.011

Given table (31), to investigate which type of employee's have more effective in quality of services dimensions, the researcher used LSD test. And from those results the researcher can say:

- 1) The employees whom experience period is "7-10 years" are more effective in "Reliability" than whom experience is "less than (3) years" due to the p-values are 0.011 which less than 0.05 and the mean differences (-.95000).
- 2) The employees whom experience period is "7-10 years" are more effective in "Reliability" than whom experience is "more than 10 years" due to the p-values are (0.032) which less than 0.05) and the mean differences (-.69394).

Moreover, this hypothesis gives the answer to the fifth question which was:

"Are there differences in the level of the quality of service provided to citizens according to the demographic variables of the respondents (gender, age group, type of job, academic qualification, years of experience)?"

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This study dealt with the relationship and the impact analysis between the strategic planning and the quality of service provided to citizens in Jenin municipality as a case study. The study focused on the research question which was: "what is the impact of strategic planning in the Jenin municipality on the quality of the service provided to the citizens". This chapter inserts a summary of the study results and some needed recommendations to Jenin municipality and other Palestinian municipalities to link strategic planning process with the quality of service to provide good services to citizens and satisfy their needs.

5.2 The Main Results:

- There was a positive significant relationship between the strategic planning factors (vision, mission, objectives, strategic choices) and the quality of service dimensions (tangibility, reliability, responsiveness, security, assurance) in Jenin municipality.
- There was a direct impact of the strategic planning factors " the mission and the strategic choices" on the quality of service dimensions (tangibility, reliability, responsiveness, security, assurance) in Jenin municipality.
- The results clarify that the level of satisfaction of the quality of the service provided by Jenin municipality which is measured by employees was moderate.

- There is a large gap in gender, the males represented 85.1% of the sample while female represented only 14.9%.
- There is a significant difference between the employee's answers on the quality of service dimensions due to their job title.

5.2.1 Strategic Planning Results:

The level of strategic planning is moderate in Jenin municipality, this means that the employees have little information about the reality of strategy in their workplace and most of them did not participate in formulating the municipality strategic plan. According to the analysis of strategic planning factors, the researcher concludes:

1. Objectives have the highest degree in strategic planning dimension, while Mission had the lowest degree, this means that the municipality care about formulating its objectives but the municipality's mission is not clear to staff and does not match strongly with its activities;
2. The " Vision " field classified as a " Moderate" degree within all its items, the item:" The municipality has a clear and understandable vision for citizens " has the highest score among the items, while, the item " Vision takes into account the capabilities and competencies available in the municipality and expected obstacles" has the lowest score among the items, this pointed that the Vision of the municipality should take into account the capabilities and competencies available in the municipality and expected obstacles.
3. " Mission" field is classified as a " Moderate" within all its items. The item:" The municipality's current mission is consistent with its activities" has the highest score among the items. Whereas, the item " I participate in

developing the municipal mission." has the lowest score among the items.

The results pointed that most of the employees didn't participate in developing the municipal mission.

4. " Objectives" field is classified as " Moderate" within all its items. The item: "The municipality has long-term goals" has the highest score among the items. While the item " The objectives are developed with the participation of all parties responsible for their implementation" has the lowest score among the items, that indicates that not all responsible parties participate in developing municipality objectives.
5. " Strategic Choices" field is classified as a " Moderate" degree within all its items. The item: "The municipality works on implementing its plans" has the highest score among the items, while the item "The municipality develops strategic choices to treat the issues it faces" has the lowest score among the items. This means that the municipality does not strive to develop strategic options that deal with the conditions it faces.

5.2.2 Quality of Service Results

Quality of service dimensions are classified as a "Moderate" degree. This explains that the level of satisfaction of the quality of the service provided by the municipality which was measured by employees was moderate, and the result was positive. The field " Tangibles" has the highest score, this means, the organization and the internal arrangement of the Citizen Service Center were appreciated by all employees. "Assurance " has the lowest score among the items, "the municipality conducts a periodic assessment of employees to identify their strengths and

weaknesses" has the lowest score among the items. According to the analysis of service quality dimensions, the researcher concludes:

1. Tangibles field is classified as a "Moderate" level of the quality of services. The item " The organization and internal arrangement of the citizens' service center provide comfort to the public" has the highest score among the items, while, " Citizens benefit from the modern information communication network." has the lowest score. It is clear that the organization and the internal arrangement of the Citizen Service Center were appreciated by all employees, but, citizens do not benefit from the modern communications network.
2. Reliability field is classified as a " Moderate " degree within the quality of services. The value of the field, "The Municipality announces all data and information relating to the new services" has the highest score among the items. By contrast, " The municipality provides its services at the time it promises to do so" has the lowest score among the items, this means that all the data and information relating to the new services are announced by the municipality, but the municipality didn't provide its services at the time it promised to do.
3. The Responsiveness field is classified as a " Moderate " degree within the quality of services. The value of the item "There is a complaint box in the municipality" has the highest score among the items. While the item " The municipality deals with citizens' complaints as transparently and quickly as possible" has the lowest score among the items. It is clear that the municipality is interested in the issue of complaints, and the employees follow up and

respond to citizens immediately. While a little effort is being made for dealing with citizens' complaints as transparently and quickly as possible.

4. The Empathy field is classified as a "Moderate" degree of the quality of services. the value of the item " The municipality's work time is suitable for citizens" has the highest score among the items. While the item " The municipality follows the citizens' observations with interest" has the lowest score. It is observed that the work time of the municipality is suitable for citizens, and it is concerned with visitors with physical disabilities. But it was noted that the municipality does not follow the citizens' comments with seriousness and interest.
5. The value of each item in the field "Assurance", was moderate, " The citizen obtains some services by phone" has the highest score among the items. While "The municipality conducts a periodic assessment of employees to identify their strengths and weaknesses" has the lowest score among the items. This means that the municipality should conduct a periodic evaluation of employees to identify the employee's strengths and weaknesses.

5.2.3 Differences between the employees' answers to the strategic planning factors and the quality of service dimensions

- There were no significant differences between the employees' answers to the strategic planning factors due to (gender, academic qualification, age group, job title and years of experience).
- There were significant differences between the employees' answers to the quality of service in "assurance" dimension due to gender.

- There were significant differences between the employees' answers in the quality of service dimensions particularly in "empathy" and "assurance" due to the job title.
- The employees whom job status is "Director" were more effective in "empathy" than those whom job status is "Employee".
- The employees whom job status is "Director" were more effective in "assurance" than those whom job status is "Employee".
- There were no significant differences between the mean of the employees' answers on the quality of service dimensions due to the age group.
- The employees whom job status is "Director" were more effective in the quality of service dimensions than whom job status is "Head of Division/Section", and then the "Employee".
- There were significant differences between the employees' answers to the quality of service dimensions in "Reliability" due to the years of experience.
- The employees whom experience period was "7-10 years" were more effective in "reliability" than those whom experience was "less than 3" years or more than 10 years ".

5.3 Recommendations

According to the conclusions above the researcher suggest a set of recommendations which are:

- 1- Involve women and youth in the work at all levels of administration in Jenin municipality;

- 2- It is preferable that Jenin municipality increase staff participation in the strategic planning and updating of the municipality's strategic plan;
- 3- It is preferable for the municipality to formulate an obvious mission which corresponds with its activities strongly;
- 4- It is preferable for Jenin municipality vision take into account the capabilities and efficiencies available in the municipality and the expected obstacles;
- 5- It is useful for Jenin municipality to strive to develop strategic options which are valid to the conditions it faces;
- 6- It is valuable for the municipality to provide its services at the time it promises to do so;
- 7- It is valuable if the municipality give more attention in dealing with citizens' complaints as transparently and quickly as possible;
- 8- Jenin municipality ought to spread awareness among the citizens about the modern communications network so that citizens can benefit from it.
- 9- The municipality has to follow the citizens' comments with seriousness and interest.
- 10- Jenin municipality should conduct a periodic evaluation of employees to identify the employee's strengths and weaknesses;
- 11- Promote quality culture and encourage employees to participate in continuous improvement processes and opportunities for creativity and innovation;
- 12- Furthermore, other similar studies are recommended and the quality of service to be assessed from the perspective of the citizens who receive the service because they are the most capable of evaluating it.

Finally, the researcher hopes that the results of this study will benefit Jenin municipality and other Palestinian Municipalities to provide more attention to linking strategic planning with service quality and to consider the recommendations above.

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APPENDICES

Appendix (1): Questionnaire (In English)



Arab American University – Jenin
Faculty of Graduate Studies
Strategic Planning and Fundraising

Dear employee of Jenin Municipality.

Greetings,

The researcher is conducting a field study on the impact of strategic planning in the Palestinian municipalities on the quality of the services provided to the citizens: Jenin Municipality Case study, in order to identify the impact of strategic planning in Jenin Municipality on the quality of services provided to citizens in Jenin, This questionnaire is an important part of the research as it aims to know the opinions of the employees of the Municipality of Jenin in the daily services provided by Jenin Municipality to the citizens, to achieve the mission of getting the Master degree in Strategic Planning and Fundraising Program, The Arab American University, Palestine. Search results are related to your answers to this questionnaire, please read the questions carefully and choose the appropriate answer. The information and data used in this form will be used for scientific research purposes only.

The researcher:

Asma´ O. D. Kharroub

Section 1: Personal Information

Gender: ☐ Male ☐ Female

Academic qualification: ☐ secondary ☐ diploma ☐ BA ☐ M.A

Age: ☐ ≤25 years ☐ 25- 23 ☐ 36-45 ☐ 36- 45 ☐ ≥45years

Career status: ☐ employee ☐ Head of Department ☐ Director of Department

Years of Experience: ☐ ≤ 3 ☐ 3-6 ☐ 7-10 ☐ ≥ 10 Years

Section 2: Strategic Planning

Please put a reference (X) in front of the appropriate choice to apply the concept of strategic planning in Jenin municipality						
Vision						
No.	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1-	The municipality has a clear and understandable vision for citizens					
2-	The vision is updated periodically.					
3-	Vision takes into account the capabilities and competencies available in the municipality and expected obstacles.					
4-	The vision defines the future of the municipality.					
Mission						
5-	The municipal mission is flexible and adapts to new					

	developments.					
6-	The mission is updated periodically.					
7-	The municipality's current mission is consistent with its activities.					
8-	I participate in developing the municipal mission.					
Objectives						
9-	The municipality has long-term goals.					
10-	The municipality sets quantitative and descriptive measures and methods that help in measuring objectives.					
11-	The objectives are developed with the participation of all parties responsible for their implementation.					
12-	Objectives have the ability to adapt according to the changes in the work environment of the municipality.					
Strategic Choices						
13-	The municipality develops strategic choices to treat the issues it faces.					
14-	The Municipality concern to select strategic solutions to treat the issues it faces.					
15-	The municipality works on implementing its plans.					

Section 3: Quality

Please put a reference (X) in front of the appropriate choice						
No.	Item	Strongly Agree	Agree	Neutral	Oppose	Strongly Oppose
Tangibles						
1-	The municipality has a strategic location.					
2-	The municipality has attractive facilities.					
3-	The interior design of the municipal building is suitable for the service offered to customers.					
4-	The overall appearance of staff is appropriate					
5-	Furniture and municipal decor are suitable.					
6-	The municipality has a modern information network					
6-	Easy access to the public services center of Jenin Municipality.					
7-	Citizens benefit from the modern information communication network.					
8-	Easy access to the citizens' service center.					
9-	The organization and internal arrangement of the citizens' service center provide comfort to the public.					
Reliability						
10-	The Municipality develops its services continuously.					
11-	The municipality					

	provides its services at the time it promises to do so.					
12-	The employee shows attention to a citizen complaint.					
13-	The Municipality announces all data and information relating to the new services.					
14-	The municipality can be trusted to provide service.					
Responsiveness						
15-	Employees respond to citizens immediately.					
16-	There is a complaint box in the municipality.					
17-	The municipality responds to public comments.					
18-	There are easy and quick communication lines for citizens.					
19-	The municipality deals with citizens' complaints as transparently and quickly as possible.					
Empathy						
20-	Municipal staff have a good reputation.					
21-	The Municipality provides a free communication line to the citizen.					
22-	Citizen service is one of the most important priorities of the municipality.					
23-	The municipality's work time is suitable for citizens.					
24-	The Municipality is concerned with					

	visitors with physical disabilities.					
25-	The municipality follows the citizens' observations with interest.					
Assurance						
26-	The Municipality deals with the data and information of the citizen in top secret.					
27-	The citizen obtains some services by phone.					
28-	The municipality conducts a periodic assessment of employees to identify their strengths and weaknesses.					
29-	The municipal employee is subject to administrative liability in the case of a complaint against him.					
30-	Citizens feel safe and trust when dealing with the municipality.					

Appendix (1): Questionnaire (in Arabic)



الجامعة العربية الأمريكية - جنين

كلية الدراسات العليا

التخطيط الاستراتيجي وتجديد الأموال

أخي الموظف/ أختي الموظفة في بلدية جنين المحترم/ة

تحية طيبة وبعد،،،

تقوم الباحثة بدراسة ميدانية حول موضوع "أثر التخطيط الاستراتيجي في البلديات الفلسطينية على جودة الخدمات المقدمة للمواطنين من وجهة نظر العاملين في بلدية جنين"، بهدف التعرف على أثر التخطيط الاستراتيجي في بلدية جنين على جودة الخدمات المقدمة للمواطنين في مدينة جنين، وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في التخطيط الاستراتيجي وتجديد الأموال، في كلية الدراسات العليا في الجامعة العربية الأمريكية - جنين، يمثل هذا الاستبيان جزءاً مهماً من البحث كونه يهدف إلى معرفة آراء الموظفين والموظفات في بلدية جنين بالخدمات التي تزودها بلدية جنين للمواطنين بشكل يومي، ولأن نتائج البحث مرتبطة بإجاباتك/ك على هذا الاستبيان، يرجى منك/ك قراءة السؤال بتمعن واختيار الإجابة المناسبة، علماً أن المعلومات والبيانات المستخدمة من هذه الاستمارة سوف تستخدم لأغراض البحث العلمي فقط .

راجيةً من حضرتكم التكرم بالإجابة على فقرات الاستمارة بموضوعيه .

وتقبلوا فائق الاحترام والتقدير .،،

الطالبة:

أسماء خروب

القسم الأول: المعلومات الشخصية

الجنس: ☐ ذكر ☐ أنثىالمؤهل العلمي: ☐ ثانوي ☐ دبلوم ☐ بكالوريوس ☐ ماجستير فأعلىالفئة العمرية: ☐ أقل من ٢٥ ☐ ٢٥-٣٥ ☐ ٣٥-٤٥ ☐ أكبر من ٤٥ سنةالمركز الوظيفي: ☐ موظف ☐ رئيس قسم ☐ مدير دائرةسنوات الخبرة: ☐ أقل من ٣ ☐ ٣-٦ ☐ ٧-١٠ ☐ أكثر من ١٠ سنوات

القسم الثاني: التخطيط الاستراتيجي

التكرم بوضع إشارة (X) أمام الاختيار المناسب لتطبيق مفهوم التخطيط الاستراتيجي في بلدية جنين

الرقم	الفقرات	أوافق بشدة	أوافق	محايد	أعارض	أعارض بشدة
الرؤيا						
١.	تتوفر لدى البلدية رؤية واضحة ومفهومة للمواطنين.					
٢.	يتم تحديث الرؤية بشكل دوري.					
٣.	تأخذ الرؤية بعين الاعتبار القدرات والكفاءات المتوفرة في البلدية والعقبات المتوقعة.					
٤.	تحدد الرؤية مستقبل البلدية.					
الرسالة						
٥.	رسالة البلدية مرنة وتتكيف مع المستجدات.					
٦.	يتم تحديث الرسالة بشكل دوري.					
٧.	تتوافق الرسالة الحالية للبلدية مع الأنشطة التي تقوم بها.					
٨.	يتم اشراكي في تطوير رسالة البلدية.					
الأهداف الإستراتيجية						
٩.	يوجد للبلدية أهداف بعيدة المدى.					

الرقم	الفقرات	أوافق بشدة	أوافق	محايد	أعارض	أعارض بشدة
١٠.	تضع البلدية مقاييس وأساليب كمية ووصفية تساعد في قياس الأهداف.					
١١.	توضع الأهداف بمشاركة جميع الأطراف المسؤولة عن تنفيذها.					
١٢.	تتسم الأهداف بالقدرة على تحقيق التكيف مع التغيرات في بيئة العمل في البلدية.					
الخيارات الإستراتيجية						
١٣.	تقوم البلدية بوضع خيارات إستراتيجية لمعالجة القضايا التي تواجهها.					
١٤.	تحرص البلدية على اختيار حلول إستراتيجية لمعالجة القضايا التي تواجهها.					
١٥.	تعمل البلدية على تنفيذ خططها.					

القسم الثالث : الجودة

الرجاء التكرم بوضع إشارة (X) أمام الاختيار المناسب

الرقم	الفقرات	أوافق بشدة	أوافق	محايد	أعارض	أعارض بشدة
الملموسيات						
١.	تمتلك البلدية موقعا استراتيجيا.					
٢.	تمتلك البلدية مرافق جذابة.					
٣.	التصميم الداخلي لمبنى البلدية يتماشى مع الخدمات المقدمة للعملاء.					
٤.	يعتبر المظهر العام للموظفين لائقا.					
٥.	أثاث وديكور البلدية لائقاً.					
٦.	لدى البلدية شبكة اتصالات معلوماتية حديثة.					
٧.	يستفيد المواطنون من شبكة الاتصالات المعلوماتية الخاصة بالبلدية.					
٨.	يسهل الوصول إلى مركز خدمات الجمهور التابع					

الرقم	الفقرات	أوافق بشدة	أوافق	محايد	أعارض	أعارض بشدة
	بلدية جنين.					
٩.	التنظيم والترتيب الداخلي لمركز خدمات الجمهور يوفر الراحة للجمهور.					
(الموثوقية) الاعتمادية						
١٠.	تعمل البلدية على تطوير خدماتها باستمرار.					
١١.	تفي البلدية بوعودها للمواطنين.					
١٢.	يبدى الموظف اهتماماً لشكوى المواطن.					
١٣.	تعلن البلدية عن جميع البيانات والمعلومات المتعلقة بالخدمات الجديدة.					
١٤.	يمكن الاعتماد على البلدية في تقديم الخدمة.					
الاستجابة						
١٥.	يستجيب الموظف للمواطنين بشكل فوري.					
١٦.	يوجد صندوق شكاوى في البلدية.					
١٧.	تستجيب البلدية لملاحظات الجمهور.					
١٨.	يوجد خطوط اتصال سهلة وسريعة للمواطن.					
١٩.	تتعامل البلدية مع شكاوى المواطنين بكل موضوعية وبسرعة قدر الإمكان.					
التعاطف						
٢٠.	يتمتع موظفو البلدية بالسمعة الحسنة.					
٢١.	توفر البلدية خط اتصال مجاني للمواطن.					
٢٢.	خدمة المواطن من أهم أولويات البلدية.					
٢٣.	فترة دوام البلدية مناسبة للمواطنين.					
٢٤.	تبدى البلدية اهتماماً بالمراجعين من ذوي الاحتياجات الخاصة.					
٢٥.	تتابع البلدية ملاحظات المواطنين باهتمام.					
الضمان						
٢٦.	تتعامل البلدية مع البيانات و المعلومات الخاصة بالمواطن بسرية تامة.					
٢٧.	يحصل المواطن على بعض الخدمات عن طريق الهاتف.					
٢٨.	تقوم البلدية بعمل تقييم دوري للموظفين للتعرف					


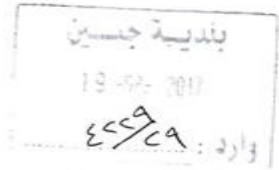


الرقم	الفقرات	أوافق بشدة	أوافق	محايد	أعارض	أعارض بشدة
	على نقاط القوة والضعف لكل منهم.					
٢٩.	يتعرض موظف البلدية للمسائلة الإدارية في حال ورود شكوى عليه في صندوق الشكاوى.					
٣٠.	يشعر المواطن بالأمان والثقة عند التعامل مع البلدية.					

شكراً لحسن تعاونكم

Appendix (2): Evaluators List

No.	Name	Major	University
1-	Dr. Shaher Mohammed Ahmed Obaid	Business Administration Associate Professor	Al Quds Open University
2-	Dr. Raed Iriqat	Business Administration Assistant Professor	Arab American University
3-	Prof. Ayman Yousef	Political Science Professor	Arab American University
4-	Dr. Mohammed Abu Sharba	Finance Assistant Professor	Arab American University
5-	Dr. Samir Abu Zneid	Business Administration Associate Professor	Hebron University
6-	Dr. Atieh Musleh	Business Administration Associate Professor	Al-Quds Open University
7-	Dr. Sam Fokha	Marketing Associate Professor	An-Najah National University

Appendix (3): Mission Letter

<p>Arab American University-Jenin Faculty of Graduate Studies Tel: 04-241-8888, Ext 14*2, 14*1</p>		<p>الجامعة العربية الأمريكية - جنين كلية الدراسات العليا تلفون: 04-241-8888, Ext 14*2, 14*1</p>
ص: 2017/8/G.S/9		التاريخ: 9-8-2017
	<p>حضرة الدكتور محمد إسماعيل أبو غالي المحترم رئيس بلدية جنين</p>	
<p><u>الموضوع: تسهيل مهمة بحثية</u></p>		
<p>تحية طيبة وبعد،</p>		
<p>تهديكم الجامعة العربية الأمريكية أطيب التحيات، وتأمل من حضرتكم تسهيل مهمة الطالبة أسماء عمر ادريس خروب أحد طلبة كلية الدراسات العليا بالجامعة العربية الأمريكية، حيث تقوم الطالبة بإجراء بحث بعنوان:</p> <p style="text-align: center;">"أثر التخطيط الاستراتيجي في البلديات الفلسطينية على جودة الخدمات المقدمة للمواطنين من وجهة نظر العاملين في بلدية جنين"</p>		
<p>وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في التخطيط الاستراتيجي وتجنيد الأموال، أملين منكم التكريم والسماح لها بتوزيع الاستبانة بمؤسستكم، لما لها من أهمية في إنجاح البحث، والتوصل إلى توصيات "دقة" علماً بأن المعلومات والبيانات التي سيتم الحصول عليها ستستخدم لأغراض البحث العلمي فقط، وستبقى في منتهى السرية التامة.</p>		
<p>وتفضلوا بقبول فائق الاحترام والتقدير،،،</p>		
<p>عميد كلية الدراسات العليا د. عبد الرحمن أبو لبدة</p>		

أثر التخطيط الاستراتيجي في البلديات الفلسطينية على جودة الخدمة المقدمة للمواطنين: بلدية جنين دراسة حالة

الملخص

هدفت هذه الدراسة إلى التعرف على أثر التخطيط الاستراتيجي في البلديات الفلسطينية على جودة الخدمة المقدمة للمواطنين: بلدية جنين دراسة حالة. اتبعت الدراسة المنهج الوصفي التحليلي، تم الحصول على المعلومات لهذه الدراسة باستخدام البيانات الثانوية والأولية، تم الحصول على البيانات الثانوية من خلال مراجعة الكتب، المجلات، النشرات، المقالات العلمية، الصحف والدوريات الخ. تم جمع البيانات الأولية من خلال استبيان صمم خصيصاً لغرض الرسالة. وقد تضمن الاستبيان (٤٥) فقرة موزعة على ثلاثة أقسام رئيسية، حيث احتوى القسم الأول على المعلومات الشخصية، القسم الثاني تألف من (١٥) فقرة تمثل عناصر التخطيط الاستراتيجي، في حين أن القسم الثالث احتوى على (٣٠) فقرة تمثل أبعاد جودة الخدمة. تم تحكيم الاستبيان من سبعة محكمين لتقييم كل بند/ سؤال واتساقه. كما تم اختيار عينة عشوائية من موظفي بلدية جنين وفقاً لصيغة ستيفن ك. طومسون، وقامت الباحثة بتوزيع (١٢٠) استمارة على موظفي بلدية جنين استرجع منها مائة وأربعة عشر (١١٤) استبانة. اعتمدت الباحثة نموذج سيرفكوال مع إجراء بعض التعديلات عليه ليتناسب مع أهداف الدراسة. وللإجابة على سؤال الدراسة الرئيسي: "ما أثر اعتماد التخطيط الاستراتيجي في بلدية جنين على جودة الخدمة المقدمة للمواطنين في مدينة جنين؟" اتبعت الباحثة المنهج الوصفي التحليلي وقامت باختبار أربعة فرضيات رئيسية موضحة في الدراسة، وتحليل البيانات استخدمت الباحثة برنامج الحزم الإحصائية للعلوم الاجتماعية (SPSS). أظهرت نتائج الدراسة الرئيسية أن التخطيط الاستراتيجي في بلدية جنين له علاقة ارتباط إيجابية وأثر واضح على جودة الخدمة المقدمة للمواطنين، وأن مستوى الرضا عن جودة الخدمة التي تقدمها البلدية والتي تم قياسها من وجهة نظر الموظفين كان متوسطاً، واتضح وجود فجوة كبيرة في النوع الاجتماعي، حيث شكل الذكور (٨٥,١) ٪ من العينة بينما شكلت الإناث (١٤,٩) ٪ فقط. كما كان هناك فرق كبير بين إجابات الموظفين على أبعاد جودة الخدمة حسب المركز الوظيفي. أوصت الباحثة بلدية جنين بضرورة تعزيز ثقافة الجودة لدى الموظفين وتشجيعهم على المشاركة في التطور المستمر وتمكينهم من فرص الإبداع والابتكار، ضرورة إشراك النساء والشباب في جميع مستويات الوظائف الإدارية في البلدية، تعزيز الوعي لدى موظفي البلدية بدور التخطيط الاستراتيجي في تحسين جودة الخدمات المقدمة للمواطنين، أن تراعي رؤية البلدية القدرات والكفاءات المتوفرة فيها والعقبات المتوقعة وأن تقدم خدماتها للمواطنين في الوقت الذي وعدت به، علاوة على ذلك، يجب على البلدية أن تولي مزيداً من الاهتمام في التعامل مع شكاوى المواطنين بشفافية وفي أسرع وقت ممكن، وأن تتابع ملاحظات المواطنين بجدية واهتمام.

الكلمات المفتاحية: الإستراتيجية، الإدارة الإستراتيجية، التخطيط الإستراتيجي، الجودة، جودة الخدمة، سيرفكوال، بلدية جنين.