

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

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Abstract

The purpose of this study is to investigate the impact of political based recruitment (PbR) dimensions on the quality of governmental services in Palestinian public ministries. The study examined the impact through four major independent variables, which are: independency of decision making, fairness in providing governmental services, official job abuse for personal interest, and self-autonomy of the organization. This study followed the statistical analytical approach, by using a questionnaire as data collection tool, which were distributed among public employee who are working as department directors and directors on charge in social sector ministries. Results showed that decisions making independency and fairness in providing governmental services have significant effect on quality of governmental services (QoGS). The study recommended that the principle of equal opportunities in appointing senior positions must be applied the Palestinian public senior positions.

Keywords: Political based recruitment; Senior positions and public sector

Introduction

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

Public servants are considered to be the way by which governmental services reach their targeted citizens, so, it concerns a lot how government establish, pave and rehabilitate this way. Thus, the process of recruiting public servants is one of the most sensitive issues that can always raise argument as it considers to be a basic for building good governance [1].

By the establishment of PNA in 1994, hundreds were recruited both in security and civil sectors in the lack of professional managerial standards that take into consideration academic qualifications, experience, and field of specialization. It was the first experience for PNA to formulate and manage public institutes. Therefore, leaders to enhance such institutes have sought for supported servants. Hence, in senior positions; priority was given to the alliance of Palestinian liberation organization (PLO) where, those members had military background with limited experience managing civil organization of public sector. Despite of this justification, it was clear that the priority given to the party affiliation on the expense of efficiency [2].

Thus, determination of the actual need of public human resource and the number of public positions associated with public goals were not carried out professionally, and as a result, the impacts of weak basis started to appear quickly as public sector was suffering from inflation of human resource with low productivity rate and high costs [3]. When discrimination takes place, public recruitment process will be one of the opened doors that allow corruption to enter and penetrate the governmental body. Abu Zaid had defined discrimination in civil service as "failure to provide equality and equal opportunities for all citizens, when applying, recruiting, and performing public job and carry out its consequences [4]. Further, civil services discrimination happens when governing political party exercise authority to fulfill public positions-especially senior positions-with its members.

Logically, governing political party tends to depend on PBR to ensure political accountability, reward their supporters, and get public

servants who are loyal to the president and his policy and therefore speak with one unified voice [5]. This method is followed even within the advanced countries but it should be legitimate professional basis. PBR can be the instrument that will ensure the implementation of government policy-which the government promised to implement during election-by hiring trustful political public servants in higher and sensitive positions [6]. The American case-for instance-showed that the responsibility for populating top positions in the executive and judicial branches of government is one the Senate and the President share, as the president has the authority to appoint 163 positions at the executive branch [7].

So, this study aims to investigate the extent to which the PbR will influence the governmental services at Palestinian public institutions.

Research Problem

The annual corruption report that was prepared and published by Aman institution was clarifying that there are many obstacles and difficulties stand against the process of reforming and standardizing public recruitment process; especially the process of recruiting senior positions [8]. The researchers found that there is an ambiguous and unclear vision, policies, and procedures covering the process of recruiting senior positions. For instance, civil services law in its article No. (17) had given the president and ministerial cabinet ultimate authority to appoint seniors.

By the end of 2005, the Palestinian caretaker government had issued more than 422 public recruitment decisions between the dates of 20/11/2005 and 29/03/2006. Further, 143 presidential decrees had been issued at that period to enhance some of those recruitment decisions.

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Additionally, Palestinian Gazette with all of its editions includes a lot of seniors hiring decision that was issued by both ministerial cabinet and prime minister; researcher had noted 14 seniors hiring decisions that were issued at the second half of 2007 after Hamas became the only political party that exercise governance in Gaza Strip.

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

Research Questions

- To which extent do the political based recruitment dimensions have impact on the quality of governmental services?

And from key question, sub questions are raised as follows:

- To which extent do decision making independency, fairness in providing services, official job abuse for personal interest, and self-autonomy of the organization have an impact on quality of governmental services?

Research Hypothesis

The key hypothesis

There's significant impact of PbR's dimensions on the quality of governmental services at level of 0.5.

The sub hypothesis

- There's significant impact of decision making dependency on the QoGS.
- There's significant impact of fairness of providing governmental services on the QoGS.
- There's significant impact of official job abuse for personal interest on the QoGS.
- There's significant impact of self-autonomy of the organizations on the QoGS.

Research objectives

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

Research Importance

This study practically contributes to show the impact of PbR dimensions on the quality of service and evaluate whether such method could be suitable for the Palestinian context. It is further seems to be important to prove the best method of governance for the unique society such as Palestine. On the other hand, this study may contribute to knowledge by identifying factors that may contribute to improve the quality of services in the public sector of Palestine.

Research Variables

The dependent variable

Quality of governmental services.

The independent variables

Decision making independency, fairness in providing services, official job abuse for personal interest, and self-autonomy of the organizations

Literature Review

Recruitment and selection

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

Role of Palestinian security agencies in public job

Background investigation-also known as background screening and background check-is considered as one of the basic steps followed by employers to make informed hiring decisions in order to help mitigate the risk of workplace violence, employee theft, and negligent hiring lawsuits. Therefore, background investigation is performed for pre- employment or employment purpose by looking up and collecting data about specific candidate who is accepted to occupy a specific position at the organization, mostly sensitive and finical positions that require a trusted employee [9].

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

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

Previously, security scanning-background investigation-was a requirement for public job in order to ensure that candidate is not connected with the Israeli Occupation (Spy) [10].

Despite there are no clear legal provisions that authorize Palestinian security Apparatus to interfere in the process of recruiting public servants, security scanning was a requirement for public employment in the era of President Yasser Arafat [11]. Then when Hamas won the elections and formed its government, Prime Minister Ismail Haniyeh had issued decision No. (08/05/10) at (02/05/2006) stating that security scanning will be abolished from the process of recruiting public servants [12].

Then, after Palestinian Division in 2007, Ministerial Cabinet in its weekly session No. (18) at 03/09/2007, had issued a decision which emphasize that security scanning should be conducted before a person is being appointed in any public position [10].

At that time, security scanning was not only conducted for new hiring, but also for employees who were currently working in public positions, which led at that time to dismiss hundreds of public servants based on their political affiliation. Moreover the researchers had searched a lot to get a copy of (03/09/2007) decision, but had not found anything! Later, researcher had found out that the decision was not published publically in the Palestinian Gazette [11].

General personnel council (G.P.C) had reported that Palestinian security apparatus practice an influential role in the process of approving candidates and recruiting public servants. Therefore, G.P.C is committed to the recommendations of Palestinian security apparatus, even if it recommended to refuse the candidate! [13].

Decision Making Independency: Palestinian Case

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

- Loyalty to factions at the expense of loyalty to the Palestinian public.
- Marginalizing of the other parties.
- Competition on privileges [14].

Fairness in Providing Governmental Services

Service fairness can be defined as a customer's perception of the degree of justice in a service firm's behavior. Suppliers with a reputation of fairness are trusted more by customers and are rewarded with more and longer term relationships. On the other hand, companies which are unable to build a fairness image can hardly secure customer trust and customer loyalty. In addition, [15] had indicated that the prime factor affecting overall satisfaction from a service is the extent to which customers believe they have been fairly treated.

Official Job Abuse in the Palestinian Context

Political and organizational conflicts in Palestine had increased both the abuse of laws and regulations, and the issuance of more laws and regulations that serve a particular group of people in a specific time period. The situation which Palestinian People have passed under the Israeli occupation had left its effects on public job and public employees. During the period of 1967-1994 when Israeli Military (Civilian Administration) took charge of what might be viewed as a public administration sector, public employees, who were paid their salaries from the Israeli occupation, were facing conflicting feelings between their loyalty to their work subordinates, and the feeling of hate to their land occupier.

Then, the years that followed the year of 1994 when Palestinian National Authority took control and power over the public sector, demand for public job increased and public job appointment rate had also increased in the light of unprofessional recruitment standards and the high rate of unemployment. As a result, high numbers of unqualified public employees were pumped to the public body, which led to weak supervising procedures, and increase bureaucracy and non-professional procedures [12].

Despite this, there are a lot of local institutions that work toward reducing the level of job abusing in public bodies and its effect, but unfortunately it cannot exercise its duties professionally as a result of political disagreement, which lead at most of the times to different interpretations of laws, and using laws to justify abuses! [12].

Self-Autonomy of Organizations

The Palestinian civil service system was influenced by a lot of factors which reflected on all aspects Palestinian life. One of those factors, which strongly affected, is the historical legacy of various stages which the Palestinian society passed through it in recent years due to external controls (colonialism) that affected the social, economic and political structure of Palestinian society [16].

Linkage between Public Job Promotions and Political Considerations

The reality of promotions in the Palestinian civil services indicates that promotions for the upper and the first class are not according to law in most cases, and the promotions are based on political criteria rather than on merit, competence or personal performance. It is noteworthy that the administrative committee-which is formed by Ministerial Cabinet-has controlled promotions and appointments process in 2004 and 2005, but political appointments is back once again with Hamas government at 2007 [17].

This complicated political situation had led to:

1. Enlarge the number of public service seniors
2. Conflict of powers between public institutions.
3. Each government had made a set of senior's appointments according to political considerations [17].

Quality of Governmental Services in the Palestinian Context

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

Standards for Providing a Qualified Governmental Services

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

1. Behaviors of Service Provider
2. Information and knowledge
3. Work environment
4. Response
5. Quality and Improvement
6. Economy and crisis management

Previous Studies

Nour Al-Deen had concluded that recruitment authorities were centralized on the hands of Ministerial Cabinet at the period from April to June 2014. Researchers had recommended to professionalize the process of recruiting public seniors, in addition to determine a specific time period for seniors to stay at their public positions. [18] identified the role of creative destruction management in improving the quality of services in the Palestinian governmental sector in Gaza governorates. The level of quality of services in the Palestinian governmental sector in Gaza governorates is intermediate with a relative weight of 63.531%. Al-Tawil studied the legal system that organize recruiting, promoting, and accountability of public seniors in Palestine. He concluded that Civil Service Law includes contradictory articles regarding the power of the President and Ministerial Cabinet in issuing seniors appointment decisions. It was recommended that Presidency and Ministerial Cabinet

should minimize seniors' recruitment and take advantage of existing expertise, and Civil Services Law should be amended, and procedure for appointing seniors should be clearly specified.

Qandeel examined the level of transparency and fairness in the process of appointing senior positions in Palestine, and identified that the main obstacles and difficulties standing against achieving acceptable level of transparency and equity in senior's recruitment process. The civil services law did not identify procedures for appointing seniors. The civil service law should be amended, and procedure for appointing seniors should be clearly specified. Moreover, political belonging should be avoided during the process of appointing seniors.

[12] researched the issue of exploiting legislations and laws by some employees who have power in the Palestinian Authority. Researcher came out with a number of results: He found that influential individuals use their power and influence to explain laws in accordance with their interests; he concluded that legislations are not clear-cut, and could bear several interpretations.

[10] investigated if there is discrimination in public jobs in Palestine based on political belonging. The study pointed out that political based discrimination exist in the public sector and it is a destructive phenomenon which started to appear by the establishment of Palestinian National Authority, and had appeared more clearly after the Palestinian internal conflict. The study recommended that political considerations should not lead to public job discrimination. Additionally, he recommended that recruitment at all public positions should be announced and subjected to competition.

[3] investigated the reality of recruitment and selection policies at the administrative positions in Palestinian ministries in Gaza Strip. The study showed that several non-objective factors that stand against standardizing the process of selection and recruitment. Research recommended creating a suitable environment based on scientific criteria for recruiting public servants.

Research Design and Methodology

This study adopted the descriptive analytical statistical approach by utilizing a questionnaire which was analyzed based on regression analysis. The researchers had also conducted some interviews when needed to strengthen research results and feed its literature. Also, a pilot study for the questionnaire was adopted before collecting the results of the sample.

Research population

The population of the study is from the Palestinian public sector taking social sector ministries as a case study. The study population was (309) public employees who are working as department directors and directors on charge in social sector ministries.

Research sample

The study sample was a stratified random sample consisting of (177) public employee who are working as department directors and directors on charge in social sector ministries. While (185) questionnaires were distributed among respondents (177) questionnaires were recollected.

Data Measurement

In this research, scale 1-10 is used. See Table 1.

Personal Characteristics of study sample

Gender

As shown in Table 2, 83.6% of the sample are males and 16.4% of the sample are females.

Item	Strongly Disagree									Strongly agree
		1	2	3	4	5	6	7	8	

Table 1: Rresearch scale.

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

Table 2: Gender.

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

Table 3: Age.

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

Table 4: Educational degree.

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

Table 5: Years of experience.

Age

As shown in Table 3, 5.6% of the sample are "from 20-less than 30 yrs.," 44.6% of the sample are of " from 30-less than 40 yrs.," 32.2% of the sample are of "from 40-less than 50 yrs." and 17.5% of the sample are of " more than 50 yrs."

Educational degree

As shown in Table 4, 4.0% of the sample are "Diploma" holders, 52.0% of the sample are "Bachelor" holders, 39.0% of the sample are "Master" holders and 5.1% of the sample are "Ph.D" holders.

Years of experience

As shown in Table 5, 2.3% of the sample have experience "less than 5 years", 32.8% of the sample have experience "5-less than 10 year", 24.9% of the sample have experience "10-less than 15 years" and 40.1% of the sample have experience "more than 15 yrs."

Validity and Reliability of the Questionnaire

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

Internal validity

Internal validity of the questionnaire is the first statistical test that

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

Tables 6-8 clarifies the correlation coefficient between each question in the field and the whole field.

Structure validity of the questionnaire

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

Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring. The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability.

Cronbach's Coefficient Alpha

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

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

Questionnaire Statistical Analysis

The first field (Decision making independency)

Means and test values for the field "Decision making independency" are shown in Table 9. The mean of the field "Decision making independency" equals 6.06 (60.59%), Test-value=0.58, and P-value=0.281 which is greater than the level of significance $\alpha=0.05$. The mean of this field is insignificantly different from the hypothesized value 6. It can be concluded that the respondents (Do not know, neutral) to field of "Decision making independency."

The second field (Fairness in providing governmental services)

Means and test values for the field "Decision making independency" are shown in Table 10. The mean of the field "Fairness in providing governmental services" equals 6.96 (69.57%), Test-value=9.16, and P-value=0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. It can be concluded that the respondents agreed to field of "Fairness in providing governmental services."

The third field (Official job abuse of for personal interest)

Means and test values for the field "official job abuse for personal

No.	Pearson Correlation Coefficient	P-Value (Sig.)	No.	Pearson Correlation Coefficient	P-Value (Sig.)	No.	Pearson Correlation Coefficient	P-Value (Sig.)
A. Decision making independency			B. Fairness in providing governmental services			C. Official job abuse of for personal interest		
	0.782	0.000*		0.476	0.001*		0.713	0.000*
	0.332	0.018*		0.651	0.000*		0.812	0.000*
	0.730	0.000*		0.776	0.000*		0.507	0.000*
	0.601	0.000*		0.821	0.000*		0.672	0.000*
	0.743	0.000*		0.745	0.000*		0.515	0.000*
	0.844	0.000*		0.775	0.000*		0.419	0.004*
	0.678	0.000*		0.802	0.000*		0.719	0.000*
	0.729	0.000*		0.773	0.000*		0.846	0.000*
	0.711	0.000*		0.825	0.000*		0.806	0.000*
	0.713	0.000*		0.776	0.000*		0.843	0.000*
	0.837	0.000*		0.451	0.002*		0.758	0.000*
	0.614	0.000*					0.548	0.000*
	0.763	0.000*						
D. Self-Autonomy of the organization			E. Quality of Governmental Services					
	0.752	0.000*		0.577	0.000*			
	0.750	0.000*		0.753	0.000*			
	0.726	0.000*		0.722	0.000*			
	0.840	0.000*		0.797	0.000*			
	0.754	0.000*		0.749	0.000*			
	0.552	0.000*		0.719	0.000*			
	0.480	0.001*		0.696	0.000*			
	0.406	0.005*		0.612	0.000*			
	0.471	0.001*		0.787	0.000*			
				0.821	0.000*			
				0.711	0.000*			
				0.765	0.000*			
				0.722	0.000*			
				0.709	0.000*			
				0.727	0.000*			

Table 6: Correlation coefficient between each question in the field and the whole field.

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1	Decision making independency	0.746	0.000*
2	Fairness in providing governmental services	0.811	0.000*
3	Official job abuse of for personal interest	0.787	0.000*
4	Self-Autonomy of the organization	0.881	0.000*
5	political based recruitment's dimensions	0.980	0.000*
6	Quality of Governmental Services	0.863	0.000*

Table 7: Correlation coefficient of each field and the whole of questionnaire.

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

Table 8: Cronbach's Alpha for each field of the questionnaire.

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1	Seniors delegate tasks and responsibilities to their subordinates	6.51	1.85	65.08	3.65	0.000*	3
2	Decision-making powers are not concentrated among seniors	3.01	1.50	30.06	-26.52	0.000*	13
3	Senior management give departments the sufficient independence to exercise its administrative competences	6.24	1.94	62.37	1.63	0.052	8
4	Seniors allow subordinates to participate in the process of developing and implementing plans	6.71	1.77	67.12	5.37	0.000*	2
5	Seniors allow subordinates to participate in the process of developing policies for their institution	6.01	2.05	60.06	0.04	0.485	12
6	Powers are delegated, which lead to faster the process of making decisions	6.38	1.83	63.84	2.79	0.003*	5
7	Institutional revenues increase as a result of power delegation	6.09	2.14	60.86	0.53	0.298	9
8	Decisions are made according to institutional interest	6.78	1.92	67.78	5.39	0.000*	1
9	Decisions are made in accordance to employees interest	6.04	1.92	60.40	0.27	0.392	11
10	Decisions are reviewed and adjusted if it conflicted with the interest of the institution or its employees	6.25	1.96	62.50	1.69	0.046*	7
11	Senior management is interested in suggestions and initiatives which are submitted by subordinates	6.28	1.82	62.82	2.06	0.020*	6
12	Senior level management conduct periodical meeting with different managerial levels in the institution	6.40	2.18	64.01	2.45	0.008*	4
13	Senior management provides adequate information that help subordinates in implementing and follow-up the taken decisions	6.08	1.92	60.80	0.55	0.291	10
All paragraphs of the field		6.06	1.34	60.59	0.58	0.281	

* The mean is significantly different from 6

Table 9: Means and test values for "Decision making independency".

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1	Your organization have adequate independence which enable it to play an active role in representing and expressing the interests of the society	6.41	2.12	64.07	2.55	0.006*	10
2	Nepotism and favoritism do not affects the process of obtaining provided services	5.24	2.53	52.39	-4.00	0.000*	11
3	Government services are offered neutrally to all citizens far away from the political affiliation	7.17	2.16	71.70	7.20	0.000*	5
4	Government service is offered to all citizens far away from family and clan considerations	7.33	2.02	73.30	8.71	0.000*	4
5	Adequate and needed information are provided equally to all service recipients	7.06	1.97	70.63	7.15	0.000*	6
6	Services are provided based on the queuing (role) system	6.49	2.26	64.91	2.86	0.002*	9
7	Governmental tenders are awarded to suppliers in a neutral way and far away from the political affiliation.	7.59	1.93	75.89	10.87	0.000*	2
8	Services are provided to citizens according to institutional goals and objectives	7.55	1.55	75.49	13.23	0.000*	3
9	Services are provided to citizens in accordance to imposed instructions and laws	7.62	1.60	76.17	13.34	0.000*	1
10	In the case of service provision failure or delay, reasons are clarified and explained to citizen	7.01	1.96	70.06	6.75	0.000*	7
11	Service recipients get adequate guide if they want to file a complaint to the concerned authorities	6.98	1.82	69.76	6.94	0.000*	8
All paragraphs of the field		6.96	1.39	69.57	9.16	0.000*	

* The mean is significantly different from 6

Table 10: Means and test values for "Fairness in providing governmental services".

interest" are shown in Table 11. The mean of the field equals 6.05 (60.54%), test-value=0.43, and P-value=0.333 which is greater than the level of significance $\alpha=0.05$. The mean of this field is insignificantly different from the hypothesized value 6. It can be concluded that the respondents (Do not know, neutral) to field of "Official job abuse of for personal interest".

The fourth field (Self-autonomy of the organization)

The mean of the field "Self-Autonomy of the organization" are shown in Table 12. The mean of the field equals 5.48 (54.80%), Test-value=-4.59, and P-value=0.000 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 6. It can be concluded that the respondents disagreed to field of "Self-Autonomy of the organization."

The fifth field (Quality of governmental services)

The mean of the field "quality of governmental services" are shown in Table 13. The mean of the field equals 6.18 (61.79%), Test-value=1.85, and P-value=0.033 which is smaller than the level of significance $\alpha=0.05$. The sign of the test is positive, so the mean of this field is significantly

greater than the hypothesized value 6. It can be concluded that the respondents agreed to field of "Quality of Governmental Services."

Research Hypothesis

There's significant relationship between political based recruitment and the QoGS at level of 0.5

Table 14 shows that the correlation coefficient between PbR and the QoGS equals 0.711 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha=0.05$. It can be concluded there is a significant relationship between PbR and the QoGS.

Employing the right person for any organization might be the most important part of its success! Qualified human resource, who have the ability to use available resources efficiently and effectively to achieve goals professionally, are the most valuable credit for the organization [6].

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

* The mean is significantly different from 6

Table 11: Means and test values for "Official job abuse of for personal interest".

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

* The mean is significantly different from 6

Table 12: Means and test values for "Self-Autonomy of the organization".

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1	Services are provided to citizens in an neutral and professional manner, far away from political affiliation	7.55	1.69	75.49	12.09	0.000*	1
2	There's a pre-provided information about the service and how to obtain it (procedure guide)	6.62	1.92	66.23	4.29	0.000*	4
3	Employees are sufficiently and regularly trained on how to deal with citizens and provide services to them	6.18	2.04	61.76	1.15	0.126	9
4	Services provision center are being prepared in an proper, convenient and comfortable manner	6.31	1.85	63.08	2.18	0.015*	7
5	Service provision staff have sufficient and required information about the provided services	6.81	1.58	68.10	6.77	0.000*	2
6	Service provision staff have the required skills which enable them to deal with people with special needs and elderly	6.69	1.70	66.90	5.36	0.000*	3
7	Number of service provision staff is appropriate and sufficient compared with the number of service recipients	5.76	2.20	57.64	-1.41	0.080	13
8	There's a clear clarification for the time frame required for service delivery	5.87	1.93	58.67	-0.91	0.183	11

9	Researches and questionnaires are regularly conducted to measure the level of citizen satisfaction about provided services	4.64	2.32	46.36	-7.72	0.000*	15
10	There's a pre-developed solutions and alternatives that ensure the process of service delivery at emergency times	5.81	2.03	58.09	-1.24	0.109	12
11	Services are delivered in an economical way and within the available resources	6.57	1.74	65.66	4.28	0.000*	5
12	At service provision centers, the surrounding environment is matching with health and safety standards for both employees and citizens	6.22	1.87	62.20	1.55	0.062	8
13	There is a regular evaluation for employees performance and work process in service delivery centers	5.95	2.19	59.54	-0.28	0.391	10
14	Employees with outstanding performance -in the field of service delivery- are being motivated and honored	5.05	2.37	50.52	-5.28	0.000*	14
15	There's a continuous development in the area of electronic service delivery	6.54	2.15	65.40	3.32	0.001*	6
All paragraphs of the field		6.18	1.28	61.79	1.85	0.033*	

* The mean is significantly different from 6

Table 13: Means and test values for "quality of governmental services".

	Pearson Correlation Coefficient	P-Value (Sig.)
Relationship between PbRand the QoGS	0.711	0.000*

* Correlation is statistically significant at 0.05 level

Table 14: Correlation coefficient between PbR and the QoGS.

	Pearson Correlation Coefficient	P-Value (Sig.)
Relationship between decision making independency and the QoGS	0.759	0.000*

* Correlation is statistically significant at 0.05 level

Table 15: Correlation coefficient between decision making independency and the QoGS.

	Pearson Correlation Coefficient	P-Value (Sig.)
Relationship between fairness in providing governmental services and the QoGS	0.620	0.000*

* Correlation is statistically significant at 0.05 level

Table 16: Correlation coefficient between fairness in providing governmental services and the QoGS.

	Pearson Correlation Coefficient	P-Value (Sig.)
Relationship between official job abuse of for personal interest	0.401	0.000*

* Correlation is statistically significant at 0.05 level

Table 17: Correlation coefficient between official job abuse of for personal interest.

	Pearson Correlation Coefficient	P-Value (Sig.)
Relationship between self-Autonomy of the organization and the QoGS	0.591	0.000*

* Correlation is statistically significant at 0.05 level

Table 18: Correlation coefficient between self-Autonomy of the organization and the QoGS.

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	1.020	3.127	0.002*	0.788	0.621	141.930	0.000**
Decision making independency	0.575	10.411	0.000*				
Fairness in providing governmental services	0.241	4.520	0.000*				

* The variable is statistically significant at 0.05 level

** The relationship is statistically significant at 0.05 level

Table 19: Result of Stepwise regression analysis.

So, effective and professional recruitment is consider to be the key for success in many fields, and quality is considered to be one of the most important achievement which any organization wish to reach [17].

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

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

Table 15 shows that the correlation coefficient between decision making independency and the QoGS equals 0.759 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha=0.05$. It can be concluded that there is a significant relationship between decision making independency and the QoGS.

Independency in decision making positively affect services quality, by enhancing delegation, and minimizing centralization [18], which reflects directly on the process of providing public services and the level of its quality.

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

Table 16 shows that the correlation coefficient between fairness in providing governmental services and the QoGS equals 0.620 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha=0.05$. It can be concluded that there is a significant relationship between fairness in providing governmental services and the QoGS.

Empirical evidence from Carr (2007) supports the notion of a positive link between service fairness and the customer perceived service quality. In other words, service fairness is directly related to customer satisfaction and there is a positive association between perceived service fairness and service quality [19].

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

Table 17 shows that the correlation coefficient between official job abuse of for personal interest equals 0.401 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha=0.05$. It can be concluded that there is a significant relationship between official job abuse of for personal interest and the QoGS

Official job abuse is one of corruption faces by which public sector employee abuse his power and influence-which derived from his job-to influence other employees to do or not to do action that would achieve interest for a third party. Official job abuse is considered to be behavioral problem and historical issue, and one of the negative human characteristics. So, United Nations Convention against Corruption in

its article No.(7) indicated that effective recruitment is an influential instrument which can prevent corruption and abuse of career influence, especially among public sector high staff employees who have a strong career influence that can lead to corruption [20].

Moreover, official job abuse, whether it is real or imagined, leads to breach the principle of social justice between the citizens of any society, when it used to achieve any own interest at the expense of public interest [21]. Therefore, official job abuse weakens the level of public quality [22].

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

Table 18 shows that the correlation coefficient between self-autonomy of the organization and the QoGS equals 0.591 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha=0.05$. It can be concluded that there is a significant relationship between self-autonomy of the organization and the QoGS.

The above result fit with (Awe, 2008) who identifies that there is a strong relationship exists between autonomy and quality assurance and as such autonomy is a prerequisite for quality assurance [23].

There's significant impact of political based recruitment on the QoGS at level of 0.5

Stepwise regression was used and obtained the following results:

- Table 19 shows the multiple correlation coefficient $R=0.788$ and $R\text{-Square}=0.621$. This means 62.1% of the variation in QoGS is explained by decision making independency and Fairness in providing governmental services.

- Table 19 shows the analysis of variance for the regression model. $F=141.930$, $\text{Sig.}=0.000$, so there is a significant relationship between the dependent variable QoGS and the independent variables "Decision making independency and Fairness in providing governmental services."

- Based on stepwise regression method, the variables "Official job abuse of for personal interest and self-autonomy of the organization" have insignificant effect on QoGS.

The estimated regression equation is:

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

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

- The estimated equation clarifies the impact of decision making independency and fairness in providing governmental services on the QoGS, so this equation reflects a causal relationship between variables.

- Keeping the value of "Fairness on providing governmental services" constant, and increase the value of "Decision making independency" by one unit, this will increase the value on dependent variable by 0.575.

- Keeping the value of "Decision making independency" constant, and increase the value of "Fairness on providing governmental services" by one unit, this will increase the value on dependent variable by 0.241.

Conclusions

1. There is a significant relationship between PbR dimensions and the QoGS.

2. There is a significant effect of the independent variables "Decision making independency and Fairness in providing governmental services on the dependent variable QoGS.

3. There's a significant differences among respondents toward the impact of PbR dimensions on the QoGS in Palestinian public institutions due to demographic information.

4. There are many obstacles and difficulties stand against the process of reforming and standardizing public recruitment process; especially the process of recruiting senior positions.

5. Palestinian CSA had state that every citizen has the right to get a public job without any semblance of discrimination, and had regulate conditions and procedures for public appointment. But the act had state some articles that opens the door for discrimination based on political affiliation, such as:

- Exclusion of special and first class category form advertising and competition as job requirements.

- The Act had not defined deterrent acts in the cases of exercising political based discrimination in appointing public positions

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

6. Security check was mainly used when appointing public positions.

7. There is a weak governmental experience in measuring the QoGS and improve citizen satisfaction.

8. Decision making process in Palestinian Public Institutions is highly centralized, which enhance the dominance of the ruling political party over the organization, and enhance abuse of position power and influence.

9. The quality of governmental service in intermediate level with a mean equals (61.79%).

Recommendations

Decision making independency

1. Apply the principle of equal opportunities in appointing senior positions which is stipulated in the basic law.

2. Modifying CSA to end the confusion between the role of the President and role of the Ministerial Cabinet in recruiting public seniors

3. Stop dealing with the principle of security integrity (security check) before appointing, as it is considered to be illegal act.

4. Determining a period of time to fill senior positions in order to control the occupant of these positions, as well as for renewing the expertise and competencies.

5. Modifying the organizational structures which will give the senior level staff the sufficient flexibility to delegate powers and duties to subordinates.

6. Issuing guidebooks about providing governmental services to citizens in all ministries, in order to ensure that services are provided in professional manner far away from discrimination and favoritism.

7. Regulating the process of using governmental resources (cars, mobile bills, awarding of tenders and others) and determining a clear procedures to punish anyone misusing the government resources.

8. Evaluating the employees in professional and neutral manner, away from the political and partisan considerations.

9. Activation of the "guide for applying standards of governmental service quality" which issued by the Palestinian Ministerial Cabinet in 2014 [24].

Recommendation for future researchers

In conclusion, future researchers are recommended to conduct studies about:

1. The impact of Political based Recruitment in other fields rather than quality of provided services, such as: job performance, citizen satisfaction, strategic management.

2. The phenomena of Political based Recruitment in Palestine, especially at public sector, in addition to private sector and NGO.

3. The quality of governmental services, and the reality of implementing quality models in Palestinian Public Institutions.

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