

Measuring the Satisfaction Citizen of the Service Quality in Municipal Jenin Area in Palestine

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ABSTRACT— This study aims at measuring the level of municipal services quality and citizen's satisfaction in Jenin Area. Obviously, the study problem shows that the citizens are not satisfied with the current services quality offered by the municipalities in the Governorate of Jenin. Hence, this paper is considered as a base-stone for the municipalities of Jenin area in which academic researchers at institutes and universities can get use of its findings and recommendations. The study population comprises citizens who reside in Jenin area. Whereas, the study sample is made up of (400) respondents of the surveyed municipalities. The study findings reveal that the citizens are satisfied with the Service Quality offered by the municipalities in Jenin area. The findings also show that citizens' evaluation of the quality of the municipal services is positive for each of the five dimensions of Service Quality (tangibles, assurance, responsiveness, reliability, empathy). As a consequence, the aforementioned findings of this paper come up with a number of recommendations. However, the most significant recommendation states that the municipalities in Jenin area should adopt the findings of this paper especially the positive evaluation of the Service Quality. This positive evaluation reflects the satisfaction of the citizens, which leads the working municipalities in Jenin area to offer better services.

KEYWORDS: Satisfaction, Services Quality, Municipalities in Jenin Area, Palestine.

1. INTRODUCTION

There is no doubt that the Service Quality of municipalities are considered as a base-stone in achieving the desired objectives of the local governance. They also grant the municipalities a real role in achieving the required development in the local communities in Palestine. Hence, these aims are achieved when municipalities reach the required level in of services compared to the citizen's payments of taxes and fees. It's worth mentioning that municipalities in Jenin area are working hard in order to satisfy their citizens by providing the required services. However, the citizen's concept of satisfaction has become a major factor of the municipality's work. It is also considered as an indication of the effective activities and outcomes they perform and reflexes the citizens' evaluation of these activities. Consequently, the citizens' satisfaction becomes a key element that contributes to maintain a consistent and good level of service performance. These findings also show that the municipalities in Jenin area must recognize the requirements of its citizens, their problems and their urgent need for high Service Quality's. This awareness will facilitate the municipality's tasks to obtain the satisfaction and help from their citizens to overcome the problems that they may occur. This paper evaluates the quality level of municipalities' services for the citizens with the use of the measurement model (SERVQUAL) Service Quality dimensions. It also examines their satisfaction level with these services, and to recognize their perceptions and expectations in this regard. As a result, this will lead relatively to the development of these services, and raise them to the desired level. Hence, this study comes as an attempt by the researcher to achieve this aims by employing scientific methodology.

2. Problem Statement

The collected data of the view point of the local citizens by the researcher indicates that they are dissatisfied with the current services of the municipalities in the Jenin area. Consequently, this finding leads the researcher to identify this problem and determine its dimensions in order to achieve his purpose of measuring the citizens'

satisfactions towards the municipal services in Jenin area. Hence, the purpose of this study can be achieved by answering the following questions:

Q1-: What is the level of the citizens' satisfaction with the quality of services offered by the municipalities in the Jenin area?

Q2-: What is the outcomes of the citizen's assessment of the quality of services offered by the municipalities in the Jenin area with respect to each of the five dimensions of Service Quality (Tangibles, Assurance, Responsiveness, Reliability, and Empathy)?

3. Research hypothesis

H₀₁: The citizens are not satisfied with the services quality offered by the municipalities in Jenin area. H₀₂: Citizens' assessment of the services quality offered by the municipalities in Jenin area is negative. This hypothesis comes from employing the five dimensions of measuring the Service Quality (Tangibles, Assurance, Responsiveness, Reliability, and Empathy).

4. Research Model

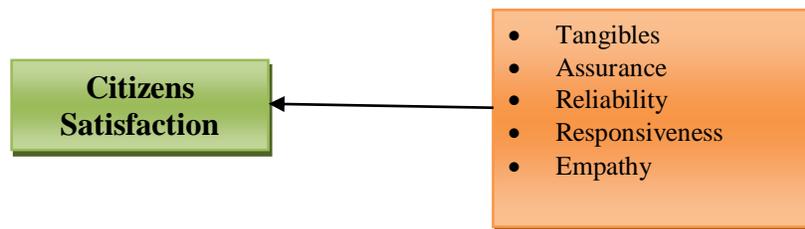


Figure 1: Research Model

Source: Prepared by the researcher according to models of Service Quality dimensions.

5. Research Objectives

This paper aims at measuring citizens' satisfaction with the quality of municipal services in Jenin area from the point of view of its citizens.

6. Research Importance

In spite of the vital role of the services offered by municipalities in developing the area as well as its role in enabling them to work efficiently and effectively- doubtlessly they have not received the attention of researchers and authors. In fact, municipal services have become an effective tool to reach today's modern and rapid developments. Hence, the need to specialize in offering high Service Quality's for the citizens pushed municipalities in general and in the Jenin area in particular to race to gain their citizens' satisfaction. The domain of exploring the dimensions of services quality, how they are measured, and the criteria upon which the citizens rely on, these services especially when they are aware of the offered quality is considered as a rare issue in the literature. As a result, this paper offers vital help for the municipalities operating in the Jenin area by adopting its recommendations. As well, academic researchers in institutes and universities will get use of its findings.

7. Operational Definition

Service Quality: Service Quality is defined in this paper relying on the view point of the citizens as an external procedure in which the citizen is the main source to assess the Service Quality offered by Jenin municipalities. This means that the concept of Service Quality is in the awareness of citizens; so it must be measured with the standards associated with this perception and then expose these perceptions. Thus, the Service Quality is

the degree of harmony between the actual performance of the service offered by the municipalities in Jenin area and the expectations of citizens. However, Service Quality has been measured using Service Quality model (SERVQUAL) which is based on measuring the perception of citizens of the actual performance of the municipalities in Jenin area. It has also been measured by a questionnaire where 22 statements included representing the five dimensions of the Service Quality. The questions covered the five dimensions as follows:

- **Tangibles:** Tangibles includes the physical elements of the services offered by the municipalities in Jenin area. For instance, it includes physical facilities such as the availability of equipment, machines, workers and the level of the used technology. It also takes in account the physical appearance of the municipal offices, furniture, design, decoration and stationery. This has been measured by [1- 4] statements in accordance with the availability of the required tools and physical facilities.
- **Reliability:** Reliability reflects the level of Service Quality offered by the municipalities in Jenin area. It also indicates the precise performance and the ability to accomplish the services accurately and on time. It also examines the reliability in fulfilling the promises; taking in account the conditions of citizens and the level of knowledge and experience in this regard by municipal workers in Jenin area, and having error-free records as well. These items are measured by statements [5- 9].
- **Responsiveness:** Responsiveness includes the initiatives that assist citizens, answering their queries, understanding their needs and the speed in providing the services offered by the municipalities in Jenin area. It also deals with solving the problems that face the citizens. In addition, it deals with the initiatives of municipal workers in the area by providing services at the time promised, and the readiness of response to any inquiries, and willing to provide the needed inquiries. However, this model is measured by statements [10- 13].
- **Assurance:** Assurance deals with the worker's ability to instill confidence in customers at the municipalities in Jenin area. It shows the sense of trust when dealing with them; in addition to the enjoying support from their administration and given personal attention to do the job at its best. This model is measured by statements [14- 17].
- **Empathy:** Empathy measures the degree of care and giving the best attention to identify customers' problems and needs by employees in the municipalities in Jenin area. It deals with offering the citizens a special care and attention to their problems and working hard to find solutions in a humane and kind manner. As well, it includes the simplicity in communicating, contacting and understanding the citizens by identifying their needs and providing personal attention to them. In addition to identifying the level of understanding the needs of the citizens and their problems and demands and then show interest in solving these problems during the working time of the municipality. This model is measured by statements [18- 22].
- **Satisfaction:** Satisfaction is the feeling of happiness or discomfort by citizens following the reception of the services offered by the municipalities in Jenin area. This feeling is the result of the evaluation process conducted by citizens when comparing the service, they have already received with their expectations and perception, and that's prior to obtaining these services; in addition to the extent to which they fulfill the desired requirements and needs.

8. Literature Review

Study of aimed to identify the level of achieving the quality of job life through its dimensions (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances;

participating in decision making), and to reveal differences in the responses of sample members according to personal variables (gender; academic qualification; College; nature of work; years of service). The researchers used the descriptive and analytical approach and the questionnaire as the main tool for data collection. The study population reached (596) academic and administrative employees distributed among [5] university colleges in Gaza Strip, and a stratified random sample of (240) employees was selected, at a rate of (40.3%). SPSS software was used to analyze the data. The study concluded a set of results, the most important of which are:

- The results of the study showed that the availability of quality elements of job life in university colleges in Gaza Strip is appropriate in general in terms of: (moral working conditions, wages and rewards, participation in decision-making, handling complaints and grievances, benefits provided to employees). Job quality with relative weight (63.30%).
- There are differences between the average responses of the respondents about the level of achieving quality of job life in Palestinian university colleges in Gaza Strip due to gender, differences in favor of the male category, and the nature of work for the category "academic with an administrative position".
- There are no differences between the averages of the respondents' responses about the level of achieving quality of job life in university colleges in Gaza Strip due to academic qualification, college, and years of service.

Study of aimed to determine the flexibility of information and its relationship to improving the quality of service in nongovernmental hospitals in Gaza Strip. The study relied on the descriptive analytical method, and the questionnaire was designed as a tool for data collection and consisted of [21] items. The researchers used the comprehensive survey method, and the number of study population members was (536) singular, where (434) questionnaires were retrieved, and the recovery rate was 80.97%. The study showed many results, the most important of which was the presence of a moderate degree of approval by members of a sample on the flexibility of information, as it obtained an approval percentage with a relative weight of (60.15%). The Quality of Service has a relative weight (79.90%). The results of the study revealed a statistically significant relationship between the flexibility of information and the quality of service in non-governmental hospitals in Gaza Strip with a correlation coefficient of (0.417). Study of [11] aimed at identifying the intermediate role of client's satisfaction as a mediating variable between brand dimensions and enhancing loyalty in commercial banks operating in Palestinian, as well as determining the relationship between the dimensions of the brand and the promotion of allegiance. The study community consists of [14] commercial banks operating in Palestinian, the sample of the study consisted of (400) respondents. The study concluded a number of results, the most important of which were: The existence of a statistically significant impact on the dimensions of the brand in enhancing loyalty among customers of commercial banks operating in Palestinian. A statistically significant effect of brand dimensions was also found to enhance loyalty among Palestinian commercial bank customers with satisfaction as an intermediate variable. In light of the results, the study presented a number of recommendations. Study of aimed to identify the intermediate role of the standard of operations in the relationship between the focus on students and beneficiaries in achieving satisfaction of students in Palestinian universities. The study used the analytical descriptive method. The study was conducted on university leadership in Al-Azhar, Islamic and Al-Aqsa Universities. The study sample consisted of (200) individuals, 182 of whom responded, and the questionnaire was used in collecting the data. The results of the study were as follows: - There is a statistically significant effect on the adoption of the criterion of focus on the students benefiting to achieve the satisfaction of students in the Palestinian universities, where the value of R Square (35.3%), there is a statistically significant effect on the adoption of the criterion of focus on the students benefiting on the use of the standard of operations in Palestinian universities. The value of the R Square is (62.8%), there is a statistically significant impact of the criterion of operations on the satisfaction of students in Palestinian universities. Where the value of the R is (36.2%), there is a significant effect on the adoption of

the criterion of emphasis on students benefiting from the satisfaction of students in Palestinian universities with the existence of the standard of operations as an intermediary variable. The role of the mediator in the relationship between the adoptions of the criterion of focus on the students benefiting to achieve the satisfaction of students in Palestinian universities was revealed through the use of Path Analysis.

Study of aimed at identifying the intermediate role of applying the criterion of focus on human resources in the relationship between adopting the leadership standard in the international models of quality and achieving job satisfaction among the workers in the Palestinian universities. The study used the analytical descriptive method. The study was conducted on the university leadership in (Islamic University, Al-Azhar University, Al-Aqsa University), the study population consisted of (416) individuals. The study sample consisted of (200) individuals, 182 of whom responded, and the questionnaire was used in collecting the data. The study reached a number of results, the most important of which is. The level of Palestinian universities' adoption of the criterion of concentration on human resources got a high degree to some extent. The level of job satisfaction among the workers in the Palestinian universities studied was high due to the statistically significant effect of the leadership criterion on employee satisfaction. The focus on human resources, the existence of a statistically significant impact on the adoption of the criterion of concentration on human resources to achieve job satisfaction in Palestinian universities, the standard focus on human resources partly mediated the relationship between adopting the standard of leadership and achieving job satisfaction for Palestinian universities' employees. Study of [24] aimed at investigating the linkage between total quality management (TQM), perceived Service Quality (PSQ), as well as their impact on the patient satisfaction (PS) and behavior intentions (BIs) among Palestinian healthcare organizations. Drawing on a survey, results clearly indicated that TQM significantly affects PSQ and PS; PSQ positively influence PS and BIs and BIs are influenced positively by PS. Moreover, the positive link between PSQ and BIs is mediated by PS. A final model was developed that shows that both TQM and PSQ directly influence PS and BIs. On the basis of the results of this study, hospital managers are suggested to design management strategies that are more patient-centred and emphasize on technical as well as functional capabilities of the service providers in order to live up to the client's expectations. The noteworthy contributions of this study, to the relevant literature, are the establishment of the direct effect of PSQ on BIs of customers and the confirmation of the mediating effect of PS on the positive link between PSQ and BIs. These findings are deemed significant in strategic planning leading to better customer satisfaction. Study of aimed to examine the flexibility of human resources and their relationship to improving the quality of services in non-governmental hospitals in Gaza Strip. The study relied on the descriptive and analytical approach, and the questionnaire was designed as a tool for data collection and consisted of [21] items, and the researchers used the comprehensive survey method, and the number of the study population was (536) individuals, where (434) questionnaires were retrieved, and the recovery rate was (80.97%). The study showed several results, the most important of which were: an average degree of approval by the members of the study sample on the flexibility of human resources, as it obtained a relative weight of 61.63%), and the results of the study indicated a high degree of approval by the members of the study sample on the quality of service, where it was clear that the field of quality of service had a relative weight (79.90%). The results of the study revealed a statistically significant relationship between the flexibility of human resources and the quality of service in non-governmental hospitals in Gaza Strip, with a correlation coefficient of 0.435.

Study of aimed at identifying the intermediate role of the criterion of emphasis on students and beneficiaries in the relationship between adopting the criterion of partnership and resources and achieving the satisfaction of the society. The study used the analytical descriptive method. The study was conducted on university leadership in Al-Azhar, Islamic and Al-Aqsa Universities. The sample of the study consisted of (200) individuals, 182 of whom responded, and the questionnaire was used in collecting the data. The study reached

a number of results, the most important of which were: The level of adoption by the Palestinian universities of the criterion of partnership and resources came to a large extent. The level of adoption by the Palestinian universities of the criterion of emphasis on the beneficiary students was very high. The criterion of partnership and resources to achieve the satisfaction of the community surrounding the Palestinian universities, the existence of a statistically significant impact of the adoption of the criterion of partnership and resources to strengthen the focus on students benefiting in Palestinian universities, The focus on the students benefiting from the satisfaction of the community surrounding the Palestinian universities, the existence of a statistically significant impact on the adoption of the criterion of partnership and resources to achieve the satisfaction of the community surrounding the Palestinian universities, Study of aimed to identify the reality of total quality management in university colleges in Gaza Strip, through its dimensions, which are (commitment of senior management; organizational building; employee empowerment; continuous improvement; focus on beneficiaries; management by facts), and to detect differences in the responses of sample members according to For personal variables (type; educational qualification; college; nature of work; years of service). The researchers used the descriptive analytical method, and used a main tool to collect information: the questionnaire consisted of [42] phrases, and the study population reached (596) academic and administrative employees distributed to [5] university colleges in Gaza Strip, and it was chosen A stratified random sample of them consisted of (240) employees, approximately (40.3%) of the study population. (SPSS) was used to analyze the data. The study concluded a set of results, the most important of which are:

- The application of the requirements of total quality management in university colleges in Gaza Strip is generally appropriate in terms of: (the commitment of senior management to total quality management, organizational building, facts management, focus on beneficiaries, employee empowerment, continuous improvement), where the response of the sample members was about the dimension's Total quality management with relative weight (69.93%).
- There are differences at the level of significance ($\alpha = .05$) between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip due to gender and differences in favor of the male category. And differences attributed to the college and in favor of the University College of Professional Sciences.
- There are no differences between the averages of the respondents' responses to total quality management in university colleges in Gaza Strip due to (Educational Qualification, Nature of Work, and Years of Service).

Study of aimed to determine the proactive flexibility and its Impact on Improving the Quality of Services in nongovernmental hospitals, from the viewpoint of the internal beneficiaries of non-governmental hospitals in Gaza Strip. The study relied on the descriptive and analytical approach, and the questionnaire was designed as a tool to collect data, and the researchers used the comprehensive survey method, and the number of the study population was (536) single, where (434) questionnaires were retrieved, and the recovery rate was (80.97%). The study showed many results, the most important of which were the presence of a moderate degree of approval by the study sample on anticipatory flexibility, as it obtained an approval percentage with a relative weight of (59.49%). The results of the study indicated a high degree of approval by the study sample regarding the Improving the Quality of Services. As it became evident that the Improving the Quality of Services field obtained a relative weight (79.90%). The results of the study revealed a statistically significant relationship between anticipatory flexibility and the Improving the Quality of Services in non-governmental hospitals in Gaza Strip, with a correlation coefficient of 0.459. The results of the study also revealed a statistically significant impact of response flexibility on the Improving the Quality of Services in non-governmental hospitals in Gaza Strip. Study of aimed at examining the quality of service in non-governmental hospitals in Gaza Strip between reality and what is hoped from the viewpoint of the internal beneficiary of non-governmental hospitals in Gaza Strip. The study relied on the descriptive analytical method, and the

questionnaire was designed as a tool for data collection and consisted of [15] items. The researchers used the comprehensive survey method, and the number of study population members was (536) singular, where (434) questionnaires were retrieved, and the recovery rate was (80.97%). The study showed several results, the most important of which were: The results of the study indicated that there is a high degree of approval by the members of the study sample on the quality of service with a relative weight (79.90%). The results of the study also showed that there were no statistically significant differences in the quality of service according to the variables (gender, educational qualification, and position). And the absence of statistically significant differences in the quality of service according to the variables (years of service, age group). Study of aimed at identifying responsive flexibility and its role in improving Service Quality, from the point of view of the internal beneficiary in non-governmental hospitals in Gaza Strip. The study relied on the descriptive and analytical approach, and the questionnaire was designed as a tool to collect data, and the researchers used the comprehensive survey method, and the number of the study population was (536) single, where (434) questionnaires were retrieved, and the recovery rate was (80.97%). The study showed many results, the most important of which were: The presence of moderate degree of approval by the study sample on the responsive flexibility, as it was evident through the response flexibility field obtaining a relative weight (60.50%), and the results of the study indicated that there is a high degree of approval by the members of the study sample. On the quality of service, as it was evident through the field of Service Quality obtaining a relative weight (79.90%). The results of the study revealed a statistically significant relationship between responsive flexibility and Service Quality in non-governmental hospitals in Gaza Strip, with a correlation coefficient of 0.418, and the results of the study revealed a statistically significant effect between responsive flexibility and Service Quality in non-governmental hospitals in Gaza Strip.

Study of aimed to identify management with facts and its relationship to quality of life in university colleges in Gaza Strip. The researchers used the descriptive and analytical approach, and used a main tool to collect information: the questionnaire. The study population reached (596) academic and administrative employees distributed among (5) university colleges in Gaza Strip, and a stratified random sample of 240 employees was selected with (40.3%) of the study population. SPSS software was used to analyze the data. The study concluded a set of results, the most important of which are:

- The results of the study showed that the application of the management by facts method is appropriate, as the response of the respondents about management with facts was of relative weight (69.43%).
- The results of the study showed that the availability of quality elements of job life in university colleges in Gaza Strip is appropriate in general in terms of: (moral working conditions, wages and rewards, participation in decision-making, handling complaints and grievances, benefits provided to employees), where the response of the sample members about the dimensions of Job quality with relative weight (63.30%).
- The results showed that there is a strong positive relationship between management with facts and quality of work life (moral working conditions; wages and rewards; benefits provided to employees; handling complaints and grievances; participation in decision- making) in university colleges in Gaza Strip.

Study of [7] aimed to identify the reality of modern methods applied in the process of performance assessments of employees in the municipalities of Gaza- strip, Complete Census method of community study was used, (571) questionnaires were distributed to all members of the community study, (524) questionnaires were recovery with rate of (91.76%). The most important findings of the study: There were statistically significant relationship differences between the applications of modern methods in the performance assessments of employees in the municipalities of Gaza-strip. There was statistically significant relationship between the evaluation criteria that fit the required performance and the application of standards evaluations on performance of employees in the municipalities of Gaza-strip. There was statistically significant relationship between the use of methods, models for the evaluation of appropriate functions and the

application of the performance assessments of employees in the municipalities of Gaza-strip. There was statistically significant relationship between the feedback and the application of performance assessments of employees in the municipalities of Gaza-strip. There was statistically significant relationship between the efficient, professional assessors and the application of the performance assessments of employees in the municipalities of Gaza-strip. There was statistically significant relationship between the extent of awareness of subordinates, participation in the evaluation of their performance and the application of the performance assessments of employees in the municipalities of Gaza-strip. Study of indicates that the institutions that adopt an institutional system based on quality principles will have good quality of services. Hence, this will positively reflect on the customer satisfaction. The possibility of applying an expected technical and functional measures have been tested in the targeted areas of the study. In general, the findings of this paper are of great importance in helping managers in their quest to determine the best means to improve the Service Quality. Hence, these findings contributed to establish theoretical frameworks that show the variation coefficient between these two variables and their efficiency in measuring the expected customer satisfaction. Study of [8] comes to clarify the quality of the offered banking services, their dimensions; as well as measuring their level from the view point of the customers. The findings of the study indicate that the dimensions of Service Quality (tangibles, assurance, responsiveness, reliability, empathy) are affected with the use of the information technology. This means that there is an urgent need to improve the level of the used information technology by banks in order to improve the quality of the banking services. Study of aims at examining the dimensions of the offered health Service Qualities in group selected hospitals at the Governorate of Nineveh, Iraq. The findings of the study states that there the research reach to the set of conclusions that: there are variances in the targeted hospitals responsiveness regarding the availability of the dimensions of health care quality. The findings also show that Tangibles dimensions, in Ibn Sina Teaching Hospital were significant where it got the highest percentage of agreement among the respondents. Study of comes to highlight the effects and role of the internal marketing and Service Quality on the customer satisfaction. As well as the importance of improving the internal processes in the banking sector in order to provide high Service Qualities. The findings find a strong causative relation between the internal marketing and the quality of the offered services. As a result, this quality affects getting the customers' satisfaction. Thus, the main key to reach the customer satisfaction begins with the satisfaction of the employees. Study of explores a number of obstacles that face Gaza Strip municipalities especially in preparing and implementing the participatory budgeting. The finding of the study states that the process of preparing and implementing the participatory budgeting is faced with some obstacles such as the lack of awareness towards the vital role of the participatory budgeting. Others aspects refer to the lack of experience and skills, add to this technical and behavioral aspects.

9. Theoretical Framework

Service Quality: Service Quality is considered as a base-stone tool that measures the quality of the offered services. As a result, this fact makes testing the Service Quality is a very difficult matter because it is testing the quality of the service when it occurred. So it is not enough to make assumptions and to provide quality standards in accordance with the expectations of the beneficiaries of services. In fact, the aspects of Service Quality are integrated with its provider and cannot be separated. For instance, goods quality can be assessed by examining them. Services are distinguished with a standardized characteristic in which the services in nature aim to offer the best to the beneficiaries. This characteristic, hence, make it difficult to distinguish between these services. Thus, the concept of Service Quality is emerged as a field that can contribute to achieve some kind of relative distinction between the outputs of this service and the beneficiaries and between the standards they are looking for. This will be a base that helps to identify the concept of the quality of the offered services in accordance with the beneficiary own perceptions and standards when judging the quality of this service. It has been said that quality is defined as "compliance with the requirements" in which these requirements reflex the expectations of the beneficiaries. However, this definition turns these expectations

into an obligatory requirement which conflict some aspects of measuring the dimension of the Service Quality. There is another definition that complements the aforementioned one. It defines quality as: "Quality is all what said about appropriateness for use". This definition is based on meeting the needs of beneficiaries from their own perspective and according to their own criteria. It is considered as the degree the service meets the requirements for the beneficiaries. However, the problem remains in determining these requirements where the criteria of quality evaluation remains a difficult task when compared to goods. Thus, Service Quality is an intangible obsession dominated by technical aspects that address the expectations of the beneficiaries regarding the quality of the offered service. The Service Quality is judged by consumers who are looking for what satisfies their needs and desires when they service it. This judgment is based on their prior expectations and experiences. Here is the average level of service satisfaction may be considered to be of high quality compared to low expectations, or low quality compared with high expectations.

However, this evaluation undergoes to a set of criteria drawn by the beneficiaries. As a result, there are three levels of service awareness that are concluded by. These levels are:

1. **Core Service:** It portrays the beneficiary level of the service that is expected to meet the need for it. It is also considered as the motivation to request this service.
2. **Actual Service:** It is a set of characteristics linked to the service, which reflects an advanced demand for this service and in the sense of a relative degree of quality sought by a few of beneficiaries of it.
3. **Support Service:** It is an activity or function required for expressing the content of an integrated service that reaches the preferences and expectations of beneficiaries. It also reflects a high degree of whole Service Quality that becomes a requirement by beneficiaries. It gives the beneficiaries the freedom to choose what best suits them.

The researcher illustrates that the quality of service is a standard that matches the actual performance with the expectations of the beneficiaries from this service. It's also the difference between the beneficiaries' expectations and perceptions of the service. It is a concept that reflects the beneficiary's assessment of the quality excellence or overall excellence in offering the service.

9.1 Dimensions of Service Quality

Service Quality is a complex concept that includes a set of dimensions that constitute its conceptual content. These dimensions refer to the criteria used by the beneficiaries to judge the quality of the offered service or that shaped by their perceptions. Hence, an article about the theoretical model for assessing quality in health services proposed by Parasuraman, Zheitaml and Berry, in order to measure the degree of satisfaction of users. This model is based on the analysis of expectations and perceptions of users of services, by means of five dimensions. "This model measures the difference between what is expected by the user and the service offered, gaps or shortcomings are derived that may be the main obstacle for users to perceive the provision of such services with quality. It was observed that the use of the psychometric scale called Service Quality (SERVQUAL).

(SERVQUAL) is a model a form that includes 22-item designed to better understand the expectations and perceptions of beneficiaries of Service Quality. This model is applicable to a wide range of services and can be easily modified to take in account the requirements of service users. These dimensions include the following:

1. **Tangibles:** It represents physical requirements in the working environment at the municipalities in Jenin area such as: modern technical devices, equipment and facilities that suit the type of the offered service, as well as the presence of good-looking working staff.
2. **Reliability:** It is the ability to meet the deadlines for doing works and the possibility of relying on the

municipalities in Jenin area; as well as having accurate records.

3. Responsiveness: It informs the beneficiaries of the right time to perform the service, get immediate service, and the desire of the employees to perform the service their interest in meeting the requests of the beneficiaries.
4. Assurance: It shows the level of having trusted employees who are trustworthy in dealing with beneficiaries. It also means that there is a working staff who enjoy good morals and ethics. It also illustrates the management support for the municipal working staff and its reflection on offering better service.
5. Empathy: This dimension illustrates the art of dealing with people and well-treatment; as well as awareness of the people feelings. It explains what another person is experiencing from within their frame of reference. It is the extent of knowledge of the beneficiaries' needs and interests and the adequacy of the working hours of the municipality.

9.2 Satisfaction

[17] says satisfaction is predetermined by how the expectations of the customer are met. Customer satisfaction is directly connected to customers' needs. The degree to which these needs are fulfilled determines the enjoyment in the case of conformity or disappointment from discrepancy. Defined satisfaction as "assessment of customers of a service and whether they meet their needs and expectations". The failure to meet these needs and expectations causes dissatisfaction to the offered service. [16] defines satisfaction as the customers' needs, wishes, and awareness derived from the fulfillment of the needed (service or goods) compared to his expectations. Satisfaction is also defined as "an experience often comes after consumption has been made; in which the consumer compares between the perceived service with the expected quality". Thus, a distinguish must be made between the quality and satisfaction. That's because service providers need to know whether their objectives have been achieved in satisfying their customers. The aspects of the differences between the constituents of satisfaction and Service Quality can be exposed if we recognize that satisfaction affects the Service Quality assessment, and that Service Quality affects consumer satisfaction. However, the main difference between the two concepts is that quality is related to offering a service, while satisfaction reflects customer expectations of that service. As a result, satisfaction is known as "the psychological reaction of the consumers when their expectations occurred or not", p. 53). However, the researcher defines satisfaction as a consumer reaction after getting service and its assessment after getting benefit from it; and whether it has fulfilled the consumer needs and expectations. This means that there is a strong relation with the municipality and the citizens. Doubtless there is a permanent strong causative relation between both sides the citizen and the municipality and also continuous communication between them. This means satisfaction creates a motivation for the citizen to be loyal to the municipality.

10. Methodology and Procedures

10.1 Methodology

This paper relies on the descriptive and analytical methodology. Hence, the researcher employed the descriptive methodology to describe the concepts that are related to the Service Quality and the level of satisfaction. As well as the process of analyzing the constituents on which the structure based on by converting non-quantifiable data into measurable quantitative variables to deal with them during testing the hypotheses. It also shows the study findings and its recommendations. Thus, this paper is considered as a field study because the collected data has been gathered directly from the citizens. It is therefore a deductive analytical study in which the researcher uses the quantitative method to collect data from the respondents through a questionnaire.

10.2 Study Population and Sample

The study population includes all municipalities of the [14] surrounding areas that follow the Governorate of Jenin. These municipalities are Municipality of Jenin, Municipality of Qabatiya, Municipality of Arrabeh, Municipality of Ya'bad, Municipality of Al Yamoun, Municipality of Seilat Al Harthiya, Municipality of Seilat Al Dahr, Municipality of Jaba', Municipality of Al Zababda, Al-Mutahida Municipality, Municipality of Marj Ibn Amer, and Municipality of kufr Ra'e. Hence, the questionnaire distributed to the targeted citizens in each municipality in Jenin area by following the simple random sample. The number of the distributed questionnaire forms is 450. The returned forms are 409 which rates (90.88%) of the total distributed forms. However, nine forms were excluded due to incomplete filling. As a result, the accepted questionnaire forms is (400) represents the citizens who residing in Jenin area.

10.3 Study Tool

The objectives of this paper are achieved by collecting data on the variables based on a sampling unit that covers all of the citizens who live in Jenin area and get benefit from the services offered by these municipalities.

10.4 Data Collection Methods

This paper relies on two types of data sources. These sources are: the secondary sources such as marketing books, scientific references, bulletins and specialized journals which discuss service satisfaction and Service Quality. The second source is called the primary sources like designing a questionnaire relates to the topic of this paper. However, this paper uses (Cronbach Alpha reliability to test the internal consistency that reaches 91.6%) in order to prove the validity of the used tools and their ability to measure the variables where this result shows an excellent and reliable percentage to adopt the findings of this paper.

10.5 Statistical Methods

The study uses the (SPSS) statistical method to analyze the data. It employs the arithmetic average in order to determine the significance level of the questionnaire statements, and the standard deviation to show the dispersion level of responses compared to its arithmetic mean. The study also uses (T- Test) for bilateral comparison, and to test the study hypotheses in order to assure the statistical significance of the findings.

10.6 Data Analysis and Hypothesis Testing

Arithmetical Mean, Standard Deviations of the variables and Dimensions of Service Quality have been found. The following tables illustrate this finding as follows:

Table 1: Arithmetic Mean and Standard Deviation of Service Quality Dimensions

#	Item	Arithmetic Mean	Standard Deviation	Sig.
Tangibles				
1.	Modern technical equipment is available in the municipality	3.7995	.78092	High
2.	Physical facilities are available	3.7712	.86855	High
3.	Visually appealing of decoration, internal design and office equipment suits the kind of the offered services by the municipality	3.6681	.87650	Medium
4.	The facilities are compatible with the offered services	3.7618	.85184	High
Reliability				
5.	Provides services at the time promised	3.6425	.82117	Medium

6.	Employees give personal attention to all citizens	3.7325	.83666	High
7.	Employees have professional ethics and experiences	3.6692	.84578	Medium
8.	Employees have knowledge with the procedures of working at municipality	3.8387	.79954	High
9.	Maintain error-free records	3.5495	.83647	Medium
Responsiveness				
10	Initiate to tell time when a new service is performed	3.7241	.84120	High
11	Employees offer prompt services to customers	3.6061	.78132	Medium
12	Employees are readily respond to customers' requests	3.8085	.77556	High
13	Employees are always willing to help customers	3.8373	.70412	High
Assurance				
14	Employees are trusted	3.8256	.86341	High
15	Employees are able to instill confidence in customers	3.6632	.73537	Medium
16	Employees are courteous and show respect to others all time	3.6905	.79898	High
17	Employees enjoy support from the administration and given personal attention to do the job at its best	3.7665	.78042	High
Empathy				
18	Employees recognize customers' needs and are interested in solving them	3.8481	.82107	High
19	Offering services during emergencies	3.7028	.76963	High
20	Employees give their best attention to identify customers' needs and requirements	3.5957	.82874	Medium
21	Employees show special interest in customers problems and needs	3.7234	.76274	High
22	The municipality offers convenient operating hours	3.7854	.82150	High

The data in table (1) comes out with the following findings:

1. The arithmetic means of the tangible model are varying between (3.7995-3.6681) in which the statement that states that "modern technical equipment is available at the municipality" is the highest among the average responses. Whereas the statement that states that "Visually appealing of decoration, internal design and office equipment suits the kind of the offered services by the municipality " is the lowest among the average responses. Generally speaking, all of the responses in relation to the tangible model were positive.
2. The arithmetic means of the reliability model are varying from (3.8387- 3.5495) in which the statement that states that "Employees have knowledge with the procedures of working at municipality "is the highest among the responses. In contrast, the statement that states that "Municipality maintains error-free records "are the lowest among the average responses. Generally speaking, all of the responses in relation to the reliability model were positive.
3. The arithmetic means of the responsiveness model are varying between (3.8373 to 3.6061) in which the statement that states that "Employees offer prompt services to customers "is the highest among the average responses. Whereas the statement that states that "Employees offer prompt

services to customers "is the lowest among the average responses. Generally speaking, all of the responses in relation to the responsiveness model were positive.

4. The arithmetic means of the assurance model are varying between (3.6632 to 3.8256) in which the statement that states that "Employees are trusted "is the highest among the average responses. Whereas the statement that states that "Employees are able to instill confidence in customers "is the lowest among the

average responses. Generally speaking, all of the responses in relation to the assurance model were positive.

5. The arithmetic means of the empathy model are varying between (3.5957 - 3.8481) in which the statement that states that “Employees recognize customers' needs and are interested in solving them ” is the highest among the average responses. Whereas the statement that states that “Employees give their best attention to identify customers’ needs and requirements “is the lowest among the average responses. Generally speaking, all of the responses in relation to the empathy model were positive.

Table 2: Arithmetic Means and Standard Deviations of Citizens' Satisfaction

#	Statement	Arithmetic Mean	Standard Deviation	Sig.
23	I am pleased and satisfied with the Municipality cooperation when offering services	3.794	.8658	High
24	Musicality services fulfill my needs and expectations	3.771	.8432	High
25	I would like to get to know about all the services offered by the municipality	3.571	.8665	Medium
26	The added value of the services offered by the municipality exceeds my expectations	3.617	.8 302	medium
27	Employees show respect and have customers best interests at heart	3.725	.8712	High

The data in table (2) shows that the arithmetic means of the satisfaction model are vary between (3,794 - 3.571) in which the statement that states that "I am pleased and satisfied with the Municipality cooperation when offering services" is the highest among the average responses. In contrast, that the statement that states that "I like to get to know all about the services offered by the municipality" is the lowest among the average responses. In general, all of the responses in relation to the satisfaction model were positive. However, this paper uses (One Sample T. Test) for binary comparisons in order to test its hypotheses. Table (3) illustrates the results obtained when testing this hypothesis wherein the significance level is (0.05).

First: Testing the first hypothesis: Citizens are dissatisfied with the services quality offered by the municipalities in Jenin area.

Table 3: (T. Test) for testing hypothesis one

Variable	Calculated T. Value	Tabular T. Value	Sig-T	Result of Null Hypothesis
Satisfaction	7.348	1.673	0.000	Rejection of Null Hypothesis

The data in Table (3) shows that the calculated T value is (7.348) while its tabular value is 1.673. Because the calculated T value is greater than the tabular value, we reject the null hypothesis and accept the alternative hypothesis that says "citizens are satisfied with the services quality and the assessment of the offered services by municipalities in Jenin area is positive” confirms the Sig value which is equal to (0.000). Secondly, testing the second hypothesis. The citizens' assessment of the services quality offered by the municipalities in Jenin area is negative in relation to each dimension of the five Service Quality dimensions. (Tangibles, Assurance, Reliability, Responsiveness, Empathy).

Table 4: Results of analyzing (T. Test) for the five Service Quality dimensions

Variable	Calculated T. Value	Tabular T. Value	Sig-T	Result Of Null Hypothesis
Tangibles	4.6762	1.673	0.000	Rejection

Assurance	5.3475	1.673	0.000	Rejection
Reliability	5.2554	1.673	0.000	Rejection
Responsiveness	4.911.	1.673	0.000	Rejection
Empathy	5.7405	1.673	0.000	Rejection
All dimensions	5.1861	3.840	0.000	Rejection

The data in Table (4) show that the calculated T value is 5.1861, while the tabular value is (3.840). Because the calculated T value is greater than the tabular value, the null hypothesis was rejected and the alternative hypothesis that says The citizens' assessment of the services quality offered by the municipalities in Jenin area is positive in relation to each dimension of the five Service Quality dimensions: (Tangibles, Assurance, Reliability, Responsiveness, Empathy) confirms the Sig value which is equal to (0.000).

11. Conclusion and Recommendations

11.1 Conclusions

The following is a summary of the study results

First: The Arithmetic Mean of the variables and dimensions of the Service Quality illustrate the following findings:

1. **Tangibles:** the study states that all of the arithmetic means are positive with respect to the responses of tangible model statements. It also shows the importance of the availability of modern technical equipment and facilities that are suitable and attractive for the nature of the municipal services. This means that the relation between the physical evidence as a dimension of the Service Quality would contribute to help in satisfying the needs and hopes of the citizens and then achieve their satisfaction. This requires the municipalities in Jenin area to focus on the tangible dimension, which focuses on the physical environment in which the municipality operates and offers its services.
2. **Reliability:** the study states that all of the arithmetic means are positive with respect to the responses of reliability model statements. It also shows the importance of knowledge with the procedures of working at municipality. As well as the importance of giving personal attention to all citizens taking into account their conditions and needs. It also shows the importance of having professional ethics and experiences among municipal employees. This confirms that satisfaction is a reflection of the ability of municipalities in Jenin area to meet the promises they give to the citizen at the time promised which will contribute to improve the offered services.
3. **Responsiveness:** the study states that all of the arithmetic means are positive with respect to the responses of responsiveness model statements. It also shows the importance of helping the citizens and offering the required service for them when needed. As well as the importance of having employees who are readily respond to customers' requests. However, when the aforementioned target is achieved, the employees will offer prompt services to customers. Thus, the speed of delivery of services has become one of the essentials for citizens to be satisfied.
4. **Assurance:** the study states that all of the arithmetic means are positive with respect to the responses of assurance model statements. It also shows the importance of having an ability by employees to instill confidence in customers. As well as the importance of enjoying the employees with support from their administration and giving them personal attention to do their work at its best. This will lead to increase confidence in the municipal staff and grant the citizens more confidence and assurance in dealing with the

municipality. This requires providing financial incentives such as wages, annual increments and bonuses, as well as providing moral incentives such as promotion opportunities, Letters of thanks and appreciation to the employees and others.

5. **Empathy:** the study states that all of the arithmetic means are positive with respect to the responses of empathy model statements. It also shows the importance of recognizing the customers' needs by employees and show interest in solving them. As well as the importance of offering convenient operating hours. Empathy model hence focuses on the importance of offering the required service. As well, it focuses on understanding the needs of the citizen by the employees, their demands and their requests and problems in order to solve them. As well as offering convenient operating hours and working during emergencies. All of these are considered as an enhancement to recognize the quality of service provided by the municipalities in Jenin area.

6. **Satisfaction:** the study states that all of the arithmetic means are positive with respect to the responses of the satisfaction model as a dependant variable statements. It also shows the importance of It also shows that services quality leads to satisfy and please the citizen with the cooperation offered by municipalities in Jenin area. The offered services by these municipalities thus will satisfy the needs and requirements of their citizens.

Second, the results of testing the hypothesis state the following findings:

1. The citizens are satisfied with the services quality offered by the municipalities in Jenin area. This indicates that citizens' awareness of the actual quality of service offered by these Municipalities (actual performance) is high compared to the expected quality and the actual service (expected service). In others words, the expected quality of the services was low.

2. This paper shows that citizens' assessment of the services quality offered by the municipalities in Jenin area is positive for all of the five dimensions of Service Quality: (Tangibles, Assurance, Reliability, Responsiveness, and Empathy). This means that the quality of service offered by the municipalities is one of the main significant factors that influence the satisfaction of the citizens. The five dimensions that constituent of the Service Quality are vary in degree of their impact on satisfaction. This finding requires the principals in Jenin area to take in account these dimensions to develop the services quality. That is because the relative importance of each of these dimensions requires determining their appropriate degree of priority.

11.2 Recommendations

The researcher concluded the following recommendations:

1. The municipalities in Jenin area should realize the importance of the findings of this study. This study comes with a positive evaluation that results from its findings with respect to the Service Quality which reflected positively on the satisfaction of the citizens. Thus, this will motivate them to continue to offer better services to their citizens.

2. Municipalities in Jenin area should realize that its citizens have high level of expectations regarding the offered Service Quality. This high level of expectations, thus, will help them to assess the actual performance of the offered service. As a result, the municipalities should work to balance between these expectations and the quality of the offered services to be closer to these expectations.

3. The study recommends that municipalities in Jenin area must put into practice and hold effective training programs to develop the skills of the employees to deal with the citizens because they are a fundamental part of the service delivery process.

4. It strongly recommends that municipalities in Jenin area should commit to work on implementing fully and constantly strengthening and improving the level of their services effectively. Today, the municipal work depends heavily on previous achievements and the growing awareness of the citizens of Service Quality assessment.

5. Municipalities in Jenin area are recommended strongly to adopt programs based on scientific methodology to improve the quality of their services in order to enhance the confidence and perceptions of the citizens with the offered services and then to achieve their satisfaction.

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